

The Development and Evaluation of the Commander Situational Awareness (CSA) Exercise



DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

Prepared by

Marne H. Pomerance, Mary Maragaret Garza,
Elizabeth Steinhauser, and Elizabeth Culhane



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The Development and Evaluation of the Commander Situational Awareness (CSA) Exercise

The following is a step-by-step plan to evaluate the effectiveness of the Commander Situational Awareness (CSA) Exercise. This is a phased approach in which we follow the four steps of the Kirkpatrick Model: (1) Reaction, (2) Learning, (3) Behavior, and (4) Results (Kirkpatrick, 1976).

In the introduction, we discuss the purpose of the CSA and underlying theory used to understand the CSA process. Next, we present the phases of the CSA.

Within each phase, we review the evaluation plan, methodology, type of results, and timeline. In the first phase, we discuss the pilot testing of the CSA and subsequent qualitative and quantitative analyses.

In the second and third phases, we discuss further analysis of the CSA. Here, we review the plan to examine quantitative results to gauge learning and behavioral changes after a six-month to one-year period of time.

In the last phase, we discuss the systematic strategy for the CSA, reviewing the long-term research questions, and discussing future directions for use of the CSA.

1. Introduction

NDAA13 creates accountability for organizational climate by requiring leaders of DoD organizations to conduct a climate assessment. The Defense Organizational Climate Survey (DEOCS) is a component of that assessment and must be administered within 120 days of taking command and at least annually thereafter while in command. The DEOCS is administered to all members identified in the organization, and, therefore, provides commanders with information about the health of their climate. This information is useful; however, climate assessment (via DEOCS) is just one piece of the climate management puzzle taking place once a year. Climate management is a yearlong process, and the CSA Exercise supports commanders in linking climate assessment to concrete management practices. This section will go on to discuss the CSA Exercise's use as a tool for detection of (1) overall discrepancies, (2) climate awareness discrepancies, and (3) climate favorability discrepancies. Last, this section discusses the use of the CSA Exercise as a supportive tool for future commander solutions.

1.1 CSA Exercise as a discrepancy detection tool

The CSA Exercise is a supplemental comparison tool that the commander may choose to complete while the unit is taking the DEOCS (see Appendix A). It asks the commander, "What do you think your unit's perceptions of the command climate will be?" The answer to this question will guide a commander towards understanding the accuracy of their perceptions and the favorability of their climate. Research in self-regulation suggests that individuals use feedback to detect discrepancies between current states and optimal states to increase performance (e.g., Bandura, 1989; Gollwitzer, 1990; Carver & Scheier, 1982; Lord et al., 2010). The CSA exercise can be leveraged as a tool to detect such discrepancies.

The CSA Exercise has two primary goals: (1) Climate Perception Alignment (i.e., leadership development using mindfulness strategies) and (2) Climate Improvement (i.e., change management). To meet the first goal, the CSA Exercise determines whether discrepancies exist between the commander's perceptions of command climate health and unit members' perceptions of the climate. To meet the second goal, the CSA Exercise determines whether discrepancies exist between the desired command climate health (ideal climate) and DEOCS scores. Figure 2 displays both CSA goals mapped onto a negative feedback loop (Carver & Scheier, 1982; discussed further below).

1.2 A tool for detecting climate awareness discrepancies

To help commanders achieve these two goals, we provide a CSA worksheet (see Appendix B). This worksheet provides information on four potential situations the commander may experience (see Figure 1). To gauge whether these two goals are being met, the CSA Worksheet can display four potential outcomes (see 2×2 framework in Figure 1), whether commanders have: (1) more favorable perceptions than their unit, (2) less favorable perceptions than their unit, (3) similarly favorable perceptions to their unit, or (4) similarly unfavorable perceptions to their unit. The first two outcomes indicate there is a discrepancy between the commander's and the unit members' perceptions of the command climate health. The third outcome suggests there is alignment between the desired command climate and DEOCS scores. The fourth outcome suggests there is alignment between the commander's perceptions and DEOCS scores; however, there is a discrepancy between the desired or ideal command climate and unit members' perceptions. In other words, there is need for improvement on the climate dimension.

Figure 1.

Framework of potential outcomes presented by CSA Worksheet

		Commander Perceptions of Favorability*	
		High Favorability	Low Favorability
Unit Perceptions of Climate Favorability	High Favorability	3. Favorable alignment between commander & unit climate perceptions	2. Misalignment: commander's climate perceptions are lower than unit perceptions
	Low Favorability	1. Misalignment: commander's climate perceptions are higher than unit perceptions	4. Unfavorable alignment between commander & unit climate perceptions

Note. *Commander perceptions of favorability are compared to the DEOCS scores of the commander's unit.

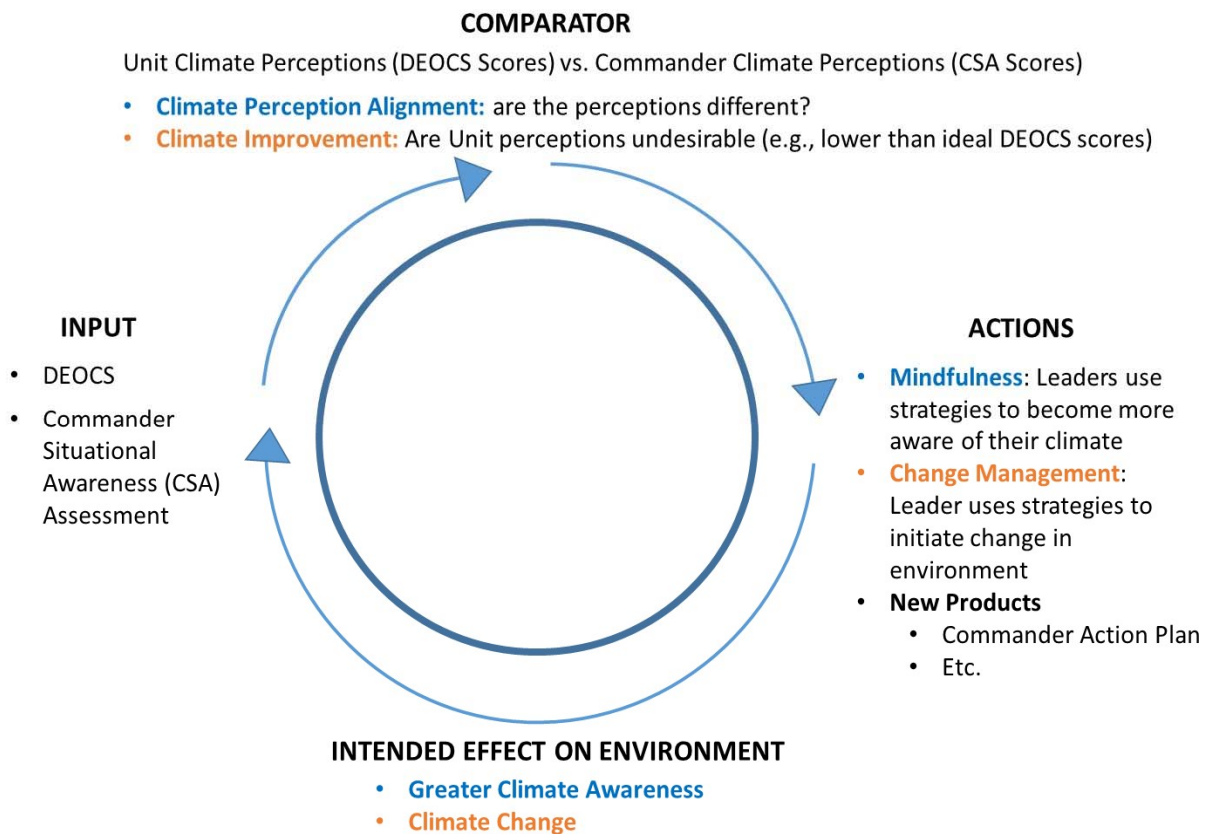
If a discrepancy between the commander's perceptions and unit members' perceptions of the climate is identified (outcome 1 or 2), an opportunity for leadership development is discovered and the goal is Climate Perception Alignment. Climate Perception Alignment examines the differences between commander and unit climate perceptions with the goal to reduce any discrepancies via the use of mindfulness strategies (discussed below). These differences in perceptions can highlight any potential "blind-spots" that may need more attention, and point out areas where the unit is excelling more than expected. As a commander utilizes the CSA Exercise over time and practices mindfulness strategies, the idea is that a new skillset will emerge, in which commanders are better able to align their perceptions of the climate with those

of the unit. This gradual alignment occurs via Carver and Scheier's (1982) control theory, where commanders slowly reduce their climate awareness discrepancy within a negative feedback loop (i.e., Figure 2).

In order to understand how control theory is applied to the CSA, refer to Figure 2 and consider a unit taking a DEOCS. Here, the input is the unit's participation on the DEOCS and the commander's participation on the CSA Exercise, in which the commander is asked what they think their unit's perceptions are of the organization's climate. Next, upon receiving DEOCS and CSA results, the commander compares the current state (reference value) to their goals—this is the comparator function. For the goal of Climate Perception Alignment, the commander compares the DEOCS scores to the CSA ratings. Here, the commander identifies the extent of the discrepancy between their perceptions of the climate and unit perceptions of the climate. For example, a negative discrepancy would occur if the CSA rating for a factor such as Commitment were more positive than the DEOCS score for that factor. This is a discrepancy that the commander would want to reduce, as it indicates that the commander has been less aware of concerns and issues relating to commitment within the unit.

In the action stage depicted in Figure 2, the commander takes explicit behavioral steps to reduce the discrepancies that were identified during the comparator function. For the goal of Climate Perception Alignment, a commander can practice mindfulness strategies to improve their awareness of their climate. Mindfulness involves a conscious awareness of one's own expectations of a situation, differing views on the situation, and the need for new information to adapt to changing situations (Ting-Toomey & Oetzel, 2001). Mindfulness has been associated with a decrease in avoidance behaviors and an increase in resiliency when confronted with challenging situations (Glomb, Duffy, Bono, & Yang, 2011). Strategies to enhance mindfulness will further develop leadership and will be the focus of solutions to support commanders.

Figure 2.
CSA Exercise Feedback Loop as a Discrepancy Detection Tool



1.3 A tool for detecting climate favorability discrepancies.

If there is a discrepancy between the ideal command climate and DEOCS scores (see Figure 1, outcome 1, 3, or 4), an opportunity to initiate and manage organizational change is discovered and the goal is Climate Improvement. Climate Improvement examines the difference between the commander’s ideal climate (healthy command climate) and DEOCS scores, with the goal to move closer to the commander’s ideal climate via the use of change management strategies (discussed below).

If commander and unit perceptions do not align, with commanders having rated more favorable perceptions than their unit (outcome 1), it is possible that the unit climate is still considered “favorable.” For instance, perhaps the unit is doing well, just not as well as the commander expected. Likewise, if the commander and unit have similarly favorable perceptions (outcome 3), this would indicate good alignment and good climate. However, these scenarios do not indicate “no action is needed.” Instead, commanders should focus on maintaining the health of the unit climate via continuous maintenance/training in mindfulness and change management strategies.

For the goal of Climate Improvement, in Figure 2, the commander compares the unit’s DEOCS scores to the envisioned ideal DEOCS scores (comparator). For example, an ideal DEOCS score

would be for the unit to have positive perceptions of their leadership. DEOCS scores that are lower than ideal would create a discrepancy that the commander would want to reduce.

The action stage for the Climate Improvement goal is for commanders to use these strategies while reviewing DEOCS and CSA results to aid in initiating changes in the environment. To support change management, organizational change literature will be leveraged to further develop solutions to support commanders (e.g., Cummings & Worley, 2009; Kotter, 1999).

1.4 The CSA as a supportive tool for future commander solutions

To support action planning in these two areas, the CSA Plan and Guide are included in the CSA Worksheet (see Appendix B). The CSA Plan provides questions to the commander to help them narrow down specific areas to work on over the next year (e.g., “Identify two goals you will work towards to improve the areas in which responses are less favorable”). These questions assist the commander in creating a tangible plan of action to follow before their next DEOCS. The CSA Guide is a resource the commander can use to help build their plan of action. It contains tips for making the CSA plan, and tips for setting SMART (Specific, Measureable, Achievable, Results-focused, Time-bound) goals (see goal setting theory, Locke & Latham, 1984). As reflected in Figure 2, by creating achievable goals and a plan to reach them, commanders can work to improve their own situational awareness (i.e., mindfulness) in addition to helping promote a positive command climate within their organization (i.e., working towards change management).

2. Phases of the CSA

The following presents the four-phased approach to evaluating the CSA, from initial pilot testing to future directions.

Table 1.
CSA Evaluation Plan

	Phase 1	Phase 2	Phase 3	Phase 4
	<i>Reaction</i>	<i>Learning</i>	<i>Behavior</i>	<i>Results</i>
Kirkpatrick Model (Kirkpatrick, 1976)	Do commanders feel the CSA Exercise is helpful, relevant, and engaging? Are they involved in and contributing to learning, and can they apply their new knowledge?	Did the participants acquire new knowledge/skills?	Are commanders applying what they are learning in the workplace, and are these new behaviors being reinforced?	Do the intended outcomes occur after commanders' training in mindfulness and change management strategies (can be short-term observation/ measurement of behaviors)?
Plan	Pilot Testing to determine usefulness and feasibility in the DoD	Six month follow-up with commanders		Future direction for what can be examined once CSA is officially launched
Methodology	Interviews conducted with commanders, using purposive sampling (Merriam & Tisdell, 2016). Qualitative data will be summarized.	<ul style="list-style-type: none"> - Archival CSA and DEOCS data, during this time the CSA is officially launched - Additional interviews and potential short surveys conducted 6 months out that include both learning and behavioral questions. 		Operationalization of the two goals of CSA: <i>Mindfulness:</i> determination of a rubric for what is considered "change"; that is, determining a threshold for identifying whether there is alignment versus not alignment <i>Change Management:</i> examination of DEOCS at T1 and T2, using an evaluative statistic such as effect size, correlation, etc.
Research Questions	<ul style="list-style-type: none"> - What are the reactions of commanders who elected to take the CSA? Do they feel that it is useful? - Are there differences between commanders who did and did not participate? - Do the climates of commanders who have participated differ from commanders who did not participate? - Are there similar climates of participating commanders? 	<i>Research Questions:</i> <ul style="list-style-type: none"> - Does the act of taking the CSA itself improve commander involvement with their unit? - Do commanders become more involved simply by taking the exercise (e.g., is there a Hawthorne Effect)? - Of those we reached out to for <i>participation</i>, further examine DEOCS of commanders who participated versus commanders who did not participate 	<i>Research Questions:</i> <ul style="list-style-type: none"> - <i>Mindfulness:</i> Do the commander's perceptions of the climate better align with the unit's perceptions of the climate? - <i>Change management:</i> Does the climate improve one year after taking CSA Exercise? - Percentage of repeat participants: does this increase over time? - Percentage of participation: does this increase over time? - Track commanders, determine if they participated at T2 and examine the meaning 	

	Phase 1	Phase 2	Phase 3	Phase 4
	<i>Reaction</i>	<i>Learning</i>	<i>Behavior</i>	<i>Results</i>
	- Are climates of participating commanders more positive at the outset?	- Examine unit response rates for commanders who participated on CSA versus those who did not participate - Of those we reached out to for <i>feedback</i> , examine DEOCS of commanders who gave feedback versus commanders who did not give feedback		behind these findings; e.g., how do commanders who participate at T2 differ from commanders who do not participate at T2? - Ask commanders if they are interested in improving over time (i.e., add a question to the exercise)
Timeline	Ongoing; results could be possible within one month	Within one year		One year+

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Appendix A. CSA Exercise Items



DEOMI Organizational Climate Survey (DEOCS) *Commander Situational Awareness (CSA) Exercise*

Commander Situational Awareness (CSA) Exercise

Thank you very much for your interest. You are about to participate in a very brief exercise that can be used as a means to increase your awareness of your unit members' perceptions. It should take less than 10 minutes.

The purpose of this exercise is to gauge your perceptions of your own Command Climate and ultimately for you to understand how well your perceptions align with the perceptions of your unit members.

These results are for **YOUR EYES ONLY**, and will be delivered to you via email after receiving your DEOMI Organizational Climate Survey (DEOCS) report.

Upon completion, the results of this exercise CANNOT BE RE-ACCESSED and WILL NOT be provided to your supervisor or anyone else.

Once you receive your DEOCS report and your Commander Situational Awareness results, you can COMPARE them for any differences between your own perceptions and those of your unit members. Differences in perceptions can highlight any potential "blind-spots" that may need more attention and point out areas where you are excelling more than expected.

Thank you again for your interest. Further instructions will be provided upon completion.

Please select 'Begin Exercise' to continue to the survey.

Begin Exercise



Please refer to the factor, factor description, and respective items below. Then select the corresponding color block to mark how favorable you expect your unit will be on the factor.¹ For example, if you believe that between 70% and 89% of your responses will be favorable on a specific factor, select the blue category.

Majority of unit did NOT endorse scale

Majority of unit endorsed scale but did NOT reach recommended endorsement threshold (70%)

Majority of unit endorsed scale and reached recommended endorsement threshold (70%)

Almost complete unit endorsement of scale

¹ There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (i.e., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (i.e., slightly agree, agree, strongly agree). For example, a factor with a favorability percentage of 75% would indicate that 75% of responses to the factor questions included one of the three favorable options.

▼ Instructions Panel

Please refer to the factor, factor description, and respective items below. Then select the corresponding color block to mark how favorable you expect your unit will be on the factor.¹ For example, if you believe that between 70% and 89% of your responses will be favorable on a specific factor, select the blue category.

Improvement Needed

Below 50% favorable responding

General Interpretation

Majority of unit did NOT endorse scale

Caution

Between 50% and 69% favorable responding

General Interpretation

Majority of unit endorsed scale but did NOT reach recommended endorsement threshold (70%)

Adequate

Between 70% and 89% favorable responding

General Interpretation

Majority of unit endorsed scale and reached recommended endorsement threshold (70%)

Excellent

90% and above favorable responding

General Interpretation

Almost complete unit endorsement of scale

¹ There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (i.e., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (i.e., slightly agree, agree, strongly agree). For example, a factor with a favorability percentage of 75% would indicate that 75% of responses to the factor questions included one of the three favorable options.

OE Factors

Organizational Commitment

► Description / Items

+ IMPROVEMENT NEEDED

+ CAUTION

+ ADEQUATE

✓ EXCELLENT

Senior Leadership

► Description / Items

+ IMPROVEMENT NEEDED

✓ CAUTION

+ ADEQUATE

+ EXCELLENT

► Instructions Panel

Organizational Performance

► Description / Items

+ IMPROVEMENT NEEDED

+ CAUTION

✓ ADEQUATE

+ EXCELLENT

Group Cohesion

► Description / Items

+ IMPROVEMENT NEEDED

+ CAUTION

✓ ADEQUATE

+ EXCELLENT

Trust in Leadership

► Description / Items

✓ IMPROVEMENT NEEDED

+ CAUTION

+ ADEQUATE

+ EXCELLENT

Job Satisfaction

► Description / Items

+ IMPROVEMENT NEEDED

+ CAUTION

✓ ADEQUATE

+ EXCELLENT

► Instructions Panel

Organizational Processes

► Description / Items

+ IMPROVEMENT NEEDED

✓ CAUTION

+ ADEQUATE

+ EXCELLENT

Engagement

► Description / Items

+ IMPROVEMENT NEEDED

+ CAUTION

✓ ADEQUATE

+ EXCELLENT

EO, EEO, Fair Treatment Factors

Inclusion at Work

► Description / Items

+ IMPROVEMENT NEEDED

+ CAUTION

+ ADEQUATE

✓ EXCELLENT

Discrimination

► Description / Items

+ IMPROVEMENT NEEDED

+ CAUTION

+ ADEQUATE

✓ EXCELLENT

► Instructions Panel

Sexual Harassment

► Description / Items



Sexual Harassment Retaliation Climate

► Description / Items



SAPR Factors

Sexual Assault Prevention Climate

► Description / Items



Sexual Assault Reporting Knowledge

► Description / Items

Overall, how do you feel about your organization's percentage of respondents who answered correctly on Restricted Reporting Knowledge?



Sexual Assault Response Climate

▼ Description / Items

Military member's or employee's perception of whether their chain of command/supervision would take appropriate action to address an Unrestricted Report of sexual assault and the extent to which leadership would support and encourage recovery.

If a coworker were to report a sexual assault, my chain of command/supervision would:

take the report seriously.

keep the knowledge of the report limited to those with a need to know.

discourage military members or employees from spreading and rumors speculating about the allegation.

promote healthcare, legal, or other support services to the reporter.

support the individual for speaking up.

+ IMPROVEMENT NEEDED

✓ CAUTION

+ ADEQUATE

+ EXCELLENT

Sexual Assault Retaliation Climate

► Description / Items

+ IMPROVEMENT NEEDED

+ CAUTION

✓ ADEQUATE

+ EXCELLENT

1 2



DEOMI Organizational Climate Survey (DEOCS)

Commander Situational Awareness (CSA) Exercise

EO, EEO, Fair Treatment Factors

Please refer to the factor, factor description, and respective items below. The following actions listed below could be harmful to your unit. Please select whether you believe any unit members will indicate that these behaviors are occurring.

Hazing

► Description / Items

Do you believe any unit members will indicate that these behaviors are occurring?

Physically harmful acts

✓ NO

✗ YES

Psychologically harmful acts

✓ NO

✗ YES

Illegal or dangerous acts

✗ NO

✓ YES

Bullying

► Description / Items

Do you believe any unit members will indicate that these behaviors are occurring?

Aggression

✕ NO

✓ YES

Abusive or malicious pranks

✓ NO

✕ YES

Active attempts to damage their reputation

✓ NO

✕ YES

Physical harm

✓ NO

✕ YES

Psychological harm

✓ NO

✕ YES

Unwanted Workplace Experiences

► Description / Items

Do you expect your unit members to perceive that
Unwanted Workplace Experiences are occurring?

✓ NO

✕ YES

OE Factor

Please refer to the factor, factor description, and respective items below. Read the question below, then select how you expect your unit to respond.

Connectedness

▼ Description / Items

A frame of mind that reflects an individual's outlook on life and perceptions of belongingness, well-being, and social support. Reflects a member's viewpoint that they are relevant, contributing, and have relationships upon which they can confidently depend on in times of need.

My future seems dark to me.

These days, I think I am a burden on people in my life.

These days, I feel like I belong.

These days, I feel that there are people I can turn to in times of need.

Do you expect your unit's average on this factor to be above or below 70% favorability?

✗ BELOW 70%

✓ ABOVE 70%

Submit Results

1

2



DEOMI Organizational Climate Survey (DEOCS) *Commander Situational Awareness (CSA) Exercise*

You have reached the end of the CSA Exercise.

The results of this exercise should be utilized as a **supplemental** resource
to the DEOMI Organizational Climate Survey (DEOCS) Report.

Please refer to the DEOCS Report for more information on your unit's results on these factors.

[DEOCS Home Page](#)

Appendix B.
CSA to DEOCS Comparison Worksheet

COMMANDER SITUATIONAL AWARENESS (CSA) TO DEOCS

COMPARISON WORKSHEET



Organization: CSA for 00000

Commander/Director: CDR SAMPLE

Admin Number: 00000

Monday, May 21, 2018

These results are for YOUR EYES ONLY

Defense Equal Opportunity Management Institute
Climate Enhancement Department

FOR ADDITIONAL ASSISTANCE CONTACT:
DEOMI DEOCS Support Team
321-494-2675/3260 DSN: 854
support@deocs.net

I. CSA to DEOCS Comparison Worksheet

This Commander Situational Awareness (CSA) comparison worksheet is a supplemental resource to the DEOMI Organizational Climate Survey (DEOCS) report. Please use the DEOCS report for all information concerning your unit's DEOCS results. Use Figures 1 and 2 to interpret your CSA predicted results compared to your unit's DEOCS results. Figure 1 is a key for the respective color for each factor's score based on favorability of responding. Figure 2 is a key for identifying the discrepancies between your CSA predictions and your unit's DEOCS scores for the factors scored on a 7-point favorability scale (see page 3 for additional factors that are scored in a different manner). Please note that even if no discrepancy is indicated, action may still be needed if your unit score falls below an adequate level. See suggested actions for areas of concern in section II.

Figure 1. Color Categories
90% and above favorable responding
Between 70% - 89% favorable responding
Between 50% - 69% favorable responding
Below 50% favorable responding

Figure 2. CSA to DEOCS Comparisons	
↑	Your DEOCS score was higher than your CSA prediction
↓	Your DEOCS score was lower than your CSA prediction
=	No discrepancy; unit score is at or above 70% favorable responding
* =	No discrepancy; unit score is below 70% favorable responding

Figure 3.				
	Factors	CSA ¹	DEOCS	Comparison
OE	Organizational Commitment		75%	↑
	Senior Leadership		77%	↑
	Organizational Performance		79%	=
	Group Cohesion		78%	↓
	Trust in Leadership		81%	↑
	Job Satisfaction		75%	↑
	Organizational Processes		73%	=
	Engagement		83%	↓
EO, EEO, Fair Treatment	Inclusion at Work		73%	↑
	Discrimination		77%	↑
	Sexual Harassment		79%	=
	Sexual Harassment Retaliation Climate		88%	=
SAPR	Sexual Assault Prevention Climate		81%	↓
	Sexual Assault Reporting Knowledge		78%	↑
	Sexual Assault Response Climate		90%	↑
	Sexual Assault Retaliation Climate		86%	=

¹ The CSA survey requests color predictions for each factor, so percentages cannot be presented in this column.

Use Figures 4 and 5 to interpret your CSA predicted results compared to your unit's DEOCS results. Figure 4 is a key for the respective color for each factor's score. Color categories are based on whether perceptions of Hazing, Bullying, and Unwanted Workplace Experiences were Selected or Not Selected as occurring, and whether perceptions of Connectedness were above or below 70% favorability. Figure 5 is a key for identifying the discrepancies between your CSA predictions and your unit's DEOCS scores for these specific factors. Please note that even if no discrepancy is indicated, if you notice that Hazing, Bullying, or Unwanted Workplace Experiences are reported at all, some action is recommended to correct these behaviors. See suggested actions for areas of concern in section II.

Figure 4. Color Categories		Figure 5. CSA to DEOCS Comparisons	
Hazing, Bullying, Unwanted Workplace Experiences	Not selected	↑	Your DEOCS score was higher or more favorable than your CSA prediction
	Selected	↓	Your DEOCS score was lower or less favorable than your CSA prediction
Connectedness	Above 70% favorability	=	No discrepancy; stay vigilant for any change in behaviors
	Below 70% favorability	* =	No discrepancy, but scores fall below an adequate level; action is recommended to correct behaviors

Figure 6.				
	Factors	CSA	DEOCS	Comparison
EO, EEO, Fair Treatment	Hazing			* =
	Bullying			* =
	Unwanted Workplace Experiences			* =
OE	Connectedness			↑

II. CSA Plan

For more guidance on completing your CSA Plan, please refer to the [CSA Guide](#). Use the [Assessment to Solutions \(A2S\)](#) website to identify and list strategies in the space below that will assist you in achieving the goals you set for enhancing and maintaining your unit's climate. A2S provides strategies for improving specific climate factors of concern. Refer to your DEOMI Organizational Climate Survey (DEOCS) report to identify units or sub-groups that may be driving particular results. Figure 7 identifies the two factors that received the most and least favorable scores on your DEOCS results, while Figure 8 identifies all factors that had a discrepancy between your CSA predicted scores and your unit's DEOCS scores.

Figure 7. DEOCS Most and Least Favorable Factor Scores ²	
<p>Most Favorable Factors Overall</p> <p>Sexual Assault Response Climate</p>	<p>Least Favorable Factors Overall</p> <p>Org Processes</p>
<p>Sexual Harassment Retaliation Climate</p>	<p>Inclusion</p>

Figure 8. Comparison of CSA Prediction to DEOCS Scores ²	
<p>DEOCS scores that are higher than your CSA prediction:</p> <p>Organizational Commitment</p> <p>Senior Leadership</p> <p>Trust in Leadership</p> <p>Job Satisfaction</p> <p>Inclusion at Work</p> <p>Discrimination</p> <p>Sexual Assault Reporting Knowledge</p> <p>Sexual Assault Response Climate</p>	<p>DEOCS scores that are lower than your CSA prediction:</p> <p>Group Cohesion</p> <p>Engagement</p> <p>Sexual Assault Prevention Climate</p>

² Includes only the factors rated on a 7-point favorability scale (i.e., does not include Hazing, Bullying, or Unwanted Workplace Experiences, which are "select all that apply" or "yes/no" response scales). The color of each box corresponds with the favorability of that factor from your DEOCS unit scores.

II. CSA Plan (Continued)

The purpose of the following questions is to aid in creating a tangible plan of action to follow before your next DEOCS. Refer to Figures 3-8 to facilitate answering these questions.

1. Identify two strategies you will utilize before your next DEOCS survey to increase your awareness in the areas in which you thought you would score higher or lower (i.e., Figure 8).
2. Identify two goals you will work towards to maintain the positive aspects of your climate.
3. Identify two goals you will work towards to improve the areas in which the responses are less favorable.
4. Identify potential barriers to your strategies and goals, as well as resources you can use to overcome these barriers.

Commander Situational Awareness (CSA) Guide

Use this guide as a resource to help answer questions in the CSA Plan. By creating *actionable* goals and a *plan* to achieve the goals you set, you will *benefit* your own situational awareness in addition to helping *promote a positive command climate* within your organization. This is a tool for increasing your situational awareness; to access additional tools and guidance for improving command climate, please visit [Assessment to Solutions](#). For more information on your command climate, please review your DEOMI Organizational Climate Survey (DEOCS) Report.

Tips for making your CSA Plan	
Identify <i>how much time</i> you will spend working toward your goals, whether it be daily, weekly, or monthly.	
Identify criteria to <i>prioritize your goals</i> , and make goals with the highest rankings your high-priority items.	
Identify and <i>secure resources</i> you will need to reach each goal.	
Ensure <i>cooperation</i> by <i>communicating</i> with others and delegate responsibility if necessary.	
Look for <i>potential problems</i> that may keep you from reaching your goals.	
Take action to <i>remove or minimize</i> these potential problems.	
<i>Document your plan</i> within your CSA to DEOCS Comparison Worksheet and review your progress toward your goals on a monthly basis. (e.g., set a reminder within your Outlook calendar).	

Tips for setting SMART Goals	
Example Goal: Decrease perceptions of discrimination within my organization (<i>what</i>), before the next DEOCS (<i>when</i>). <i>Short-Term Steps break down larger goals into smaller goals:</i> <ul style="list-style-type: none"> Conduct focus groups (<i>how</i>) with all female enlisted members (<i>who</i>) within one month to first understand the perception of discrimination in my organization (<i>why</i>). <ul style="list-style-type: none"> <u>Step 1:</u> Identify a point of contact to schedule focus groups 	
Specific	Write goals in a simplistic manner to clearly define what you will do. <i>Identify the who, what, when, why, and how.</i>
Measurable	Goals with measurable elements create tangible evidence of what you will accomplish. The goal statement can be a measure for the project, but also try to build short-term or smaller measurements into the goal. <i>Did the focus groups occur? Did perceptions of discrimination decrease before the next DEOCS?</i>
Achievable	Goals should challenge you but be defined well enough so you can realistically achieve them. Plan your steps wisely and with enough time to carry out each step. <i>Keep breaking goals down into smaller, actionable steps to create a check-list of exactly what you will do to achieve your larger goal.</i>
Results-focused	Goals should be written to measure outcomes, not activities. <i>The results of this goal are observable improvements in your command climate based on DEOCS scores.</i>
Time-bound	Link goals to a specific timeframe to create a concrete sense of urgency. This urgency highlights the discrepancy between the current reality and the end goal. This awareness is more likely to produce a relevant outcome. <i>"by the next DEOCS" and "within one month" create time-bound deadlines.</i>

