

**An Assessment of FY2016 Locally Developed Questions from the DEOMI Organizational
Climate Survey: Recommendations and Potential Implications**



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Executive Summary

BLUF: This report details the use of the 152 locally developed questions (LDQs) available to commanders on the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS). The top 15 questions were ranked across a total of 180,797 questions. The LDQs were further analyzed in terms of their corresponding 20 factors to examine which LDQs and factors are not being utilized to be better tailored to suit the needs of commanders. Recommendations are provided to improve LDQs.

Methods: A qualitative study was conducted using archival data from fiscal year 2016 DEOCS LDQs from all Services.

Qualitative Scoring: A six-step process to analyze these data was developed to evaluate differences in LDQs and factor use.

Results: There were a total of 180,797 LDQs asked overall by the Services. Once all of the identical LDQs were combined, there were 18,571 LDQs asked by all of the Services. The total number of LDQs asked by each respective Service are as follows: Army: 6,572 (35%), Navy: 5,006 (27%), Air Force: 3,203 (17%), National Guard: 1,641 (9%), Coast Guard: 956 (5%), Marines: 461 (3%), and Department of Defense Joint command: 732 (4%). Of the LDQ factors, 7/20 were asked across all of the above listed Services. There were 5/20 LDQ factors that did not fall into the top 15 most asked LDQs. Two Services, Air Force and Coast Guard, asked one and four LDQs, respectively, that were not pre-assigned factors.

Conclusion: The majority of the LDQs used were directly taken from the recommended DEOCS LDQs list. This suggests the importance of this list in selecting items for commanders. Critical recommendations include creating new LDQs, modifying LDQs, and LDQ factors that did not fall within the top 15 for the DoD or within each Service.

Introduction

This report summarizes the results of the top 15 locally developed questions (LDQs) used on the Department of Equal Opportunity Management Institute Organizational Climate Survey (DEOCS) for fiscal year 2016 by commanders across the Department of Defense (DoD), to include military and civilian components, as well as within the following Services: Army, Navy, Air Force, Marines, Coast Guard, National Guard, and DoD Joint command. There are a total of 152 DEOCS LDQs (see Appendix A) from 20 factors (such as ‘hazing’ or ‘communication flow’). These LDQs allow commanders to target and assess certain climate issues specific to their units.

Commanders can elect to choose LDQs from the list provided by DEOMI, they can modify these LDQs, or they can even create their own. In regards to question creation, if commanders choose to modify any LDQs, the process for them to have these LDQs approved is to submit them to DEOMI via a professional review process to screen them for potential faults. The review process looks for egregious errors when formulating questions such as double-barreled or leading questions. For instance, a double-barreled question is a question that touches on more than one issue but allows for only one answer; a leading question is a question that prompts the reader to respond in a specific way. Lastly, LDQs were established by consolidating frequently asked questions and questions developed by the DEOMI Team that addresses specific factors (e.g., ‘special observances/cultural celebrations’) for which commanders lack familiarity.

Overall, this is the first documented investigation of LDQ frequency as previous investigations have reviewed the quantitative results from the LDQs. In the pages following, a description of how the LDQs were ranked to provide the top 15 most commonly asked questions across the DoD is provided as well as Service-specific ranked LDQs. Lastly, a review of the data

and investigation of new factors will be provided and a way forward in regards to future LDQs is given.

This analysis provides gives greater insight to the issues most important to commanders at the time of administration. This information has the potential to create new LDQs, new factors, permanent items on the DEOCS, and products to support and improve command climate within the Field, Fleet, and Wing.

Methods

A formal data request was submitted to qualitatively examine FY2016 DEOCS LDQs across the Services. No actual reported responses from the LDQs were analyzed. The top 15 LDQs were rank ordered across the DoD and for each Service to include Army, Navy, Air Force, Marines, Coast Guard, National Guard, and DoD Joint command.

Content Analysis

After retrieval of these data, a content analysis was developed to rank order the top 15 LDQs to ensure standardization. The steps include the following:

Step 1. Data was retrieved in an Excel spreadsheet and imported into Statistical Package for the Social Sciences (SPSS), version 22.

Step 2. Because branch of Service was coded as a single variable, individual variables (i.e., dummy codes) for each Service (e.g., Army = 1; other branches = 0) were created. This process was followed so categorical data would not be confused with continuous data.

Step 3. Frequency counts on all LDQs asked by commanders across all Services were conducted. This output provided the overall commander question frequencies for all Services (i.e., Army, Navy, Air Force, Marines, Coast Guard, National Guard, and DoD Joint commands).

Step 4. Step 3 was repeated for each individual Service.

Step 5. The top 15 LDQs and factors were analyzed and graphical depictions created for DoD and each individual Service.

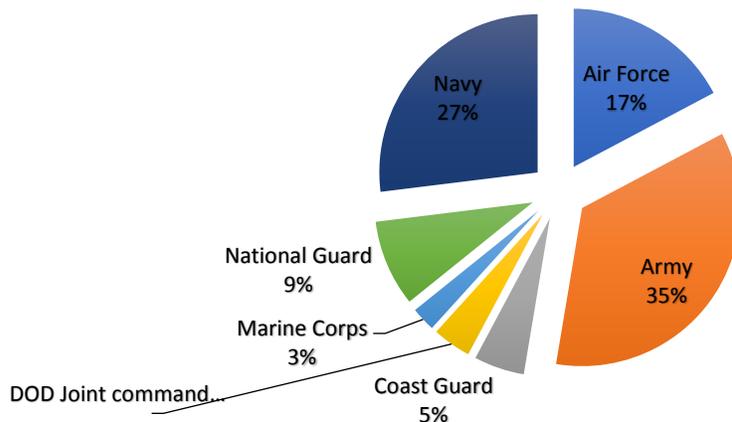
Step 6. The ‘search function’ within SPSS in the question column was used to explore questions that were not on the LDQ list (i.e., Lesbian, Gay, Bisexual, and Transgender).

Results

Demographics

A total of 180,797 possible LDQs were asked by commanders, with 18,571 LDQs being from the DEOCS LDQ list. See Figure 1 for a breakdown of the percentage of LDQs asked by each Service.

Figure 1. Percentage of LDQs Asked by Service



LDQ Use

This section summarizes the frequency findings of the top 15 asked LDQs across all Services (see Table 1). The top 15 LDQs make up approximately 21.6% of the entire questions asked in the LDQ section. It should be noted each of the top 15 LDQs were directly taken from the DEOCS LDQ list and this percentage (21.6%) does not account for slight variants of the

LDQs (e.g., inclusion of unit identifiers such as rewording a question to be [emphasis italics]

‘The leaders in my command *at DEOMI* show a real interest in the welfare of families’).

Table 1. The Top 15 Asked LDQs across the Department of Defense (all Services)

Question Number Rank Order	Factor	Questions	Total Times Question Asked	All LDQs Including variant and commander created Questions
1	Family Support	The leaders in my command show a real interest in the welfare of families.	3,999	2.2%
2	Enforcement/ Obedience of Rules	Rules, regulations and policies are enforced in this command.	3,250	1.8%
3	Leadership Effectiveness	I trust management/leadership to handle complaints, problems, or issues seriously	3,232	1.8%
4	Interpersonal Relations/ Social Interactions	My work environment is free from unprofessional behavior.	3,127	1.7%
5	Communication/ Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	2,953	1.6%
6	Leadership Effectiveness	My immediate supervisor sets the right example with his/her actions.	2,637	1.5%
7	Respect for Individuals	I am treated with dignity and respect in this command.	2,637	1.5%
8	Teamwork/ Team Cohesion/ Morale	I believe this unit works as a team.	2,615	1.4%
9	Communication/Flow of Information	Communication flow from the chain of command is good.	2,556	1.4%
10	Fairness	When making an honest mistake on the job members of this command are corrected fairly.	2,178	1.2%
11	Available Resources and Support	I am provided with the resources I need to do my job effectively.	2,045	1.1%
12	Respect for Individuals	All unit personnel receive the same level of respect from leadership.	2,015	1.1%
13	Leadership Accessibility/ Openness	I am comfortable approaching the Commander/Director with any issue.	1,997	1.1%
14	Teamwork/Team Cohesion/Morale	The overall health of this unit is better now than one year ago.	1,982	1.1%
15	Feedback and Recognition	I receive periodic formal feedback from my rater.	1,940	1.1%

LDQ Factor Use

Factor usage within the LDQ revealed that each factor was utilized (see Table 2).

However, some LDQs under the pre-ordained factors did not provide significant weight to add to the percentage count because the specific question may have been asked only once. For example, under the factor ‘special observances/cultural celebrations’, the question ‘*My command supports special observance programs*’ had only 64 unit commanders ask this question. Thus, the percentage from this single question was less than .01% of the factor total.

Table 2. List of Factors within DEOCS LDQs, Number of Questions for Each Factor, and LDQ Factor Use Percentage (all Services)

Factors Within the LDQ	Number of Questions Assigned to the factor	LDQ Factor use percentage
Available Resources and Support	6	2.4%
Communication/Flow of Information	16	9%
Enforcement/Obedience of Rules	3	3.1%
Fairness	7	3.2%
Family Support	3	2.9%
Feedback and Recognition	7	3.3%
Hazing	10	2.4%
Interpersonal Relations/Social Interactions	6	3.2%
Leadership Accessibility/Openness	19	7.6%
Leadership Effectiveness	6	5.2%
Military-Civilian Relations	4	1.5%
Operational Stress Control	5	1.5%
Physical Environment	3	0.2%
Physical Health/Well-being	7	1.7%
Respect for Individuals	13	6.3%
Sexual Harassment/Discrimination	4	2.3%
Skill Utilization/Appropriate Level of Assigned Duties	7	1.5%
Special Observances/Cultural Celebrations	4	0.3%
Teamwork/Team Cohesion/Morale	7	5.6%
Training, Knowledge, and Professional Development	15	4.4%
TOTAL	152	67.6%

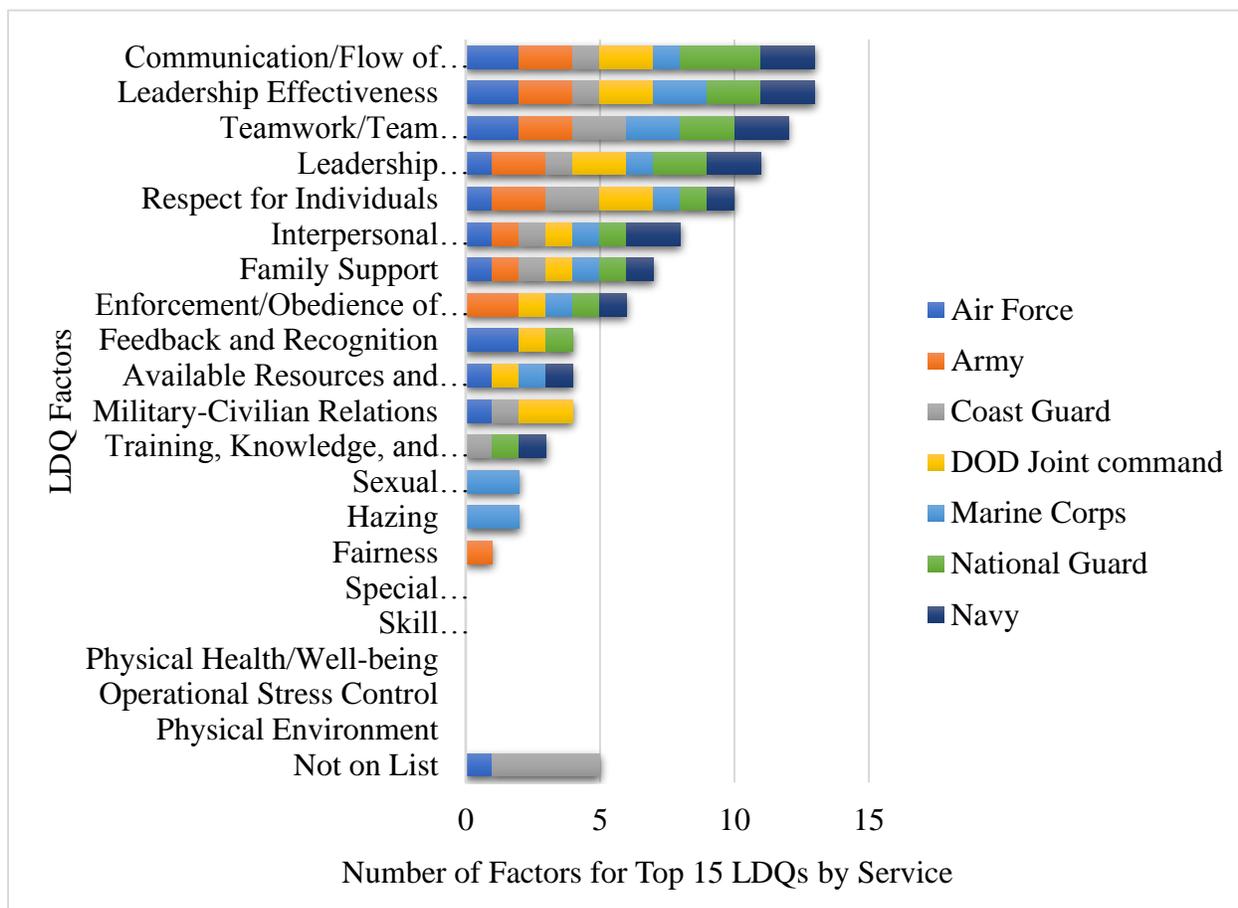
LDQs Separated by Service

LDQs were further examined by specific Service (see Figure 2 and Appendices B-H, with the respective order: Army, Navy, Air Force, Marines, Coast Guard, National Guard, and DoD Joint command) using the same methodology that was used to find the top 15 questions overall. Like the results found across all Services, the top 15 questions asked by each Service came mostly from the DEOCS LDQ list. All seven Services asked the top seven LDQ factors which include: 1) 'teamwork/team cohesion/morale', 2) 'communication/flow of information', 3) 'leadership accessibility/openness', 4) 'leadership accessibility/openness', 5) 'respect for individuals', 6) 'interpersonal relations/social interactions', and 7) 'family support' (see Figure 2).

As depicted in Figure 2, the Marine Corps was the only Service to ask LDQs related to the factors of 'sexual harassment/discrimination' (two LDQs) and 'hazing'. And, the Army was the only Service to ask an LDQ for the factor 'fairness'. Among the top 15 questions overall, no Services asked any LDQs among the following five factors: 1) 'special observances/cultural celebrations', 2) 'skill utilization/appropriate level of assigned duties', 3) 'physical health/well-being', 4) 'operational stress control', and 5) 'physical environment'.

Of note, both the Air Force (one LDQ) and the Coast Guard (four LDQs) asked items that were not on the DEOCS LDQ list but were asked enough times they were ranked within the top 15 LDQ for their respected Service. The nature of these "Not on LDQ list" LDQs were varied ranging from alcohol consumption, work place behavior, and trust in leadership.

Figure 2. LDQ Factors Separated by Each Service



While the top seven factors were of great interest to all Services, one question from the leadership effectiveness factor that was asked across all Services was: *‘I trust management/leadership to handle complaints, problems, or issues seriously’* (see Table 3). This question contributed a significant percentage to the overall ranking of the factor ‘leadership effectiveness’ within this report.

Table 3. Breakdown by Service of ‘I trust management/leadership to handle complaints, problems, or issues seriously’

Military Service	Total Number of Units Asked	Percentage from Service Total
Army	1,598	1.8%
Navy	510	1.7%
Air Force	381	1.4%
Marine Corps	180	2.5%
Coast Guard	62	1.6%
National Guard	423	2.2%
DOD Joint command	85	1.8%

Note: To interpret this table, 1,598 Army units asked this question, but this question only comprised 1.8% of the total LDQs asked by the Army.

Discussion

The FY2016 DEOCS LDQs were analyzed to obtain the top 15 LDQs utilized by commanders across the DoD and within each Service (Army, Navy, Air Force, Marines, Coast Guard, National Guard, and DoD Joint command). It was found that the DEOCS LDQs are a reliable resource commanders use given almost one-fourth of LDQs asked by all of the Services emanated from this list. Many of the top questions also had modified versions of them so the LDQs fit the commander’s unit or needs. These aggregations of the modified LDQs compared to the original DEOCS LDQs increased the frequency of the questions asked and strengthened the rank order positions.

There were seven LDQ factors all Services had in common. They included: 1) ‘communication/flow of information’, 2) ‘leadership effectiveness’, 3) ‘teamwork/team cohesion/morale’, 4) ‘leadership accessibility/openness’, 5) ‘respect for individuals’, 6) ‘interpersonal relations/social interactions’, and 7) ‘family support’. This communicates that these are among the top concerns to commanders, which seems logical as these are main areas of day-to-day functioning that would enhance mission readiness. Interestingly is there are certain factors only some of the Services had among their top 15 most asked LDQs. For instance, the Army was the only Service to ask one LDQ about ‘fairness’. The Marine Corps was the only Service to ask LDQs about ‘sexual harassment/discrimination’ (two LDQs) and ‘hazing’ (two LDQs).

In regards to the five LDQ factors that did not rank high enough to be within the top 15 LDQs (i.e., ‘special observances/cultural celebrations’, ‘skill utilization/appropriate level of assigned duties’, ‘physical health/well-being’, ‘operational stress control’, and ‘physical environment’), commanders may not have considered these factors to be detrimental to day-to-day command climate (e.g., ‘special observances/cultural celebrations’), or the factors (e.g., ‘physical fitness/well-being’) might be evaluated outside of the DEOCS (e.g., personal fitness test, weigh-in, or monthly command reports). Additional reasons these factors may not have been utilized to their full potential could be due to factor-question incompatibility (see Recommendation 1 below, *LDQ Factors not within the Top 15 LDQs*).

With continued policy changes for harassment and discrimination, as well as the current military climate on hazing, it is somewhat surprising that commanders were not more interested in asking LDQs in these areas of workplace incivilities. As mentioned above, perhaps these factors are addressed/policed more often than other factors and there is less need to ask about

them on the DEOCS. Additionally, because of commanders' zero tolerance policies on these factors, perhaps it is expected to be reported as soon as it happens. If this is the case, then there should be a greater urgency to inform commanders on current findings for reporting sexual harassment.

Implications Related to LDQ Wording

Several issues arose during the LDQ analysis process that impacted how to use those LDQs. For instance, there were many LDQs that were only asked once (i.e., most were variants of original LDQs or categorized as a separate question due to spelling or grammar). These questions made up only 5.9% of the total LDQs asked. This may suggest giving commanders the ability to modify questions, or to write their own, significantly reduces the amount of quality information obtained.

Other LDQs suffered from how they were actually written. Some commanders submitted double barreled questions, which makes it more difficult to use those data and possibly limits how this information can be used. Repeated LDQs was also an issue as they were copied from the LDQ but put in all 'CAPS'. Even changes in ending punctuation (e.g., exclamation point or question mark) changed the question. By making these small changes, edited questions are no longer connected to the original when put into data analysis programs. Lastly, and most commonly seen in these data, LDQs were modified so the question was directed to a specific unit. While it is understood to specify such questions directly related to the unit, an evaluation of this modification should be made to determine if the modification is making the impact commanders desired to have. Because of these small changes, these questions gained their own frequency range, and clarity is reduced among these data, adding little, if any, benefit to commanders.

Recommendations for Future LDQs

Several recommendations can be made regarding the outcomes of these analyses. They are separated into the follow categories: new LDQs, modifying LDQs, and LDQ factors that did not fall within the top 15 for the DoD or within each Service.

New LDQs

Recommendation 1. A new factor is needed to comply with the Sexual Harassment/Discrimination policy changes. One reason is because the LDQs that comprise this factor are too broad because all categories of discrimination (e.g., equal opportunity as listed in one of the LDQs) could be assumed. Additionally, the definition of sexual harassment has changed per the Nation Defense Authorization Act (NDAA) 2017 (National Defense Authorization Act, November 28, 2016). One of the changes to the sexual harassment definition eliminates ‘sex discrimination’ from being a form of sexual harassment under the definition. Thus, lumping Sexual Harassment and Discrimination is no longer accurate.

Recommendation 2. Our military culture is constantly evolving and so it makes sense the DEOCS LDQs should continue to evolve as well to fit the needs of commanders. One way such LDQs can progress includes addressing concerns for LGBT Service Members. These analyses indicated commanders are asking their own questions about LGBT because the current DEOCS LDQs do not address this topic and there is also no factor to describe this topic to date. If there were questions available, there might have been a greater number of commanders interested in this factor seeing that the change to the “Don’t Ask, Don’t Tell” policy is 6 years old (U.S. Department of Defense, 2011), and the newest policy changes are focused on Transgender

Service Members (i.e., transgender Service members may serve openly, and they can no longer be discharged or otherwise separated from the military solely for being transgender individuals; U.S. Department of Defense, 2016). This information may provide evidence for an inclusion of an LGBT factor with in the LDQs list. Thus, a list of questions should be constructed addressing the issues commanders have concerning the well-being of future LGBT Service Members and civilian personnel. For example, *‘A known gay or lesbian member in my immediate unit would be safe from being bullied (e.g., verbal or physical behaviors that are threatening, humiliating, or intimidating) because of his/her sexual orientation).’*

Modifying LDQ Factors or Questions Not Included on the DEOCS LDQs List

Recommendation 1. Of particular interest, one of the four LDQs that were asked ask by Coast Guard commanders but were not on the DEOCS LDQ was *‘I feel that the Senior Leadership will used the information from this survey to improve the command climate’*. Due to the nature of this LDQ, this question would be for all commanders to use. The information that could be gained from this single question would allow insight into the seriousness of participation of DEOCS respondents as well as trust subordinates have in their leadership to make changes with the DEOCS information provided.

Recommendation 2. LDQs that fall under the factor ‘respect for individuals’ comprises multiple harassment statements. This is very confusing for commanders as it is unknown what type of harassment is referred to in this factor. Is it physical? Verbal? Sexual? An overall ‘harassment’ factor should be created to include harassment questions found within multiple factors. This also will assist in complying with the NDAA definition of sexual harassment.

Recommendation 3. The LDQ *‘Discrimination with regard to race, color, gender, age, physical or mental disability, or national origin is not tolerated in the workplace’* needs to be

moved to an overall ‘discrimination’ factor. It is currently under the factor ‘respect for individuals’. This would be beneficial as previous recommendations suggest that sexual harassment and discrimination should no longer be a combined factor on the DEOCS. It is also possible that by assigning an LDQ to a factor, commanders may not see the relation between the LDQ and factor and are deterred from the question or factor completely.

LDQ Factors Not Within the Top 15 LDQs

Recommendation 1. There seems to be no commonalities in terms of the LDQs for the factors of ‘physical health/well-being’. These LDQs for this factor consists of an array of different items lumped into this factor. For instance, there is physical training and then there is mention of alcohol and drug abuse. These items need to be separated. Commanders may also not be asking such LDQs because of self-incrimination and because it is assumed each Service Member is adhering to a structured physical training program whether mandatory or self-imposed.

Recommendation 2. The current DEOCS LDQ consists of 152 LDQs to choose from and may be overwhelming to commanders when they are only permitted to select 10. Therefore it is recommended that a reduction of questions under some factors is needed. For example, there are 19 DEOCS LDQs under the factor ‘leadership accessibility/openness’, whereas there are only three DEOCS LDQs under the factor ‘family support’. A screening process of the most commonly used DEOCS LDQs could help reduce large numbers of LDQs under factors, making commander choice less stressful.

Summary

As a result of this analysis, there are several avenues that can be taken to address inefficiencies in the current DEOCS LDQs. Now is a prime time to make improvements,

especially considering the latest version of the DEOCS and ever-evolving policies. Thus, commanders will have an even better tool at their disposal to measure these critical command climate issues.

Reference

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Appendix A. Sample of Locally Developed Questions List (from DEOCS 4.0)

Available Resources and Support (Factor)

- Administrative Support Staff meets my needs.
- Commander's Support Staff efficiently meet my needs.
- I am provided with the resources I need to do my job effectively.
- I am provided with the tools, equipment, or supplies necessary to perform my job.
- I have sufficient time in my duty day to conduct my core duties.
- The functional experts I work with assist me in my success.

Communication/Flow of Information (Factor)

- Commander's Calls/All hands effectively pass on information I need to know.
- Communication between platoons is good.
- Communication flow from the chain of command is good.
- Communication flows freely from senior leadership to all levels of the organization.
- Communication from my direct leadership is clear.
- Communication from the chain of command is timely.
- Communication within my section is effective.
- I am familiar with the extremist organization and activities policy letter.
- I am satisfied with the communication flow in my unit.
- I know what is expected of me at work.
- Important information moves freely up and down the chain.
- My command keeps an updated EO/EEO bulletin board with upcoming cultural events, policy letters, complaint procedures and general EO/EEO information.
- My immediate supervisor explains things clearly to me.
- My immediate supervisor is willing to discuss my ideas and suggestions with regards to my job.
- My supervisor shares information that has been presented during staff meetings.
- The unit orientation program is adequate for new personnel/employees.

Enforcement/Obedience of Rules (Factor)

- My command displays high standards of discipline.
- Rules, regulations and policies are enforced in this command.
- Rules, regulations and policies are obeyed in this command

Fairness (Factor)

Additional duties are assigned fairly.

Correctional training for poor performance is enforced fairly in this command.

Deployments are distributed fairly throughout the organization.

I am afforded opportunities to take leave.

The leave policy is administered fairly.

The promotion policy is fair to everyone, regardless of ethnic or racial background.

When making an honest mistake on the job, members of this command are corrected fairly.

Family Support (Factor)

If I were to deploy, my family members would have adequate resources on base to be taken care of.

The leaders in my command show a real interest in the welfare of families.

This unit takes an active role in caring for the needs of family members of deployed unit personnel.

Feedback and Recognition (Factor)

I am recognized for contributing to a positive atmosphere in my workplace.

I am rewarded for contributing to a positive atmosphere in my workplace.

I am rewarded for my duty performance.

I am satisfied with my latest one-on-one rater feedback session with my rater.

I receive periodic formal feedback from my rater.

Participation for community service is recognized.

The unit recognition program enhances our ability to perform our mission.

Hazing (Factor)

Hazing activities do not occur at this unit.

I have not experienced or witnessed hazing while assigned to this command.

Newcomers are subjected to initiation rituals prior to being accepted into the group.

Newcomers in this unit are dared to engage in potentially harmful activities.

Unit leadership discourages hazing.

Unit leadership does not tolerate hazing.

Unit leadership has published a policy that prohibits hazing.

Unit leadership would punish anyone who hazes others.

While at this unit, I have never been hazed.

While at this unit, I have never witnessed hazing activity.

Interpersonal Relations/Social Interactions (Factor)

Human relations problems are handled correctly in this command.

I have seen extremist group behavior or propaganda in my work place.

My command devotes a reasonable amount of time for social activities.

My work environment is free from unprofessional behavior.
Participation in community service is encouraged.
Relationships at work are professional in nature.

Leadership Accessibility/Openness (Factor)

I am comfortable approaching the Commander/Director with any issue.
I am comfortable discussing issues with my Commander/Director.
I am comfortable going to my direct supervisor with work-related topics.
I can express my opinion within this organization without fear of reprisal.
I can raise concerns about issues that affect my job without fear of reprisal.
I would seek the assistance of my Commander/Director.
I would seek the assistance of my First Sergeant.
I would seek the assistance of my flight chief.
I would seek the assistance of my supervisor.
I would seek the assistance of the superintendent.
It is easy for service members in this command to meet with the Commander about problems.
It is easy for service members in this command to see the senior enlisted NCO.
NCOs in this command care about what happens to their service members.
Officers in this command care about what happens to their service members.
The Commander frequently visits my duty section.
The Commander is accessible.
The Commander is very accessible to his/her members.
The Commander shows an interest in my welfare.
The leaders in my command show a real interest in the welfare of single service members.

Leadership Effectiveness (Factor)

I feel that the Commander/Director will use the information from this survey to improve the command.
I trust management/leadership to handle complaints, problems, or issues seriously.
My Commander is a competent leader.
My immediate supervisor sets the right example with his/her actions.
The Commander understands what my job entails.
The leaders in my command deal effectively with adversity or conflict within the command.

Military-Civilian Relations (Factor)

Civilian managers supervise military personnel as effectively as they supervise civilian personnel.
Civilians are treated as valued members of the unit by leadership.
Contract employees are viewed as part of the team.
Military managers supervise civilian personnel as effectively as they supervise military personnel.

Operational Stress Control (Factor)

I experience a high level of stress in this command.

In the past 30 days, I have been able to control important things in my life.

In the past 30 days, I have felt confident about my ability to handle my personal problems.

In the past 30 days, I have felt things were going my way.

In the past 30 days, I have not felt that difficulties were piling up so high that I could not overcome them.

Physical Environment (Factor)

I am satisfied with the physical surroundings of my work area.

Parking is available at work.

Work areas are accessible to persons with disabilities.

Physical Health/Well-being (Factor)

A mandatory structured physical training program should be implemented in my unit.

Alcohol abuse by the members of this command is not a problem.

Alcohol consumption is not a problem in this command.

I am given adequate time to maintain my physical conditioning.

I am given the time I need in my duty day to comply with the mandatory fitness program.

I receive the required time to participate in personal fitness.

Illegal drug use is not a problem in this command.

Respect for Individuals (Factor)

All unit personnel receive the same level of respect from leadership.

An atmosphere of respect exists in my work area.

Contributions of all career fields are respected in my squadron.

Differences among individuals (e.g., gender, race, religion, age, disability) are respected and valued in this organization.

I am not harassed by higher ranking personnel while off duty.

I am not harassed by higher ranking personnel while on duty.

I am treated with dignity and respect in this command.

My command enforces the standards of military courtesy.

My command values the rights of its members to practice their religion.

My commander takes appropriate action to prevent harassment of any member of this command.

My Commander takes steps to ensure I am treated with respect.

My supervisor encourages respect in the workplace. Discrimination with regard to race, color, gender, age, physical or mental disability, or national origin is not tolerated in the workplace.

Sexual, racial or other offensive comments or material are not tolerated in my work area.

This command is committed to creating an environment of human respect and dignity.

Sexual Harassment/Discrimination (Factor)

Coworkers challenge discriminatory and sexual harassing behaviors.

Leadership takes allegations of sexual harassment seriously.

Unit leadership addresses allegations of sexual harassment and/or unlawful discrimination in a prompt manner.

Your chain of command provides equal opportunity regardless of one's sex.

Skill Utilization/Appropriate Level of Assigned Duties (Factor)

Additional duties are not interfering with my ability to perform my primary mission.

I am assigned duties that are commensurate with my grade.
I am being fully utilized in my work center.
I am challenged by my job.
I am challenged in my duties.
I am given responsibility commensurate with my rank.
I do not feel overburdened with additional duties.

Special Observances/Cultural Celebrations (Factor)

Cultural heritage celebrations such as Black History Month and Hispanic Heritage Month help bring unit members closer together as a team.
In my command, special observances are conducted to enhance cross cultural awareness among all service members, civilians employees, and families.
My command allows me to participate in or attend special observance programs.
My command supports special observance programs.

Teamwork/Team Cohesion/Morale (Factor)

I am encouraged to participate in unit functions.
I believe this unit works as a team.
Junior enlisted service members care about what happens to each other.
Members of this command work together as a team.
The current level of morale in my command is high.
The current level of morale is high.
The overall health of this unit is better now than one year ago.

Training, Knowledge, and Professional Development (Factor)

Correctional training given to members of my command directly corresponds to the deficiency.
I am aware of my EO/EEO rights as a Federal employee.
I have adequate opportunity to pursue off-duty education.
I have received the necessary training to accomplish my job.
I have the resources necessary to accomplish my job.
I know how to contact an EO/EEO counselor.
I know the complaint procedure process.
I know what actions to take if someone expresses a desire to do harm to themselves or others.
I receive adequate support from my immediate supervisor to pursue off-duty education.
I receive the counseling and coaching needed to advance in my career.
I receive the training needed to perform my job well.
I understand how my platoon supports the mission of the overall unit.
My command is well prepared to perform its wartime duties.
My command provides diversity training to its members.
My present assignment motivates me to continue a career in the

Appendix B. Top 15 Locally Developed Questions Asked by Army Commanders

Question Number in Rank Order	Factor	Questions Asked by U.S. Army Commanders	Total Times Question Asked	All LDQs Including variant and commander created Questions
1	Family Support	The leaders in my command show a real interest in the welfare of families.	2,683	3.0%
2	Enforcement/ Obedience of Rules	Rules, regulations and policies are enforced in this command.	2,104	2.4%
3	Interpersonal Relations/ Social Interactions	My work environment is free from unprofessional behavior.	1,730	2.0%
4	Communication/Flow of Information	Communication flow from the chain of command is good.	1,724	1.9%
5	Teamwork/ Team Cohesion/ Morale	I believe this unit works as a team.	1,598	1.8%
6	Leadership Effectiveness	I trust management/leadership to handle complaints, problems, or issues seriously.	1,596	1.8%
7	Leadership Effectiveness	My immediate supervisor sets the right example with his/her actions.	1,594	1.8%
8	Respect for Individuals	I am treated with dignity and respect in this command.	1,555	1.8%
9	Communication/Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	1,553	1.8%
10	Fairness	When making an honest mistake on the job members of this command are corrected fairly.	1,468	1.7%
11	Leadership Accessibility/ Openness	I am comfortable approaching the Commander/Director with any issue.	1,258	1.4%
12	Respect for Individuals	All unit personnel receive the same level of respect from leadership.	1,222	1.4%
13	Teamwork/Team Cohesion/Morale	The current level of morale is high.	1,218	1.4%
14	Enforcement/ Obedience of Rules	My command displays high standards of discipline.	1,195	1.3%
15	Leadership Accessibility/ Openness	NCOs in this command care about what happens to their service members.	1,174	1.3%
TOTAL				
Percent of Top 15 Questions				26.8%

Appendix C. Top 15 Locally Developed Questions Asked by Navy Commanders

Question Number in Rank Order	Factor	Questions Asked by U.S. Navy Commanders	Total Times Question Asked	All LDQs Including variant and commander created Questions
1	Leadership Effectiveness	I trust management/leadership to handle complaints, problems, or issues seriously.	510	1.7%
2	Interpersonal Relations/Social Interactions	My work environment is free from unprofessional behavior.	364	1.2%
3	Enforcement/Obedience of Rules	Rules, regulations and policies are enforced in this command.	334	1.1%
4	Leadership Accessibility/Openness	I can raise concerns about issues that affect my job without fear of reprisal.	308	1.0%
5	Available Resources and Support	I am provided with the resources I need to do my job effectively.	292	1.0%
6	Leadership Effectiveness	My immediate supervisor sets the right example with his/her actions.	291	1.0%
7	Family Support	The leaders in my command show a real interest in the welfare of families.	289	1.0%
8	Respect for Individuals	I am treated with dignity and respect from my command.	288	1.0%
9	Communication/ Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	286	1.0%
10	Leadership Accessibility/Openness	I can express my opinion within this organization without fear of reprisal.	282	1.0%
11	Communication/ Flow of Information	Communication flow from the chain of command is good.	270	0.9%
12	Teamwork/Team Cohesion/Morale	Members of this command work together as a team.	260	0.9%
13	Respect for Individuals	An atmosphere of respect exists in my work.	232	0.8%
14	Interpersonal Relations/Social Interactions	Relationships at work are professional in nature.	227	0.8%
15	Training, Knowledge, and Professional Development	I have received the necessary training to accomplish my job.	217	0.7%
TOTAL Percent of Top 15 Questions				15.1%

Appendix D. Top 15 Locally Developed Questions Asked by Air Force Commanders

Question Number in Rank Order	Factor	Questions Asked by U.S. Air Force Commanders	Total Times Question Asked	All LDQs Including variant and commander created Questions
1	Interpersonal Relations/ Social Interactions	My work environment is free from unprofessional behavior.	533	2.0%
2	Communication/Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	518	1.9%
3	Military-Civilian Relations	Civilians are treated as valued members of the unit by leadership.	517	1.9%
4	Teamwork/ Team Cohesion/ Morale	The overall health of this unit is better now than one year ago.	448	1.6%
5	Respect for Individuals	I feel comfortable addressing unprofessional behavior in the workplace.	434	1.6%
6	Not on the LDQ List	I feel comfortable addressing unprofessional behavior in the workplace.	434	1.6%
7	Feedback and Recognition	I receive periodic formal feedback from my rater.	404	1.5%
8	Leadership Effectiveness	I trust management/leadership to handle complaints, problem, or issues seriously.	381	1.4%
9	Communication/Flow of Information	I am satisfied with the communication flow in my unit.	373	1.4%
10	Family Support	The leaders in my command show a real interest in the welfare of families.	362	1.3%
11	Available Resources and Support	I am provided with the resources I need to do my job effectively.	360	1.3%
12	Feedback and Recognition	I am satisfied with my latest one-on-one rater feedback session with my rater.	354	1.3%
13	Leadership Effectiveness	My immediate supervisor sets the right example with his/her actions.	353	1.3%
14	Teamwork/Team Cohesion/Morale	I believe this unit works as a team.	351	1.3%
15	Leadership Accessibility/ Openness	I am comfortable approaching the Commander/Director with any issue.	310	1.1%
TOTAL				
Percent of Top 15 Questions				22.5

Appendix E. Top 15 Locally Developed Questions Asked Marine Corps Commanders

Question Number in Rank Order	Factor	Questions Asked by U.S. Marine Corps Commanders	Total Times Question Asked	All LDQs Including variant and commander created Questions
1	Family Support	The leaders in my command show a real interest in the welfare of families.	127	3.3%
2	Enforcement/Obedience of Rules	Rules, regulations and policies are enforced in this command.	192	2.7%
3	Respect for Individuals	I am treated with dignity and respect in this command.	180	2.5%
4	Leadership Effectiveness	I trust management/leadership to handle complaints, problems, or issues seriously.	180	2.5%
5	Hazing	I have not experienced or witnessed hazing while assigned to this command.	13	2.0%
6	Interpersonal Relations/Social Interactions	My work environment is free from unprofessional behavior.	135	1.9%
7	Teamwork/Team Cohesion/Morale	The current level of morale in my command is high.	135	1.9%
8	Leadership Accessibility/Openness	NCOs in this command care about what happens to their service members.	133	1.8%
9	Teamwork/Team Cohesion/Morale	Members of this command work together as a team	121	1.7%
10	Leadership Effectiveness	My immediate supervisor sets the right example with his/her actions.	120	1.7%
11	Sexual Harassment/Discrimination	Leadership takes allegations of sexual harassment seriously.	115	1.6%
12	Hazing	Hazing activities do not occur at this unit.	113	1.6%
13	Sexual Harassment/Discrimination	Unit leadership addresses allegations of sexual harassment and/or unlawful discrimination in a prompt manner.	111	1.5%
14	Available Resources and Support	I am provided with the resources I need to do my job effectively.	106	1.5%
15	Communication/Flow of Information	Communication flow from the chain of command is good.	104	1.4%
TOTAL Percent of Top 15 Questions				29.6%

Appendix F. Top 15 Locally Developed Questions Asked by Coast Guard Commanders

Question Number in Rank Order	Factor	Questions Asked by U.S. Coast Guard Commanders	Total Times Question Asked	All LDQs Including variant and commander created Questions
1	Interpersonal Relations/ Social Interactions	Relationships at work are professional in nature.	126	3.4%
2	Not on the LDQ List	Responsible alcohol consumption is practiced at the unit.	75	2.0%
3	Not on the LDQ List	Hazing activities and/or bullying behavior do NOT occur at the unit.	68	1.8%
4	Not on the LDQ List	Sexual, racial, or other offensive comments or material are NOT tolerated at the unit.	68	1.8%
5	Not on the LDQ List	I feel that the Senior Leadership will use the information from this survey to improve the command climate.	65	1.7%
6	Teamwork/ Team Cohesion/ Morale	I believe this unit works as a team.	62	1.6%
7	Leadership Effectiveness	I trust management/leadership to handle complaints, problems, or issues seriously.	62	1.6%
8	Family Support	The leadership in my command shows a real interest in the welfare of families.	54	1.4%
9	Military-Civilian Relations	Civilians are treated as valued members of the unit by leadership.	53	1.4%
10	Communication/ Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	50	1.3%
11	Teamwork/Team Cohesion/Morale	The overall health of this unit is better now than one year ago.	38	1.0%
12	Respect for Individuals	An atmosphere of respect exists in my work area.	36	1.0%
13	Training, Knowledge, and Professional Development	My present assignment motivates me to continue a career in the military.	36	1.0%
14	Leadership Accessibility/ Openness	I am comfortable going to my direct supervisor with work-related topics	35	0.9%
15	Respect for Individuals	All unit personnel receive the same level of respect from leadership.	34	0.9%
TOTAL				
Percent of Top 15 Questions				22.8%

Appendix G. Top 15 Locally Developed Questions Asked by National Guard Commanders

Question Number in Rank Order	Factor	Questions Asked by U.S. National Guard Commanders	Total Times Question Asked	All LDQs Including variant and commander created Questions
1	Leadership Effectiveness	I trust management/leadership to handle complaints, problems, or issues seriously.	423	2.2%
2	Enforcement/Obedience of Rules	Rules, regulations and policies are enforced in this command.	358	1.9%
3	Leadership Effectiveness	My immediate supervisor sets the right example with his/her actions.	341	1.8%
4	Teamwork/Team Cohesion/Morale	I believe this unit works as a team.	323	1.7%
5	Communication/Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	322	1.7%
6	Family Support	The leaders in my command show a real interest in the welfare of families.	305	1.6%
7	Feedback and Recognition	I receive periodic formal feedback from my rater.	279	1.4%
8	Interpersonal Relations/Social Interactions	My work environment is free from unprofessional behavior.	268	1.4%
9	Teamwork/Team Cohesion/Morale	The overall health of this unit is better now than one year ago.	267	1.4%
10	Leadership Accessibility/Openness	NCOs in this command care about what happens to their service members.	266	1.4%
11	Respect for Individuals	I am treated with dignity and respect in this command.	263	1.4%
12	Training, Knowledge, and Professional Development	I receive counseling and coaching needed to advance in my career.	255	1.3%
13	Communication/Flow of Information	Communication flow from the chain of command is good.	249	1.3%
14	Communication/Flow of Information	I am satisfied with the communication flow in my unit.	234	1.2%
15	Leadership Accessibility/Openness	I am comfortable approaching the Commander/Director with any issue.	233	1.2%
TOTAL Percent of Top 15 Questions				22.9%

Appendix H. Top 15 Locally Developed Questions Asked by DoD Joint Commanders

Question Number in Rank Order	Factor	Questions Asked by DoD Joint Commanders	Total Times Question Asked	All LDQs Including variant and commander created Questions
1	Communication/Flow of Information	Communication flows freely from senior leadership to all levels of the organization.	119	2.5%
2	Available Resources and Support	I am provided with the resources I need to do my job effectively.	88	1.9%
3	Leadership Effectiveness	I trust management/leadership to handle complaints, problems, or issues seriously	85	1.8%
4	Enforcement/Obedience of Rules	Rules, regulations and policies are enforced in this command.	65	1.4%
5	Leadership Accessibility/Openness	I am comfortable going to my direct supervisor with work-related topics.	62	1.3%
6	Leadership Effectiveness	My immediate supervisor sets the right example with his/her actions.	60	1.2%
7	Family Support	The leaders in my command show a real interest in the welfare of families.	58	1.2%
8	Interpersonal Relations/Social Interactions	My work environment is free from unprofessional behavior.	57	1.2%
9	Respect for Individuals	I am treated with dignity and respect in this command.	52	1.1%
10	Military-Civilian Relations	Civilians are treated as valued members of the unit by leadership.	50	1.1%
11	Leadership Accessibility/Openness	I can raise concerns about issues that affect my job without fear of reprisal.	52	1.1%
12	Communication/Flow of Information	My immediate supervisor is willing to discuss my ideas and suggestions with regards to my job.	45	0.9%
13	Military-Civilian Relations	Civilian managers supervise military personnel as effectively as they supervise civilian personnel.	41	0.9%
14	Respect for Individuals	An atmosphere of respect exists in my work area.	40	0.8%
15	Feedback and Recognition	I am recognized for contributing to a positive atmosphere in my workplace.	40	0.8%
TOTAL				
Percent of Top 15 Questions				19.2%