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# **DEPARTMENT OF DEFENSE**

## **DEOMI Organizational Climate Survey (DEOCS) Report**

**Organization: 1st Battalion 4th Marines**

**Commander/Director: LtCol Lundgren**

**Admin Number: 1703375**

**Thursday, July 06, 2017**

**Defense Equal Opportunity Management Institute  
Directorate of Research  
Patrick AFB, FL**

**RCS: DD-P&R (AR) 2338**

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It is important to review all sections contained in this report. Compare the information presented in Section III, Perceptions of Discrimination, Section V, Climate Factor Subgroup Comparison, along with Appendix, Written Comments from Your Organization. Doing so can sometimes help to validate potential areas of concern.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. Individual Service instructions typically require organizations to use multiple approaches, such as individual interviews and/or focus groups, when assessing command climate.

Discretion should be taken prior to making any management or disciplinary decisions based solely on the results.

## **I. HOW TO INTERPRET YOUR DEOCS RESULTS**

1. Start by looking at the demographic breakout in section II, which shows who completed the survey. The charts provide a visual display of respondents by their demographic features. Survey respondents can select any option when completing the demographic portion of the survey, so numbers may not match the personnel assigned. Determine if the participants represent the overall assigned population. Also, disparities in responses presented in the tables throughout the report are due to missing responses attributable to incomplete surveys, stray marks, or multiple responses selected for a single-response item.
2. Review section III, Perceptions of Discrimination. This shows perceptions of these incidents in the workplace during the past 12 months, actions taken to address them, members' satisfaction with issue resolution and perceived barriers to reporting.
3. Review section IV, Sexual Assault Prevention and Response (SAPR). This covers perceptions of leadership support, knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention climate.

4. Review section V, which provides climate factor results broken out by demographic subgroup, facilitating direct comparison between complementary groups. Higher averages reflect more positive ratings. Results are displayed using a green, blue, and red coding scheme, respectively reflecting above average, near average, and below average.
5. Review section VI, Overall Unit Summary. This provides a comparative analysis for each of the factor areas, comparing your unit's current average with its parent Service branch. Results are displayed using the same color coding scheme.
6. Review section VII, which shows responses to the individual climate factor questions
7. Review section VIII, which provides interpretation and recommendations for the DEOCS report.
8. Review responses to Locally Developed Questions (if you chose to include these in your survey).
9. Review responses to Short Answer Questions (if you chose to include these in your survey).
10. Review written comments and look for trends. Determine whether the comments support the numerical data.
11. If needed, conduct interviews to further characterize organizational issues and strengths, and opportunities for improvement.
12. If needed, review the organization's written records and reports to determine validity of perceptions revealed by the survey and interviews.

#### STEPS TO INTERPRET DEOCS COLOR CODING

Color Coding	Category	Criteria	General Interpretation
<b>Green</b>	Above Service Average	Perceptions fall in the upper 80th percentile of the responses within your Service.	Indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service.
<b>Blue</b>	Near Service Average	Perceptions fall in the 21st to 79th percentile of responses within your Service.	Indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service.
<b>Red</b>	Below Service Average	Perceptions fall in the lower 20th percentile of responses within your Service.	Indicates that the perceptions of your members are markedly less favorable than those commonly held across your Service.

#### Steps to interpreting DEOMI DEOCS color coding:

1. Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - a. Unit: Examine *Section IV Sexual Assault Prevention and Response* (page 20, 21) and *Section VI Overall Unit Summary* (pages 55 - 57) to compare your unit's score on each DEOCS factor

to your Service's average. Additionally, compare your unit's score to the "Range of Near Service Average" to gauge relational standing of your unit's score to your Service.

- b. Subgroups: Examine *Section V Climate Factor Subgroup Comparisons* (pages 52 - 54) to compare perceptions among subgroups and to your Service's average. In addition to using the color coding schema, compare the subgroup's numeric average (displayed in each box) to the "Range of near Service Average" (presented on pages 20, 21, 55 - 57) to gauge the relative standing of each subgroup to your Service.
2. Examine the item-level results by using the favorable/unfavorable responses to guide interpretation on the factor contained within *Section IV* (SAPR Item Results, pages 22 - 51) and *Section VII* (DEOCS Summary of Survey Item Results, pages 58 - 79).
3. Examine the written comments associated with the area of concern and determine if any of the comments are associated with negative perceptions. Overall, comments can be easier to manage if they are broken into themes.
4. Based on the degree of favorability of the item-level results and written comments, determine if the classification of your unit or subgroup(s) as 'Below Service Average' or 'Near Service Average' is at an acceptable level based on your unit's standards.
5. If results do not meet the expectations of the unit's standards, use the findings to guide follow-on climate assessment actions (e.g., develop plan of action to improve climate; determining the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions, etc.). For more strategies to improve or maintain a healthy command climate, refer to "Recommendations" throughout *Section IV SAPR* (pages 20-51) and *Section VIII Recommendations* (pages 80-81).

**NOTE:** The DEOCS report provides unit-level comparisons that help identify subgroups that may harbor negative - or positive perceptions regarding a particular climate factor. However, be mindful that a **red color coding does not automatically reflect a negative find**. It simply means that your average is below your Service's average from a unit-level standpoint. Your actual favorability scores (in section VII) for that factor may reflect a positive percentage. Using that percentage, you should be able to determine if there is in fact an issue within your organization.

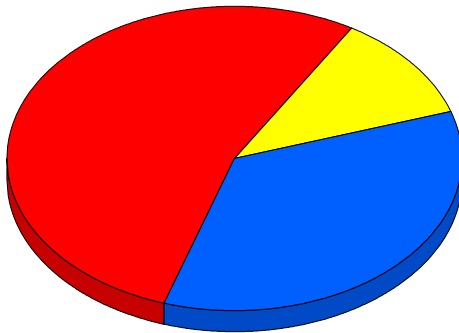
## MAKING CLIMATE ASSESSMENT RESULTS WORK FOR YOUR ORGANIZATION

1. Share the results with members of your organization.
2. Involve key leaders; let members know you are acting on their feedback.
3. If needed, establish an action team to develop and implement a plan for organizational improvement.
4. Conduct another climate assessment in accordance with your Service component directives to determine the effectiveness of the corrective actions that were taken to remedy validated perceptions.

If you or your staff requires assistance, do not hesitate to contact the DEOCS Support Team at DSN 854-2675/3260/4217 or commercial (321) 494-2675/3260/4217.

## II. DEMOGRAPHIC BREAKOUT

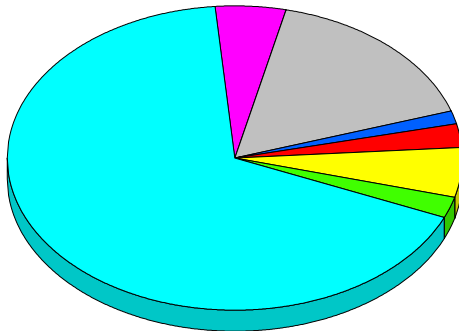
### MINORITY vs MAJORITY



	Frequency	Percent
Minority	213	34.98
Majority	327	53.69
Declined	69	11.33
<b>Total</b>	<b>609</b>	<b>100.00</b>

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as “White,” and their ethnicity as “not Hispanic.” All other respondents are included in the minority subgroup.

### RACE



	Frequency	Percent
Asian	9	1.48
Black	14	2.30
Native Hawaiian	32	5.25
White	14	2.30
Two or More	409	67.16
Declined	99	16.26
<b>Total</b>	<b>609</b>	<b>100.00</b>

### ETHNICITY

Frequency Percent

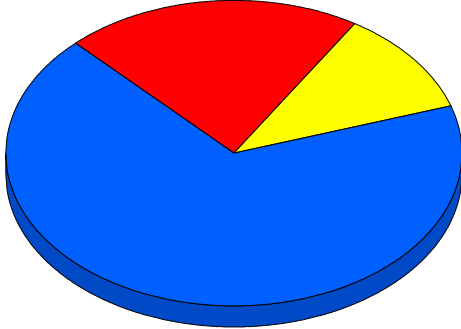
413 67.82

128 21.02 68 11.17

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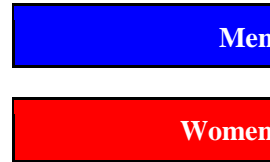
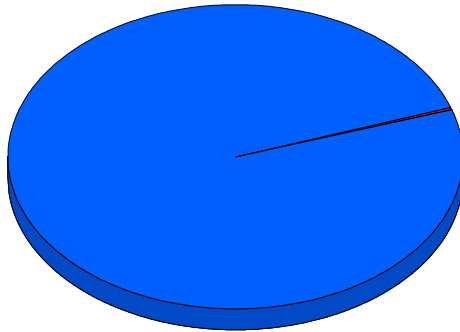
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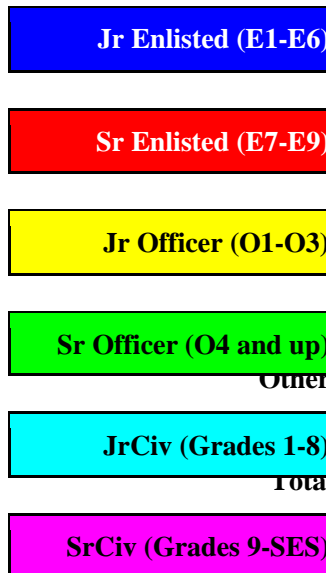
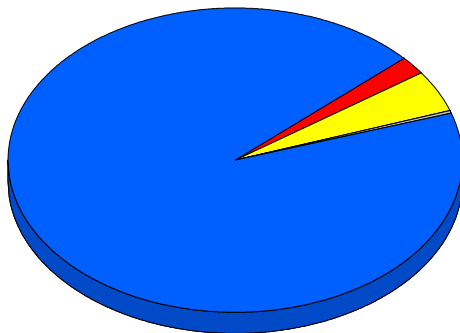
**Total** 609 100.00

#### ENDER



	Frequency	Percent
<b>Total</b>	<b>609</b>	<b>100.00</b>

#### CATEGORY



	Frequency	Percent
<b>Total</b>	<b>609</b>	<b>100.00</b>

### III. PERCEPTION OF DISCRIMINATION

This section addresses whether members of the organization experienced discrimination and sexual harassment, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

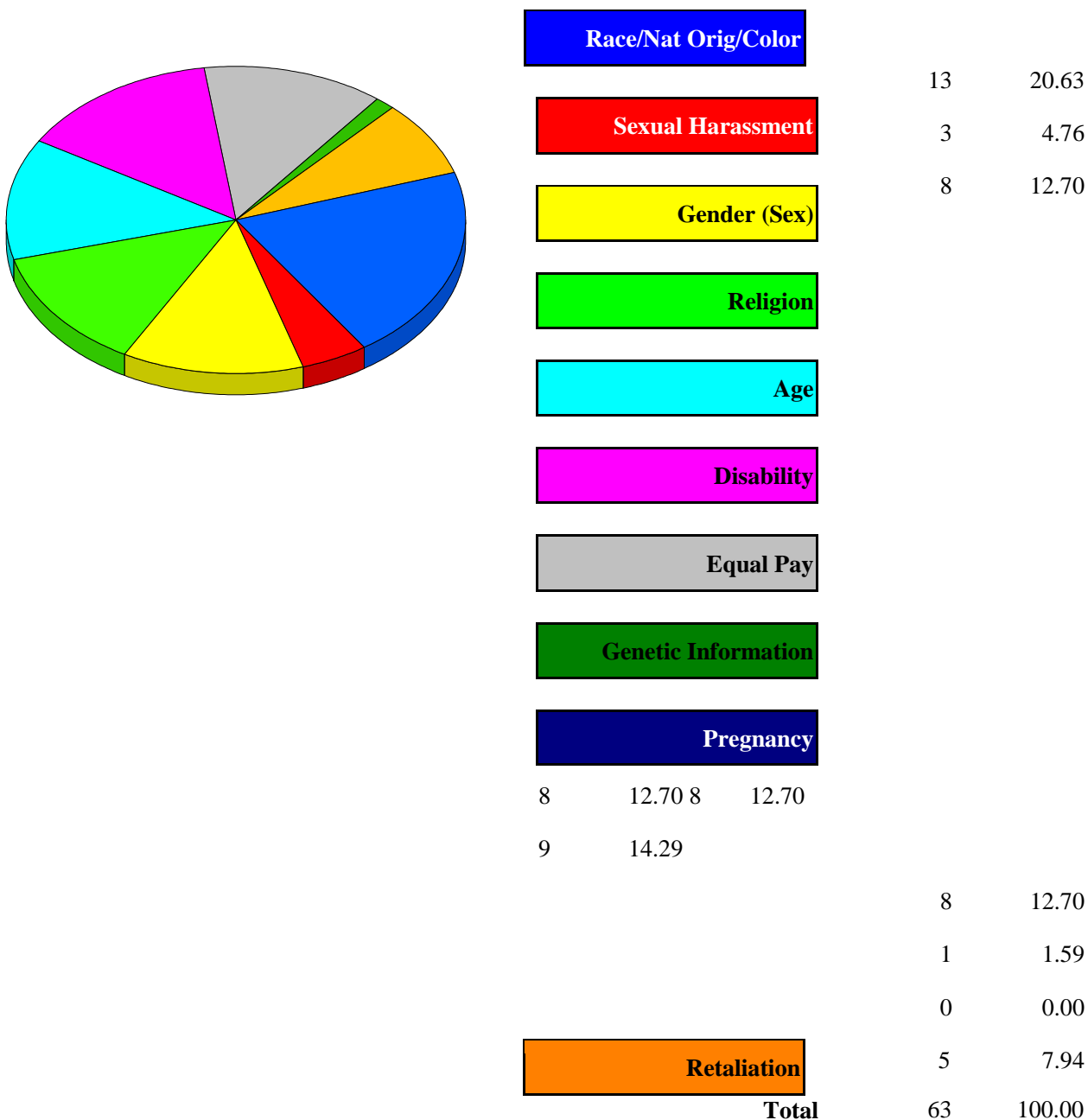
Within the past 12 months, I have personally experienced an incident of discrimination or sexual harassment within my current organization (**Mark all that apply**):

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**Frequency** **Percent**

6

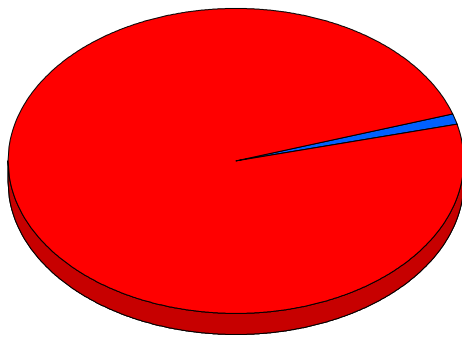


**NOTE:** Respondents can select multiple bases of discrimination, which accounts for any disparities in totals.  
Information specific to Sexual Harassment begins on page 14.

### **EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR**

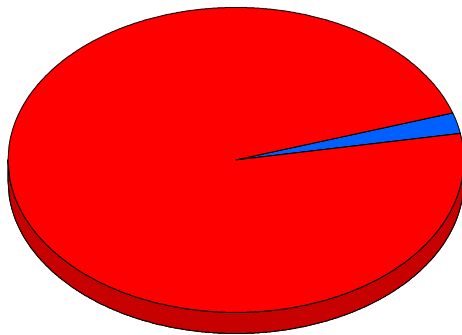
**NOTE:** Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section account for disparities that may appear in totals shown below.

#### **MAJORITY**



	Frequency	Percent
YES	4	1.22
NO	323	98.78
<b>Total</b>	<b>327</b>	<b>100.00</b>

#### MINORITY



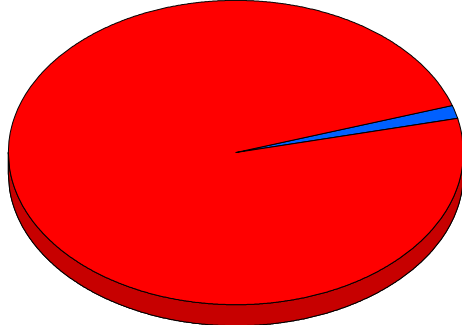
	Frequency	Percent
YES	5	2.35
NO	208	97.65
<b>Total</b>	<b>213</b>	<b>100.00</b>

#### EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

#### MEN

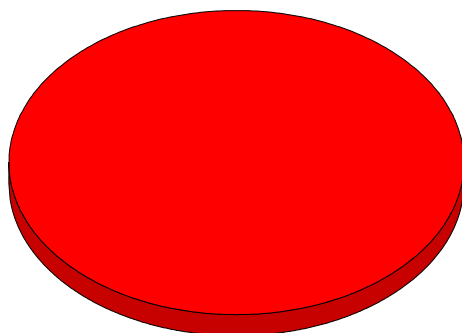
	Frequency	Percent
YES	8	1.32
NO	86	88.68





**Total**      608      100.00

## WOMEN



**Frequency**      **Percent**

**YES**

**NO**

0      0.00

1      100.00

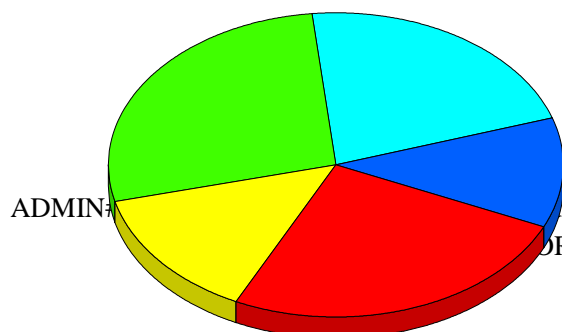
**Total**      1      100.00

## Actions Taken Following Incident of Discrimination

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

**Did you report any of the incidents of discrimination to someone in your organization?**

**Frequency**      **Percent**



**ADMINISTRATIVE**

**Supervisor or Official**

**Equal Opportunity**

**Other**

**None**

6      11.76

13      25.49

7      9

14

11

13.73

27.45

21.57

**Total**

51

100.00

**Filed formal complaint through EO/EEO representative.**

**Reported incident through EO/EEO representative.**

**Reported incident to supervisor/superior.**

**Confronted individual.**

**Did not report the incident to anyone.**

"N/A" responses not included.

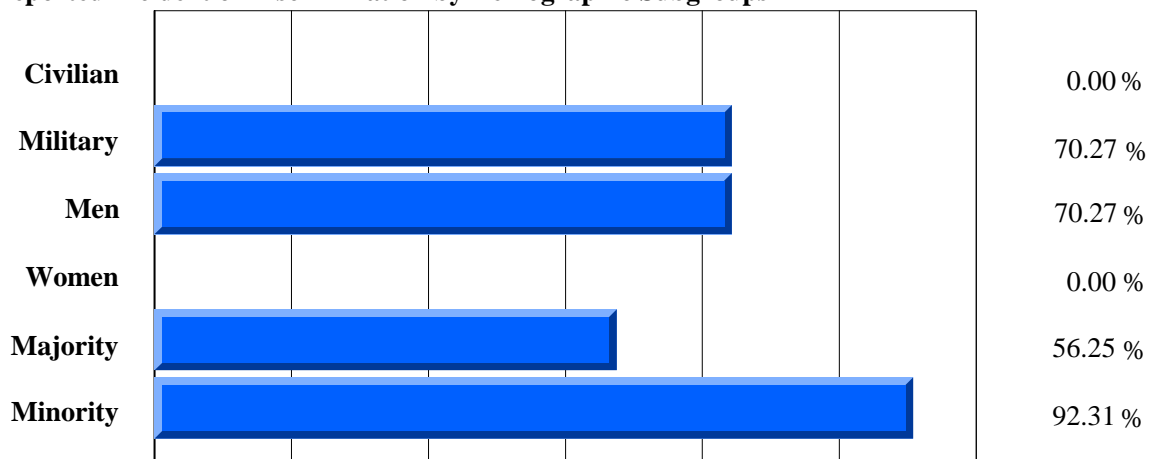
**Reported Incident of Discrimination to Formal Complaint, EO/EEO or Supervisor: Demographic Breakout**

NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

**Table 1. Reported Incident of Discrimination by Demographic Breakout**

Reported Incident of Discrimination	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Civilian</b>	0	0.00	0	0.00	0	100.00
<b>Military</b>	26	70.27	11	29.73	37	100.00
<b>Men</b>	26	70.27	11	29.73	37	100.00
<b>Women</b>	0	0.00	0	0.00	0	100.00
<b>Majority</b>	9	56.25	7	43.75	16	100.00
<b>Minority</b>	12	92.31	1	7.69	13	100.00

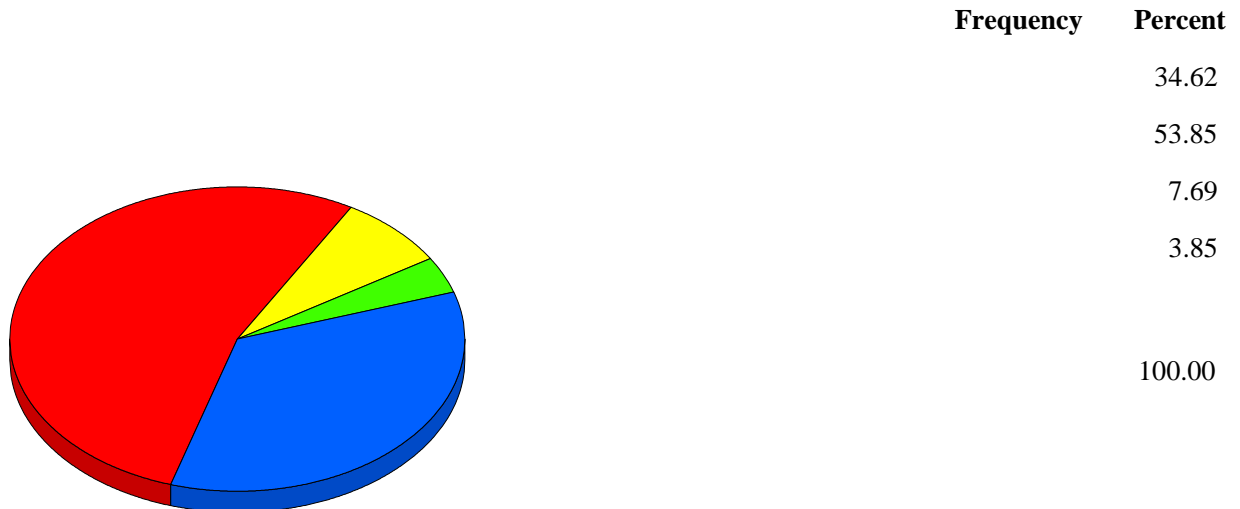
**Figure 1. Reported Incident of Discrimination by Demographic Subgroups**

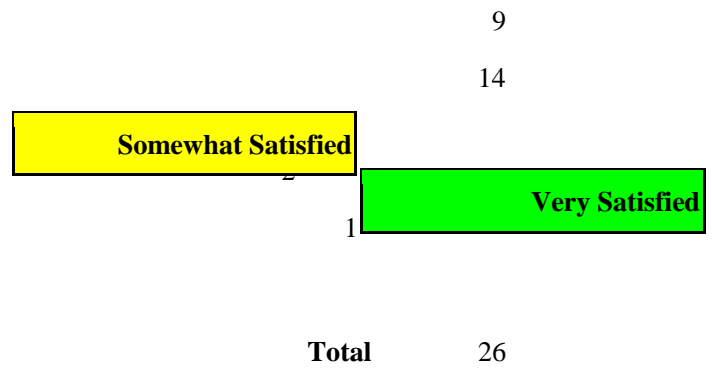


"N/A" responses not included.

**Satisfaction with Discrimination Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor****Figure 2. How satisfied are you with how your issue was (or is being) resolved?**

NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.





“N/A” responses not included.

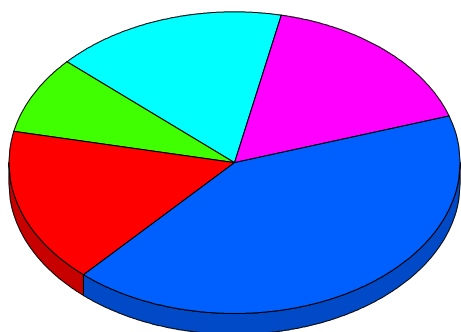
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**Perceived Barriers to Reporting Discrimination**

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why.  
(Mark all that apply)

**Figure 3. Barriers to Reporting Discrimination**



Frequency	Percent
5	41.67
2	16.67
0	0.00
1	8.33
2	16.67
2	16.67

**Total** 12 100.00

The incident would not be taken seriously.
The incident would not be believed.

Lack of privacy/confidentiality.
Fear of reprisal.
Lack of support from chain of command.

Other.
--------

“N/A” responses not included.

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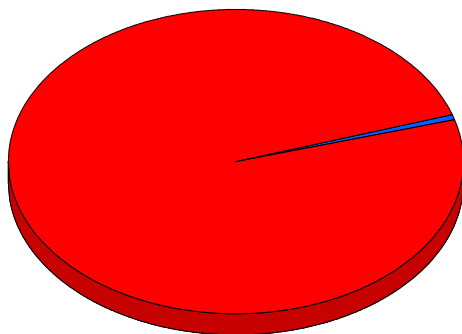
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### Experiences of Sexual Harassment

**MEN**

**Frequency** **Percent**

3 0.49



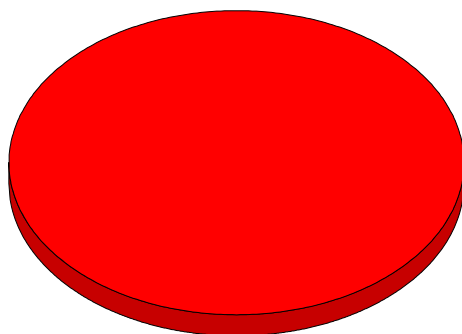
YES

NO

605 99.51

Total 608 100.00

WOMEN



YES



NO

Frequency Percent

0 0.00

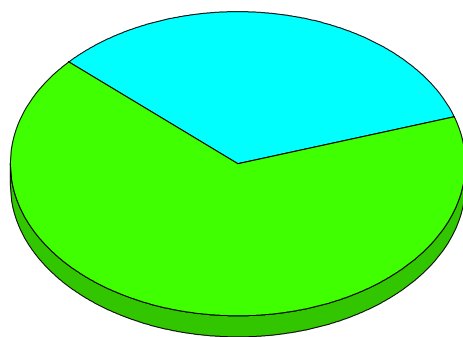
1 100.00

Total 1 100.00

**Actions Taken Following Incident of Sexual Harassment**

NOTE: Respondents' option to select more than one type of discrimination accounts for disparities that may appear in the totals shown below.

**Did you report any of the incidents of sexual harassment to someone in your organization?**



	Frequency	Percent
	0	0.00
	0	0.00
	0	0.00
	2	66.67
	1	33.33
<b>Total</b>	<b>3</b>	<b>100.00</b>

**Filed formal complaint through EO/EEO representative.**

**Reported incident through EO/EEO representative.**

**Reported incident to supervisor/superior.**

**Confronted individual.**

**Did not report the incident to anyone.**

“N/A” responses not included.

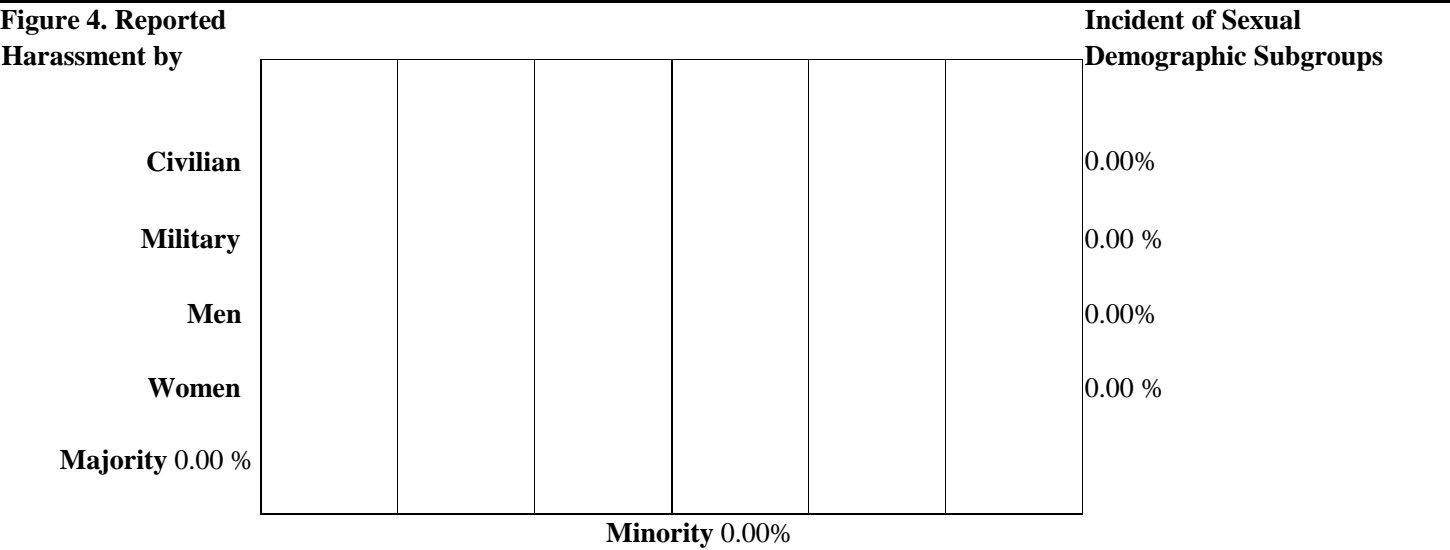
**Members who Filed Formal Complaint or Reported Incident of Sexual Harassment to EO/EEO or Supervisor:  
Demographic Breakout**



NOTE: Respondents who selected “Decline to respond” for Race and/or Hispanic declaration in the demographics section or responded with N/A, account for disparities that may appear in totals shown below.

Table 2. Reported Incident of Sexual Harassment by Demographic Breakout

Reported Incident of Sexual Harassment	Reported		Did Not Report		Total	
	Number	Percent	Number	Percent	Number	Percent
Civilian	0	0.00	0	0.00	0	100.00
Military	0	0.00	1	100.00	1	100.00
Men	0	0.00	1	100.00	1	100.00
Women	0	0.00	0	0.00	0	100.00
Majority	0	0.00	1	100.00	1	100.00
Minority	0	0.00	0	0.00	0	100.00



“N/A” responses not included.

**Satisfaction with Sexual Harassment Issue Resolution: Members who Filed Formal Complaint or Reported Incident to EO/EEO or Supervisor**

**Figure 5. How satisfied are you with how your issue was (or is being) resolved?**

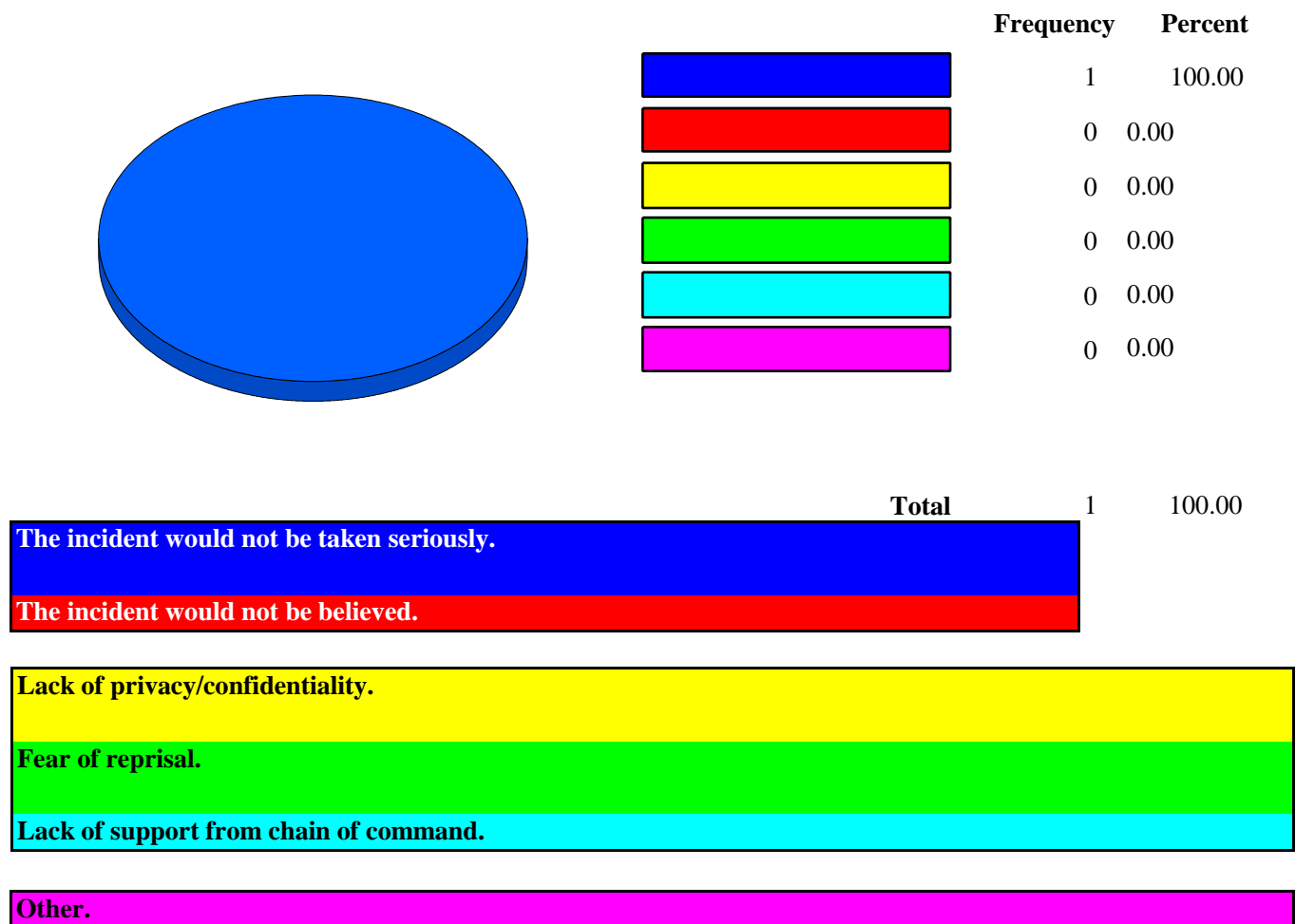
NOTE: Data for individuals who confronted the offenders are not included in the DEOCS satisfaction analysis.

	<b>Frequency</b>	<b>Percent</b>
	0	0.00
	0	0.00
<b>Somewhat Satisfied</b>	0	0.00
<b>Very Satisfied</b>	0	0.00
<b>Total</b>	0	100.00

“N/A” responses not included.

**Perceived Barriers to Reporting Sexual Harassment**

If you did not report the incident to anyone in your chain of command, please indicate your personal reasons why.  
(Mark all that apply)

**Figure 6. Barriers to Reporting Sexual Harassment**

“N/A” responses not included.

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## IV. SEXUAL ASSAULT PREVENTION AND RESPONSE

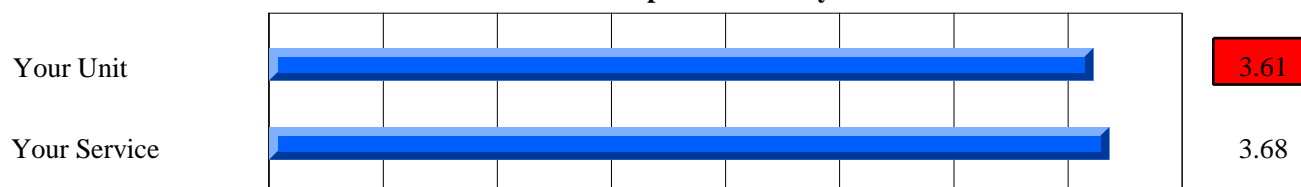
This section addresses members' perceptions of the Sexual Assault Prevention and Response (SAPR) climate within your organization. Specifically, this section includes members' perceptions of the following topic areas:

- 1) *Perceptions of Safety*
- 2) *Chain of Command Support*
- 3) *Publicity of SAPR Information*
- 4) *Unit Reporting Climate*
- 5) *Perceived Barriers to Reporting Sexual Assault*
- 6) *Unit Prevention Climate*
- 7) *Restricted Reporting Knowledge*

Below you will find the overall unit summary information pertaining to the SAPR climate within your organization, compared to the DEOMI database for your Service. Results display above average, average, and below average using a green, blue, and red coding scheme, respectively. Above average indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. Average indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. Below average indicates that the perceptions of your members are markedly less favorable than those held across your Service. Your organization's average is displayed along with its respective Service branch average.

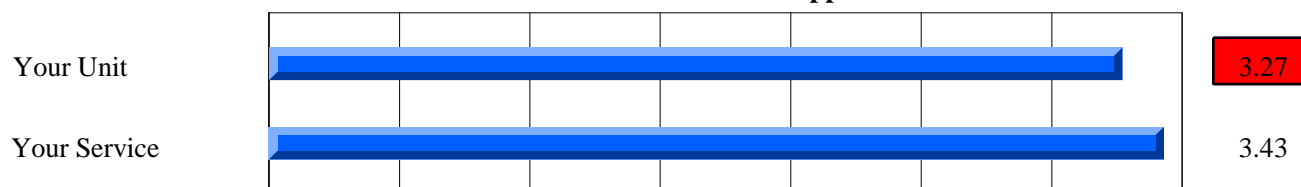
<b>Red = Below Service Average</b>	<b>Blue = Near Service Average</b>	<b>Green = Above Service Average</b>
------------------------------------	------------------------------------	--------------------------------------

### Perceptions of Safety



Range of "Near Service" Average = 3.62 - 3.75

### Chain of Command Support



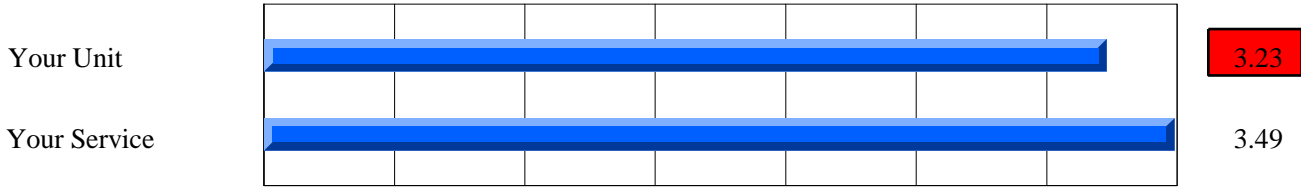
Range of "Near Service" Average = 3.33 - 3.54

### Publicity of SAPR Information



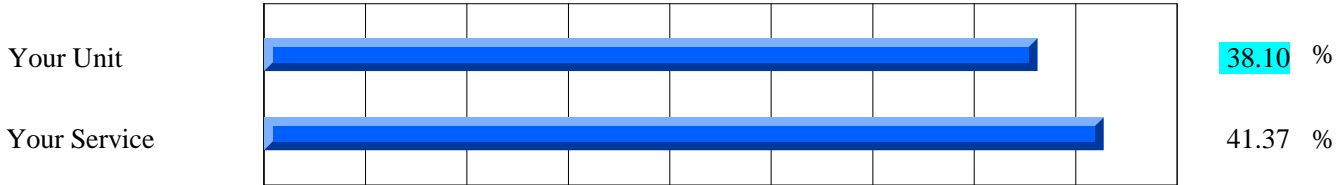
Range of "Near Service" Average = 3.11 - 3.31

### Unit Reporting Climate



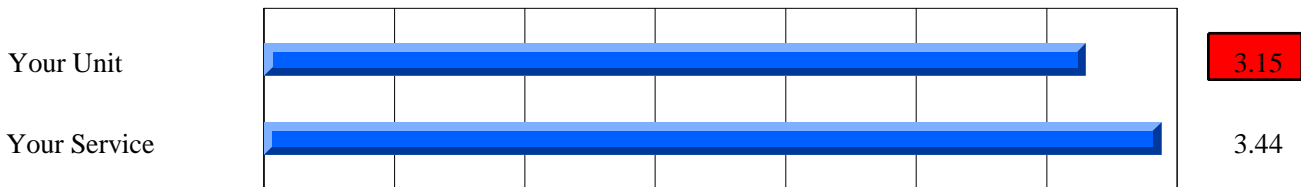
Range of "Near Service" Average = 3.37 - 3.62

### Zero Perceived Barriers to Reporting Sexual Assault



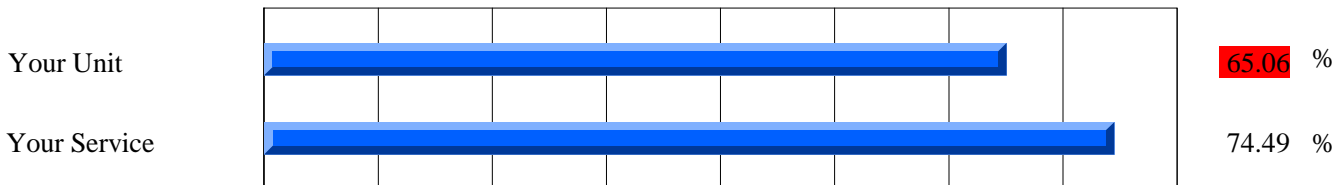
Range of "Near Service" Average = 33.08 - 49.46

### Unit Prevention Climate



Range of "Near Service" Average = 3.33 - 3.56

### Restricted Reporting Knowledge



Range of "Near Service" Average = 70.45 - 78.97

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

### Perceptions of Safety

*Perceptions of Safety* refers to members' feelings of safety from being sexually assaulted where they currently live and perform their work/duties. Two questions measure *Perceptions of Safety*; each item is measured on a four-point scale, where respondents may select *very unsafe*, *unsafe*, *safe*, or *very safe*.

Table 3 displays *Perceptions of Safety* where individuals live, subdivided by residence and respondents' perceptions of safety where they work. The table displays the percentage of members who indicated they feel *safe* or *very safe* combined into "Safe" and displays the percentages of members who indicate they feel *unsafe* or *very*

*unsafe* combined into “Unsafe.” In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Table 3. Respondents’ Perceptions of Safety**

<b>To what extent do you feel safe from being sexually assaulted where you currently <u>live</u>:</b>	<b>Safe</b>		<b>Unsafe</b>		<b>Total</b>	
	Number	Percent	Number	Percent	Number	Percent
On-base/post/station	501	95.43	24	4.57	525	100.00
Off-base/post/station	81	96.43	3	3.57	84	100.00
<b>To what extent do you feel safe from being sexually assaulted where you <u>perform your work/duties</u>:</b>	589	96.72	20	3.28	609	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 7 displays the percentage of respondents who feel “Safe” where they live by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 7. Respondents’ Perceptions of Safety where they Live by Demographic Subgroups**

To what extent do you feel safe from being sexually assaulted where you currently live?

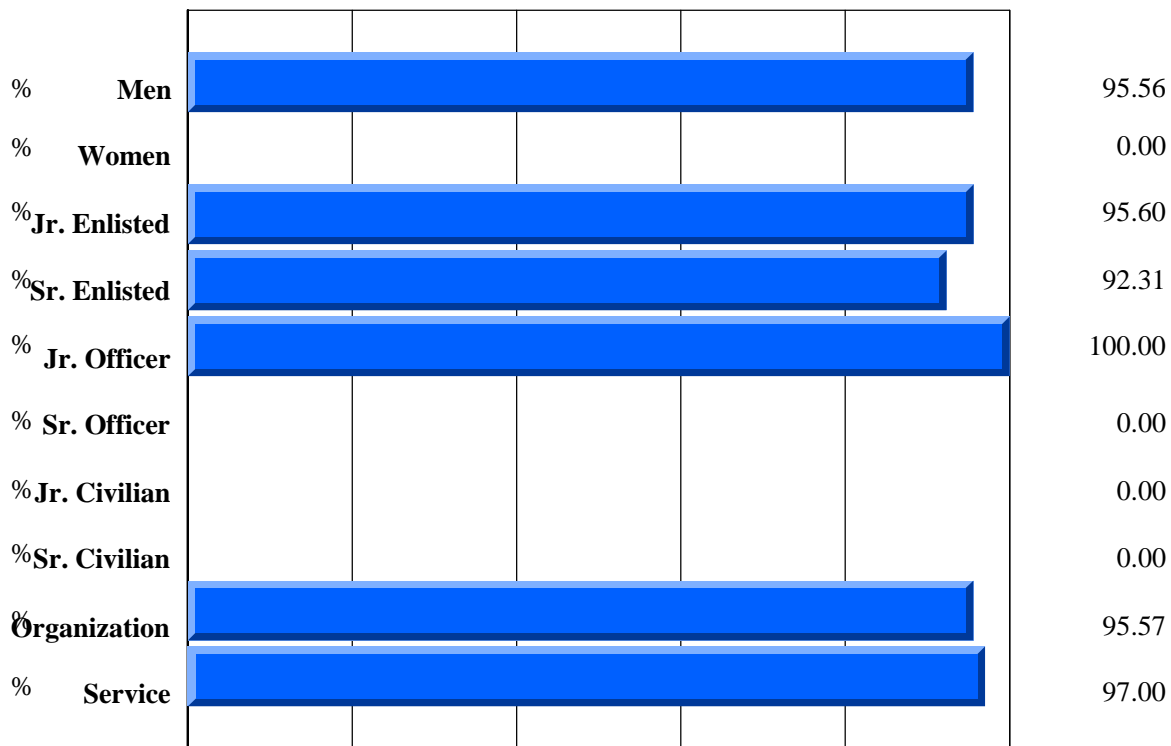
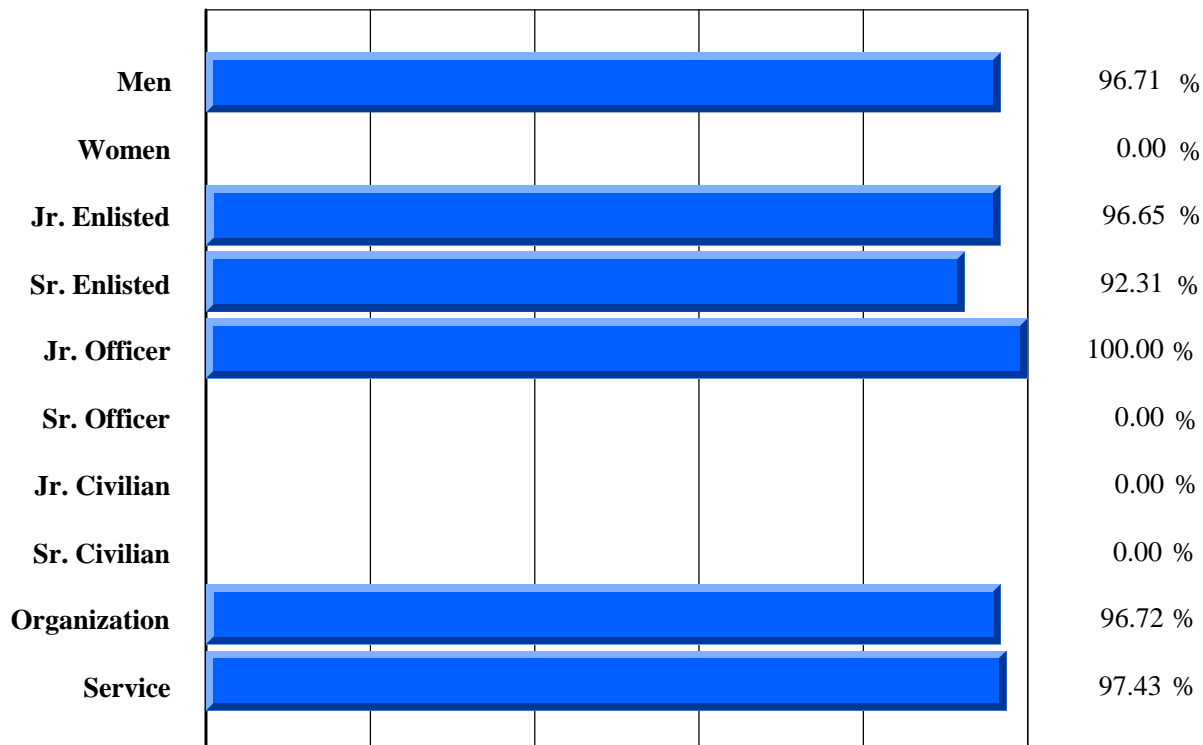


Figure 8 displays the percentage of respondents who feel “Safe” where they work by demographic subgroups. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 8. Respondents’ Perceptions of Safety at Work by Demographic Subgroups**

To what extent do you feel safe from being sexually assaulted where you perform your work/duties?



Recommendations:



While *Perceptions of Safety* may not necessarily reflect the actual level of risk faced by an individual or group, the reasoning behind such perceptions may yield valuable information about a number of environmental risks that pertain not only to sexual assault, but also to domestic violence, substance abuse, disruptive conditions in living quarters, and other problems that require command attention. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by residence and by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit’s results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- . Foster and encourage first-line supervisor involvement in the detection of potential threats and risks within your unit. About 80% of the sexual assaults within the Department of Defense occur between people that know each other. Consequently, standard physical security measures may not always address the factors that give rise to sexual assaults between co-workers, friends, and acquaintances. Well-trained and empowered first-line supervisors are likely the first to become aware of behaviors that contribute to increased risk for sexual assault and other disruptive behaviors within the unit.
- . As appropriate, encourage your unit leaders to regularly visit military living quarters - especially during evenings and weekends.
- . Consider contacting base law enforcement and criminal investigators to obtain local threat information, for both on- and off- base housing areas.
- . Review and modify as appropriate "party" and alcohol use policies in on-base living quarters. Many interactions that lead to sexual assault begin in social settings and often involve alcohol. Such policies should promote responsible alcohol use, encourage all involved to be on the lookout for situations at risk for sexual assault, and outline how to safely address inappropriate behavior.
- . Encourage professional workplace behavior and intervention against those who do not behave respectfully. Research has found that the presence of unchecked sexual harassment within a unit increases the likelihood of sexual assault within that unit. Unit leadership must not only enforce these standards but also set the example.

**Chain of Command Support**

*Chain of Command Support* refers to members’ perceptions of the extent to which command behaviors are targeted towards preventing sexual assault and creating an environment where members would feel comfortable reporting a sexual assault. Seven questions measure *Chain of Command Support*; each item is measured on a four-point scale assessing extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

Table 5 displays the percentage of individuals who perceive a favorable*Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive command behaviors to a *moderate extent* or a *great extent*. Additionally, this table displays the percentage of individuals who perceive an unfavorable*Chain of Command Support* climate, meaning that they perceive the chain of command to display the positive behaviors to a *slight extent* or *not at all*.

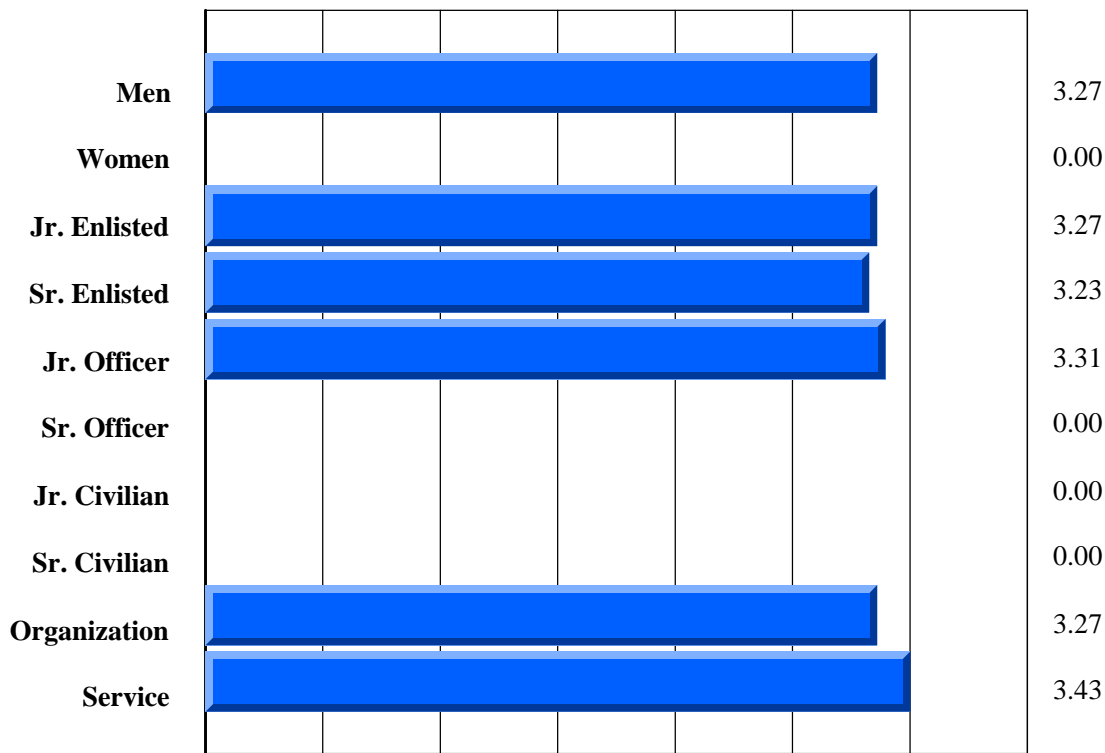
**Table 5. Respondents' Perceptions of Chain of Command Support**

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Promote a unit climate based on “respect and trust”	476	78.16	133	21.84	609	100.00
Refrain from sexist comments and behaviors	497	81.61	112	18.39	609	100.00
Actively discourage sexist comments and behaviors	499	81.94	110	18.06	609	100.00
Provide sexual assault prevention and response training that interests and engages you	505	82.92	104	17.08	609	100.00
Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behavior	526	86.37	83	13.63	609	100.00
Encourage victims to report sexual assault	544	89.33	65	10.67	609	100.00
Create an environment where victims feel comfortable reporting sexual assault	546	89.66	63	10.34	609	100.00

Analyzing Responses based on Demographic Subgroups:

The *Chain of Command Support* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals’ mean responses to the seven *Chain of Command Support* questions. Figure 9 displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting more favorable *Chain of Command Support*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 9. Respondents’ Perceptions of Chain of Command Support by Demographic Subgroups**



**Recommendations:**

The *Chain Of Command Support* index provides insight into how unit members perceive leadership's behaviors related to preventing sexual assault and creating an environment where victims would feel comfortable reporting sexual assault. Use the results as a guide for developing a plan of action for leadership within your unit. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

- Motivate and empower your command team to take action on those items that get a less favorable rating. For example, if the chain of command is not seen as actively discouraging sexist comments and behaviors, clearly set your expectations with your unit leaders and consider inviting an installation resource in to help improve their skill set. Some sexist comments and behaviors may be so common practice that they escape scrutiny by those using them. Capturing a wide variety of perspectives from people within and outside your leadership chain can help you identify problem areas. Unchecked sexist comments and behaviors communicate to offenders that the unit is a place that tolerates treating someone unfairly because of their gender. This kind of climate may act as a "green light" for those who perpetrate sexual assault.
- Emphasize the importance of reporting sexual assault and getting needed assistance.
- Refrain from using the phrase "zero tolerance" on an individual unit-level. While no one should ever tolerate, condone or accept sexual assault, use of this term may have the unintended effect of keeping victims from reporting; no service member wants to be the person that shatters the commander's expectation that "zero" sexual assaults will occur in the unit. Rather, emphasize that sexual assault has no place in your unit - but if it does occur, encourage those impacted to choose one of the reporting options and get care.

- . Adjust supervision policies to allow unit members to engage care and other resources without intrusive questioning. An environment that is conducive to reporting also allows victims a reasonable amount of flexibility to schedule and attend appointments for care and assistance. While personnel accountability is important, victim feedback indicates that supervisors often ask such intrusive questions about the nature of care appointments that victims sometimes forego reporting the crime and getting care so as to not attract negative attention.
- . Seek out training opportunities that encourage small group discussion and active participation. "One size fits all" training rarely imparts lasting changes in knowledge, skills, and behavior. Members between the ages of 18 to 25 may be most at risk for sexual assault, but many at this age see themselves as impervious to this and other harms. Small group discussions with a mentor can help overcome such resistance and impart lasting change. Contact your servicing Sexual Assault Response Coordinator for meaningful and impactful training formats and opportunities.

*Additional Resources:*

Training materials and discussion guides that can be used in smaller groups are available at [www.sapr.mil](http://www.sapr.mil). Also, follow links on [sapr.mil](http://sapr.mil) to your Service webpage for additional materials.

Consider attending DEOMI's Leadership Team Awareness Seminar (LTAS). Target audience for LTAS is senior officers (commanders and key staff/department heads O-3/O-6) and senior enlisted advisors (E-7/E-9) as well as civilians including legal officers, chaplains, and inspector general personnel in leadership positions. Duration of the course is 5 Days (40 hours). For more information contact: Student Management Division for enrollment into LTAS, Commercial (321)494-5653/7543 (DSN 854).

## Publicity of SAPR Information

*Publicity of SAPR Information* refers to the extent to which members' perceive that SAPR-related information and resources is publicly displayed and openly communicated. There are three questions measuring *Publicity of SAPR Information*; each item is measured on a four-point scale measuring extent, where respondents may select *not at all*, *slight extent*, *moderate extent*, or *great extent*.

The following table displays the percentage of individuals who perceive there to be a favorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *moderate extent* or a *great extent*. This table also displays the percentage of individuals who perceive there is an unfavorable climate of *Publicity of SAPR Information*, meaning that they perceive the display of SAPR information and resources is to a *slight extent* or *not at all*.

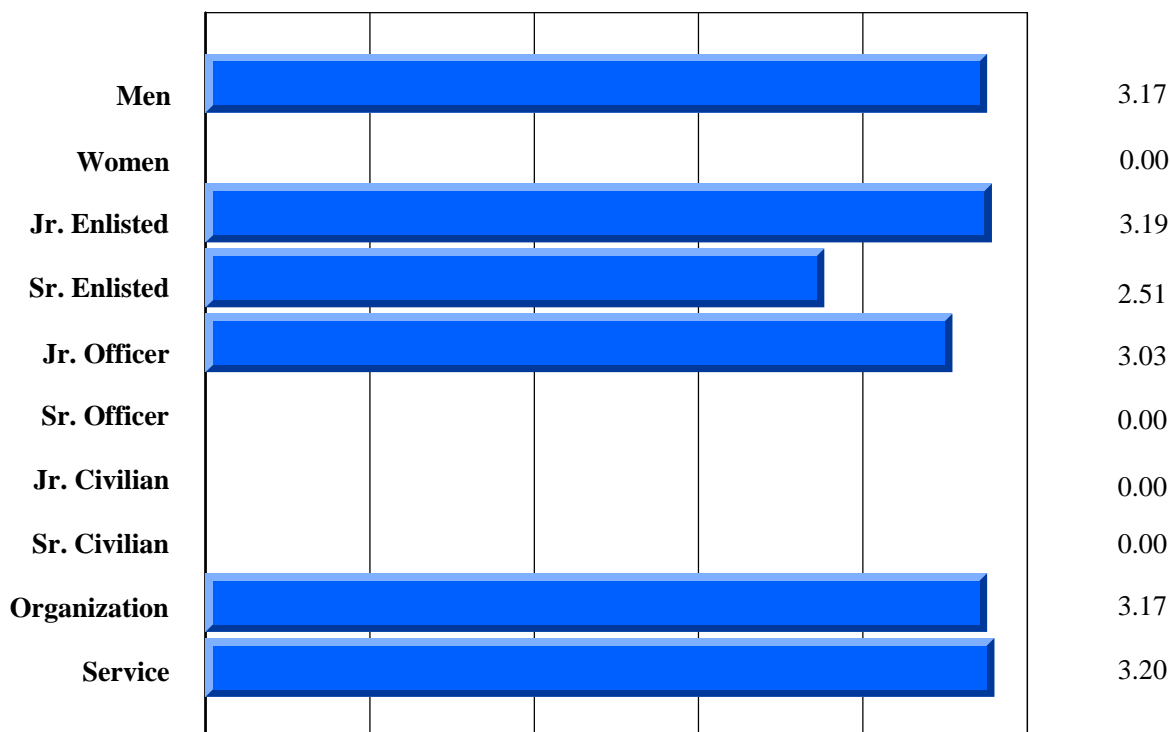
**Table 6. Respondents' Perceptions of Publicity of SAPR Information**

To what extent does your chain of command:	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Disseminate information on the outcomes of sexual assault courts-martial occurring within your Service</b>	481	78.98	128	21.02	609	100.00
<b>Publicize sexual assault reporting resources (e.g., Sexual Assault Response Coordinator contact information; Victim Advocate contact information; awareness posters; sexual assault hotline phone number)</b>	518	85.06	91	14.94	609	100.00
<b>Publicize the Restricted (confidential) Reporting option for sexual assault</b>	487	79.97	122	20.03	609	100.00

### Analyzing Responses based on Demographic Subgroups:

Figure 10 provides results of the *Publicity of SAPR Information* index by demographic subgroups. The *Publicity of SAPR Information* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all*, “2” equals *slight extent*, “3” equals *moderate extent*, and “4” equals *great extent*, and then computing individuals' mean responses to the three publicity questions. The figure below displays your unit's combined average on these questions by demographic subgroups, with higher scores reflecting more favorable perceptions of *Publicity of SAPR Information*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 10. Respondents' Perceptions of Publicity of SAPR Information by Demographic Subgroups**



**Recommendations:**

The *Publicity of SAPR Information* index can provide insight about the availability of SAPR-related information and resources. Publically discussing issues surrounding sexual assault and displaying SAPR resources is an important step in decreasing the stigma associated with this crime. Communicating openly with members of your organization about sexual assault will also help to raise awareness of the issue. Use the results as a guide for developing a plan of action for leadership within your unit to increase the availability of these resources and information. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

Publicize SAPR information to prevent sexual assaults in your unit:

- o Empower your command team to publically display SAPR information by guiding them to resources that they can utilize (see Additional Resources section below).
- o Integrate SAPR messaging into existing communication plans and publications (e.g., town halls, all hands, commander's call, newsletter, etc.).
- o Feature sexual assault related resources in unit common areas. Publicize the DoD sexual assault hotline ([www.safehelpline.org](http://www.safehelpline.org)) as an anonymous, free, and available worldwide 24 hours a day resource.
- o Disseminate policy letters against sexism, sexual harassment, and sexual assault.

- . Publicize SAPR information in response to a sexual assault allegation made in your unit:
  - o Take the opportunity to discuss the SAPR program, the support resources available to both victims and accused members, and prevention topics.
  - o Actively discourage rumors and speculation about the allegation.
  - o Consider appropriate releases of information to keep unit members informed and derail rumors. The release must consider the privacy of the victim, the accused, and the sensitivity of the matters involved. Work with your local criminal investigators and staff judge advocate to determine what can be said, when it is released, and how to communicate such information.
  - o To the extent legally permissible, discuss the outcomes and disciplinary actions, if any, of sexual assault allegations.
  - o When all personnel are held appropriately accountable for their behavior, the unit climate of trust and safety is enhanced and personnel may feel safer coming forward with issues or incident reports. An example of a practice that promotes accountability includes: Publicizing the punishments for misconduct or criminal offenses consistent with law and Department of Defense regulations (Excerpted from the 2014-2016 DoD Sexual Assault Prevention Strategy, Section 5).

*Additional Resources:*

Nationally, Sexual Assault Awareness Month (SAAM) occurs in April and commits to raising awareness and promoting the prevention of sexual violence through use of special events and public education. SAAM provides commands/installations an annual opportunity to highlight DoD and Service policies addressing sexual assault prevention and response. Visit [www.sapr.mil](http://www.sapr.mil) for Sexual Assault Awareness Month Campaign materials.

Stay up-to-date on SAPR policies by visiting [www.sapr.mil](http://www.sapr.mil) and sign up to receive the SAPRO's quarterly newsletter (SAPR Source).

Visit [www.safehelpline.org](http://www.safehelpline.org) for outreach materials.

Visit [www.deomi.org](http://www.deomi.org) for sexual assault awareness observance posters.

## Unit Reporting Climate

*Unit Reporting Climate* measures the extent to which members perceive that the chain of command would take appropriate actions to address an Unrestricted Report of sexual assault and that there would be minimal retaliation if a sexual assault was reported. Ten questions measure *Unit Reporting Climate*, where respondents may select *not at all likely*, *slightly likely*, *moderately likely*, or *very likely*.

Table 7 below displays the percentage of individuals who perceive a favorable *Unit Reporting Climate*, meaning that they perceive individuals within the unit (chain of command or members) are *moderately likely* or *very likely* to engage in the positive *Unit Reporting Climate* behavior. The table also displays the percentage of individuals who perceive an unfavorable *Unit Reporting Climate*, meaning that they believe the individuals within the unit are *slightly likely* or *not at all likely* to engage in the positive *Unit Reporting Climate* behavior. Within this scale, there are three questions that ask about the extent of negative behavior and are therefore reverse scored to remain consistent with a higher score being more favorable (indicated with an asterisk).

**Table 7. Respondents' Perceptions of Unit Reporting Climate**

If someone were to report a sexual assault to your current chain of command, how	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
The chain of command would take the report seriously.	543	89.31	65	10.69	608	100.00
The chain of command would keep knowledge of the report limited to those with a need to know.	530	87.17	78	12.83	608	100.00
The chain of command would forward the report outside the unit to criminal investigators.	515	84.70	93	15.30	608	100.00
The chain of command would take steps to protect the safety of the person making the report.	532	87.50	76	12.50	608	100.00
The chain of command would support the person making the report.	533	87.66	75	12.34	608	100.00
The chain of command would take corrective action to address factors that may have led to the sexual assault.	546	89.80	62	10.20	608	100.00

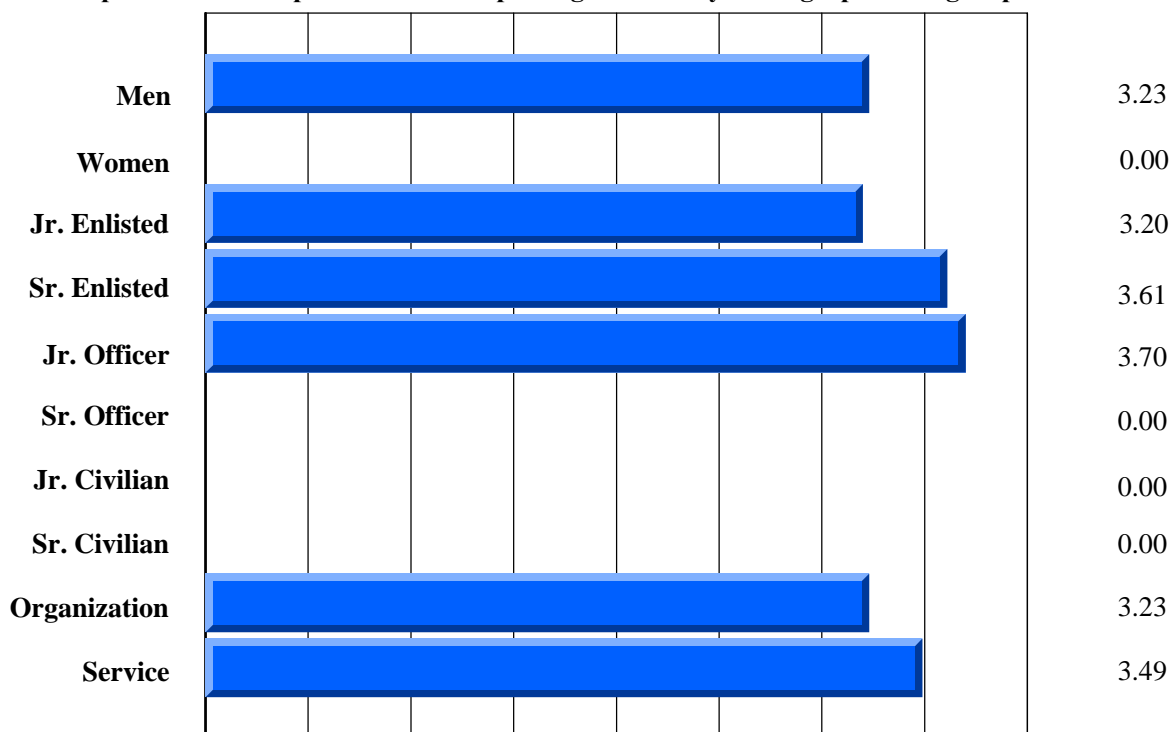


<b>Unit members would label the person making the report a troublemaker (*).</b>	354	58.22	254	41.78	608	100.00
<b>Unit members would support the person making the report.</b>	535	87.99	73	12.01	608	100.00
<b>The offender(s) or their associates would retaliate against the person making the report (*).</b>	313	51.48	295	48.52	608	100.00
<b>The career of the person making the report would suffer (*).</b>	348	57.24	260	42.76	608	100.00

Analyzing Responses based on Demographic Subgroups:

Figure 11 provides the results of the *Unit Reporting Climate* index by demographic subgroups, with higher scores indicating more favorable responses. The *Unit Reporting Climate* index is calculated by first assigning numerical values to each anchor, where “1” equals *not at all likely*, “2” equals *slightly likely*, “3” equals *moderately likely*, and “4” equals *very likely*, and then computing individuals’ mean responses to the 10 *Unit Reporting Climate* questions. The figure below displays your unit’s combined average on these questions by demographic subgroups, with higher scores reflecting a more favorable *Unit Reporting Climate*. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.

**Figure 11. Respondents’ Perceptions of Unit Reporting Climate by Demographic Subgroups**



Recommendations:

The *Unit Reporting Climate* index can provide insight into how members perceive a report of sexual assault would be handled by the chain of command and unit members. These perceptions are important as they will likely influence members’ willingness to report a sexual assault. Use the favorable and unfavorable ratings on the survey items as a guide for developing a plan of action for leadership within your unit to improve *Unit Reporting Climate* perceptions. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit’s results. Incorporate feedback from these sessions into your plan of action for leadership.

Here are additional recommendations and information to consider when developing your plan of action:

. Optimize *Unit Reporting Climate* to prevent sexual assault in your unit:

- o Encourage your command team to take action on those items that receive a less favorable rating. For instance, if unit members perceive that the chain of command does not take sexual assault reports seriously, follow up with unit leaders to ensure that this responsibility is not taken lightly. Service members perceive that sexual assault reports are not taken seriously when allegations are ignored, leadership at any level encourages victims to drop their report, and victims are scrutinized and blamed for getting victimized. oEnsure DoD and Service requirements are met with regard to case progress and updates to victims.

DoD Instruction 6495.02 requires the establishment of a multi-disciplinary case management group (CMG), co-chaired by the Deputy Installation Commander and the SARC. While each Service may refer to this group by a different name (i.e., Sexual Assault Review Board, etc.), the CMG should meet monthly to review individual cases, improve reporting, facilitate monthly victim updates, and to discuss process improvements to ensure system accountability and victim access to quality services. As a commander, you must attend the monthly CMG until final disposition has been taken in the case. You are also responsible for providing monthly updates to victims of sexual assault on

. Maintain a favorable their case. *Unit Reporting Climate* in response to a sexual assault allegation made in your unit:

- o All sexual assault allegations that come to the chain of command's attention must be referred to a military criminal investigative organization (CID, NCIS or AFOSI). Commanders may not conduct their own internal or preliminary investigation (e.g., commander's inquiry, "15-6 investigations", etc.). Once the investigation is complete, you or a more senior commander must review the criminal investigation, evaluate the evidence with the assistance of a judge advocate, and determine any appropriate disciplinary action to be taken. If the victim and the accused are both within your unit, it is important that you should remain objective (fair and impartial) and take appropriate action based on the evidence.
- o Discourage members from participating in "barracks gossip" or grapevine speculation about the case or investigation. Remind everyone to wait until all the facts are known and final disposition of the allegation has occurred before reaching conclusions. While victims must see their allegations are taken seriously, the alleged offender is presumed innocent until proven guilty. Remind members that discussion of a possible sexual assault incident might compromise an ongoing investigation.
- o Emphasize the importance of balance in the justice system. "Choosing sides" is never fair to the parties involved, and can rip a unit apart. Supporting the victim and the accused through the military justice process does not require anyone to take a side. Rather, as a commander, you have a duty to ensure both parties (if both are under your command) are connected with appropriate services and support.
- o Advise those who may have knowledge of the events leading up to or surrounding the incident to fully cooperate with any investigation involved.
- o Consider some form of targeted unit refresher training; or have an outside expert address the unit regarding preventive measures, as well as some of the emotional or psychological feelings that may manifest themselves, affect the unit, and require the unit's response during the course of the investigation. It is important that unit members not see "refresher training" as a group punishment because someone reported a sexual assault. Rather, small group discussions led by knowledgeable leaders are often the most helpful.

- o Continuously monitor the unit's overall climate to ensure neither the victim and/or the alleged offender is being ostracized. Prevent organizational splintering by communicating your expectations with first-line supervisors; encourage supervisors to stop rumors, monitor the formation of cliques, and communicate observed ostracism upwards. Keep in mind that sexual assault is not solely an individual-level issue; it requires a sustained systemic response because it is influenced by a wide-range of individual-, organizational-, and societal-level variables.
- o Make victims aware of the option to request an expedited temporary or permanent transfer from their assigned command or base, or to a different location within their assigned command or base. Also keep in mind that alleged offenders may alternatively be moved.

## Perceived Barriers to Reporting Sexual Assault

*Perceived Barriers to Reporting Sexual Assault* refers to the frequency of barriers to reporting sexual assault individuals perceive within their unit/organization. Members are asked to select all that may apply from eight potential barriers, along with two additional options: “Another reason other than what is provided above” and “There are no barriers that would prevent victims from reporting a sexual assault.”

The table below displays the percentage of members who perceive each barrier to reporting sexual assault.

**Table 8. Respondents’ Perceived Barriers to Reporting Sexual Assault**

In your current unit/organization, which of the following would be the most likely reasons why a victim of sexual assault would not report the incident?	Selected		Not Selected		Total	
	Number	Percent	Number	Percent	Number	Percent
Negative impact to career or progress.	128	20.98	482	79.02	610	100.00
Loss of privacy/confidentiality.	153	25.08	457	74.92	610	100.00
Fear of professional retaliation for making the report.	104	17.05	506	82.95	610	100.00
Fear of social retaliation for making the report.	165	27.05	445	72.95	610	100.00
Lack of confidence in the military justice system.	95	15.57	515	84.43	610	100.00
Lack of confidence in the chain of command.	107	17.54	503	82.46	610	100.00

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**Takes too much time and effort to report.**

81	13.28	529	86.72	610	100.00
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**Not knowing how to make a sexual assault report.**

62	10.16	548	89.84	610	100.00
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**Another reason other than what is provided above.**

65	10.66	545	89.34	610	100.00
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**There are no barriers that would prevent victims from reporting a sexual assault.**

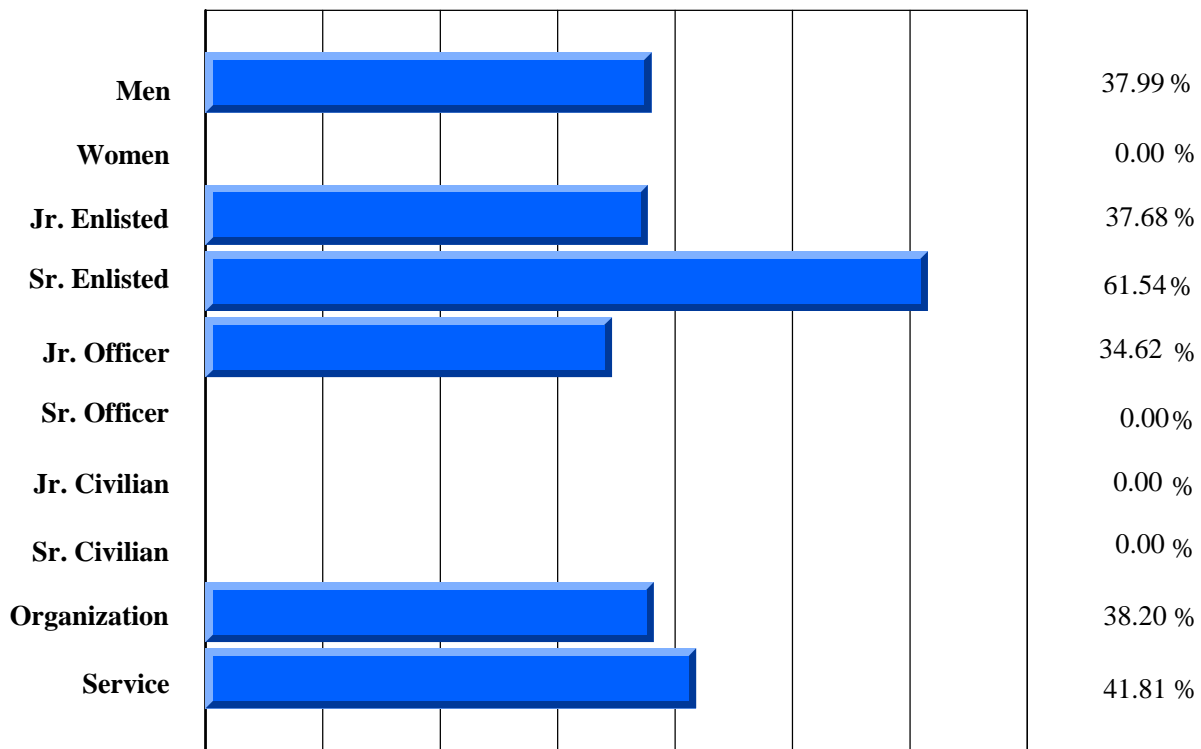
232	38.03	378	61.97	610	100.00
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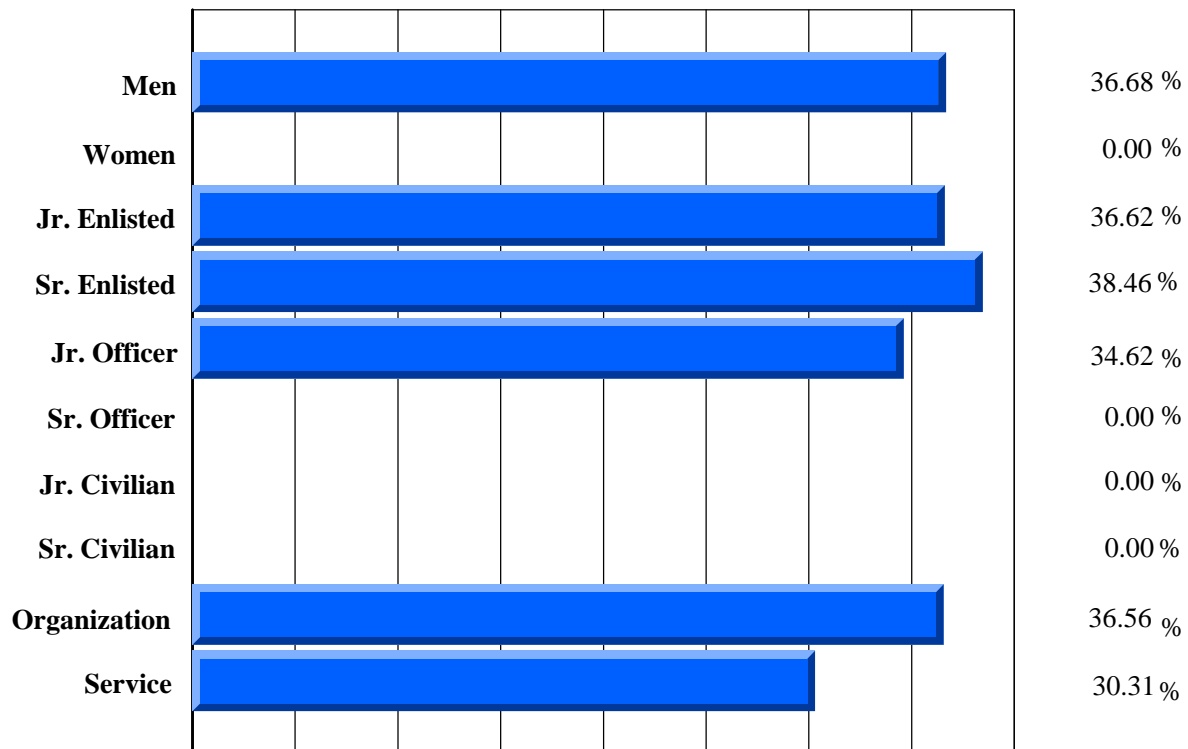
*Analyzing Responses based on Demographic Subgroups:*

The figures on the following pages provide results of the *Perceived Barriers to Reporting Sexual Assault* questions by demographic subgroups. The figures display the percentage of members that perceive zero barriers to reporting sexual assault (Figure 12), one to two barriers to reporting sexual assault (Figure 13), and three or more barriers to reporting sexual assault (Figure 14) by demographic subgroups. Taken together, these three figures represent the total group members who responded to the survey. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

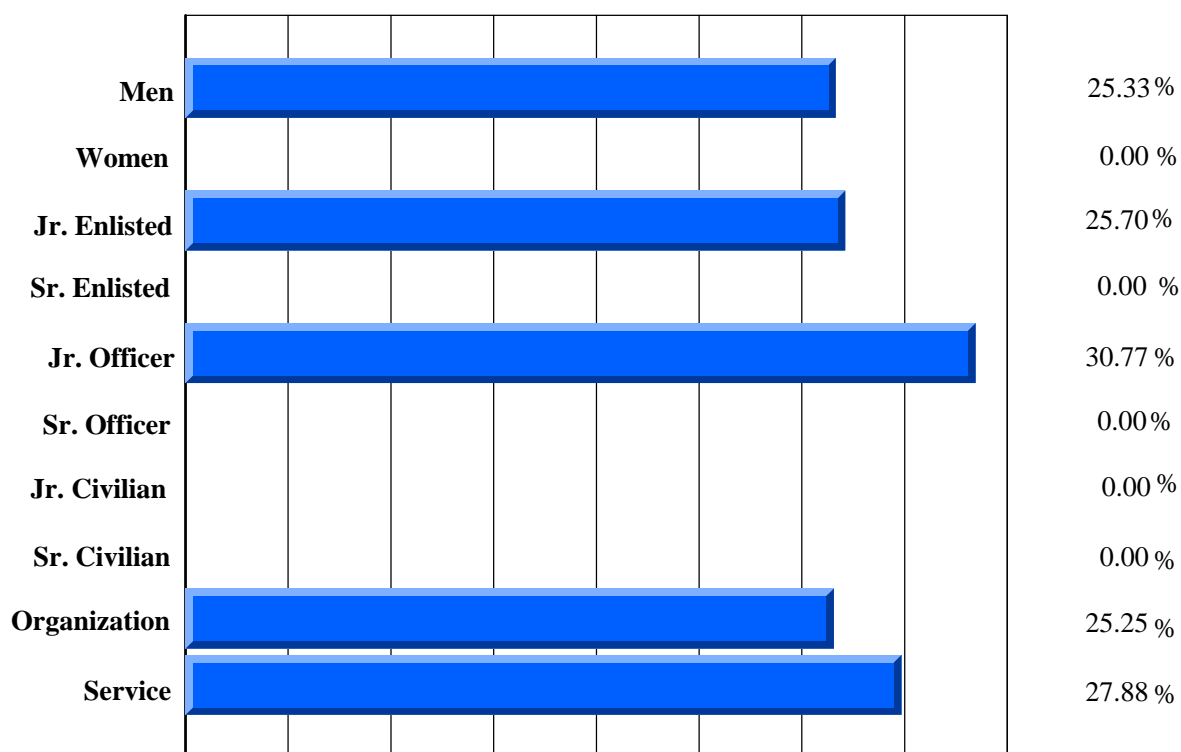
**Figure 12. Percentage of Respondents who Perceived Zero Barriers to Reporting Sexual Assault by Demographic Subgroups**



**Figure 13. Percentage of Respondents who Perceived One to Two Barriers to Reporting Sexual Assault by Demographic Subgroups**



**Figure 14. Percentage of Respondents who Perceived Three or More Barriers to Reporting Sexual Assault by Demographic Subgroups**



**Recommendations:**

Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. There are steps leadership can take to reduce or eliminate these barriers which would increase the likelihood of a sexual assault being reported. The *Perceived Barriers to Reporting Sexual Assault* question can provide insight into why members within your organization may not feel comfortable reporting a sexual assault. Use these results as a guide to help develop a plan of action to eliminate perceived barriers within your organization. Compare the percentage of perceived barriers within your organization to the results of your respective service. Use the responses displayed by demographic subgroup to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic groups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to eliminate perceived barriers to reporting sexual assault. While you may never be able to eliminate all barriers to reporting, your work to address these concerns sends a powerful, positive message to victims.

Here are additional recommendations and information to consider when developing your plan of action:

- . Motivate and empower your command team to take action on barriers that are frequently perceived. Have a frank discussion with members regarding these barriers and be open to members' suggestions for improvement. Take steps to clarify misperceptions and reduce concerns by demonstrating effort towards eliminating that barrier. For example, if members perceive "negative impact to career or progress" to be a barrier to reporting sexual assault within your unit, ask members why this perception exists. Inquire further about this perception and communicate procedures in place to safeguard against negative impact on career. Follow through by addressing this with your CMG to ensure members' careers and progression are not, in fact, affected by reporting a sexual assault.
- . As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, if sexual assault does occur, encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced.



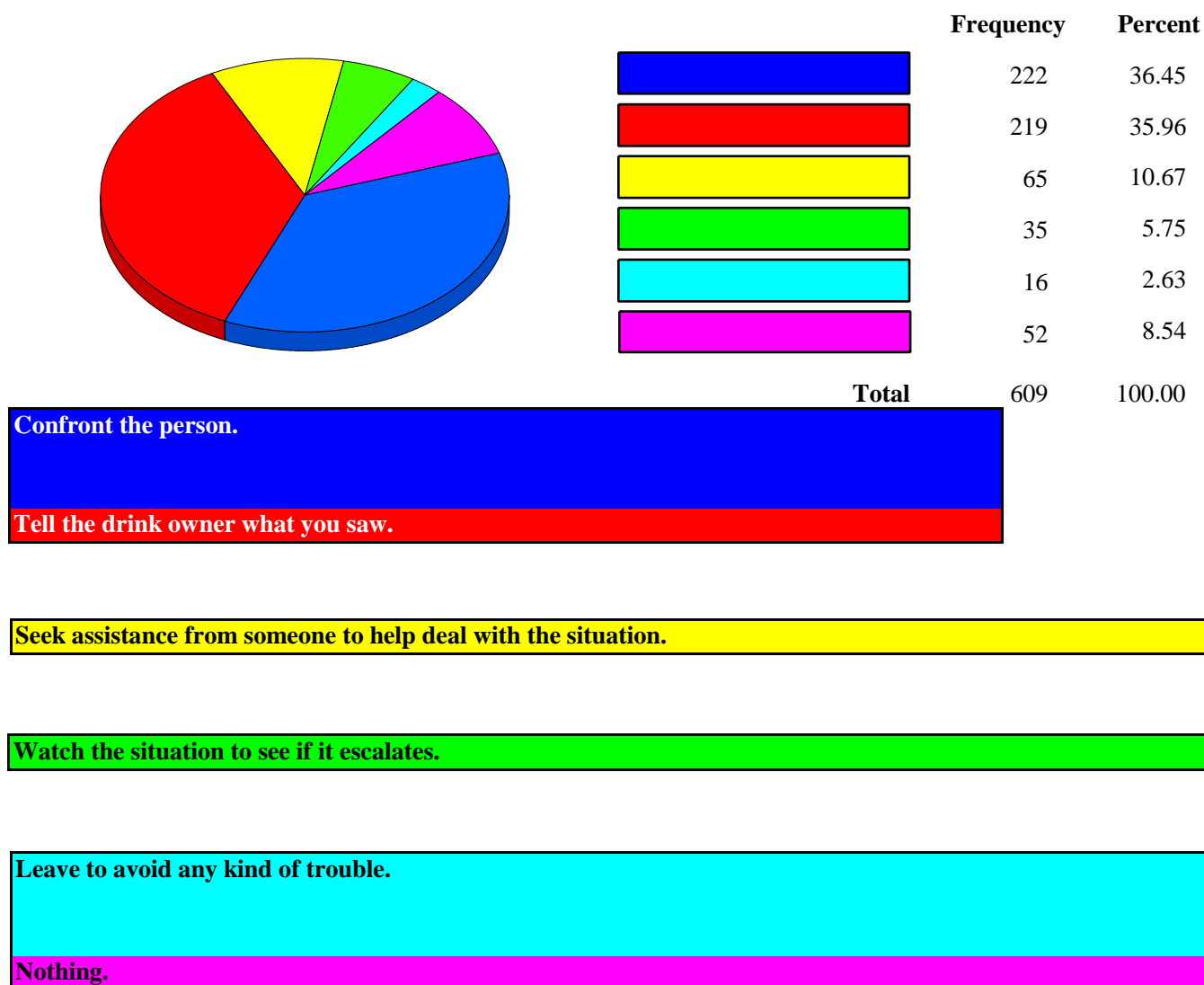
- Avoid statements like “zero tolerance” on an individual unit level. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer “zero.”
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the Sexual Assault Response Coordinator (SARC). Stress to your members that you do not have access to identifying information about victims making Restricted Reports; this will build members’ trust in your unit’s SARC and Victim Advocate (VA).
- As a commander, you can strengthen member’s trust in the reporting process by recommending the most qualified and trained professional to serve in critical advocacy positions.

## Unit Prevention Climate (Bystander Intervention)

*Unit Prevention Climate*, also known as *Bystander Intervention Climate*, refers to individuals' intentions to act if they were to observe a situation that may lead to a sexual assault. *Unit Prevention Climate* is measured with two questions; one item is situation based and asks respondents to indicate which *action* they would take if in a given situation. One item presents respondents with a scenario and asks at *which point they would most likely intervene* if they witnessed the escalating situation. A summary of the responses collected within your organization are displayed in Figure 15 through Figure 17.

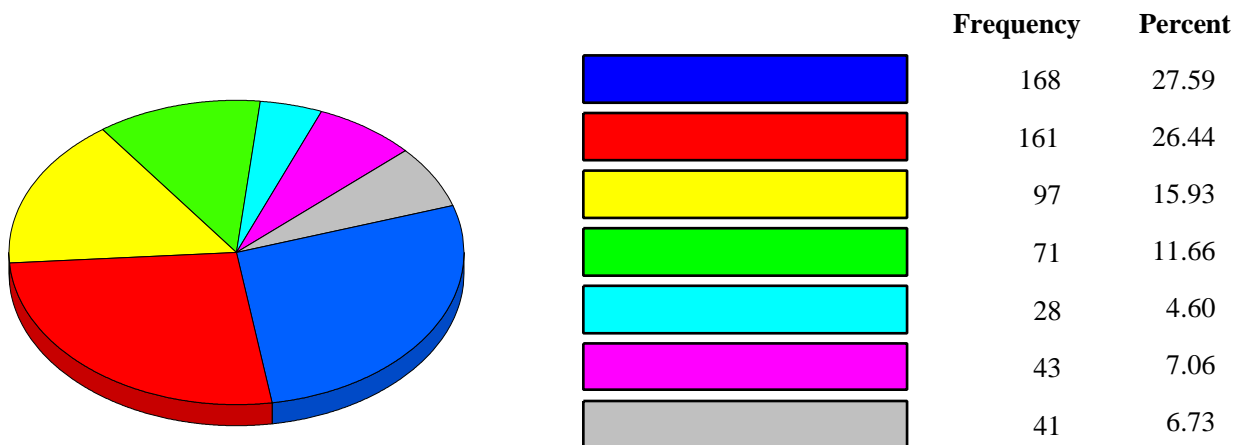
**Figure 15. Responses to Bystander Intervention *Action* Question**

Suppose you see someone secretly putting something in another person's drink. You're unsure what it was. Which of the following are you most likely to do in this kind of situation?



**Figure 16. Responses to Bystander Intervention *Point of Intervention* Question**

Imagine you go to a bar with a group of people whom you just met. What is the earliest point at which you would intervene in the following escalating situation? (Select one)



**A senior leader buys a drink for a person in the group and tells him/her a drink cannot be refused, as doing so would go against tradition.**

**The senior leader buys a second and third drink for the same person despite his/her repeated objections.**

**The person appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention.**

**The senior leader repeatedly hugs the person, rubs his/her shoulders, and offers to walk him/her back to quarters.**

**You see the senior leader quietly escorting the intoxicated person out of the bar.**

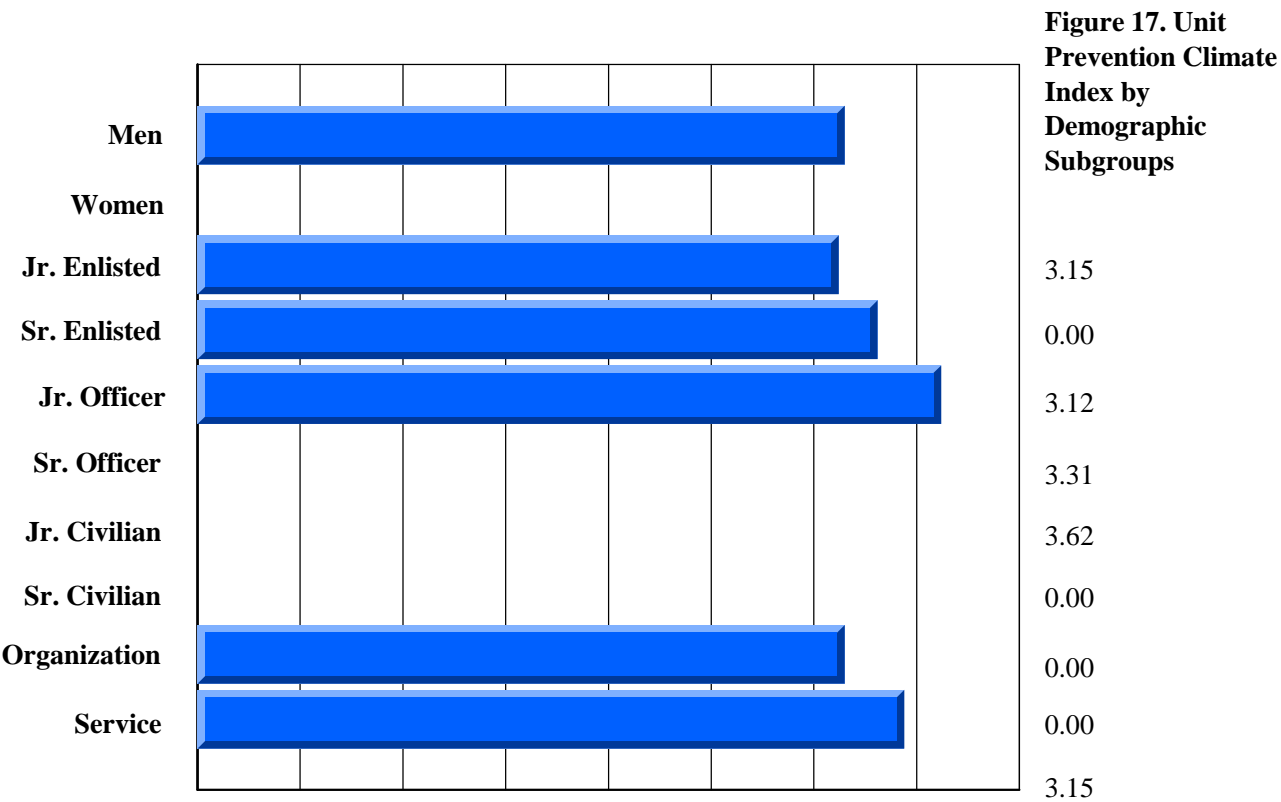
**As they leave, the person resists the senior leader and says, "No."**

**In this scenario, I would not intervene at any point.**

#### Analyzing Responses based on Demographic Subgroups:

The *Unit Prevention Climate* index is the numeric composite of the two bystander intervention climate questions. Figure 17 provides the results of the *Unit Prevention Climate* index by demographic subgroups, with higher scores indicating more favorable responses. In cases where fewer than five people in a subgroup

complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group’s data will be marked with 0.00.



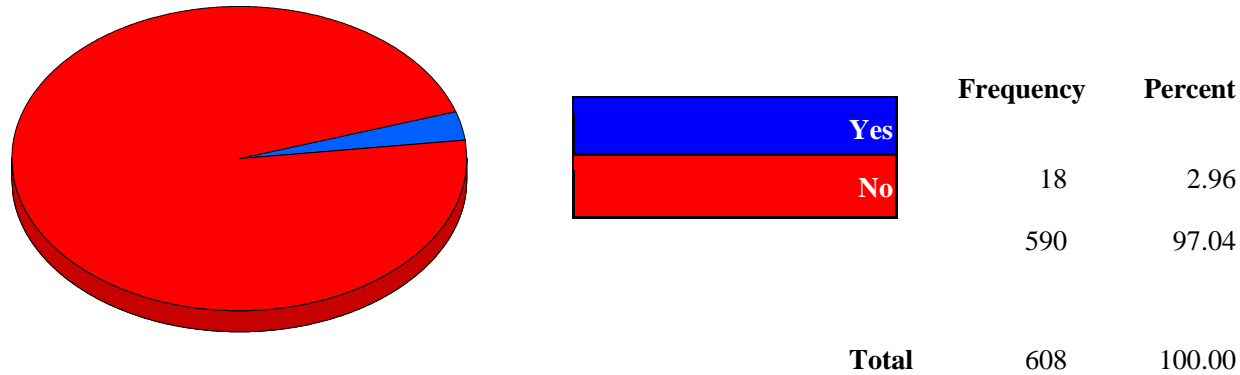
Prevalence of Respondents Observing High Risk Situations and Responses

Respondents were asked if they have observed a situation they believed could have led to a sexual assault within the past 12 months. Respondents’ responses to this *observation* question are displayed in Figure 18.

Figure 18. Percentage of Respondents who Observed a High Risk Situation

In the  
could

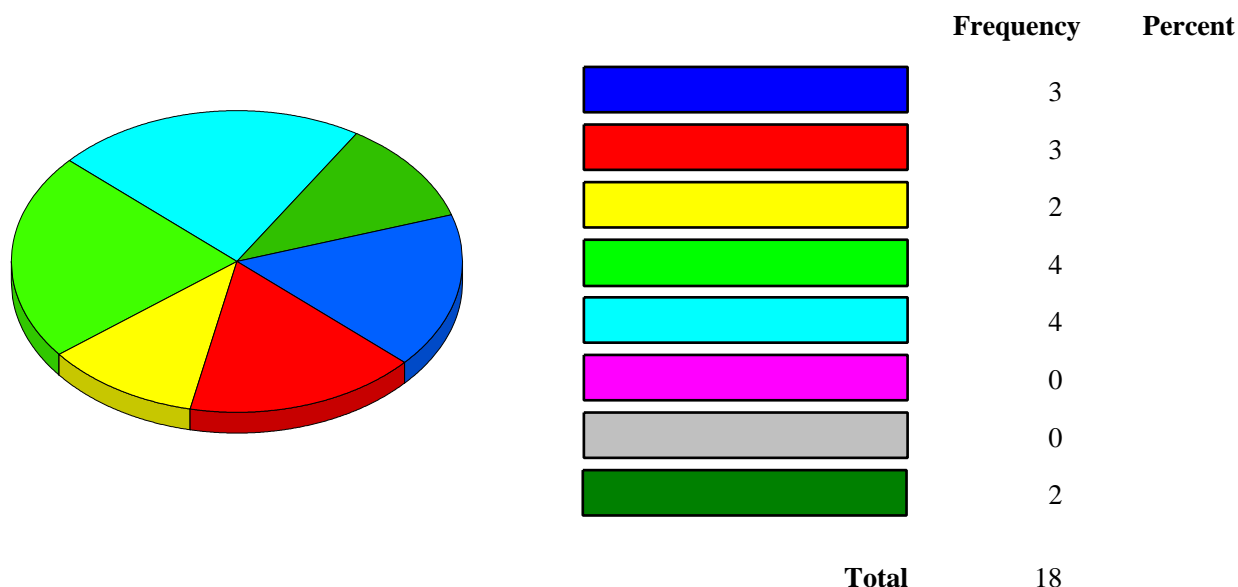
past 12 months, I observed a situation that I believe was, or  
have led to, a sexual assault.



If respondents answered “yes” to the observation of a high risk situation question, they were prompted to identify the response that most closely resembled their actions. Figure 19 displays the responses of those who completed the question across your organization.

**Figure 19. Respondents' Reported Actions Taken Following High Risk Situation**

If yes, in response to this situation, select the response that most closely resembles your actions:



**I stepped in and separated the people involved in the situation.**

**I asked the person who appeared to be at risk if they needed help.**

**I confronted the person who appeared to be causing the situation.**

**I created a distraction to cause one or more of the people to disengage from the situation.**

**I asked others to step in as a group and diffuse the situation.**

**I told someone in a position of authority about the situation.**

**I considered intervening in the situation, but I could not safely take any action.**

**I decided to not take action.**

Recommendations:

16.67

16.67

11.11

22.22

22.22

0.00

0.00

11.11

100.0  
0

The *Unit Prevention Climate* index can provide insight into members' intentions to act if they observe a situation that may lead to a sexual assault. Use these results as a guide to help develop a plan of action to increase bystander intervention within your organization. Look at the frequency of responses to the hypothetical scenario questions and the prevalence of respondents observing a high risk situation question to gain an understanding of how respondents within your organization plan to intervene as well as how they have intervened in the past. Set the expectation that your people must look out for each other, both on and off the battlefield. Encourage safely stepping in to de-escalate the situation when someone looks to be at risk for sexual assault or about to perpetrate a crime. Employ training that relies on scenarios to demonstrate application of bystander prevention concepts and drive small group discussions.

Use *Unit Prevention Climate* index displayed by demographic subgroups to identify any differences between groups. Consider holding sensing sessions/focus groups with several members of these demographic subgroups to understand any differences in responses in your unit's results. Incorporate feedback from these sessions to help develop a plan of action for leadership to increase bystander intervention within your organization.

Here are additional recommendations and information to consider when developing your plan of action:

- . Promote bystander intervention by "practicing what you preach." Be an active bystander by calling out sexist remarks and sexually harassing behaviors if they are observed. When appropriate, demonstrate

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acceptable alternative behaviors as part of the corrective process. This will help provide the motivation and confidence necessary for members within your organization to act.

- . It takes some practice and courage to intervene and discourage or stop unacceptable behavior. Teach bystander intervention strategies to motivate and empower your people to watch for questionable behavior or risky choices, take safe action to de-escalate situations, and help ensure personal safety. One approach involves emphasizing the “ABCs” of Bystander Intervention:
  - o **A**ssess for safety. Ensure that all parties are safe, and whether the situation requires calling authorities. When deciding to intervene, your personal safety should be the #1 priority. When in doubt, call for help.
  - o **B**e with others. If it is safe to intervene, you are likely to have a greater influence on the parties involved when you work together with someone or several people. Your safety is increased when you stay with a group of friends that you know well.
  - o **C**are for the person. Ask if the target of the unwanted sexual advance, attention, or behavior is okay. Does he or she need medical care? Does he or she want to talk to a Victim Advocate about reporting the matter? Ask if someone they trust can help them get home safely.
- . Encourage your members to be receptive to messages from others indicating their behavior is not acceptable.
- . Recognizing the rewarding positive personnel behavior can also be an effective strategy to increase and reinforce appropriate bystander behavior.

#### Additional Resources:

Visit [www.sapr.mil](http://www.sapr.mil) for Active Bystander Training material.

#### **Restricted Reporting Knowledge**

Knowledge of the Restricted Reporting option is assessed with one question. The item reads, “All of the following people can receive an Unrestricted Report of sexual assault. However, a Restricted (confidential) Report can only be made to certain people. Please identify which of the following types of people can and cannot take a Restricted Report.” The Sexual Assault Response Coordinator, Victim Advocate, and Military Service Healthcare Personnel (see footnote below table)can take a Restricted Report. “Anyone in my chain of command” and “Criminal investigator and Military Police Officer” are incorrect answers. These persons cannot take a Restricted Report. Table 9 displays the percentage of members within your organization who correctly and incorrectly identified who can and cannot take a Restricted Report.

**Table 9. Respondents’ Restricted Reporting Knowledge**

Identify which of following types of people can and cannot take a Restricted Report:	Correct		Incorrect		Total	
	Number	Percent	Number	Percent	Number	Percent



**Sexual Assault Response Coordinator**

500	82.10	109	17.90	609	100.00
-----	-------	-----	-------	-----	--------

---

**Victim Advocate**

502	82.43	107	17.57	609	100.00
-----	-------	-----	-------	-----	--------

---

**Military Service Healthcare Personnel**

432	70.94	177	29.06	609	100.00
-----	-------	-----	-------	-----	--------

---

**Anyone in my chain of command**

322	52.87	287	47.13	609	100.00
-----	-------	-----	-------	-----	--------

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**Criminal investigator and Military Police Officer**

225	36.95	384	63.05	609	100.00
-----	-------	-----	-------	-----	--------

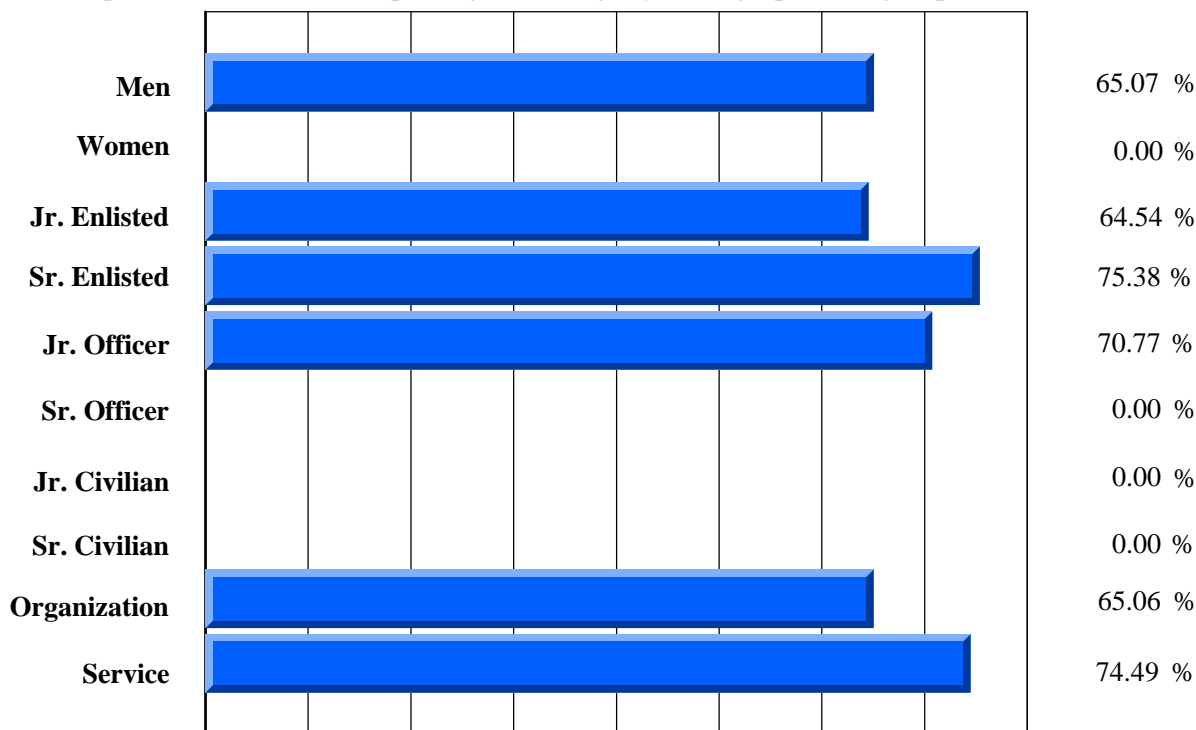
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Footnote: Laws vary from state to state regarding the authority of Military Service Healthcare Personnel to receive Restricted Reports. Therefore, the response options for “Military Service Healthcare Personnel” reads “Yes, can take a Restricted Report (assuming state law permits)” and “No, cannot take a Restricted Report in any state.” Please check with your local Sexual Assault Response Coordinator for more information on local state laws to verify if sexual assault victims who seek medical care or sexual assault forensic exams can make a Restricted Report to health care providers.

Analyzing Responses based on Demographic Subgroups:

Figure 20 displays the average percentage of members who responded correctly, displayed by demographic subgroup, on the *Restricted Reporting Knowledge* question. The question is scored by averaging the percentage correct across the five response options of the types of people who can and cannot take a Restricted Report. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup in order to maintain respondent anonymity; that group's data will be marked with 0.00.

**Figure 20. Respondents' Restricted Reporting Knowledge by Demographic Subgroups**



Recommendations:

The Department of Defense is committed to ensuring victims of sexual assault are protected; treated with dignity and respect; and provided support, advocacy, and care. The DoD also strongly supports applicable law enforcement and criminal justice procedures that enable persons to be held accountable for sexual assault offenses and criminal dispositions, as appropriate. To achieve these dual objectives, the Department's preference is for complete Unrestricted Reporting of sexual assaults to allow for the provision of victims' services and to pursue accountability. However, Unrestricted Reporting may represent a barrier for victims to access services, when the victim desires no command or law enforcement involvement. Consequently, the DoD recognizes a fundamental need to provide a confidential disclosure vehicle via the Restricted Reporting option.

A Restricted Report allows victims to experience the services and support available to them and receive information about the investigative and military justice process in a means that preserves their confidentiality. Every year, a percentage of victims convert from a Restricted Report to an Unrestricted Report to participate in the justice process. As a result, the Department makes available the Restricted Reporting as a means for victims to become knowledgeable about their legal options. As of January 2014, all Services have specially-trained attorneys to represent victims of sexual assault, regardless of which reporting option is selected. This ability to confer confidentially with an attorney about their case may also encourage more victims to participate in the military justice system.

The *Restricted Reporting Knowledge* score can provide insight into members' knowledge of the reporting options of sexual assault. Use the correct and incorrect responses as a guide for developing a plan of action to increase awareness and knowledge of the reporting options. Use the responses displayed by demographic subgroup to identify any differences between groups. Use this information to enhance the education and training of your personnel.

Here are additional recommendations and information to consider when developing your plan of action:

- Periodically take the opportunity to remind everyone of how to make an Unrestricted or Restricted Report. Be sure to include how to contact the Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) that service your unit or the installation.
- . Emphasize that command has a legal responsibility to follow up on all allegations of sexual assault. Individuals desiring a Restricted Report should contact a SARC, VA, or medical/mental health care provider.
- . Publicize that victims of sexual assault may now have an attorney represent them during the military justice process. These attorneys are assigned at the victim's request, regardless of whether a victim makes either a Restricted or Unrestricted Report. SARCs connect victims with these specialized attorneys.
- . Training is an important element in sexual assault prevention and response. Provide annual training and encourage members to take this training seriously. A short slide-based training once a year is NOT sufficient to make a lasting impression on your personnel - mostly because none of them expect to become a victim of sexual assault. Contact your servicing SARC for more meaningful and impactful training formats and opportunities.
- . Incorporate specific sexual assault prevention and response monitoring, measures and education into normal command training, readiness, and safety forums (e.g., quarterly training guidance, unit status reports, and safety briefings).
- . Discuss your unit's DEOCS results with your installation's SARC and request that he/she conduct additional training or speak at commanders' calls.

Additional Resources:

Visit [www.sapr.mil](http://www.sapr.mil) for SAPR training material, webcasts, research, DoD regulations and policies, and more.

V. CLIMATE FACTOR SUBGROUP COMPARISONS

Sexual Assault Prevention and Response Climate Overview

The following chart provides a demographic summary of the **SAPR Climate variables**. Results display *above average*, *average*, and *below average* using a green, blue, and red coding scheme, respectively. *Above average* indicates that the perceptions of your members are markedly more favorable than the perceptions commonly held across your Service. *Average* indicates that the perceptions of your members are similar to that of the perceptions commonly held across your Service. *Below average* indicates that the perceptions of your members are markedly less favorable than those held across your Service. In cases where fewer than five people in a subgroup complete the survey, you will not receive any data for that subgroup; this helps maintain respondent anonymity.

			3.15				
			3.21				
	Perceptions of Safety	Chain of Command Support	Publicity of SAPR Information	Unit Reporting Climate	Zero Perceived Barriers to Reporting	Unit Prevention Climate	Restricted Reporting Knowledge
Minority	3.61		3.27 3.25		38.50	3.05	64.41
Majority	3.64		3.32 3.29		38.84	3.26	65.93
Women	0.00		0.00 0.00		0.00	0.00	0.00
Men	3.61		3.17 23		37.99	3.15	65.07
Officer	3.83		3.06 71		37.04	3.60	71.85
Enlisted	3.61		3.18 21		38.21	3.13	64.78
Junior Enlisted	3.61		3.19 20		37.68	3.12	64.54
Senior Enlisted	3.54		2.51 61		61.54	3.31	75.38

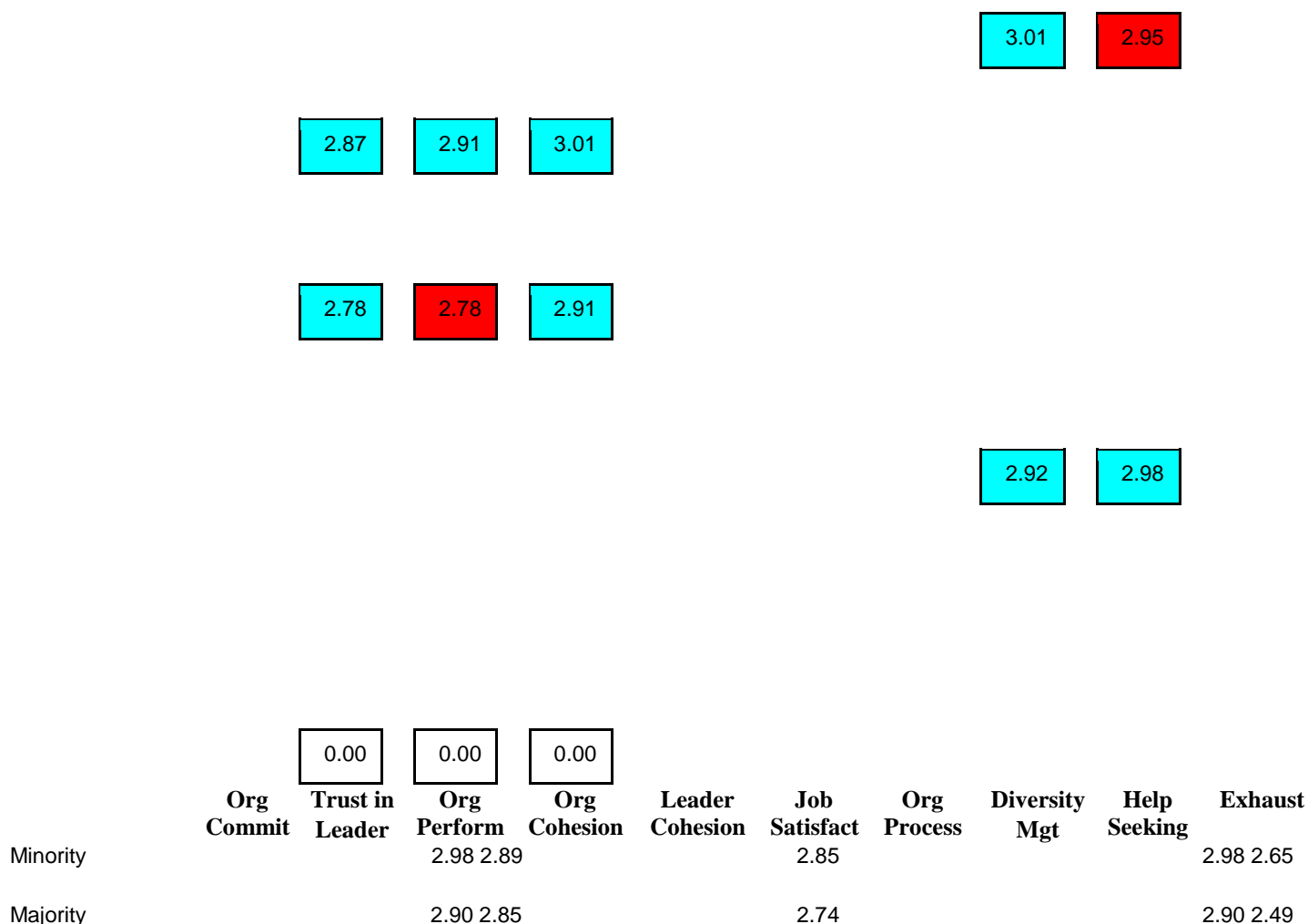
Junior Officer	3.83	3.03	70	34.62	3.62	70.77
Senior Officer	0.00	0.00	0.00	0.00	0.00	0.00

Military	3.62	3.17	23	38.16	3.15	65.10
Civilian	0.00	0.00	0.00	0.00	0.00	0.00

Junior Civilian	0.00	0.00	0.00	0.00	0.00	0.00
Senior Civilian	0.00	0.00	0.00	0.00	0.00	0.00

## Organizational Effectiveness Factors

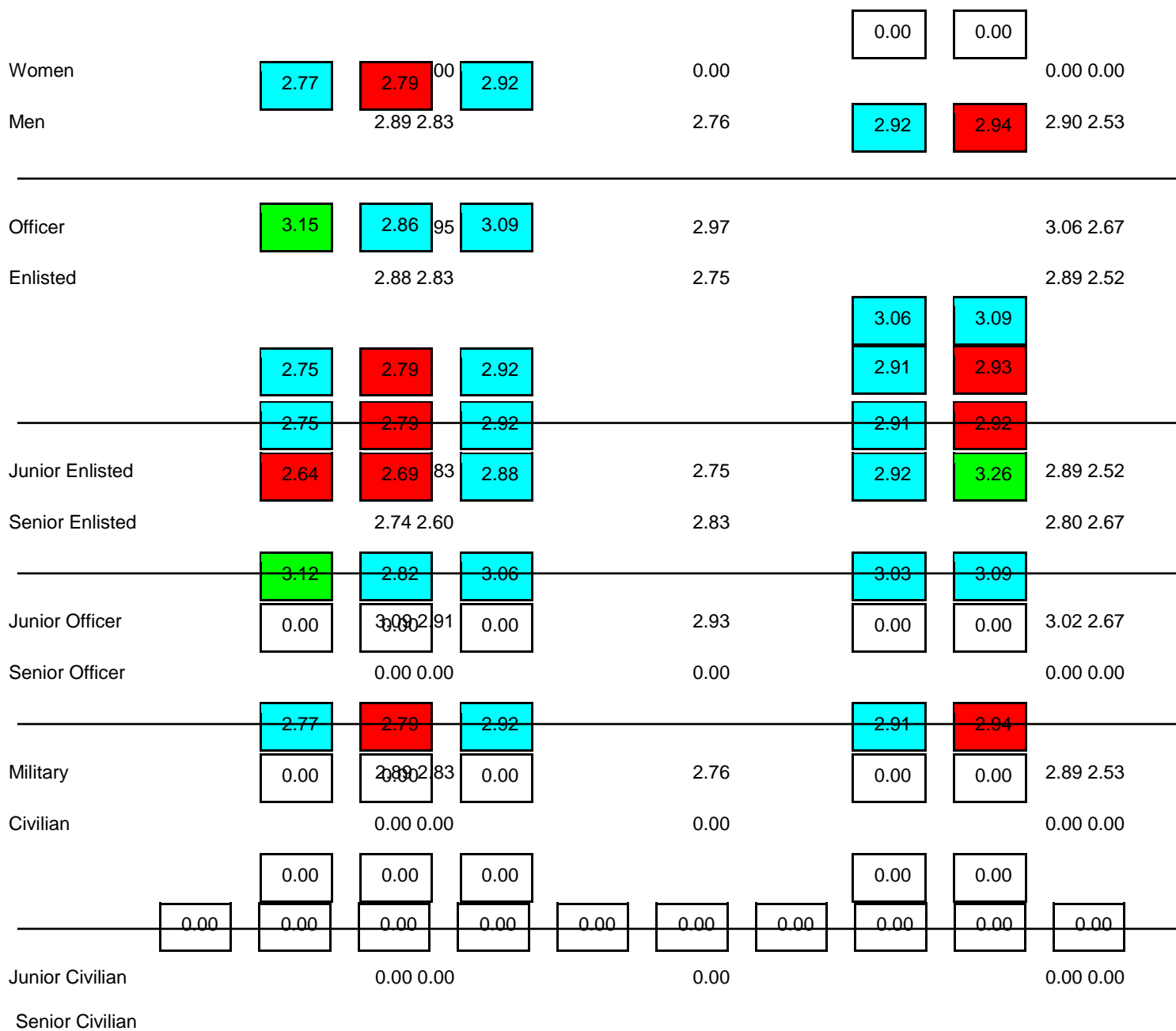
The following chart provides a demographic summary of the **Organizational Effectiveness Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.



**Red = Below Service Average**

**Blue = Near Service Average**

**Green = Above Service Average**



### Equal Opportunity / Equal Employment Opportunity / Fair Treatment Factors

The following chart provides a demographic summary of the **EO/EEO, Fair Treatment Factors**. Results reflect climate factor averages that are *Above Service Average*, *Near Service Average*, and *Below Service Average*, respectively using a green, blue, and red color coding. *Above Service Average*: appreciably higher than your Service's average for that factor; *Near Service Average*: similar to those of your Service's average; *Below*



*Service Average* appreciably lower than your Service's average. No data are displayed in cases where fewer than five people in a subgroup complete the survey; this helps maintain respondent anonymity.

	<b>Sexist Behavior</b>	<b>Sexual Harass</b>	<b>Sex Discrim</b>	<b>Racist Behavior</b>	<b>Disabil Discrim</b>	<b>Racial Discrim</b>	<b>Age Discrim</b>	<b>Religious Discrim</b>	<b>Demean Behavior</b>	<b>Hazing Behavior</b>
Minority	2.98	3.17	3.09	2.98	0.00		0.00	3.18	2.69	3.14 2.94
Majority	2.96	3.18	3.07	3.02	0.00		0.00	3.21	2.73	3.20 2.94
Women	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00 0.00
Men	2.93	3.14	3.03	2.97	0.00		0.00	3.16	2.71	3.14 2.94
Officer	3.04	3.37	3.25	3.30	0.00		0.00	3.48	3.25	3.37 3.46
Enlisted	2.93	3.13	3.02	2.96	0.00		0.00	3.15	2.69	3.13 2.92
Junior Enlisted	2.92	3.12	3.02	2.95	0.00		0.00	3.14	2.67	3.12 2.90
Senior Enlisted	3.13	3.36	3.18	3.26	0.00		0.00	3.33	3.33	3.36 3.64
Junior Officer	3.00	3.35	3.22	3.27	0.00		0.00	3.46	3.22	3.35 3.44
Senior Officer	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00 0.00
Military	2.93	3.14	3.03	2.97	0.00		0.00	3.16	2.71	3.14 2.94
Civilian	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00 0.00
Junior Civilian	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00 0.00

**Red = Below Service Average**

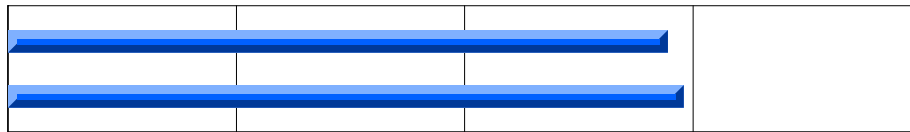
**Blue = Near Service Average**

**Green = Above Service Average**



## VI. OVERALL UNIT SUMMARY

The figures below compare your organization's average for each climate factor against your Service's average. The box to the right of each figure containing your organization's average will be color-coded blue, red, or green. Blue indicates your organization's average falls within the Range of "Near Service Average" values shown below each figure. Unit averages below this range are color coded red, while averages above this range are color coded green. Service averages are recalculated on a fiscal year semi-annual basis.



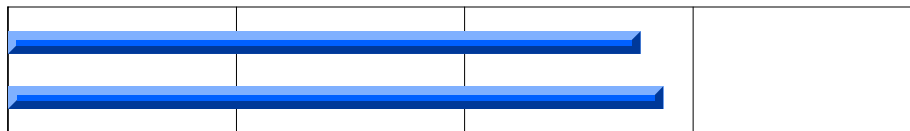
**Organizational Commitment**

Your Unit

**2.89**

Your Service

**2.96**



Range of "Near Service" Average = 2.78 - 3.13

**Trust in Leadership**

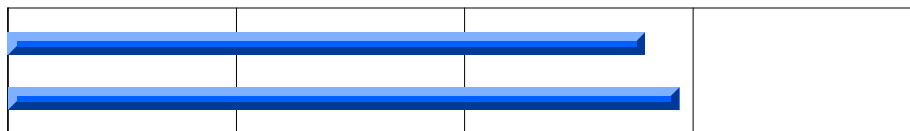
Your Unit

**2.77**

Your Service

**2.87**

Range of "Near Service" Average = 2.71 - 3.04



**Organizational Performance**

Your Unit

**2.79**

Your Service

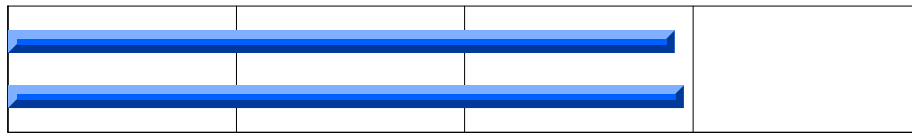
**2.94**

**Red = Below Service Average**

**Blue = Near Service Average**

**Green = Above Service Average**

Range of "Near Service" Average = 2.80 - 3.09



### Organizational Cohesion

Your Unit

2.92

Your Service

2.96

Range of "Near Service" Average = 2.82 - 3.10

### Leadership

### Cohesion

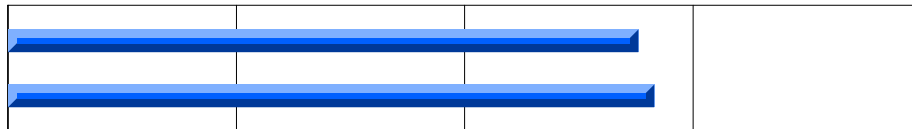
Your Unit



2.83

Your Service

2.89



Range of "Near Service" Average = 2.74 - 3.04

### Job Satisfaction

Your Unit

2.76

Your Service

2.83

Range of "Near Service" Average = 2.70 - 2.99

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average



### Organizational Processes

Your Unit

2.89

Your Service

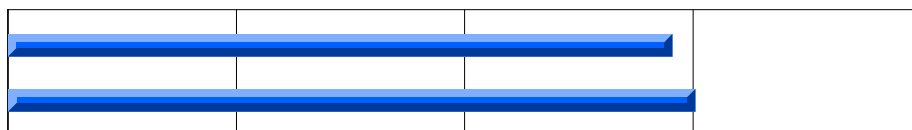
2.95

Range of "Near Service" Average = 2.82 - 3.07

### Diversity

### Management

Your Unit



2.91

Your Service

3.01

Range of "Near Service" Average = 2.90 - 3.12

### Help Seeking

### Behaviors

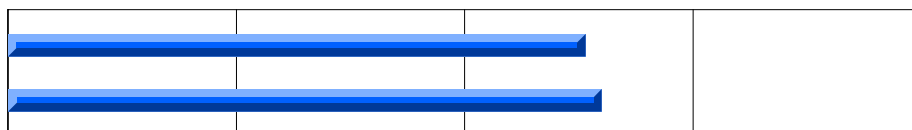
Your Unit



2.94

Your Service

3.06



Range of "Near Service" Average = 2.97 - 3.14

### Exhaustion

Your Unit

2.53

Your Service

2.60

Range of "Near Service" Average = 2.44 - 2.76

### Sexist Behaviors

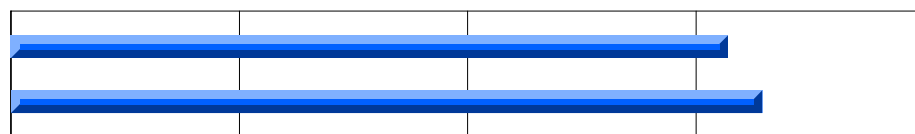
Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average



**3.10**

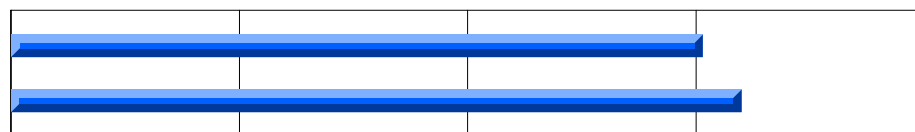


Range of "Near Service" Average = 2.99 - 3.22

**Sexual Harassment**



**3.29**



Range of "Near Service" Average = 3.20 - 3.38

**Sex Discrimination**



**3.20**

Range of "Near Service" Average = 3.07 - 3.33

**Racist**

**Behaviors**



**3.15**

Range of "Near Service" Average = 3.03 - 3.26

**Disability**

**Discrimination**



Your Service

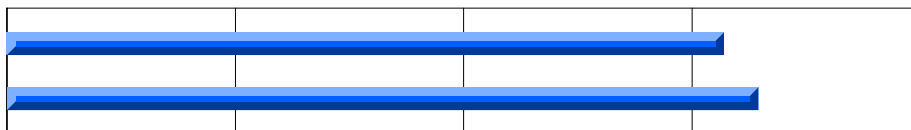
3.06

Range of "Near Service" Average = 2.84 - 3.50

**Racial**

**Discrimination**

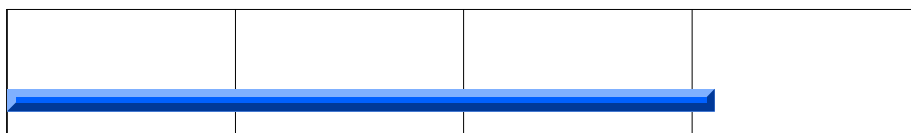
Your Unit



3.14

Your Service

3.29



Range of "Near Service" Average = 3.20 - 3.38

**Age Discrimination**

Your Unit

Your Service

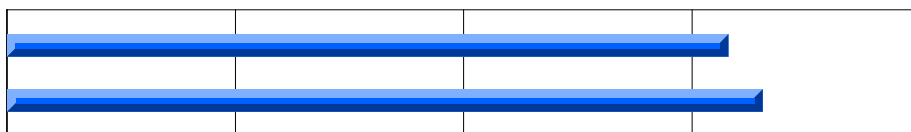
3.10

Range of "Near Service" Average = 2.75 - 3.67

**Religious**

**Discrimination**

Your Unit



3.16

Your Service

3.31

Range of "Near Service" Average = 3.23 - 3.39

**Demeaning**

**Behaviors**

Your Unit



2.71

Your Service

3.01

Range of "Near Service" Average = 2.85 - 3.14

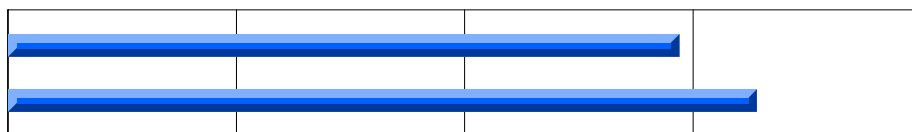
**Hazing Behaviors**

Red = Below Service Average

Blue = Near Service Average

Green = Above Service Average

Your Unit



Your Service

2.94

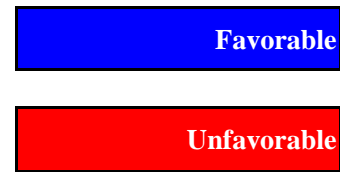
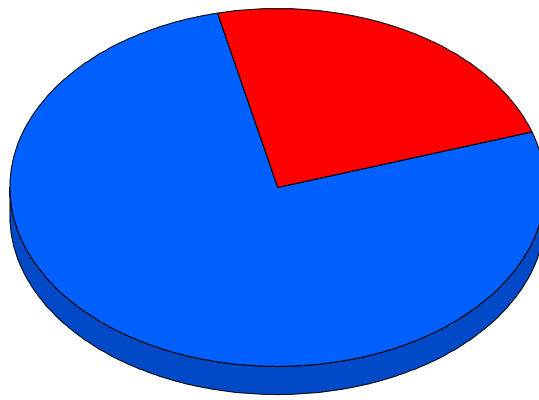
3.28

Range of "Near Service" Average = 3.16 - 3.41

## VII. DEOCS SUMMARY OF SURVEY ITEM RESULTS

### Organizational Commitment

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel motivated to give my best efforts to the	485	79.64	124	20.36	609	100.00
mission of my organization.						
I feel a strong sense of belonging to this organization.	435	71.43	174	28.57	609	100.00
I am proud to tell others that I belong to this organization.	476	78.16	133	21.84	609	100.00
Overall Average	1,396	76.41	431	23.59	1,827	100.00

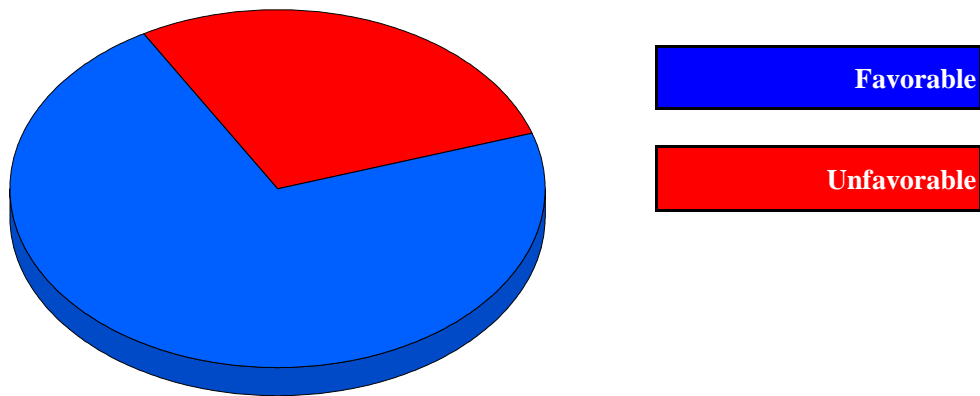


76.41  
23.59



### Trust in Leadership

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I trust that my organization's leadership will treat me fairly.	444	72.91	165	27.09	609	100.00
I trust that my organization's leadership will represent my best interests.	415	68.14	194	31.86	609	100.00
I trust that my organization's leadership will support my career advancement.	451	74.06	158	25.94	609	100.00



Overall Average	1,310	71.70	517	28.30	1,827	100.00
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71.70

28.30

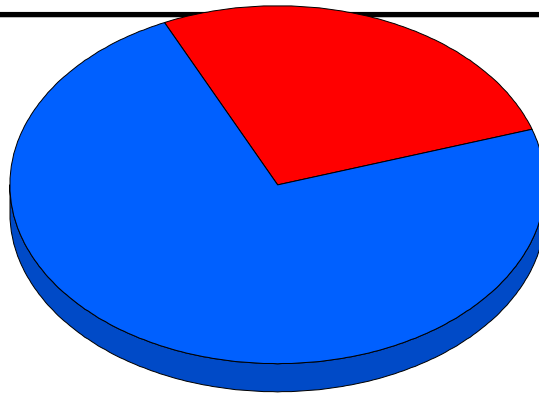


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### Organizational Performance

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
When short suspense/tasks arise, people in my organization do an outstanding job in handling these situations.	434	71.26	175	28.74	609	100.00
My organization's performance, compared to similar organizations, is high.	470	77.18	139	22.82	609	100.00
My organization makes good use of available resources to accomplish its mission.	459	75.37	150	24.63	609	100.00
All members of my organization make valuable contributions to completing tasks.	418	68.64	191	31.36	609	100.00
Overall	1,781	73.11	655	26.89	2,436	100.00

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**Favorable**

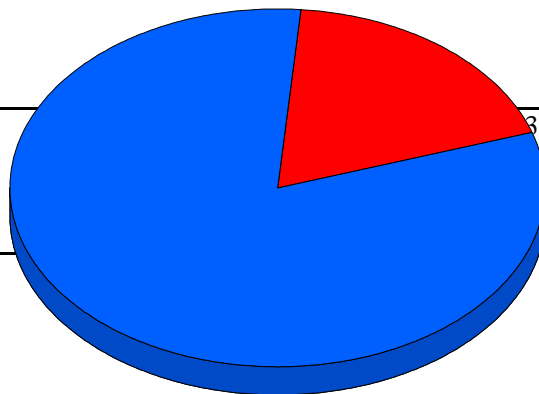
73.11

**Unfavorable**

26.89

**Organizational Cohesion**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members trust each other.	456	74.88	153	25.12	609	100.00
Members support each other to get the job done.	509	83.58	100	16.42	609	100.00
Members work well together as a team.	509	83.58	100	16.42	609	100.00
Members look out for each other's welfare.	507	83.25	102	16.75	609	100.00




**Favorable**

Overall	455	81.32	102	18.68	609	100.00
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81.32

**Leadership Cohesion**

<b>Overall</b>		56	593	24.34	2,436	100.00
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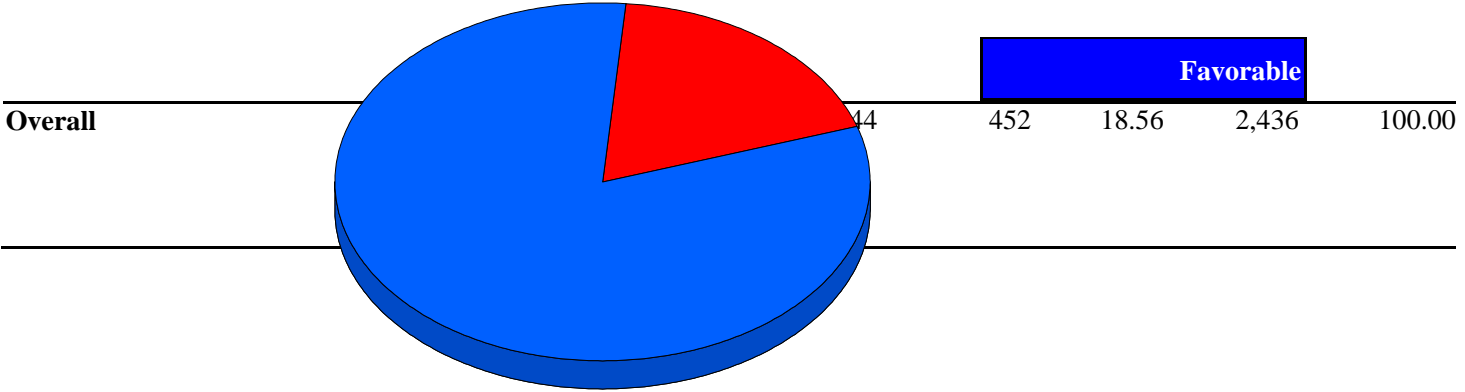
Unfavorable

70.94

29.06

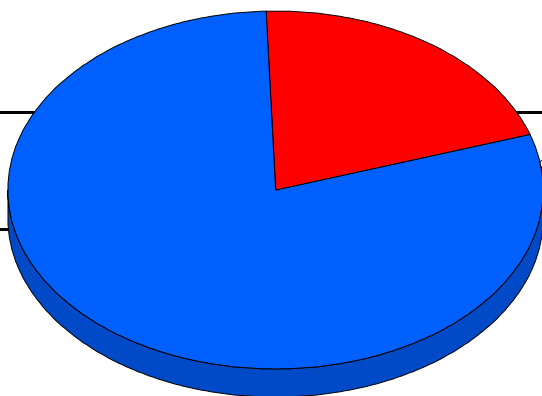
Diversity  
Management

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are encouraged to perform to their fullest potential, regardless of their background.	539	88.51	70	11.49	609	100.00
Members have access to a mentoring program.	515	84.56	94	15.44	609	100.00
Members' skills and other attributes are taken into account when assigning tasks.	475	78.00	134	22.00	609	100.00
Efforts are made to make everyone feel like part of the team.	455	74.71	154	25.29	609	100.00



Organizational Processes	Unfavorable	Favorable
	81.44	18.56

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Discipline is administered fairly.	464	76.19	145	23.81	609	100.00
Programs are in place to address members' concerns.	504	82.76	105	17.24	609	100.00
Decisions are made after reviewing relevant information.	454	74.55	155	25.45	609	100.00
Relevant job information is shared among members.	481	78.98	128	21.02	609	100.00
Personnel are accountable for their behavior.	514	84.40	95	15.60	609	100.00

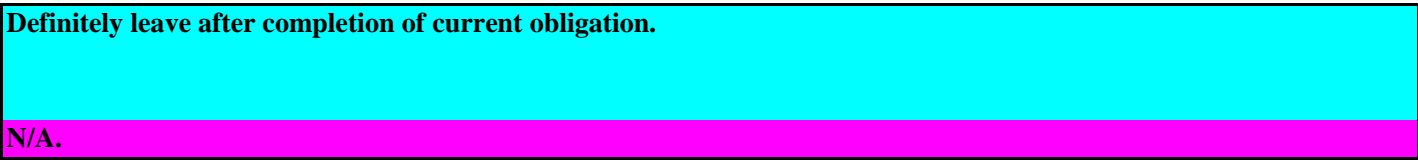
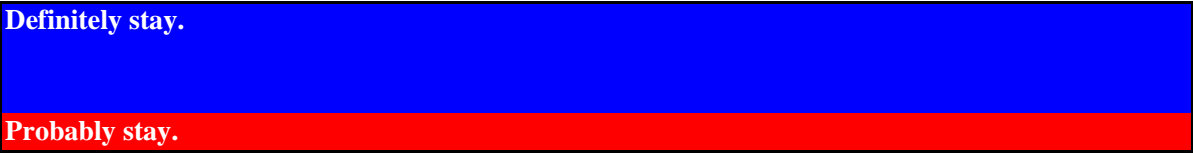
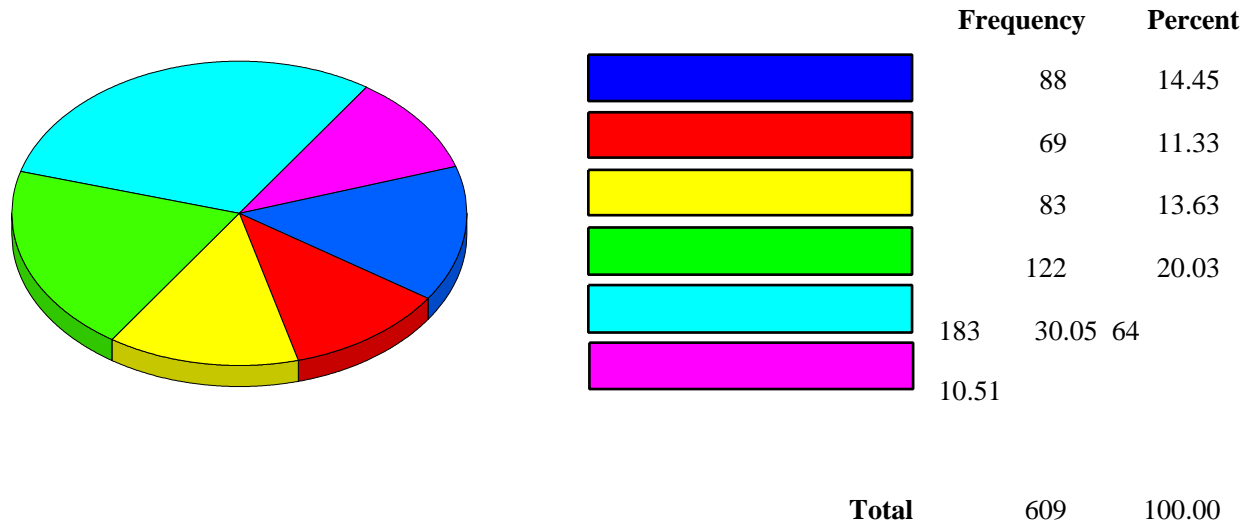


Unfavorable

79.38

20.62

What best describes your career intentions?

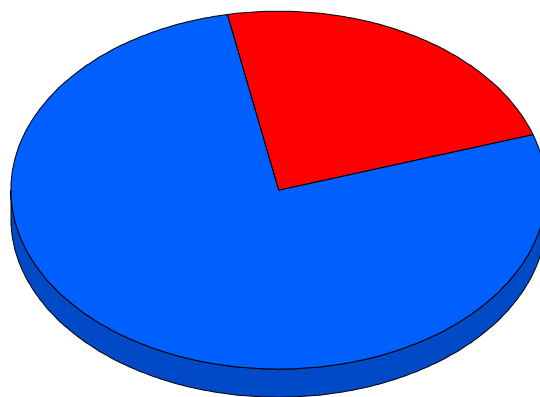




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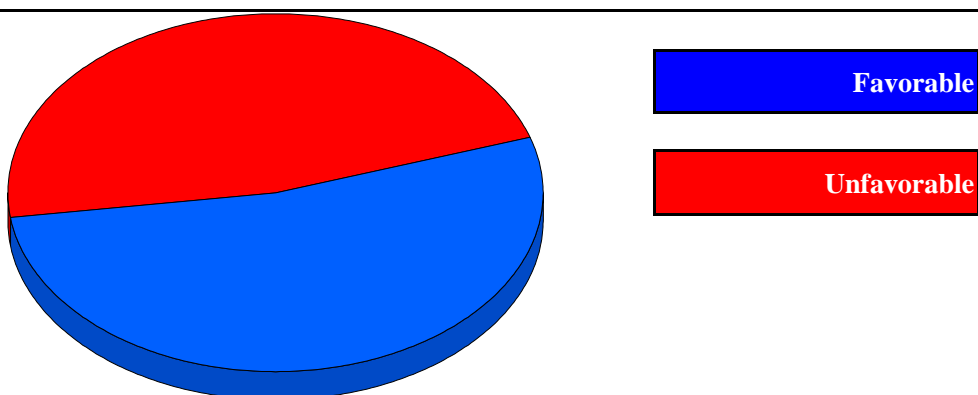
**Help Seeking Behaviors**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Members are well trained to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).	528	86.70	81	13.30	609	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.	538	88.34	71	11.66	609	100.00
Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.	338	55.50	271	44.50	609	100.00
<b>Overall</b>	1,404	76.85	423	23.15	1,827	100.00

**Exhaustion**

<b>Favorable</b>	76.85
<b>Unfavorable</b>	23.15

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
I feel mentally worn out.	274	44.99	335	55.01	609	100.00
I feel physically worn out.	325	53.37	284	46.63	609	100.00
I feel emotionally worn out.	363	59.61	246	40.39	609	100.00



Overall	962	52.65	865	47.35	1,827	100.00
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52.65

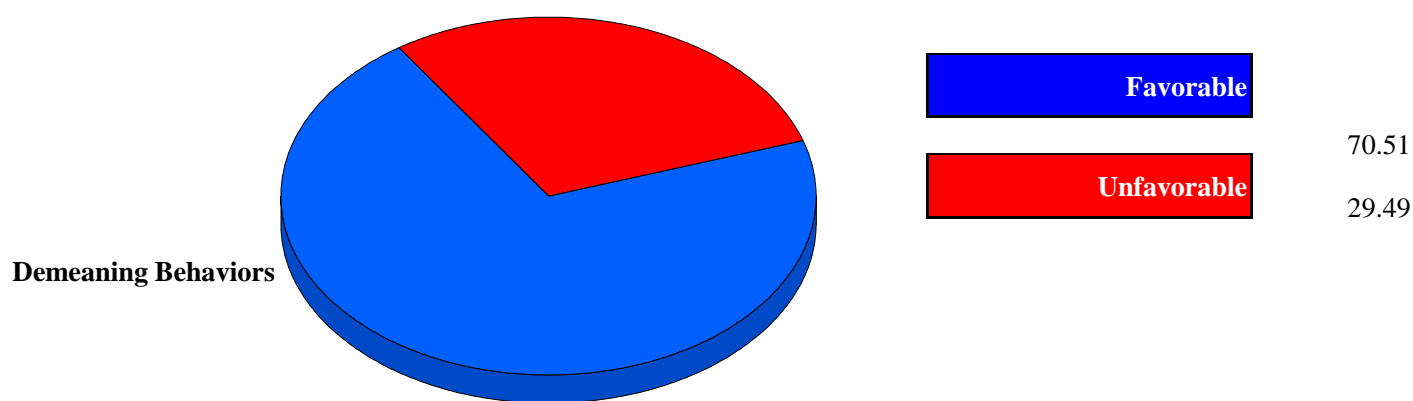
47.35

#### Hazing Behaviors

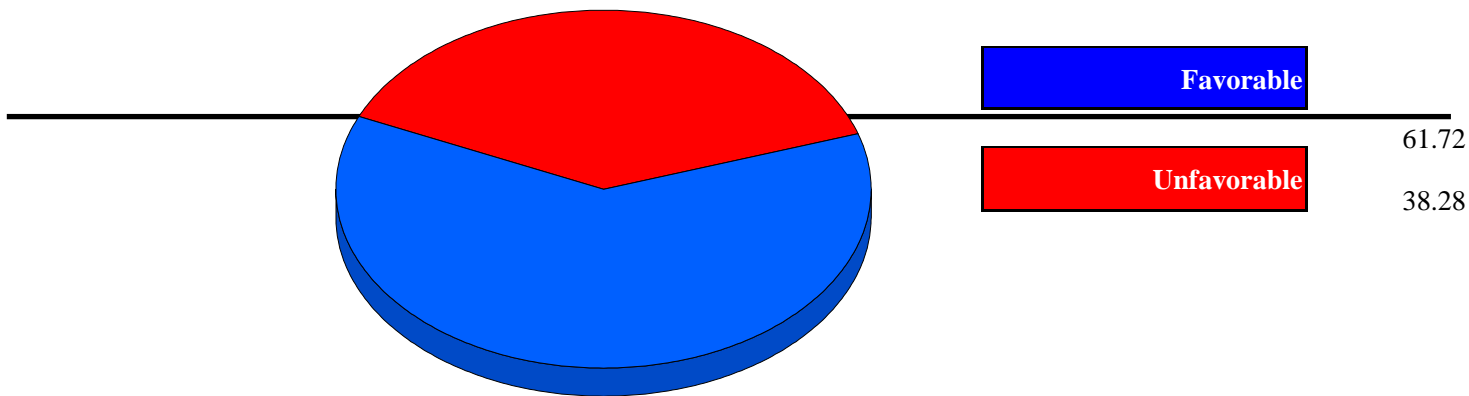
Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Newcomers in this organization are pressured to engage in potentially harmful activities that are not related to the mission.	433	71.33	174	28.67	607	100.00
Newcomers are harassed and humiliated prior to being accepted into the organization.	421	69.36	186	30.64	607	100.00

	430	70.84	177	29.16	607	100.00
<b>To be accepted in this organization, members must participate in potentially dangerous activities that are not related to the mission.</b>						

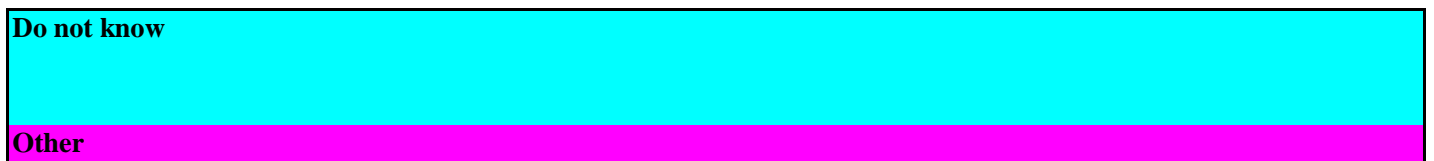
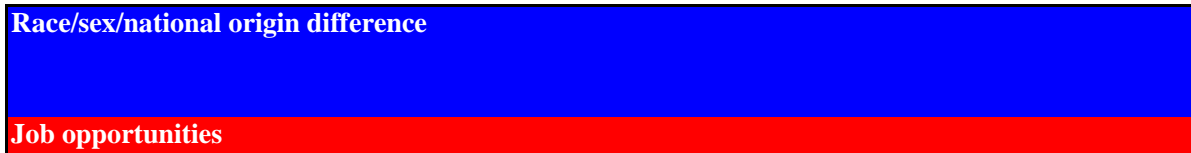
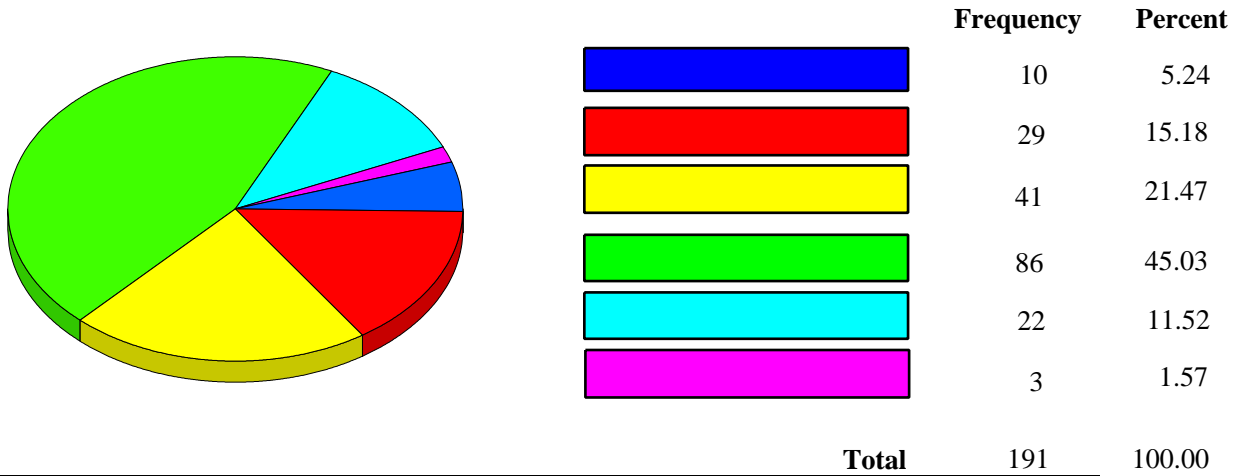
<b>Overall Average</b>	1,284	70.51	537	29.49	1,821	100.00
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Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Certain members are purposely excluded from social work group activities.</b>	384	63.26	223	36.74	607	100.00
<b>Certain members are frequently reminded of small errors or mistakes they have made, in an effort to belittle them.</b>	335	55.19	272	44.81	607	100.00
<b>Certain members are excessively teased to the point where they are unable to defend themselves.</b>	405	66.72	202	33.28	607	100.00
<b>Overall</b>	1,124	61.72	697	38.28	1,821	100.00



**In what way or ways do you perceive favoritism is being displayed?**

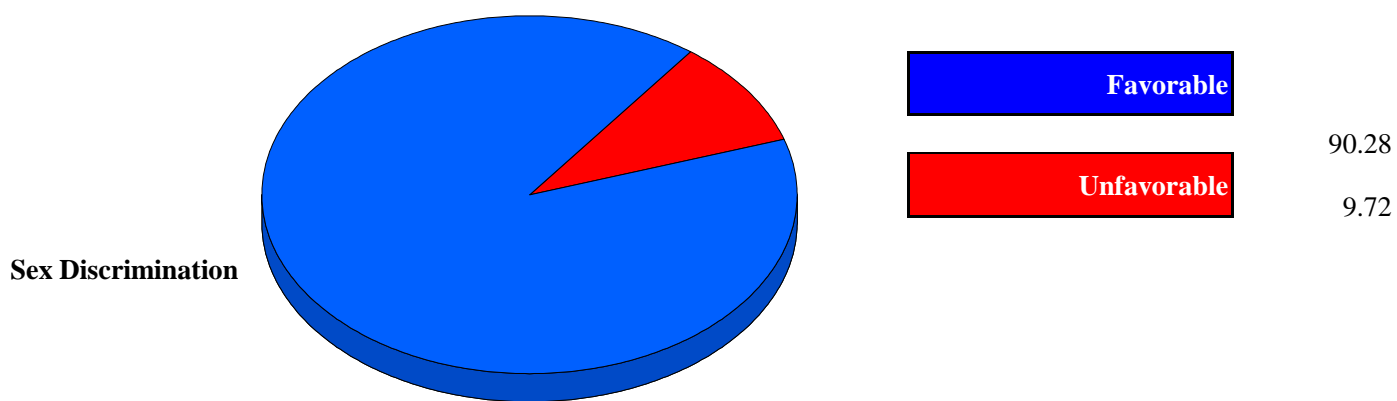


**Racial Discrimination**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel of all races/ethnicities can expect similar job assignments.	546	89.95	61	10.05	607	100.00
People of all races/ethnicities can expect to be treated with the same level of professionalism.	546	89.95	61	10.05	607	100.00

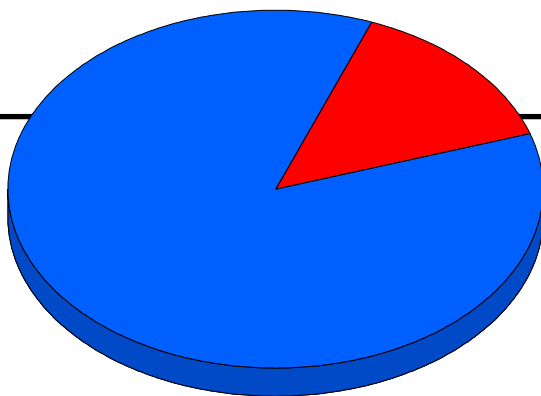
Qualified personnel of all races/ethnicities can expect the same training opportunities.	552	90.94	55	9.06	607	100.00
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Overall	1,644	90.28	177	9.72	1,821	100.00
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Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified members of both genders can expect to be treated with the same level of professionalism.	532	87.64	75	12.36	607	100.00
Qualified members of both genders can expect similar job assignments.	510	84.02	97	15.98	607	100.00
Qualified members of both genders can expect the same training opportunities.	521	85.83	86	14.17	607	100.00
Overall	1,563	85.83	258	14.17	1,821	100.00

**Religious  
Discrimination**



**Favorable**

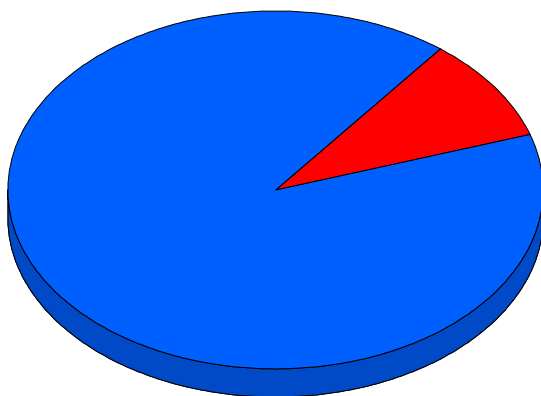
85.83

**Unfavorable**

14.17

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified people of all religions can expect similar job assignments.	554	91.27	53	8.73	607	100.00
Leaders do not publicly endorse a particular religion.	536	88.30	71	11.70	607	100.00
Qualified personnel of all religions can expect the same training opportunities.	559	92.09	48	7.91	607	100.00
Overall	1,649	90.55	172	9.45	1,821	100.00

**Sexual Harassment**



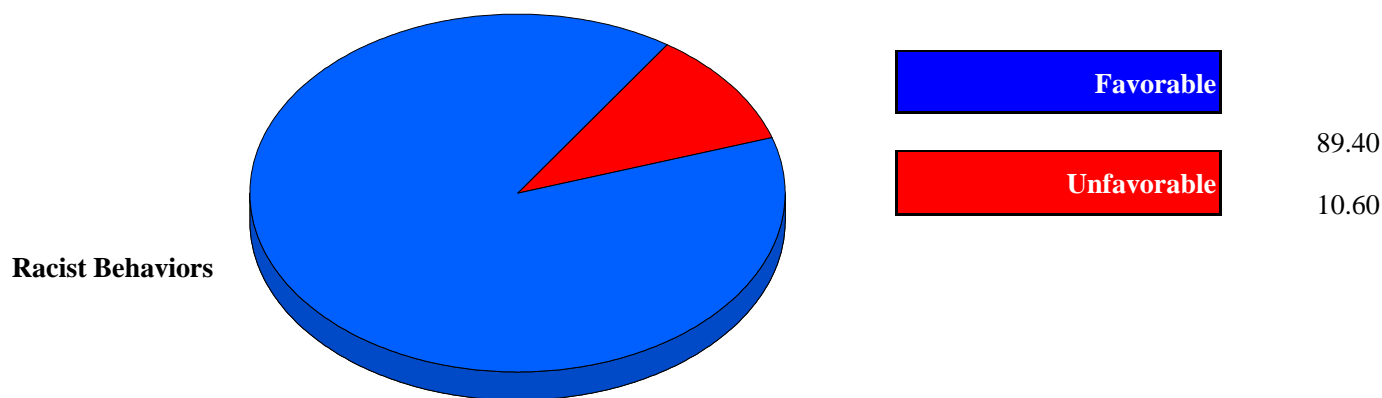
**Favorable**

90.55

**Unfavorable**

9.45

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Leaders play an active role in the prevention of sexual harassment.	535	88.14	72	11.86	607	100.00
Leaders in my organization adequately respond to allegations of sexual harassment.	547	90.12	60	9.88	607	100.00
Sexual harassment does not occur in my work area.	546	89.95	61	10.05	607	100.00
Overall	1,628	89.40	193	10.60	1,821	100.00



Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Racial comments are not used in my work area.	481	79.24	126	20.76	607	100.00

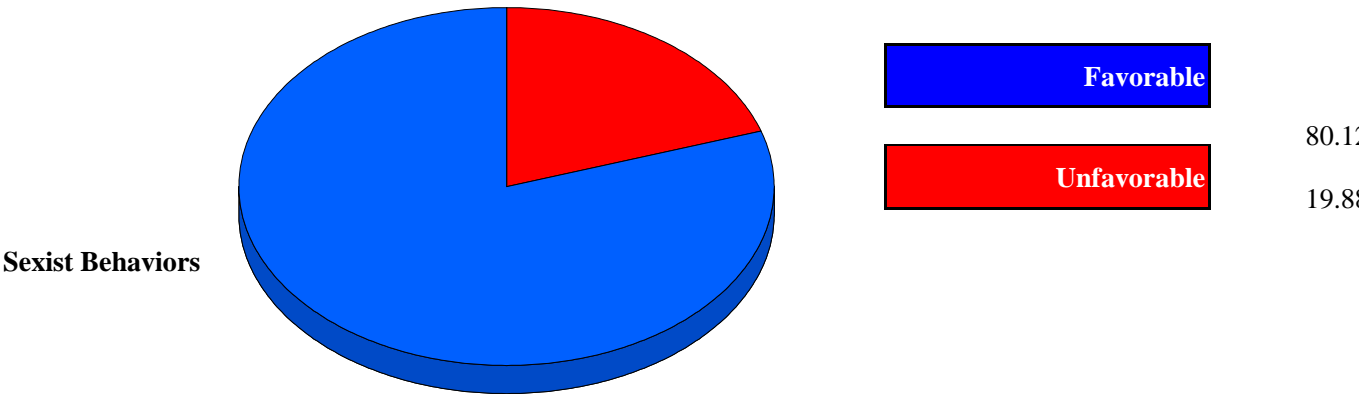


<b>Racial slurs are not used in my work area.</b>	494	81.38	113	18.62	607	100.00
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<b>Racial jokes are not used in my work area.</b>	484	79.74	123	20.26	607	100.00
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<b>Overall</b>	1,459	80.12	362	19.88	1,821	100.00
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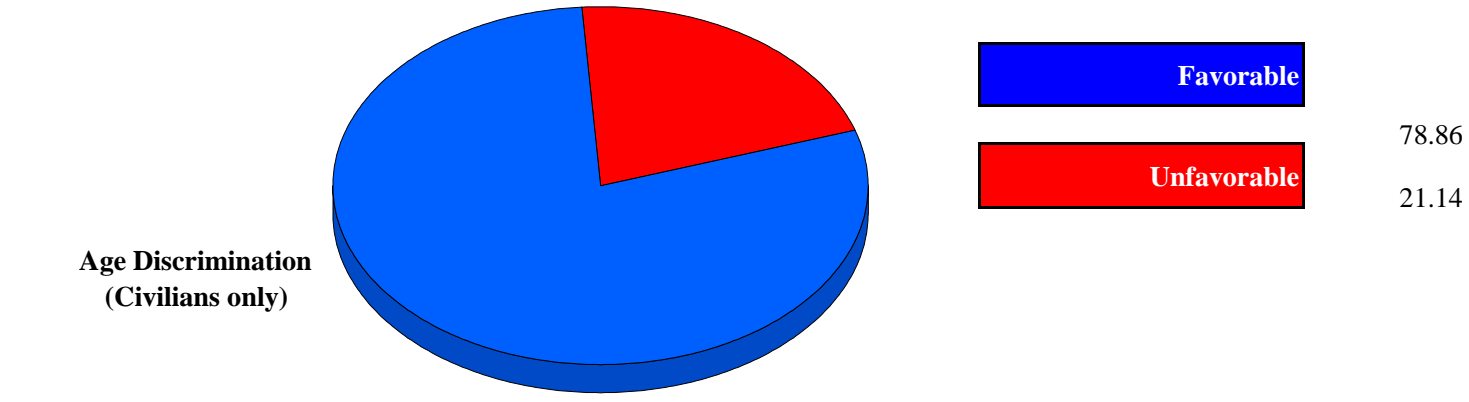


Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
<b>Sexist slurs are not used in my work area.</b>	483	79.57	124	20.43	607	100.00

<b>Sexist jokes are not used in my work area.</b>	464	76.44	143	23.56	607	100.00
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<b>Sexist comments are not used in my work area.</b>	489	80.56	118	19.44	607	100.00
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<b>Overall</b>	1,436	78.86	385	21.14	1,821	100.00
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Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
Qualified personnel over 40 years old can expect similar job assignments as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same training opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Qualified personnel over 40 years old can expect the same career enhancing opportunities as younger personnel.	0	0.00	0	0.00	0	100.00
Overall	0	0.00	0	0.00	0	100.00

Favorable	0.00
-----------	------

**Unfavorable**

0.00

**Disability Discrimination (Civilians only)**

Question	Favorable		Unfavorable		Total	
	Number	Percent	Number	Percent	Number	Percent
	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect similar job assignments as non-disabled personnel.						
	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same training opportunities as non-disabled personnel.						
	0	0.00	0	0.00	0	100.00
Qualified personnel who are disabled can expect the same career enhancing opportunities as non-disabled personnel.						
Overall	0	0.00	0	0.00	0	100.00

**Favorable**

**Unfavorable**

0.00

0.00

## VIII. RECOMMENDATIONS

The following section provides interpretation and recommendations for the DEOCS report. Based on the data obtained, the DEOCS results for your organization may vary between organizational strengths and concerns. It is important to not only review section VII, DEOCS Summary, but to contrast that information with section V, Climate Factor Subgroup Comparison. Appendix on Written Comments, may also help to validate some areas of concerns within sections VII and V, please ensure you review that area to determine if there are comments that speak directly to any areas of concern.

This section also seeks to provide guidance for additional steps in the climate assessment effort, and prescribe actions to help address organizational concerns.

Share positive results with the organization's members. Compare subgroups to determine whether diminished perceptions of climate factors are prevalent among specific groups, and the sources of those perceptions.

### **Above Average/Average**

Seek to identify-and reinforce-those practices and programs currently in place.

Reinforce behaviors that create a climate of inclusion, supporting and preserving the dignity and worth of all members.

Continue to promote and maintain a healthy human relations climate. This can be done by ensuring all members in the unit understand their roles and responsibilities.

Share positive results to enhance members' commitment to the organization and its mission.

Consider utilizing training aids to further provide awareness and knowledge regarding key factors.

### **Below Average**

It is important to note that some or all of the three lowest averages may actually be comparable to your respective Service averages, and not necessarily represent a negative finding. If any of these averages

We trust these recommendations for interpretation will prove useful. DEOMI believes the DEOCS can help commanders improve the readiness within their commands. To make best use of this tool, DEOMI provides tools and products designed to address the mission impacting issues that were identified during the climate assessment process.

appear appreciably lower than your Service average, they should be treated as an organizational concern.

In cases where low averages, compare the demographic subgroups to determine whether diminished perceptions are more obvious among specific groups.

After identifying the specific climate factors with low averages and those demographic subgroups that harbor negative perceptions regarding them, use these findings to plan follow-on assessment efforts, including focus groups, interviews, and written record reviews. Conducting focus groups and interviews can help determine the source and extent of specific perceptions.

Develop an action plan and socialize the plan with members. Set a timeline for the action items designed to address each specific validated concern, and provide timely feedback on progress accomplishing them. This will demonstrate your willingness to listen to your subordinates, and take action to improve conditions when possible.

## ASSESSMENT TO SOLUTIONS

The Assessment to Solutions area of deomi.org is designed to support leaders and equal opportunity professionals by providing tools and products designed to address the mission-impacting issues identified

during the climate assessment process. Assessment to Solutions has products and training material to help organizations overcome negative perceptions; these can also aid in the development of an action plan. The Assessment to Solutions area is broken down into the main assessment areas of the DEOCS, which are EO/EEO/Fair treatment, Organizational Effectiveness and Sexual Assault Prevention and Response. Each area is further broken down by the factors included in these main areas of the Climate Assessment, and a host of products are provided to assist in overcoming negative perceptions at an organization.

Access to products can be found at the “Assessment to Solutions” website which is designed to support leaders and equal opportunity professionals. To access the site go to:

**<http://www.deomi.org/DRN/AssessToSolutions/index.html>**

The DEOCS Support Team is available to assist you and can be contacted at:

321-494-2675/3260/4217

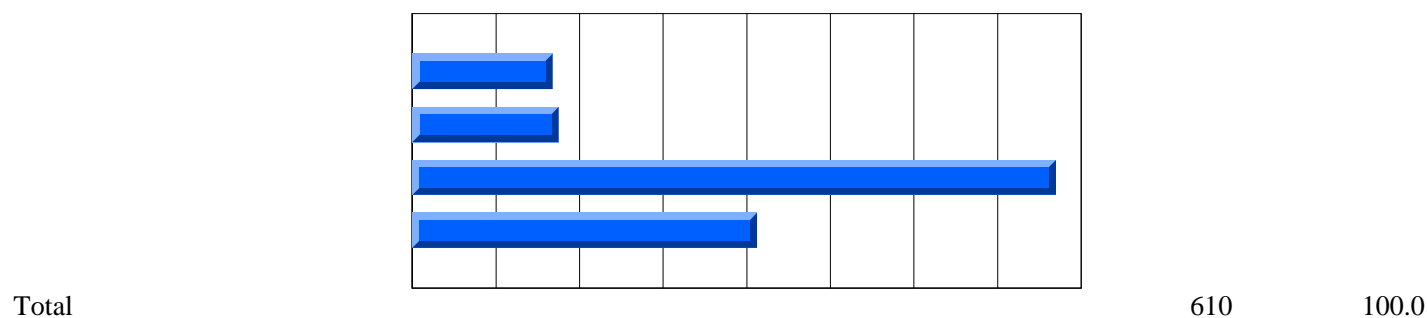
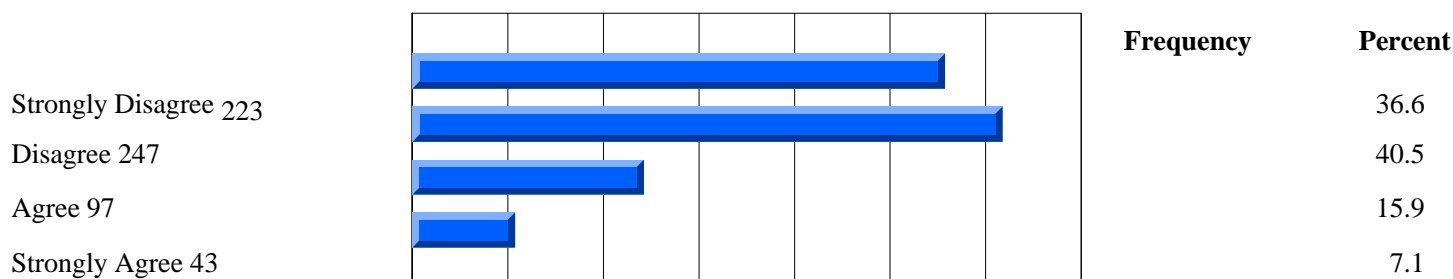
DSN: 854-2675/3260/4217

support@deocs.net

## Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

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



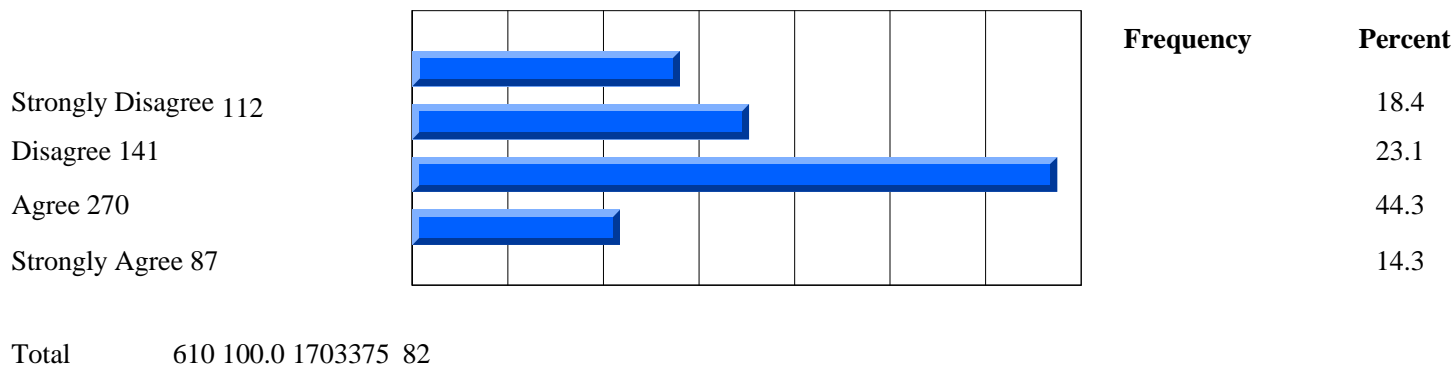
### 2. My command displays high standards of discipline.



### 3. I am rewarded for my duty performance.

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## Appendix B: Your Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1. If you could CHANGE one thing about this deployment, what would it be? Nothing

be on a different ship than the ops o

na

My platoon commander. I have no faith in his ability to lead or to handle situations confidently and competently

N/A

would have liked to get some

More Liberty ports

More Liberty ports

More logical reasons for tasks on field ops

More LIBO.

More liberty.



More action. Less arrogance.

we actually got a mission

COMMAND having us do pointless training to look good for MEU CO. ie:PB ops when assigned to a job that requires CQB and security of an embassy. wasting valuable time to do irrelevant training. The the one who assigned the training o.o, didn't even participate and sat back in garrison while we q are in the field in the middle of Africa.

I feel the deployment went pretty well. being more involved in the training

ops and more involved in the meetings Nothing.

Not much

N/a

noting

n/a

More port visits to boost moral

Nothing

N/a

different battalion commander

I'm not on deployment

Na

na

Hb

Nothing.

Unit to be better utilized as a #1 asset.

No comment or

N/aN/a

n/a

See combat

nothing

chain of command

Nothing.

Everything was fine.

Not go.

Equal work across ranks from e-5 and below.

I have no comments at this time

Nothing

More liberty ports

More liberty ports

Stopping at Libo ports.

The length of the deployment was bad.

Nothing.

Not going to Syria

I would have less junk food on the Ships.

Effective

Spent more time off ship

Would have gone to Syria and done my job there instead of where I was Support

undergo drinking.

Less added on stressors by the chain of command in top of everyday duties.

More liberty ports.

No comment

More ports. not

breaking up the

unit as it detracted

from cohesion

The emphasis on completing online based items given the lack of good working internet.

I would have chafed the fact that I was unable to go into Syria. Hong

kong was a bad idea

more time on land.

nothing

We should've gone to combat.

Thnkthing

no opinion

nothing

N/a

Leaders at all levels in this battalion have to understand how important the second and third order effects are of their actions, specifically with respect to command climate.

It feels like some sections and some MOS' have more consistent work over the course of the deployment. it's probably just the nature of the beast.

Communication amongst leadership and their tasking amongst ships

Preparation for those who remain on troop guard after returning home, and prior to leaving. The planning was poor for our unit in regards to instructions.

To have a real SgtMaj who actually interacted with his SNCO's and junior Marines and felt as if he could be approachable. He always stayed in his birthing all day every day. Conducted one PME, if that's what you want to call it, and nothing else. Marines in this unit do not trust him nor feel comfortable talking to him about any situation at all. Majority of us SNCO's feel uncomfortable with the fact that we know we cannot go to him when an issue arises. I have never been in nor heard of a unit having a SgtMaj that none of the enlisted liked. Every time his name comes up, it is not in a good way. Sad thing is, the Marines are correct with how they feel The Navy

not on deployment,

I wish I spent more time going to the gym.

no comment

word being passed more often so Marines know what is going on.

More freedom for NCO's to effectively do their jobs without being micromanaged and without the trepidation of hazing accusations.

Liberty Restriction.

Keep the companies together instead of splitting them up

The fact that the unit was very under used in real world scenarios. This is a factor I know cannot be changed at the Battalion level.

Keep the companies together instead of splitting them up by platoon

Nothing

Earlier days off the week or two before actually deploying.

Training must be relevant and planned accordingly rather than having the same training throughout the entire workup. Rather than dictating every hour of the work day, leaders need the opportunity to teach them however which they see is best for their marines.

Nothing.

Nothing

More live fire training

I would encourage more job-specific training, especially in live fire ranges, allowing weapons MOS Marines to employ their crew-served weapon systems more frequently in the field.

I don't care

More food at the chow hall

We didn't get to do anything but sit in Africa for no reason, send us somewhere, we didn't join to have our time wasted

Less water.

No comment

Opportunity to train more

Provider an equal split of senior/experienced personal and new/inexperienced personnel with the opportunity to go to combat

I would change the highest levels of our chain of command. Emplace leaders that listen and actually make informed decisions.

Did not deploy.

That small unit leaders were trusted more and given flexibility to achieve a task or accomplish a mission without being constantly micro-managed.

I did not go on deployment

N/A



Not jump straight into an intensive op tempo.

Passing of important information from the top down

Nothing

..

length

To ensure there was good working communication for the Marines to be able to stay in contact with friends and family while on ship.

More resources of communication

Being given the ability to wear rainbow ptgear during individual pt IOT prevent quick build up and storing of disgusting unsanitary green on green pt gear. no comment

Nothing

I would've enjoyed to actually shoot my rifle and stay go to Syria earlier. Actually

do my job

better food

The SNCOs

N/A

None

Combat deployment. Deploy combat arm MOS to locations that are needed

N/A

Nothing

That as a whole we had more rounds down range then we were given to better prepare us for the actual deployment.

Stay in Syria longer

Better planning for the gear required to avoid excess gear.

Getting more missions instead of watching all the SOCOM assets have all the fun. Better

passing of word

nothing

get rid of the cpl boards that are based off of immediate commands opinion of you. take it outside of command and base it off of whats on paper.

I would have given more rounds to have been shot in Djibouti.

Nothing

Medical would actually take care of people.

NA

More cow bell.

More syria

More live fire ranges during training.

the effectiveness to how we were utilized it seemed that for everything that we were doing if it wasn't planned out months in advance the plan turned into crap and no one knew what we were doing

More libo ports

That officers took advice from enlisted, that they actually cared about their Marines.

communication with loved ones

Go to war kill isis

N/a

I would change the location. We should have all gone into country.

Make sure we have food to eat in the mess deck

Deployment was great, but certain Marines got punished, and others that should have been punished didn't get punished at all.

If I could change anything it would be the communication of this unit because nobody here knows how to effectively communicate to each other. this unit needs to learn how to inform the marines instead of assuming that they already know what is going on.

Enlisted did not have senior leadership that they could rely on and go to for help and actually get results.

Some of the useless rules on ship.

Better food and living quarters

My platoon leadership

N/a

MORE LIBO PORTS

Combat

2. If communication breaks down in this unit, where do you see it happening?

Planners

N/a

It's so prevalent that I don't even know

Multiple levels primarily at the platoon level

Communication would break down at the lower levels

Small unit leaders

Between companies and supporting sections.

Different priorities given to supporting sections from leadership, and then different priorities administratively coming down.

Communication breaks down at all levels but it mostly breaks down from the staff and officers. I see my marines suffer everyday because there is no communication to them and as a leader and a NCO I cant inform my Marines of what is happeneing and what is going on because I myself do not even know.

Between officer and staff nco

Company command to section command.

From the top down

Between the Staff NCO's and officers

Company Commander

On the Officer's side

N/a

Medical to Staff level

The OPS-O and XO for sure. There is nothing you can tell those Marines that they think they don't already have some absurd answer for.

I dont.

From the MEU to the battalion in which they never inform us of their full intent and from battalion to the company where they don't know what the full intent is

No comment

Staff ncos and officers

Na

I see communication break down from the officers to the section leaders.

platoonsgt level and down All

levels

everywhere

After working hours

In the field

Officer - higher enlisted

Coordination between officers

Communication breaks down at the SNCO level.

Platoons with personal problems

At the fire team level

Small unit leaders

N/A

The level between company and the Squad Leaders, thats where things get weird

in the feild

Squad

I don't see communication breaking down with this unit at all. This unit is very close too each other.

SUL

Communication breaks down in the level below company but above the squad leaders.

no comment

From the team leaders to the junior marines

Leadership

At the battalion level.



Higher echelon of the chain of command

.

Higher than the NCO's level Battalion

to companyt communication

Turnover.

N/A

I honestly have no idea due to being part of the unit for a short time.

Quick and effective information flow typically does not make it from the top floor (S3/S4/senior leaders). Planning and timely information is kept in a bubble away from companies.

The chain of command.

Nothing atball

officers to enlisted

Company to platoon level

No comment

The RO

Every level, no one knows what's going on starting from PltSgt's

Company to plt level

Waste of my time

I would expect communication to break down on the draconian green gear that the Marine Corps insists on using.

Higher up

If that happens I see it happening between the platoon sgts and up.

Enlisted to officer

Squad leaders

I do not know

Between enlisted leaders and officer leaders.

Enlisted and Officer. Immediately following would be SNCO and all other Marines.

no comment

The squad level

all levels.

at the NCO level, but not often

Communication breaks down immediately at the officer to enlisted level. I honestly feel that this place has a lot of junior O's that have to always impress their boss at their enlisted price. At the tasking

it happens from the SNCO to the NCO level in my opinion. SNCOs go to Platoon Sgt meetings or whatever, and get word from the 1stSgt or Company Gunny. Then usually they come back from those meetings and neglect to pass the word to everyone else, or selectively pass word until they think it's necessary. which is usually the last minute.

At the individual (lowest) level. We make everything a priority and we lose attentiveness with Marines when nothing is prioritized. N/a

nowhere

squad and team leader level

The new senior leadership

between junior marines

on ship.

Communication breakdown commonly occurs at the platoon sergeant level

I don't see communication breaking down. The chain of command pass word down to the very lowest levels so everyone knows what is going on.

Platoon to Company

SgtMaj

No comment

When word is being passed on things were are supposed to do.

Between the higher ups passing different word or not getting adequate word and passing off the wrong information

Between the junior marines and the pltsgt

Everywhere. And if word is passed

It offer changes immediately. I understand this happens and it's life in the Corps, not just this Unit. However, word changes far to often

In the battalion support shops

Effective

I do not see it coming.

No comment

Higher up.

At the NCO level

Company level. In between S shops

Section heads

N/a

I have no comments at this time

Battalion, Company, SSGT Henry because he sucks.

Beginning with the platoon Sgt

Marines being killed in training or classified material being lost or breached.

chaos

headquarters

Platoon

n/a No

comment

Nowhere.

Bh

na

NA

Peer to peer

at the battalion level

N/A

No where

Atchitson

n/a

nothing

N/a

SNCO

Communication's never down.

i foresee communications breaking down with in the sergeants and corporals

The NCO to TL level

Not sure.

everything above the Company Gunnu, have their own social Funny, and has caused numerous communication issues. Literally can't even have a single day of plans be able to be set in stone. word on getting off work.

Company commanders exhibit very little actual regard for personnel or equipment. They seem to only care about tactics and self-aggrandizement. Company commanders and higher level Officers do not take relevant inputs well and allow their own preconceived notions to overrule better ideas and common sense.

Company

In hell

Internally throughout platoons

Small unit leaders

Between company staff to squad level

higher

N/A

Communication breaks down at the SNCO and Officer levels and word is passed inaccurately to section and squad leaders. Marines are consistently provided wrong and inaccurate information

na

xo -> everyone



Small unit leaders

3. **How satisfied are you with the unit's Mentorship Program? Please explain**

It's alright could be better

highly

feels lacking. rarely seen

N/A

it has ups and downs depends on whos mentoring

It's great

Very satisfied

Decently

I don't mind it

My experiences with mentorship at this unit has been adequate. I have no overarching purview, however, of how mentorship and counseling is conducted unit-wide. no enough real leaders.

Been told their was one. never been explained any further.

I think infantry battalions do a good job at mentorship due to the closeness of the Marines pertaining to platoon sergeant, squad leader, fire team leader hands on engagement.

Senior to jr informal mentoring need to be there. It's slowly dying and I feel it can change Marine's live's

im satisfied

Very.

It's ok

N/a

never noticed

n/a

It helps leaders become more proficient at the job

Very

N/A

n/a

It's good

NA

na

Ggh

It works.

Satisfied

N/a

n/a Never

seen it

im good with it

satisfied

Not satisfied. We dont even do it. It is not enforced.

It's good. Everyone has their own mentor within the platoon.

Not at all

It's always on a professional basis so I never feel comfortable. So honestly, I hate it.

I have no comments at this time

Very Satisfied

It's great

Very satisfied.

Satisfactory

Not satisfied at all

Very satisfy.

Not Satisfied

The mentorship is outstanding.

Effective

very

The Unit is fine. The individual characters of the Mentors may very Not

satisfied.

Never used the Mentorship program.

Not sure that we have one that I have been using.

I'm not currently in the program.

never seen it in use. it is there though.

Given that it is entirely ran by NCO's, I am very pleased.

I think the mentorship is going well NCO's are helping out those that are under them.

very satisfied, mentors are always willing to help if asked questions

extremely satisfied

We have one of those?

I'm very satisfied

never had any issues.

incredibly

N/a

Great with our enlisted Marines, not so great with officers. Officers need counseling as well, especially junior officers.

What mentorship program?

I am extremely satisfied with my own personal mentors

This unit does not have a mentorship program when it comes to SNCO's and the SgtMaj. We all know that anything that comes his way, we get looked at as if we are stupid, the Marine is stupid, or its a waste of his time. I don't dare to bother wasting my time with him. I have never heard him say anything positive about any Marine. Always negative. I cannot have a mentorship program with aSgtMaj that is distant from the Marines except at Bn formations. Extremely satisfied

what mentorship program.

Somewhat satisfied because I've been mentor a lot, but I think I could be mentored even more so.

no comment

Everybody's all buddy-buddy. If I wanted to be friends with the people I worked with, rather than their leader, I may as well get out and make way more doing something more challenging. This is a babysitters club for children. A place where we care more about people's feelings than making men.

Satisfied.

I'm very satisfied. Being a mentor myself and a mentee, I am enthusiastic to help and mentor my mentee with the lessons learned from my mentor.

I do not know of any formal mentorship programs

Pretty satisfied. Everything is fine

Great

Very Good

It does well.i was taught discipline

I am very satisfied with it. Their is no shortage of people looking out for and mentoring newer marines.

I have never heard of it

I am satisfied with the mentorship program in the respect that mentors are kept within the squad and platoon leadership for lower-enlisted Marines. It affords us an opportunity to emulate leadership qualities that we respect in our small unit leaders.

This is stupid

Very happy

I didn't know we even had one.

Very good.

No comment

Satisfied

not used

It's crap

The NCO and SNCO level does a great job mentoring junior Marines.

Don't know much about it. I'm new to the unit.

Satisfied. Small unit leaders provide solid mentorship to junior Marines.



pretty satisfied. everyone knows what they're talking about and it's easy to talk to higher ups if necessary. Very

Non existent

I have not noticed or knew we had one.

..

never used it

Team leaders get the responsibility of mentoring the marines in their team We

do a good job at mentoring marines

very satisfied. the relationship of mentor and mentee is very professional, any question/situation is answered/solved in a calm process with use of knowledge or experience.

Not at all. The entirety of it is Staff NCOs asking if counselings have been completed, meanwhile rarely or never counseling the NCOs under their charge.

Ehh

I'm very satisfied, I have been trained very well to be a great leader in the near future.

I have never seen it

very satisfied it is great

Squad leaders fill out and do monthly counselings on a regular basis, however the Squad Leaders have a combined 2 counselings for the entirety of there time at this command

N/A

Satisfied we have such a program to help new leaders coming up

N/A

Haven't used it

I don't believe it is very in depth.

Good, I feel as if I have many mentors

Very satisfied, all opportunities are explained allowed allotted time when necessary. content

Really tight

its good

I have never seen or been formally mentored

I do not think it is good at all I was barely mentored at all.

Very satisfied, anyone at anytime can ask me anything and I'll be happy to help

N/A

Na

Highly satisfied. I feel like I have gained a high amount of experience as a mentor/mentee while in the unit.

Good, I don't see a problem.

Not, it doesn't exist. Most E-7's and down do their best to take care of the Marines, but it is pretty difficult when the higher chain of command doesn't care. very satisfied if i ever have questions i can always ask my mentor and they are always there for me Not, we don't have one.

Never used it

what mentorship program?

There is no mentirship program

It's an everyday thing

Could be better

What mentorship does this unit have!!!

No idea what this is.

It's a little much. I don't feel like they should constantly hold our hand and treat us as children.

I'm not part of the mentorship program

Very unsatisfied

It's alright I guess

N/a

We have a mentorship program? Seriously though I don't know anything about it.

VERY

Feels forced at times. But it is effective.

4. **In your own words, explain how you feel the comments you make in this survey will have an impact on the unit.**

Passed on to next battalion commander.

IT WILL DETERMINE ON WHETHER OR NOT THINGS NEED TO CHANGE

Very little, as the people they affect are all going to change command in the next couple months and all new people will take over, completely changing the command climate of the unit.

N/a

They'll act like they care but won't change a thing

Honestly I believe it will have little to no effect on how the unit will operate depending on the opinions of its members. And the result of negative surveys regardless of the survey being anonymous an attempt of weeding out service members who wrote negative responses may occur.

I think they will help the higher levels of rank and command know better what would keep the morale of the lower levels high.

I'm not sure if they will or not, many people have different opinions.

Probably zero impact because a whole new staff is coming in so this is no longer their problem.

the comments made here will not effect the unit because nobody cares about the marines or sailors here. The command only cares about their self and that is why this unit has not mentorship or communication.

They won't

They won't make a difference

none.

They might get brought up, then disgarded

N/a

Not at all

it will have some affect but not muvh

ZERO IMPACT. Just like the first survey. No one cares, and then the Sergeant Major and CO talk to the Sergeant's and young Lieutenants because they know there will be no rebuttals or replies. They will help

none at all

Probably little impact.

They will not impact at all

Na

I feel they will have no impact at all.

None

i have no idea

Hopefully they bein all the comments because this matter like a lot

probably little

Small unnoticeable changes that will eventually have a significant change.

I feel that every comment will be taken into account Very

minor at best.

I don't know if they will. But hopefully my unit leaders will take something out of it. Alot

N/A

I feel nothing will ever come of these surveys because this is the 3rd one i have filled out since being apart of this command and nothing ever gets changed or fixed.

very positive

Big fat zero

I feel that the comments will help.

It wont

I honestly don't think that anything that I write here will be acted upon at all. This isn't the first command climate survey that these concerns have been brought up and nothing changed last time. no comment

Hopefully they read everyones survey

it wont affect it at all

...

None or either a lot more unnecessary training instead of actual straight to the point.

Probably none at all, everything will get over looked and swept under the rug

N/A

maybe a little impact



It will provide a basis for next cycle's leadership to make necessary changes for the better.

They probably won't impact much considering I'm knew. Nothing

will happen

very little

I think they will be taken into consideration

No comment

I feel they will have little impact.

I don't believe this will even be read, even if they are I don't expect anything to come of it.

Slightly

I hate you

I have apprehensive hope that these comments will have an impact on this unit.

Little to no effect at all

They will take into consideration what is in the survey and make changes off that.

They will probably read this and there we be a talk on how things should be, but no one will apply what they learned.

The leadership will take into effect everything said

I do not think my comments will have a significant impact on the unit

I feel that for the most part they are taken into account, but I also know for a fact that some are swept away.

I am very confident my opinion in this survey is taken into account.

Minimal if at all.

Slim to none. Wouldn't be surprised if nobody even reads these. I feel like this is just to make us feel better by venting about the problems we see within the Marine Corps. no comment

I believe that some people in the unit will gaff it off, but some people who actually care about their jobs and their guys will take it seriously. no impact at all, nothing will change.

I know that every comment written in this survey will be read and addressed because that is how serious this command takes all feedback.

If the SgtMaj is still with this unit, then it guarantees me that these surveys don't mean much.

I am sure the command and climate comments will make an impact

I feel they will be read, but never have any real or lasting impact on the way things run. I don't feel it's a unit problem, I feel as if it's a Marine Corps culture problem in general.

Very little. Leaders in this unit are professional enough to take advice, but either disagree with you in person (instead of just internalizing their disagreements) or disregard what you say in the first place. This has a huge effect on morale. Leaders have the responsibility of taking advice and making decisions based off of that. That doesn't mean they have to do everything their subordinate recommends, that leaves no room for leaders to insert their influence and is counterintuitive. At the same time, however, simply listening to subordinates and not disagreeing with them or criticizing in front of them goes along way with the subordinate's morale. N/a

incredibly

idk if they will honestly these things seem like they are just to make a quota. surprise me. if someone is giving

you what you want from these surveys use them for their sake to make a difference I don't think they would

impact it at all Absolutely none. they would agree

will make the unit better.

I think my unit will see where there can be improvement and make the changes they think are necessary.

They wont.

None at all. I feel that any information that does not fit my command's agenda, will be looked over.

probably none

No comment

I don't know that they will as this survey was too long and had too many questions for people to genuinely think about each answer.

I feel this comments will impact over time but not immediately Not

at all

none

Effective

It will have a great impact.

No effect

They will make a great impact.

Not an impact at all been here for almost 3 years nothing has changed None

with a change of command.

I hope they will take the time to read every single one.

Good

I have no comments at this time

They won't. These people will probably still keep being garbage and still collect a paycheck from the marine corps even though they're garbage.

I don't feel like the survey will do anything at all.

I am confident my Co. Commander will do something about this.

honestly don't think it will affect anything

someone will finally see how stupid gunny gonzalez is

Not at all

n/a

N/a

No comment

I feel that it will make the unit cohesion better.

Ggg

na

NA

I don't think it will

no impact

N/A

I don't knoa

SEMPER FI!!!!

n/a

will not have any impact

N/a

None at all

The survey will positively impact the unit.

nonewhats so ever

I think it will highlight a lot of good attributes this command has.

None. The highers don't care, and the will make excuses about why we are wrong and will hide behind the mock professionalism/Marine Corp status quo. I'm only doing this cause it will be the last one I do and so at the end of the day I can say, even when they failed me, I did my part. our command will only care if it effects them They will be disregarded.

none

It won't change a damn thing.

Probably won't make much of a difference

Not offended, it's my own views and opinions Greatly

little to none

N/A

I don't think these comments will impact my unit.

little

none

Not at all

5. **What do you see as the most significant challenge currently facing this unit right now? What would you recommend to address this challenge?**

Change of command, just getting everyone back in the flow of how things work

yes

na

1/4 struggles with communication, accountability (personal and gear) SNCOs and Officers care more about fitreps than their Marines or the mission and don't take responsibility for their actions to the point of negligence

N/A

all new command , get used to it



Adapting to new ways. We need to implement drones and new gear

N/A

New chain of command, feeling it out. Seeing if it'll be better or worse for the battalion .

No one wanting to be here.

Please reference comment #2.

getting new leadership

Retention. Ask the ones who are getting out, and don't settle for the BS generic answers they will give at first. They don't trust you, and you can't blame them, so don't expect upfront honesty.

With out going Marines and new incoming Marines, the challenge will be getting the new group to work as well as the old command did.

Setting aside differences to bond more as a family. The Marine Corps is a brotherhood.

accountability

The unit is more than capable to face all upcoming challenges.

Communication

N/a

nothing

n/a

How the infantry is starting to change

Nothing

N/A

ill let you know when the next command gets here

Training on the wrong stuff, not having an 03 CO

NA

na

Hhh

Nothing.

Change of command.

Previous was very well put together.

No comment

N/a

n/a

Dealing with mass number of easing marines

the new marines coming in and the leadership not allowing the senior marines to actually train them because they are afraid that it will be called hazing even if they know its not they just don't even want to fight it

higher up thinking they know everything and thinking they know what is best

Accountability. I recommend going to the old ways. 1st Sgtogeta is what this Co. Needed. He is making a change.

Change of command, so it's hard to say at the moment.

Our leaders are garbage. Specifically SSGT Henry. The CO will probably be shitty too.

Working late, not doing more work than what is required for the mission. We worked late a lot of days where we were done with that days work at 1630. Because someone suggests we do tomorrows work. I have no comments at this time

Ready for leave

Retention rate is terrible. I would recommend large events as a battalion.

Lack of communication and clear goals set.

Teamwork is a problem here we have to work together

Getting use to being back from deployment.

No comment

Nothing can stop 1/4 rah.

Effective

picking up the pace too quickly after returning from intense workup and deployment. people are transitioning and leadership is burnt out. too many tasks.

Massive changeover. Gaining some very experienced people and losing some. This is usual. What's critical is quality changeovers and proper preparation for taste. This is based on small unit leadership and not the Unit as a whole. This responsibility lies on the quality

Of the NCOs and if it fails, it's the fault of previous Marines

The overly paced battle-rhythm

Being an infantry battalion with no wars going on.

Overworking us to show off to other units.

higher putting their hands in too many cookie jars. lack of understanding of assets. improper to no recognition for the Marines behind the sceens that carry their unit.

I feel that our biggest challenge right now, is our command realizing what is best for the Marines and NOT what is best for their fit reps. It is obvious what is best to address this issue.

Staying in the 33 area

The biggest challenge I would say is getting back into the saddle so to speak. Getting back to training and being a garrison marine.

transitioning back in the rear

nothing

I don't see any challenges at the moment

we honestly don't have any serious issues to my knowledge

transiting out the marine corps, there are plenty of opportunities to leave

N/a

This unit is officer-led and officer-driven. We under-utilize our SNCO/NCO experience and want to supervise every single thing. That supervision eventually takes the form of officers doing it themselves. Officers must supervise, but we do a very bad job of allowing our enlisted leaders the opportunity to fail. As leaders, we must understand that our Marines will fail sometimes, and that failure where meaningful learning occurs that does not jeopardize unit readiness or personal safety is extremely beneficial. Officers may disagree on how involved they need to be, but I feel it needs to be addressed. These actions have second and third order effects, especially with recruiting and retention. A great majority of enlisted Marines don't want to re-enlist knowing that they will be micromanaged to the point that they don't have a job.

The most significant challenge is probably welcoming and integrating all the new Marines that will be checking into the unit without ostracizing them. having smooth leadership that works together coherently

Majority of the command is changing out. All new faces not seeing the attempted change after this survey.

The biggest challenge facing this unit are all outside forces that cannot be controlled.

Micromanaging of Marines from Sergeant and below.the Marines can not learn from their mistakes and grow as a leader if they are not allowed the opportunity to make mistakes and bad decisions. I would give the Marines more leeway to allow them to make decisions and mistakes, allowing them to learn from their choices and the impact/results they produce as a leadership building tool to gain leadership experience and confidence in being a leader.

people trying to adjust back into garrison. Or people who thought it was going be amazing once they're back in the state, but they realize it wasn't what they pictured it to be.

no comment

The unit? I don't know really. The Marine Corps as a whole is getting worse because of the toleration of hazing accusations and allowing literally any 18 year old alter boy to join.

Leadership transition. The unit I believe is currently doing this the right way. I do believe there needs to be a massive separation to start the rebuilding process from ground zero.

If a Lance Corporal has better experience and better leadership skills than an NCO then the Lance Corporal should get the billet

The biggest challenge I see is the transition from the senior first time Marines to the brand new juniors coming in to the unit. I feel that we need to get these juniors quickly so that the senior Marines can influence and teach the younger Marines so when they leave that knowledge is passed on. The next stretch to the next deployment is a very long one. Not many of the Marines currently in 1/4 will make that next deployment. I feel that the NCOs and other senior first termers need to be able to shape these Marines before we PCS or EAS. No comment

Na

I see no challenges at this time

Nco and staff nco should have more say in the workings and operations of the company, rather than officers doing what they want.

Poor leadership in our sgt majors and our higher officers. They do not focus on what matters in a infantry unit. Instead get mad at you for things that dont matter whatsoever and destroy morale. To fix this have them be taking input from the enlisted side. Especially E-5s and below

New command coming in. Just roll with what happens adapt and overcome.

Discipline is lacking in this unit. Create higher standards for 03xx, and stop changing the. Hazing order I

see no challenges that I could possibly have the qualifications to address.

I hate this company

Lack of esprit de corps motivation and friendly rivalry

Everyone is in their own click, so no one gets along or works together.

Adapting back to Garrison life. Give Marines more time to decompress right after deployment.

No comment

The integration of women into combat arms

dropping packs, caring until the end

They do nothing

The senior leadership within the command is the highest point of failure. This is the sole purpose for Staff Non-commissioned Officers and Commissioned Officers departing the Marine Corps.

I can't think of any challenges. Everyone seems to do their part and everything runs pretty smooth.

Change of leadership and a long strenuous workup ahead. Most leadership will not deploy next year with this unit.

I have no idea due to the fact that I have been in the unit for a short time.

N/A



Not passing word appropriately or in a timely manner.

-have the senior officers info junior officers, jr. officers brief the ply sgts, and pltsgt's brief the NCO's what the information that was passed is in a timely manner

Communication and open minds.

I feel as if people are afraid to provide insight or have an open mind about new things. Members do not want to change their ways or have a different outlook on things. Members are so narrow minded or two faced sometimes that if it is not for their success it does not pertain to them and have little interest in it. There are a lot of good Marines/Sailors in the command but certain individuals fail to realize what they're actual good they are doing.

People just want to go home after work and be left alone at the end of the day and being here doing things that are not pertinent or unnecessary affects the welfare of troops and work.

...

improper planning to keep marines here longer without actually needing to be at work. it wastes everyones time

Leadership, solve by sending younger marines to leadership classes instead of marines that are getting out

The most challenging for the unit right now is letting the last deployments leaders leave and allowing the new upcoming leaders to begin conducting training, organizing administrative tasks, and being accountable for marines and daily activities. The current leadership needs to be preparing themselves for changes of duty station and transitions but it seems as though the current coc is scared to let them go because they know they can rely on these marines instead of trusting the new young leaders no comment

The biggest challenge is that nobody wants to be in 1/4. I've never seen such a large majority of a command hate the command that they are currently in. It should have been disbanded as planned.

None

I see no challenges.

Retaining good marines. There's not much the unit can do besides getting people more schools so they feel like they're actually getting something out of the marine corps and not feel like all your time has been wasted as you watched 1 or 2 guys get every school that pops up

physical fitness. More pt

Priorities, such as doing a hike 1 week before a leave block, and not even a month back in the states.

N/A

I see no significant challenge as of right now

N/A

Discipline of junior Marines not being enforced due to fear of possible hazing charges.

The stigma of not being good enough. The deployment to Syria and recognition for work done is helping/ did help change that

Proper planning when major events unfold, recommend allowing for more individuals to be able to voice opinions in current situation.

Retention, since everyone is getting out and the unit does not deploy for a good while. I

can't really see anything wrong

word, try harder to make sure it gets passed down

The chain of command has lost sight of what real training is and is headed in a direction where future marines will not be able to handle the stress of combat or complete simple tasks that their MOS requires.

The most significant challenge I see is being able to train and be prepared for anything. I would recommend allocating more rounds to job specific training and not just doing rifle tables all of the time.

Being actually combat ready

NCOS being treated like retards. SNCOS and LTS running the entire everything. Micromanagement. Advise to fix? Start allowing people to fail so they can learn to succeed. And quit treating LT's like kings.

Na

Keeping marines well trained and training marines who are new to the unit. Keeping a high op tempo after post deployment leave should solve this.

Nothing we are ready

The battalion Sergeant Major and Commander have turned a blind eye to everything that is happening with their Marines. They don't promote good SNCO and officer relationships, and they certainly don't concern themselves with the personal issues Marines are having. In general, the USMC is concerned with not hurting feelings instead of training for war-the cover my ass for my career mentality.

Fix the command by putting a strong officer in charge who can build a good relationship with a RELIABLE Sergeant Major. This will influence platoon commanders to trust the advise of SNCO's and build good relationships with their enlisted counterparts as well. The Sergeant Major should be someone who cares about his senior enlisted all the way to his Privates; not someone who shuns the idea of taking care of family either. word being passed from sgts to junior marines

Not enough spots in schools

Lack of wanting to work due to coming back from deployment. Have an event for them to participate.

## PLANNING TIME IN THE FIELD

I feel as if they are trying to change all the companies marines around and its going to fuck up the morale within the companies/platoons. keep the companies as is to keep morale high.

Holding negative things over guys head and showing favoritism

Alot of leadership pushes their Marines to the limit I believe to make mission accomplishment then instead work them into the ground maybe to make themselves look great and they end up breaking down Marines morale to the point where they dont trust their leadership not even respect them just respect the rank.

This unit has had a bad communication skill for the 4 1/2 years I have been here and it will not change. there is nothing you can recommend other then to have senior leaders not worry about just themselves and what makes them look good, but instead worry about there marines and the welfare or your troops. you should take care of your marines and sailors better then what is happening now because marines are losing motivation and dedication to come to work and to continue to do the things they need to do to keep this unit combat effective. I personal hate going to work everyday cause of all the crap that comes down the pipe at the end of the day and we are here late and working on crap that could have gotten done earlier in the day.

New personnel being able to get their feet under them before the unit starts going 100mph like it always does. Start from zero on all training because all new Marines coming in from PFC's to LtCol.

I feel like my chain of command is a little off. I think they waste a bunch of time on one thing and not focus on the rest. I don't know how I would address it, I'm a E3 so my voice probably wouldn't get heard.

Coming back from deployment

The passing of word, incompetent leaders, trust in the chain of command spanning from the platoon level up to the company.

Lack of communication, low morale, incompetent leadership

N/a

NONE

Leadership not trusting Marines. Know when to be around and when not to be around.

## Appendix C: Written Comments from Your Organization

NOTE: The answers appear exactly as they were written on the survey:

### Organizational Effectiveness Section Comments

Thoroughly happy with how the command has been.

No comment

Punishment should be the same across the board and one Marine should not be made the example and get a steeper punishment than someone that does it on down the road

I feel like the leaders in my organization put their own career advancement ahead of the well-being of their Marines.

I have been told numerous times that if squad leaders in the platoon failed to accomplish an arbitrary task that leaders above them would take punitive actions including "I'll find a reason to keep everyone here until 0100" and that they don't care.

Numerous times my platoon has been released hours after the rest of the company despite not having any tasks or only having irrelevant, petty, or insignificant tasks that are either unnecessary or redundant.

In the end I get the impression that Staff NCO's are in perpetual competition to make my life worse than their own. Despite being told over and over again that my personal life should never affect my professional life, I can't help but feel theirs are the personal lives are the ones being brought to workplace.

This should not be construed as attacking any individual but the general climate I've seen in my Plt and Co.

Very disorganized planning and having any common sense is gone. Decisions that are made make things worse than what they already were.

Good

Its is good but people take to an extreme

Command is not looking out for the well-being of our future Marines. Don't allow for them to advance in MOS and many more various things. Seems like the command is more worried bout his career progression vice helping his Marines.

There's a lot of administrative stuff going on and it's a lot of mind numbing work that takes up a lot of time and prevents people from getting more important personal matters done. none

Numerous times SNCOs use attacks on our liberty as motivation to complete tasks. I.E. "I will keep you here until 0100 squad leaders if i find another discrepancy."

Field day has become an opportunity for SNCOs to exercise power over us instead of ensuring that Marines are living well.

The night before deployment at 1600 is not the time to fill out rosters that have no immediate urgency. Counseling is a one sided event where squad leaders counsel their Marines yet are only rarely counseled themselves if at all. SNCOs are held to a completely different standard concerning the berthing areas on ship. For instance dirty floors, unlocked and unmade racks, were commonplace in their area, however an errant boot in the NCO aisle was cause for 4 hours of field day.

Questions to the platoon sergeant from individual Marines are rarely if ever answered in a timely manner, even when concerning career advancement. Everyone does their part to get the job done

over the years and the other commands I have been apart of the current command now has more effectiveness than before. Marines are always ready and everyone strives to get the tasks assigned to them done in a timely and efficient manner.

Amazing! looking forward to the future I have with this Organization!

We get tasks completed in a timely manner.

My unit works together to get the job done.

I've enjoyed my time here with 1/4. I'm super motivated for this next deployment. pretty

good but like everywhere else word suck.

I believe that our chain of command has poor reputation of passing information and thus makes operating a very difficult thing to accomplish for large operations to small everyday things.

Organization is awful word is either not given or given with almost no time to prepare.

Communication will always be a problem for a fighting force of 3,400 personnel. In my opinion it is better to know what is coming and mindfully preparing for it rather than get blindsided minutes before an evolution or due date.

if you go to medical for a legitimate injury your command calls you a pussy and it negatively impacts career but get pissed when you don't go to medical and it gets worse

Our organization is very good under the command of our CO and our platoon Sergeant. They get us to get the task done no matter how tough or how ever long it might take. Along with out CPLs who make sure that those duties are getting done. With the help of my brothers we can accomplish any goal.

I did not spend much time under this command during deployment but the training prior was planned while.

N-

Get to know people better.get on there level.it's like a high school little groups no everyone as a hole

None

I believe that this unit is a good one its just somewhere in the chain orders and tasks gets miscommunicated consistently and it leaves the NCO's and junior enlisted holding the bag trying to fix everything that goes wrong.

Unsatisfactory in the very least. Terrible communication, lack of care or concern for personnel in any position below the grade of O-4 which leaves no room for considerations when it comes to advisory roles. It's a do as I say, not as I do environment, and there is very little trust between officer and enlisted; even amongst the enlisted.

-When subject matter experts would give advice to the commanders at the top of the chain of command, they would be shot down as if their advice, expertise and past experiences meant nothing.



While as an organization we operate effectively, we do not operate efficiently. The processes we have in place get the job done, but take way too long. As an organization I feel like leaders at all levels and the processes by which they operate are meticulous, but sometimes that meticulousness winds up taking so long that items are submitted late and do not provide lower-level leaders and individuals to have to scramble to accomplish those tasks and meet the commander's intent.

1/4 works pretty well as a unit and overall I think we accomplish the mission or task at hand very effectively.

For small tasks such as shots or administrative things, my command does a good job at being on time. However they usually let the Marines who have to do said tasks know on short notice. If there was a system setup in place that allows higher leadership to inform their Marines at least a week ahead of a deadline I believe that would mitigate stress caused from time hacks. One more note, Meritorious boards should also be told to the Marines at least a week prior so it allows Marines to complete the tasks that are required of them.

One of the best battalions in the Marine Corps. Even better than 2/6!

no comment

While I understand promotion boards are in place now to prevent people from falling through the cracks, and that PRB's do exist, I do not agree that Marines should hold certain billets based on their rank. There is a lot that is flawed with how the Marine Corps operates, forcing leaders to continuously throw paperwork at somebody in order to fire somebody is ridiculous. It means higher does not trust NCO's in being able to effectively employ their Marines. Informal counseling is how you mentor Marines. That is the reality. Formal counseling has a purpose by reviewing a Marine's performance over a certain period and highlighting good and bad things. As far as fixing deficiencies, monthly counselings are too late, and formal counselings hardly fix the issue. I can go on and on but it's getting away from the point that the it's well know how arbitrary the Marine Corps promotion system is. If we can't change that, why are we wasting time on paperwork when we can just put leaders in billets.

The overall morale and attitude has changed since the beginning of deployment and has raised overall desire to work hard. Leadership within Bravo Company has stepped up and is providing for the company. If this environment were to continue, I could see more Marines intending to stay.

I feel a strong tie to my company but not necessarily the unit as a whole. Working with some of the leadership has really opened my eyes to what a good leader is and what a bad leader is. Members of this unit feel that we are over-worked but under used. I'm not necessarily enthusiastic about my job but I am also not unmotivated to complete my billet to the best of my abilities. I have already reenlisted and plan on completing the next four years and then EASing. Even though suicide has been prevalent in this unit I do not feel that we are crippled by these events or these feelings.

Nothing is done efficiently. There are times where we are told to fill out paperwork, but aren't told how to fill it out or the importance of it until after we fill it out. Naturally there are mistakes, so then we all have to redo everything, taking much longer than it should.

At the enlisted level, members of this unit do well in delegating tasks and completing the job at hand with the best intentions for the marines as best as possible. Yet much efforts are for naught as the officers and higher command insist on doing it another way. Furthermore, the much higher echelon are insisting on new camp rules that interfere with daily routines. In addition, there has been a lack of advancement for the company as a whole, as training continues at the most basic level and never allows the employment or learning of more advance skills.

As a unit we will get the job done

We are not effective at all I know that the company and battalion strive to make our lives miserable we have a hike just before and after leave that feels like. Stab in the back and we just got back from deployment and we're already do this stuff I hope the whole battalion gets disbanded nobody wants to be in this unit anymore

No comment

No comment

We need more time to recuperate after deployment.

this chain of command seems to be a little too concerned about the training aspect of this job and little concern to anything other.

I have little to no faith in my leadership especially at the platoon level

THIS ORGINIZATIONS EFFECTIVENESS IS AT ITS HIGH. WE WILL GET THE JOB DONE NO MATTER THE OBSTACLE

It is a wide spread opinion that the unit leaders are out of touch.

Lt hilt is a good marine

na

After completing this deployment with 1/4 and being part of the Task Force in Syria I feel even less sure of this units ability to handle stressful situations and movements. Marines who have been negligent haven't been held accountable and Marines are treated differently on an individual basis in what seems to be a popularity contest. Many SNCOs and Officers give off the impression that they are only in it for themselves and care more about a FITREP than about their Marines or the mission at hand. If it wasn't for a handful of Marines in each section/plt/company I believe 1/4 would fall apart entirely. If I knew a Marine who got orders to 1/4 I would encourage them to drop orders at all costs and to avoid this unit entirely.

N/A

I hate Horno with A passion, thank god am leaving this year.

Good

This unit seems to embody the slang "Semper I" Most leaders and peers seem to only look for their best interest. Nothing is done to try and raise moral, it usually just gets worse. Maybe remembering that yes this is the Marine Corps, but we are still human. Continue with tough discipline and good order, but it is okay to have fun every now and then. Relax. This would not make the unit any less effective, it would raise moral and build bonds. But what do I know, I'm just enlisted.

The Officers and senior leadership of this command to not understand full spectrum operations or the second and third order effects of their decisions. Leadership generally does not listen to relevant subject matter experts when making decisions, and everyone suffers. Possibly the most inept group of people I have ever worked for.

Our command gets the job done eventually, There are more effective ways to get said name job done but our company works only one way. which is a "my way is the only way" I personally don't believe that's how it should be done.

We have too many officers and not enough leaders if you understand that. Our opinions don't matter and we are told that it's just the Marine Corp way. Probably the only good officer is Lt.Deweese and he s in another plt and I can see that. The COMMAND wonders why retention is low (and even those that reenlist want to leave 1-4) and asks "why". You can blame it on peacetime or whatever you'd like. but the fact is, people hate this COMMAND

and are leaving and by the looks of things, it won't change. People are already questioning the new CO and they haven't met the guy yet. Doing baseball cards just makes more work for the enlisted while we don't care if the CO knows what my dogs name is. His pet peeve is having notetaking gear at end of day formations when he can pass it on to PLT leadership and let them fuckin work like they are designed too. We need a leader who doesn't give a shit about anything except the training and welfare of his men. not another speech giver. -Disgruntled Organization is good with all the training opportunities provided

The unit is effective to the point where the line companies are fully supported. At times this can have H&S Marines sacrifice time they have to accomplish and refine their own respective mission. A certain balance must be maintained between the two to maintain a good command climate. It ain't that bad I guess

N/A

n/a

Effective

Marine corp

Best job I ever had

There were ups and downs at every level of leadership. I personally had no issues with the company leadership or any of the Platoon leadership.

Higher ups are very unfair and favorite some marines and then fuck over the others that they don't like.

no comment

I understand that while they are not perfect my chain of command does their best with the best intentions in mind to accomplish the mission without putting undo strain or stress upon themselves or their junior marines.

I feel like within the battalion there is a breakdown in communication. I don't know where it is or why everything is last minute when we in the Marine Corps harp on the Marine Corps Planning Process. Seems hypocritical

The effectiveness of this organization/unit is good. The only concern is that most of the training is used for the 03 and not other MOS's. This unit would rather train and not do any kind of stand down to fix what is broken. This is a big factor with this Unit is that we are constantly breaking everything from rollin stock to communications. but when it comes to weapons we are quickly to get those back in action. this Unit cares more about the training and effectiveness of the grunts than they do the other sections of this unit. and constantly make the MOS that need time to prepare gear and get everything fixed and inducted they don't give them the time needed to ensure this is done.

When menial tasks are brought up they are rarely tasked out to the companies and the supporting units end up picking up the slack.

Line companies can do no wrong and if necessities are forgotten it is expected of the commodities to fix the problem and drop everything to fix their problem.

Good

No Comment

Na

At the company level, this has been one of the best commands I have ever serve with. As far as the Battalion command, this has been the worst command in my short Marine Corps career. The level of trust between the small unit leadership and the battalion leadership was absent. The success of this unit was made possible by the small unit leader and not the command and it is sad that an undeserving person will get the credit for the tears, sweat and blood that every Marine in our company gave for this unit. But they did it for each other and not for their battalion commander/sgtmaj. I as a small unit leader has never been treated like a child till I got to this unit. This is where I stop because I am getting upset just thinking about it.

It's pretty good

My unit I feel like doesn't look at the more junior dudes as a important part of the organization. I also feel like the NCO's we have within the unit are not doing their job as well as some junior ranking individuals could. I feel like with the promotion panels, the wrong people are getting recommended for promotions. Also, i believe that people holding billets within my company are not performing their duties or maintaining the marine corps standards. Sometimes it feels like they just dropped there pack and don't care about there marines or getting the task at hand done effectively and efficiently. Many people within my unit are not performing at there best, or are just waiting for there contract to end. Overall I am still motivated and trying to climb the structure to help fix and organize my company better. But like I said they don't look at the junior ranking dudes for help or guidance. na

Gfg

It works

F@#K YEAHH CHINA!  
STAY MOTOVATED!

No comment

N/a

We work well together

no more battalion morale hikes as they do nothing but annoy the marines in the company and are seen as nothing but an inconvenience instead of the intended purpose

gunny Gonzalez is going to run Charlie into the ground

Chain of command does not look out for the welfare of their marine whether it be in the field or in garrison. communication throughout the chain is none existent. In addition, chain of command lacks common sense, nothing

they do makes sense to anyone. Finally, everyone thought we were going to get a better chain of command when we changed over but from the looks of it that is completely false.

Our unit does not obey simple policies and orders that are set in place already. And the only personnel enforcing them are MSgts and 1st Sgts. Instead we try to implement new ideas that do not solve the problems. There is already a correct process to do things. Instead we end up making situations worse for us. One example is Senior Staff enlisted do not follow policies and micromanage NCOs by doing NCO duties. Instead of focusing on the planning and management of Marine and holding NCO's responsible. My solution is having all SNCO's removed from NCO billets and force NCOs do to their billets. And have more training PME for SNCOs. To teach and hold NCOs responsible. I believe this will help the flow of information. Another is having Bn. field day. Where all Co. Form up outside take accountability of the barracks Marines and clean the barracks together. Every Unit does this besides us.

SSGT Henry is garbage. CAPTAIN Martin was garbage. SSGT Davis is garbage. SSGT St. John just yells for no reason. CAPTAIN Beleskie (sp?) is more the likely gonna be garbage.

Too many people above me now telling me what to do is making things extremely difficult and stressful. We all have a job, no one should be above a little work.

Marines are overworked. Welfare of marines are overlooked just for mission accomplishment which leads to depression suicide etc. work ups and deployment are strenuous and are never taken care of. Marines are overpushed to an extent and are injured are made to push through every event/field op.

Eraaahhhhh!!!!

I have no comments at this time

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. Organizational Effectiveness groups in organizations directly concern themselves with several key areas.

There is a character issue, too many chiefs not enough Indians. I have the feeling that there is a lack of discipline in the lower ranks and in the higher ranks SNCOs and officers generally speaking are only here to reap the benefits and not there because they truly care about the mission.

Our culture in Marine Corps has shifted from a warrior culture to a buddy fucking culture, with a bunch of lazy ass juniors and seniors a like. It makes me not want to be in the Marine Corps and makes me sick that I have to work with some of these people.

You're not going to fix this because you cant but on a personal level whoever you are you should be pissed that there is a lack of discipline in your corps and should be doing everything on your day to day power to fix it.

My organization works well together and is extremely efficient with tasks at hand it has its minor issues but none are hard/challenging to resolve

Love my shop couldn't ask for anything better. Keep up the great work.

I am very worn out with the deployment, personal life, and I would be exhausted for another work up for another deployment. I am glad to be leaving so I don't have to worry about everyone's tasks to always be the priority. Communication and clear goals with what priorities are critical would help the entire organization.

Word tends to get messed up as it is trickled down through the ranks that is the biggest problem with this unit

This unit is great trust is not completely there but we are still brothers in all ways. You can't be friends with everyone and now everyone will like you but that doesn't we don't work well together. I think we need better cohesion cause that should be the case line of everything. Trust where effectiveness comes in and motivation becomes higher

The leadership in this unit is the main issue with most Marines and Sailors. Most would agree that leaders don't always work together for the benefit of their guys and we suffer for it. Most of the leaders hold the past of a Marine against them and most "punishments" have been unfair across the board. Leaders of the BN holding grudges against guys even they say they don't and that has effected some guys careers in certain cases.

discipline is not the same across the board. Seeing members of the unit giving "DAP" (fist bump) to each other of different ranks has never been something that has sat well. this happens and if you say anything you are a racist. higher ranks push their workload off on junior ranks and call it "training".

Leadership adheres too doctrinally to the use of gear. Some individuals have gear that would make their job easier and possibly be more effective due to its ease of use, but aren't allowed to use it because it is not uniform or the command simply does not like it. I believe this type of nonsense is withering our effectiveness and depleting our morale.

I feel like there is a better way to use our time throughout the day. Example: Being on standby from 0900 - 1200 just to find out we need to complete a task all at once versus spread loading it throughout the day (The time we are standing by)

WAR MACHINE



Moto mondays.

My leadership is by far the best, and I feel and have full confidence in going to them with any trouble that I have.  
#DudesBeingDudes

Actually commit to what you say you're going to do. Review your staff leadership and make sure they're not rewarding popularity rather than hard work.

Up coming marines in leadership positions need to look out for the new arriving marines and watch what they do that could be negatively impacting those marines.

I feel our units cohesion is great its just marines need to take the time to get to know one another. no one should be left out ive been the gray man before and having that group and those friends and that camaraderie helped me through a lot.

Solid

No unit is perfect, but mine has done nothing but train and train well at that. I feel as if we could handle any mission or problem that is thrown at us

they are effective

N/A

There is lots of little things that may be adjusted to improve the lives of personnel and overall troop welfare. Married personnel, especially those living off base, should not have to wake up at 4 in the morning just to Pt at 06, I understand the need for organized pt, but it should be enjoyable, its meant to make you better, not something you loathe. Next point being, to work until you finish all tasks that need be completed then let go. have a plan layed out. Have members come to work knowing exactly what needs to get done and as soon as its done, off work. would make everyone work harder and faster to get off work. If one marine has completed all his tasks for the day, he shouldn't have to wait until everyone is done just because they don't work as hard, or had other tasks so its taking them longer. They might have other tasks they need to get done outside of their work environment. If something new comes down, its nothing that cant be completed the next day.

Charlie company is the best grunt unit I have been with in my 6 years from the leadership taking care of everyone all the way down the thepfcs

Get word passed from top down. Word rarely reaches the bottom ranks or NCO's. higher ranking uses useful information as a bargaining chip

If lower level leaders plan and disseminate task I think that everything would work more smoothly than trying to have one person on top micro manage. This plan is already well in effect but is not backed 100% of the time.

More communication needs to be taken seriously and reviewed because even though information is disseminated it is not taken seriously or goes in one ear and out the other.

My organization, takes pride in helping marines in their personal life and to help progress their careers. By giving them time to go to job fairs, approving leave and mentoring them to make the right decisions. This ultimately makes the climate at work sutible for the marines, and they are more willing to work for leaders who actually care and that's what my unit does best.

Question 14: When it comes to suicide and depression, the Marine Corps higher does a fair job at pushing out resources to help. However at a staff NCO level, we are missing the mark. Coming back from a previous deployment the warriors transitioning brief was glazed over. The information made sense, but most commonly I had heard from our instructor "none of us are suffering from this...".Specifically in conversation of stress management and suicidal thoughts. The whole brief was a waste of time the moment we had assumed everyone felt the same. Some of my closest brothers and sisters in the Marine Corps are still hurting. It isn't eady to work up the strength or nerve to ask for help. Especially in an institution that constantly breads excellence and achievement. Mission- over Self, unit-before rest.

The organization has great organization effectiveness all around.

Very Effective

1/4 is the most unorganized unit

The unit is Very squared away.

I feel like leaders in this unit have no concern. For troop welfare. Not only are they willing to run certain sections into exhaustion, but the Marines of those sections are not getting necessary training to make them relevant in their mos. I believe these leaders do not care about these Marines because their jobs aren't 03xx.

Effective

Often times communication between the companies and higher is last minute which requires us to scramble to accomplish tasks.

We get the job done.

I think this unit has operated at such a high tempo for so long that "get the job done" and "whatever it takes" has taken the place of being thorough and completely professional. Maybe not recently, but over the last years it has developed a institutional habit of being last minute, thrown together shit. I think taking a step back, revamping administrative things and educating everyone to the same common knowledge and understands would greatly effect the unit in future years and deployments

Everyone needs to work on communication (passing word). It starts at the highest levels.

Personally glad that I had the chance to come to this unit. I have learned a lot since I have been apart of this shop.

Our chain of command does not look out for their marines. It's all about me myself and i in Alpha

## Equal Opportunity/Fair Treatment Section Comments

no comment

Yes

Good

Some definitely get favors

none

everyone is treated with fairness and is given the same opportunity to train and participate in any event.

Everybody should have the opportunity to be treated fairly and to have the same employment opportunity nobody should be belittled.

In this unit, everyone is treated fairly. Everyone equally has the opportunity to do things.

On favoritism, my unit chooses higher ranked individuals for courses even if they are incompetent in there actual job versus someone or some people who are at a lesser rank but is more or less qualified for the courses and are eager to do them and to learn and perform better in there job area.

Everyone gets along in my platoon oorah

I believe that everyone is treated fairly here in 1/4.

it happens.

Everyone is provided equal opportunities regardless of race or religion or anything like that. If you are qualified you are afforded the respect and opportunities you deserve.

Everyone is treated equal until you mess up

Everyone was treated equal

Na

Certain I individuals get everything handed to them while others no matter how hard they work will get shit in day in and day out. And work 10 times harder than those who get everything handed to them

I think with the integration of females into infantry battalions and infantry MOS', male Marines are going to need significant training in order to be able to properly work with them. We still have a very misogynistic culture in the infantry battalion, and throwing females in there will only exacerbate the problem.

No other EO problems have been observed in the battalion.

Huge separation between Officers and Enlisted. Officers make all the decisions no matter what the Chief has strongly advised. Meetings would take place and information was not being relayed to the Enlisted side. Too many times I heard "We had a meeting about that, or decided this, or we are just going to do this anyways". no comment

Make the standards equal. That's step 1. A female's advancement will NEVER be objectively looked at the same way as a man's if they continue to have lower standards or better opportunities just for the fact of there being less women in. If you want them to be treated the same from the bottom up, you have to treat them the same from top to bottom. It's not rocket science to identify this as a leader.

The battalion does well to provide equal opportunities for all across the board regardless of any differences.

It seems that when a marine that's completed a deployment already gets caught up in some trouble the battalion Max's his punishment out but if a junior marine that barely joined the fleet were to get in trouble he got a slap on the wrist. The punishment should fit the crime no matter how much time the marine has in.

Everyone is treated the same throughout

Every marine is treated as a marine. We see no sex and we see no color

Instances of equal opportunity violations between the two sexes are impossible to identify, as this unit is an all-male infantry battalion.

I'm wasting my time with this survey we all know how we feel about the battalion company and unit it's shit This

isn't really much of an issue

EVERYONE IS TREATED FAIRLY.

I have not witnessed anyone getting denied an opportunity to go to a school, etc.

yes

na

No comment

Racism/sexism/religious discrimination is not a problem at this command. If your MOS does not start with 03, however, you will be generally belittled, denied opportunities, and treated like a lesser class of human.

Everyone is expected to pull their own weight. male or female everyone is set to one standard.

no one cares about the bullshit of PC. if he/she/it can do their job to standards... then we don't give a fuck about who or what gender/religion/race might be. everyone in my unit from what ive seen is treated equally

Could be better but I ain't complaining

N/A

n/a

Fair

Tun Tavern 1775

Very good

No Comment

none

Rather not say how I feel

na

Ggg

It is hard to tell when you work with nothing but men.

Great command involvement.  
Earn your seat. no matter who you are.

No comment

N/a

We all get fair treatment

Persons of other races get away with more beause society is too afraid to call them out for fear of being labeled racist.

ONE LOVE

Dark green, light green.

in my chain of command, everyone has equal opportunity and fair treatment



#EarnYourSeat

My organization is a tight knitted and cohesive unit does does it's best at everything we are tasked to do

The system is effective

N/a

N/a

Alot of the members of this unit like to play favoritism. With this being said a prime example is I say amarine qualified and selected to do a job and he was takin off because he wasn't the SNCO boy or hungout with him. the SNCO in this unit do play favortismand go talk to there own race before going to talk to other races. I think it is stupid because if a marine is more qualified to do something or futher his or her career so why would you send a marine that is getting out and that doesn't care about what he does or doesn't do. My whole take is that racism is played in this unit.

Marines that experience a NJP or any other type of negative paperwork are treated differently. These Marines are known by that paperwork and staff are not willing to give the Marines a chance to prove they have fixed themselves.

Let's be real, fair treatment in the USMC-HAH! Just don't hurt anyone's feelings, because then we have to be reactive. Don't worry, we just train for war.

Everyone should be able to do the same job regardless of gender race or religion.

N/A

Sometimes lower ranks are belittled and are not treated fairly.

These members of the command have so much knowledge but cannot be utilized or opened because they are afraid of giving ideas to superiors for they feel they made be belittled or seen "stupid" if they give their opinion.

.

I am in the Infantry and we are currently still adapting as whole to a "PC" lifestyle.

There is SNCO drinking with NCOs. Off working hours. When Marines are being rated for pros and cons. Marines of certain race are being rated higher. Certain Marines are friends with SNCO which affect pro and cons and destorys the unit proficiency by promoting Marines that are not ready. And destorying Marines moral about the unit.

SSGT Henry is garbage. Captain Martin was garbage. SSGT Davis is garbage. SSGT St. John yells for no reason. Captain Beleskie (so?) is most likely gonna be garbage.

I have no comments at this time

The U.S. Equal Employment Opportunity Commission (EEOC) is a federal agency that administers and enforces civil rights laws against workplace discrimination.

Everyone in my shop is treated fairly. No favorites.

People are treated equally in this unit however racial remarks are thrown out there from time to time Their

equal opportunity and fair treat mm want for everyone in the work area.

Very Fair

Fix it

Effective

all members of the unit receive fair treatment and the same level of training. no exceptions to this are tolerated.

Yes

Its all fair and equal.

No comment

No comment

Marine are treated unequally and unfairly.

TONS of religious jokes against Judaism and Catholicism during deployment

.....

**Discrimination/Sexual Harassment/SAPR Section Comments**

no comment

It's bad

none

No sexual harassment takes place in the command as well as there is no discrimination that takes place. If anyone feels that way they know that they have every right to report the incident without feeling that they would be harassed for doing so.

Sexual harassment and discrimination should be reported up quickly when heard or seen!

none

no comment

Our unit is usually pretty good about this kind of stuff. Havnt seen a case like this ever I

don't care

N/A

I feel safe and know what to do if I or anyone becomes a victim of sexual harassment

I have never been sexually assaulted nor do I think I ever will be here in my unit. If it did happen, I would feel comfortable reporting it.

good

Fuck this command except for msgt and the XO

I have not seen any

I never was treated in this way or have seen any problems

NA

Not really an issue in my eyes

n/a

na

N/A

Not a problem at this organization. The only way to prevent sexual assault force-wide is to remove one gender entirely from the organization. One cannot overcome several hundred-thousand years of evolution with a policy letter.

no one is sexually harassed here

There are no issues.

SAPR is more than trained on update information ,

Sexual harassment is bad

N/a

n/a

No right

No Comment

None

na

65g

This is a brotherhood, we don't have time to judge.

No comment

N/a

No comment

No comment

Was told I would always be a shitbag making minimum wage.

...

it is not tolerated

I haven't seen any incidents

the system is effective

N/a

0

The person that committed the act of discrimination EO will be leaving and i had confronted the Marine about it. As well as my superiors. They all knew what was going on and still nothing. We need a PME on how to do a EO compliant. If i would have known what i knew now i could have held that Marine responsible.

SSGT Henry is garbage. Captain Martin was garbage. SSGT Davis is garbage. SSGT St. John yells for no reason. Captain Beleskie (so?) is most likely gonna be garbage.

I have no comments at this time

in a workplace, or other professional or social situation, involving the making of unwanted sexual advances or obscene remarks.

When ever an incident happens there is good process and knowledge on how to deal with it. Effective

NA

This is over emphasized, and for the most part a waste of digital space. Be serious, no one really cares about this kind of stuff, it's a "cover my ass" kind of concern. The only people affected or who "care" are the ones to the left and right of the victims, and hopefully they aren't the ones making bad decisions.

N/A

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### **General Written Comments**

no comment

none

Favoritism, My unit leaders would select higher ranked individuals for courses even if that higher ranked individual is incompetent at his job versus someone or some people at a lower rank that is more capable of doing the courses and would benefit more from it. My time here in 1/4 has been great and sexual assault free.

nope



Fuck this command except for msgt and the XO

I have not seen any

NA

A lot of emphasis on Sexual Assault prevention is focused on the "consequences" for a person who may commit crime. More needs to be talked about how important it is to respect women, to stop a buddy from a situation when they see it, or talk about a culture that persists and ways of thinking leading up to an incident. Military members need to know why behavior is wrong, and a culture of respect needs to be reinforced constantly. Telling someone they will get in trouble does not help them understand how important respecting women is and how grave an offense sexual assault is. My unit does a good job helping people understand the "why" to actions.

n/a

na

N/A

Leadership decisions create problems in functional sections then the same leadership who created the problem become angry and blame lower ranking Officers and SNCOs for the problems they created. Coordinate with your peers and make sound decisions based on inputs from relevant section subject matter experts. Do not discriminate against ideas based on rank or MOS. everyone is ready

The only outcome of the briefs, slide shows, company meetings to prevent all this common sense shit when our unit has no problems related to this is just pissing us off and breaking cohesion between higher and enlisted N/a

n/a

F  
U  
B  
A  
R

No Comment

na

Ggg

No comment

N/a

no more battalion motivational hikes they only demoralize the companys

gunny Gonzalez is going to ruin Charlie company and everything it stands for as the best company in the battalion

This unit cares more about mission then they do about the welfare and health of the marines and sailors. This unit doesn't care about other marines or sailors career. This unit doesn't care about the gear or equipment it takes to do certain jobs they break it an expect it to be fixed in 1 day. This unit has leaders that care more about what they say then what is right. new chain of command does not know how to run a company

SSGT Henry is garbage. Captain Martin was garbage. SSGT Davis is garbage. SSGT St. John yells for no reason. Captain Beleskie (so?) is most likely gonna be garbage.

I have no comments at this time

Effective

NA

Senior leaders find any means possible to micro manage junior leaders of this organization. We are never given time by leadership to go utilize our meal card that we spend over \$300 a month on.

not tolerated

Please stop scheduling during chow. We do absolutely nothing all day, but as soon as it's chow time we have like 10 things to do. I like to eat. #FreeTheChowHours #LetMeEat #WhatIsThisAfrica? No additional comments

the system is effective

N/a

0

I don't think sexual assault is a concern in this command. Neither is general troop welfare might be a bigger one.

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no comment

You waste my time

No comment

No comment

In regards to the religious harassment, I did not report it because I wasn't offended at a high enough level to not be able to resolve it myself.

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