



Command Climate Assessment Change Summary

September 2026

This resource is designed to summarize recent Defense Organizational Climate Survey (DEOCS), Defense Organizational Climate Pulse (DOCP), and Comprehensive Integrated Primary Prevention (CIPP) Plan registration updates to keep those involved in the Command Climate Assessment (CCA) process informed.

CCAs primarily serve as organizational development tools to help commanders and leaders build positive command climates to enhance readiness. CCAs allow commanders and leaders to identify areas for improvement and take appropriate actions to address these challenges within their organization. The DEOCS, DOCP survey, and CIPP Plan are all components of the CCA process.

2026 DEOCS Updates

Survey Changes

For the 2026 DEOCS, “protective factors” are now known as “readiness enabling factors” and “risk factors” are now known as “readiness threatening factors.” These changes were made to reframe readiness front and center in the CCA process and align the DEOCS with Department of War (DoW) priorities.

Additionally, two factors and their associated survey questions have been removed from the DEOCS to allow for the addition of two new factors. The two new factors are *Perceived Readiness* and *Separation Plans* and the two factors that were removed were *Alcohol Impairing Memory* and *Sexist Behaviors*.¹ Below are the current factors.

Readiness Enabling Factors

- Cohesion
- Connectedness
- Engagement & Commitment
- Fairness
- Leadership Support
- Morale
- **Perceived Readiness**
- Safe Storage for Lethal Means
- Transformational Leadership
- Work-Life Balance

Readiness Threatening Factors

- Binge Drinking
- Passive Leadership
- Racially Harassing Behaviors
- **Separation Plans**
- Sexually Harassing Behaviors
- Stress
- Toxic Leadership
- Workplace Hostility

¹ If your unit/organization wants to assess sexism, the following question is available for selection from the DEOCS Custom Question Bank under Discrimination: People I work with make me feel uncomfortable, angry, or upset by showing me a lack of respect due to my sex.

These two factors and their questions were removed to maintain the current survey length. Additionally, behaviors related to these items are still measured with the *Binge Drinking* and *Sexually Harassing Behaviors* factors. While *Sexually Harassing Behaviors* does not directly measure *Sexist Behaviors*, survey results for these two factors were highly correlated. The survey questions for *Perceived Readiness* and *Separation Plans* are below. These questions are not included for DEOCS administrations at Military Service Academies (MSA) or MSA preparatory schools, and the red text shows alternative wording for the questions based on whether the participant is a military member or DoW civilian employee.

Perceived Readiness

5a. Overall, how well prepared are you to perform your [wartime job | organization's mission]?

- Very well prepared, Well prepared, Neither well nor poorly prepared, Poorly prepared, Very poorly prepared

5b. Overall, how well prepared is your [unit | organization] to perform its [wartime mission | mission]?

- Very well prepared, Well prepared, Neither well nor poorly prepared, Poorly prepared, Very poorly prepared

Separation Plans

7. Suppose that you have to decide whether to [stay on active duty | continue your federal service at your organization]. Assuming you could stay, how likely is it that you would choose to do so?

- Very unlikely, Unlikely, Neither likely nor unlikely, Likely, Very likely

DEOCS Custom Question Bank Updates

50 new closed-ended questions and 20 new open-ended questions have been added to the DEOCS Custom Question Bank for 2026. These question additions come from recommendations from the Services and the field. Recommendations are then reviewed for consideration by OPA before being submitted for review by the Office of Management and Budget (OMB). Below is a list of the new questions.

New Closed-Ended Questions	Keyword
If I were to deploy, I would trust my leadership.	Warfighter Readiness
I have confidence in my immediate/first line leadership to provide the direction needed to be successful in my job.	Trust in Leadership
I feel that my workload is reasonable for an average workday.	Work/Life Balance
My work schedule allows me flexibility to address my personal well-being while still fulfilling my daily responsibilities.	Work/Life Balance

My commander/leader models work-life balance.	Work/Life Balance
Leadership takes time to engage with personnel in their day-to-day environment.	Engagement and Morale
Policies and procedures used to make decisions in my unit/organization are applied consistently to all employees.	Fairness
I have one or more symptoms of work burnout (physical and/or emotional exhaustion, detachment or cynicism, reduced performance, increased irritability, sleep disturbances, etc.).	Stress and Mental Health
I feel a sense of dread when I think about work I have to do.	Stress and Mental Health
I am less empathetic with my patients than I was a year ago.	Access to Care
I am able to bring up problems and tough issues with my leadership.	Trust in Leadership
I am aware of the support resources (e.g., mental health, financial, family support) available to me.	Resources and Support
If I were struggling with parenting or childcare responsibilities, I would know what support resources are available.	Family Planning and Support
I am confident my command would respond appropriately to a domestic or child abuse situation.	Family Planning and Support
I know how to take care of my personal hygiene and basic health care needs.	Access to Care
I feel confident that my peers would intervene if they see a situation that could lead to a sexual assault.	Sexual Assault
I know what to do if I see a situation that could lead to a sexual assault.	Sexual Assault
Reporting a sexual assault would negatively impact my career.	Sexual Assault
The sexual assault reporting process is fair and impartial.	Sexual Assault
Sexual assault/harassment prevention is promoted within my unit/organization.	Sexual Assault
I am confident I could recognize sexual harassment if I saw it.	Sexual Harassment
In my unit/organization, someone who reports a sexual harassment complaint would be protected from retaliation.	Sexual Harassment
My leadership is responsive to employee feedback.	Leadership
My unit effectively prepares personnel for the emotional challenges of deployment.	Warfighter Readiness
My unit/organization promotes a family-friendly work environment.	Family Planning and Support
My commander/leader demonstrates accountability and integrity in their actions.	Trust in Leadership
My unit/organization prioritizes the maintenance and improvement of workspaces.	Physical Work Area
My leadership assures a safe and accessible workplace.	Physical Work Area
My unit/organization provides accessible training opportunities.	Training and Education
My unit/organization provides the opportunity to apply the new skills I learned in training.	Training and Education
I can access mental health services if I need them.	Access to Care

My unit/organization provides adequate education on the risks of alcohol abuse.	Alcohol and Illegal Substances
My leadership quickly addresses concerns about substance abuse.	Alcohol and Illegal Substances
My unit/organization has fair performance evaluations within paygrades.	Fairness
My unit/organization is transparent about decision-making.	Communication
My unit/organization proactively supports and plans for the use of parental leave.	Family Planning and Support
My unit/organization does not have sufficient resources to support mission-critical activities.	Warfighter Readiness
My unit/organization provides resources for maintaining physical fitness.	Physical Health
Opportunities for professional development are promoted within my unit/organization.	Professional Development
My leadership works to improve the readiness of my unit/organization.	Warfighter Readiness
My unit/organization is trying to improve work-life balance.	Work/Life Balance
If I were to deploy today, I would have the necessary training to perform my wartime job.	Warfighter Readiness
If I were to deploy today, I would have the necessary resources to perform my wartime job.	Warfighter Readiness
I trust that my immediate/first line leadership is prepared to lead my unit in combat.	Warfighter Readiness
I trust my senior leaders' ability to make the right decisions in combat.	Warfighter Readiness
My leadership makes sure all unit personnel are ready to perform their wartime duties.	Warfighter Readiness
I trust others in my unit to perform their wartime jobs.	Warfighter Readiness
I am prepared for the physical stress of combat.	Warfighter Readiness
I am prepared for the mental stress of combat.	Warfighter Readiness
My unit conducts realistic combat training.	Warfighter Readiness

New Open-Ended Questions	Keyword
What would make it easier for you to manage your personal well-being while still fulfilling your daily responsibilities? For example, changes to organizational policies, scheduling meetings, or IT support/resources.	Work/Life Balance
What could leadership do differently to ensure all employees have access to medical care?	Access to Care
How well does the unit/organization maintain connections between Service members and family members during deployment?	Family Planning and Support
How does leadership address incidents of discrimination or harassment?	Discrimination and Harassment
What could your unit/organization do to better support your educational and professional development?	Professional Development

How could your unit/organization better respond to concerns about favoritism or bias?	Fairness
What additional leadership efforts, resources, or programs would make your unit/organization more family-friendly?	Family Planning and Support
How well does your unit/organization respond to unexpected parental/family leave or other workforce flexibilities?	Family Planning and Support
How does leadership foster a positive organizational climate?	Engagement and Morale
What could your leadership do to improve their approach to giving feedback?	Communication
What could your unit/organization do better to recognize milestones and achievements?	Recognition
How well does your unit/organization promote mental health awareness among employees?	Stress and Mental Health
How does leadership address concerns about workplace stress?	Stress and Mental Health
What could your unit/organization do to better promote mental health resources and support?	Stress and Mental Health
What changes could your unit/organization make to improve work-life balance?	Work/Life Balance
What is the primary organizational obstacle (e.g., processes, communication, workload) that leadership could address to prevent or reduce stress?	Stress and Mental Health
What could leadership do better to foster collaboration between units?	Communication
What are your primary concerns, from a readiness standpoint, if your unit were to deploy today (e.g., training, resources, equipment, manpower)?	Warfighter Readiness
Is there anything preventing you or your unit from effectively training for combat missions?	Warfighter Readiness
If your unit was to deploy today, what barriers would prevent you from deploying with them?	Warfighter Readiness

Reporting Updates – Statistically Significant Differences

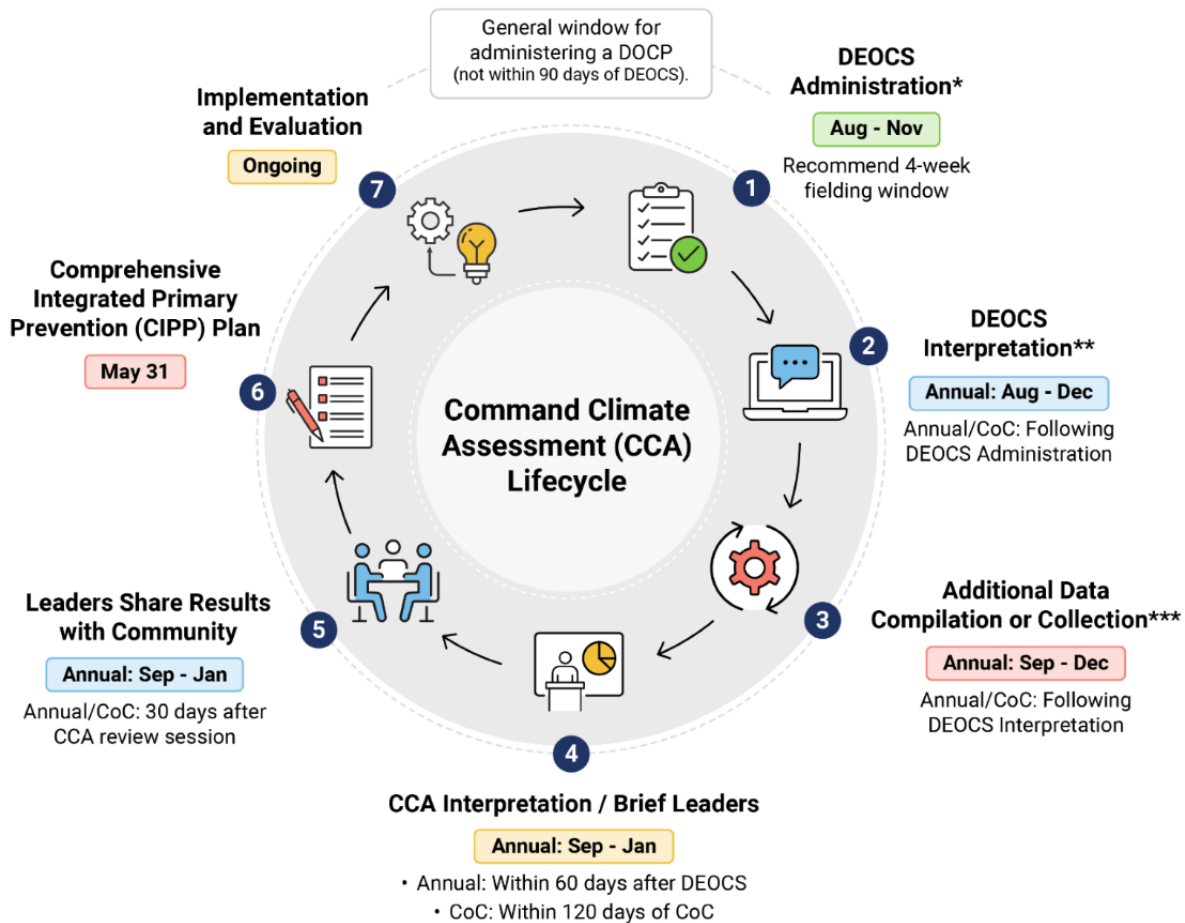
DEOCS results reports will now include statistical tests to assess meaningful significant differences among demographic groups, results from previous years, and among subgroups. These statistical tests will allow for the reports to display meaningful significant differences among these groups. Including significant differences will allow the command to get a more precise understanding of command climate differences and which groups may require additional resources to improve command climate.

Topline differences will be captured in the PDF reports with significant meaningful differences being shown for favorable ratings and unfavorable ratings while the full set of contrasts that include statistical differences among neutral and unfavorable result categories will be included in the Excel reports. Examples of how significant differences will be displayed in reports are shown below.

2026 CIPP Plan Registration Updates

CIPP Plan registration in the CIPP Plan System is now a once-a-year requirement. With this update, “initial” CIPP Plan registration has been changed to “annual” CIPP Plan registration. CIPP Plans should be registered by **May 31** each year. Registering an updated CIPP Plan is now optional. Only one updated CIPP Plan can be registered in the system for each annual CIPP Plan registration.

CCA Timeline



- * If Change of Command (CoC) occurs May-Nov (overlapping with DEOCS administration), follow Annual CCA process.
- ** If Change of Command occurs outside Annual CCA, start here by reviewing previous DEOCS (do not administer a new DEOCS).
- *** If Change of Command occurs outside Annual CCA, a DOCP may be administered during this step.