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U.S. Department *of* Defense

## Defense Command Climate Portal Surveys

### Command Climate Assessment Sample Focus Group and Interview Questions

# ALCOHOL IMPAIRING MEMORY FOCUS GROUP QUESTIONS

## 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. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.

## ALCOHOL IMPAIRING MEMORY DEOCS QUESTION:

- 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?

*DEOCS question response scale (Never, Less than monthly, Monthly, Weekly, Daily or almost daily).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Alcohol Impairing Memory.*



## SAMPLE FOCUS GROUP QUESTIONS:

- What factors lead to individuals drinking alcohol to excess at this unit/organization?
- How can we limit excessive drinking that is occurring at this unit/organization?
- How well does your access to recreational facilities meet your needs?
  - [If positive responses] What facilities do you find particularly useful?
  - [If negative responses] What changes or additions would you suggest to improve the recreational facilities here?
- What healthy activities could the command promote or set up?
- What thoughts do you believe leadership holds around drinking alcohol at this command?
  - How does this command react when problem drinking comes up?
- What thoughts do other unit/organization members hold around drinking alcohol at this command?
  - How do people in this unit/organization react when problem drinking comes up?
- What measures can be put in place to curb drinking habits for those that are doing it at their home or at a local establishment?
- What resources do you know of at the command that are available to help those who are drinking in excess?
  - What concerns do you have or have heard about when it comes to using these resources?

# BINGE DRINKING FOCUS GROUP QUESTIONS

## 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.

## BINGE DRINKING DEOCS QUESTION:

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

*DEOCS question response scale (Never, Less than monthly, Monthly, Weekly, Daily or almost daily).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Binge Drinking.*



## SAMPLE FOCUS GROUP QUESTIONS:

- What factors lead to individuals drinking alcohol to excess at this unit/organization?
- How can we limit excessive drinking that is occurring at this unit/organization?
- How well does your access to recreational facilities meet your needs?
  - [If positive responses] What facilities do you find particularly useful?
  - [If negative responses] What changes or additions would you suggest to improve the recreational facilities here?
- What healthy activities could the command promote or set up?
- What thoughts do you believe leadership holds around drinking alcohol at this command?
  - How does this command react when problem drinking comes up?
- What thoughts do other unit/organization members hold around drinking alcohol at this command?
  - How do people in this unit/organization react when problem drinking comes up?
- What measures can be put in place to curb drinking habits for those that are doing it at their home or at a local establishment?
- What resources do you know of at the command that are available to help those who are drinking in excess?
  - What concerns do you have or have heard about when it comes to using these resources?

# COHESION

## FOCUS GROUP QUESTIONS

### 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.

### COHESION DEOCS QUESTIONS:

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

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Cohesion.*



### SAMPLE FOCUS GROUP QUESTIONS:

The following questions can assist you in conducting CCA focus groups and interviews:

1. How do members of your team work toward the organization's missions and goals?
2. When challenging situations arise, how do team members overcome them?
  - a. What worked well to overcome these situations, and what could be improved?
3. How do members share essential information necessary to complete tasks?
4. What strategies would you employ to build a cohesive environment within the organization?
5. How can communication be improved throughout the chain of command?
  - a. How can bottom-up communication be improved?
  - b. How can top-down communication be improved?
6. How can trust and respect be built within this organization?
7. How does leadership show appreciation for your contributions to this organization?
  - a. How do your peers show appreciation for the work that you do?
  - b. What else can be done to make team members feel appreciated?
8. What systems or practices are in place that help the team work well together?
  - a. How can these systems or practices be enhanced?

# CONNECTEDNESS FOCUS GROUP QUESTIONS

## 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. 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. Higher connectedness is linked to improved readiness, higher retention, and a lower likelihood of suicide.

## CONNECTEDNESS DEOCS QUESTIONS:

- 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.

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Connectedness.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. How can we make sure everyone at this organization feels included?
2. What behaviors or practices have made members feel that they are not included at this organization?
3. What does this organization do well when it comes to creating an environment where you can ask for help?
  - a. What steps can we take to better create an environment where it is okay to ask for help?
4. What are some of the reasons someone would not feel comfortable requesting the assistance they need?
5. How do you feel your leadership would support someone if they requested assistance?
6. What could your command do to improve or enhance your feeling that you are an important and meaningful part of this organization?
7. Who (or what agencies) are you aware of that can assist someone if they are contemplating suicide?
8. How prepared are members of this organization when it comes to recognizing signs that someone is considering suicide?
9. How effective is the training that members of your organization receive to recognize if someone is considering suicide?
10. What steps should you take if you notice a team member is considering suicide?
11. How are members informed on the resources available for someone considering suicide?

# ENGAGEMENT & COMMITMENT FOCUS GROUP QUESTIONS

## ENGAGEMENT & COMMITMENT:

Engagement & Commitment 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.

## ENGAGEMENT & COMMITMENT DEOCS QUESTIONS:

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

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Engagement & Commitment.*

## SAMPLE FOCUS GROUP QUESTIONS:

1. To what extent do you feel appreciated for the work you do and your contributions to this unit/organization?
2. What steps could leaders employ that would improve your enthusiasm for your work?
3. How does your work here make you feel?
4. What factors impact how much you enjoy or get fulfillment out of the work that you do here?
5. What can be done to create a more meaningful work environment?
6. What actions would increase your support or buy-in to your daily tasks?
7. When you think of your career as part of the Department of Defense in the long term (5-10 years), what factors contribute to you wanting to stay?
  - a. What factors contribute to you wanting to leave the DoD?
  - b. What can be done to make you reconsider the DoD as a long-term career?
8. What are some reasons you joined the DoD?
  - a. How has your experience aligned with what you thought you would experience when you joined?
  - b. How has it differed?

# FAIRNESS FOCUS GROUP QUESTIONS

## 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, and a lower likelihood of sexual harassment and racial/ethnic harassment and discrimination.

## FAIRNESS DEOCS QUESTIONS:

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

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Fairness.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. Thinking back over the past year, what can we do to make sure everyone has the same opportunities?
2. How do you feel about favoritism in this command?
3. How can we make sure that everyone is treated fairly?
4. What can leadership do to show that opportunities, promotions, and awards are fairly distributed?
5. What can be done to ensure that individuals receive fair feedback and discipline?

# LEADERSHIP SUPPORT FOCUS GROUP QUESTIONS

## LEADERSHIP SUPPORT:

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, and a lower likelihood of sexual assault, sexual harassment, and suicide.

## LEADERSHIP SUPPORT DEOCS QUESTIONS:

- 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.

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Leadership Support.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. What does your immediate supervisor do to show they have your best interests in mind?
2. What could your supervisors do to better connect with you and show that they are always taking you into consideration?
3. What characteristics make an immediate supervisor great?
4. What has your organization's leadership done to gain your trust in believing they will consider and represent your best interest?
5. How does your organization's leadership support your career advancement?
6. What does leadership do to show you they will meet their commitments to you?
7. What has leadership done to convince you that you are safe from negative consequences if you speak up?
8. What has leadership done to make you think that reprisal or retaliation will occur if you speak up?
9. What words or phrases describe the relationship that you have with your immediate supervisors?
10. What changes can the unit/organization make to improve trust in immediate supervisors?

# MORALE

## FOCUS GROUP QUESTIONS

### **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. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.

### **MORALE SUPPORT DEOCS QUESTIONS:**

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

*DEOCS question response scale (Very low, Low, Moderate, High, Very High).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Morale.*



### **SAMPLE FOCUS GROUP QUESTIONS:**

1. Thinking about your experiences here as well as any other experiences you may have had previously, what are the main factors that contribute to morale?
2. What are the main components impacting morale at this unit/organization?
  - a. What events or mission changes have impacted morale?
3. How can leadership improve morale or make impacts on the factors that affect morale?
4. Thinking about a time when morale was high, what circumstances contributed to the high level of morale?
5. How can we come together as a unit/organization to improve morale?

# PASSIVE LEADERSHIP FOCUS GROUP QUESTIONS

## 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. Organizations with passive leaders are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment.

## PASSIVE LEADERSHIP DEOCS QUESTIONS:

- My unit's commander/organization's leader will not take action until negative behaviors become bigger problems.
- My unit's commander/organization's leader 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.

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Passive Leadership.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. How can leadership better support you and your mission?
2. In your experience, what qualities make a leader great?
  - a. What qualities are leadership currently lacking?
3. What impact is the current leadership style having on the mission?
4. What changes would you recommend leaders make to be more effective?
5. What can leaders do to take charge of this unit/organization?
6. What can leaders do to display their buy-in to this unit/organization?
7. What are some factors that contribute to leaders failing to address problems that are brought to their attention?

# RACIALLY HARASSING BEHAVIORS FOCUS GROUP QUESTIONS

## RACIALLY HARASSING BEHAVIORS:

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

## RACIALLY HARASSING BEHAVIORS DEOCS QUESTION:

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

*DEOCS question response scale (Never, Rarely, Sometimes, Often).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Racially Harassing Behaviors.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. What are your experiences with racial harassment at this unit/organization?
  - a. How do these behaviors make you feel?
2. How do individuals in this unit/organization react to racial jokes or stereotypes?
  - a. How do you think individuals should be reacting?
3. How do individuals in this unit/organization address instances of racial harassment?
  - a. How do you think individuals should address these instances?
4. How do leaders in this unit/organization address instances of racial harassment when and if they happen?
5. How can the unit/organization members eliminate these harmful behaviors?
  - a. What needs to happen?
6. What role should leadership play in eliminating these harmful behaviors?
  - a. What are some effective examples that you've seen?

# SAFE STORAGE FOR LETHAL MEANS FOCUS GROUP QUESTIONS

## 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.

## SAFE STORAGE FOR LETHAL MEANS DEOCS QUESTION:

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

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Safe Storage for Lethal Means.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. How can we increase the number of individuals who are safely storing firearms in their home?
2. How can we improve the storage of firearms at our location?
3. What are the steps involved in properly storing firearms at our location?
  - a. How could this process be improved?
4. What gaps do you think individuals have in their knowledge when it comes to properly storing firearms?
  - a. What is confusing about these procedures?
5. What changes can leadership make to ensure firearms are appropriately stored?
6. If you noticed a firearm was missing from our location without proper authorization, what would you do?
7. If you were over an individual's home and noticed an improperly stored firearm, what would you do?

# SEXIST BEHAVIORS FOCUS GROUP QUESTIONS

## SEXIST BEHAVIORS:

Sexist Behaviors measures prejudicial, stereotypical, or negative attitudes and opinions based on sex that occurred over the past three months. They also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the sex of the individual. 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.

## SEXIST BEHAVIORS DEOCS QUESTION:

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

*DEOCS question response scale (Never, Rarely, Sometimes, Often).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Sexist Behaviors.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. What sexist behaviors have you observed in your unit/organization?
2. How often do you observe sexually explicit materials, comments or gestures in your work environment?
3. What impacts do sexist behaviors have on professional relationships at this unit/organization?
4. How do sexist behaviors that occur at this unit/organization make you feel?
5. How do unit/organization members react to sexist behaviors?
6. What does addressing sexist behaviors look like here?
7. Would you feel supported by leadership if you reported instances of sexist behaviors to them?
8. What can leadership do to eliminate sexist behaviors?

# SEXUALLY HARASSING BEHAVIORS FOCUS GROUP QUESTIONS

## SEXUALLY HARASSING BEHAVIORS:

Sexually Harassing Behaviors are unwelcome sexual advances and offensive comments or gestures of a sexual nature that occurred over the past three months. 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.

## SEXUALLY HARASSING BEHAVIORS DEOCS QUESTIONS:

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

*DEOCS question response scale (Never, Rarely, Sometimes, Often).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Sexually Harassing Behaviors.*

## SAMPLE FOCUS GROUP QUESTIONS:

1. What instances or behaviors related to sexual harassment have you observed at this unit/organization?
2. How do sexually harassing behaviors at this unit/organization make you feel?
3. What impact do sexually harassing behaviors have on you and your relationships at this unit/organization?
4. How do members of this unit/organization react to sexually harassing behaviors?
5. What steps, if any, do members of this unit/organization take to confront sexually harassing behaviors?
6. How would your chain of command respond to incidents of sexual harassment?
7. How do you believe your chain of command would react if you informed them you were being sexually harassed?
8. When conducting sexual harassment training, how does your chain of command ensure everyone is aware they will not tolerate inappropriate behaviors?
9. What strategies or policies would you implement to prevent occurrences of sexual harassment in your unit/organization?
10. What can leadership do to assure you that anyone who reports sexually harassing behaviors would be believed and protected?

# STRESS FOCUS GROUP QUESTIONS

## 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.

## STRESS DEOCS QUESTIONS:

- 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?

*DEOCS question response scale (Never, Rarely, Sometimes, Often).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Stress.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. What components or factors are having the biggest impact on stress currently at the unit/organization?
2. How can we reduce stress at this unit/organization?
3. How does leadership contribute to or reduce the stress on unit/organization members?
4. How do certain mission aspects or factors contribute to stress?
  - a. What can leadership do to reduce stress related to mission needs?
5. How frequently do unit/organization members pitch in and help one another when needed?
  - a. How can we more evenly spread out the workload to not put undo stress on certain individuals?
6. What outlets do you have for your stress at this unit/organization?
7. How often do you communicate up the chain of command about your current levels of stress?
8. How well do you feel that leadership communicates that they care about your stress levels?
9. What impact does burnout have on unit/organization members?
10. What can leadership do to reduce burnout at this unit/organization?

# TOXIC LEADERSHIP FOCUS GROUP QUESTIONS

## TOXIC LEADERSHIP:

Toxic Leadership measures the perception that leaders disregard input, ridicule others, and have self-promoting tendencies. Toxic Leadership also includes behaviors that are demeaning, isolating, and/or coercive. These types of leaders are also prone to acts of aggression. Organizations with toxic leaders are linked to higher likelihood of sexual assault and suicide, as well as lower levels of retention and readiness.

## TOXIC LEADERSHIP DEOCS QUESTIONS:

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

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Toxic Leadership.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. In what ways can leadership better support you?
2. How has the current leadership style made you feel?
3. What impact is the current leadership style having on the mission?
4. What characteristics make a great leader?
  - a. Which of these characteristics is lacking in leadership currently?
  - b. Which of these characteristics does leadership exemplify?
5. What can be done to improve leadership at this unit/organization?
6. What can leadership do to make you feel better heard and appreciated?
7. How well does leadership show that they have your best interests in mind?

# TRANSFORMATIONAL LEADERSHIP FOCUS GROUP QUESTIONS

## TRANSFORMATIONAL LEADERSHIP:

Transformational Leadership measures the perception that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they feel is 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, higher retention, and a lower likelihood of sexual assault.

## TRANSFORMATIONAL LEADERSHIP DEOCS QUESTIONS:

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

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Transformational Leadership.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. How can leadership better support your development?
2. What characteristics are needed for a leader to be considered inspiring?
  - a. What could leadership do to improve upon any of these characteristics?
3. How clear is the long-term vision for the goals of this unit/organization and its future?
  - a. What can leadership do to provide a clear and motivation future vision for this unit/organization?
4. What can leadership do to better motivate you as you carry out the mission?
5. What changes can leadership implement to better support you and your mission?
6. What one change could leadership make that would make the most impact for our unit/organization?
  - a. What contributes to that impact?

# WORK-LIFE BALANCE FOCUS GROUP QUESTIONS

## WORK-LIFE BALANCE:

Work-Life Balance measures one's perception that the demands of their work and personal life are compatible. A work-life balance is linked to higher retention, improved readiness, and a lower likelihood of suicide.

## WORK-LIFE BALANCE DEOCS QUESTION:

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

*DEOCS question response scale (Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Work-Life Balance.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. How can leadership improve work-life balance?
2. When you see or hear your peers talk about having a good work-life balance, what contributes to that balance?
3. How would you rate the flexibility of your current role?
4. How frequently do you feel exhausted at the end of a workday?
5. How often does work communication disrupt your personal time?
6. How does leadership support you when discussing work-life balance concerns?
7. How frequently are you praised or recognized for maintaining a healthy work-life balance?
8. How can we reduce burnout?
9. How does work-life balance affect your overall mood and motivation at work?
10. How would you describe your current work-life balance?

# WORKPLACE HOSTILITY FOCUS GROUP QUESTIONS

## WORKPLACE HOSTILITY:

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

## WORKPLACE HOSTILITY DEOCS QUESTIONS:

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

*DEOCS question response scale (Never, Rarely, Sometimes, Often).*

*Below are sample questions designed for use during a Command Climate Assessment focus group and/or interview. The goal of these questions is to gather additional perspectives about the topic of Workplace Hostility.*



## SAMPLE FOCUS GROUP QUESTIONS:

1. What negative behaviors have you witnessed or experienced while working in this unit/organization?
2. How do unit/organization members react to negative workplace behaviors like offensive jokes, bullying, or hazing?
3. What impact have negative workplace behaviors had on the workplace command climate at this unit/organization?
  - a. What impact have they had on the mission?
4. How comfortable do members of this unit/organization feel about intervening when negative workplace behaviors occur?
5. How can this unit/organization better support individuals that intervene when negative behaviors occur?
6. How can leaders effectively prevent negative behaviors in the workplace?
7. What can be done to eliminate negative workplace behaviors?
8. How supportive is leadership when negative workplace behaviors are reported to the chain of command?