

# DEOCS Based Command Climate Survey

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## Brief

Company N-1 TAMU Corps of Cadets

Cadet Major Denman '24

7-FEB-2024



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# The Command Climate Assessment Team

Survey Administrator & Data Analyst:

- Mr. Luke Terán '24, N-1 Executive Officer



*Mr. Terán '24 with Mr. Dang '25 at Corps Brass Culmination*

# Our DEOCS Results

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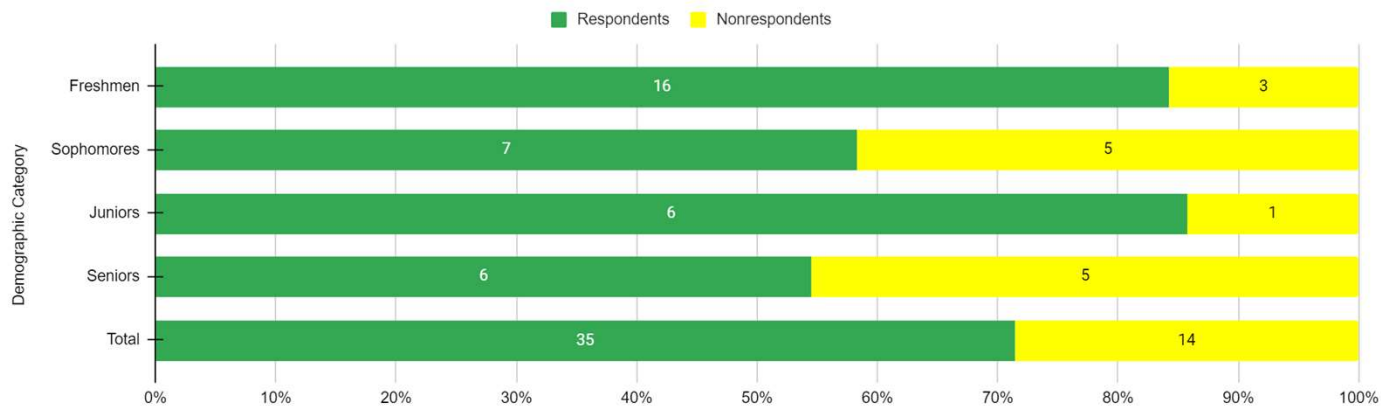


DEOCS Organization Brief

# Our DEOCS Participation

**71% Participation**

Survey Participation



Survey start/end: 25-JAN / 6-FEB 2024

# Our Strengths | Overview

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# Our Strengths

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- Engagement & Commitment – 85%
  - Family – 69% of respondents feel like “part of the family”
- Leadership Support – First in CoC – 85%
  - Overwhelmingly positive fish opinion of FTLs.
- Connectedness – 79%
- Fire Team Leaders – Leadership Support – 90%
- 1SGT – Transformational Leadership (70%)
  - Non-Toxic Leadership (90%)

# Our Challenges | Overview

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# Our Challenges & Areas for Growth

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Morale

- Morale 84% moderate or higher



Transformational Leadership

- Zips should strive to inspire change



Recognition

- Recognition via Platoon competition



Sexism

- Sexism is minor but present



Communication



# Protective Factors

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Protective factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Higher favorable ratings on protective factors are linked to a higher likelihood of positive outcomes.

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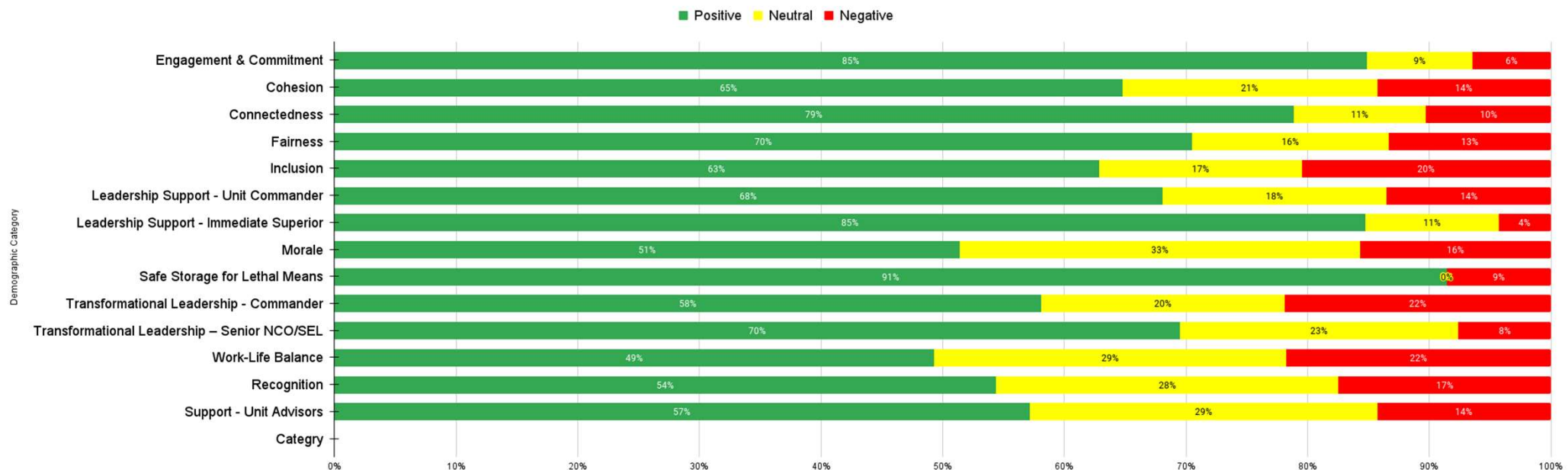
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# Protective Factors | Favorable Ratings

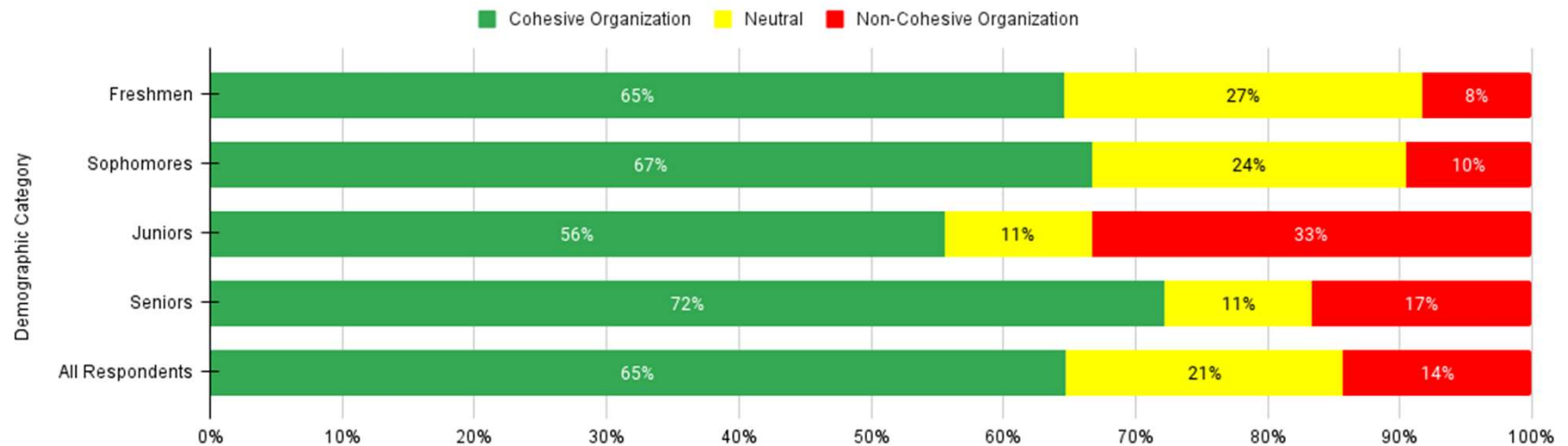
## Protective Factors



# Cohesion

*Cohesion* assesses whether individuals in a workplace care about each other, share the same mission and goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.

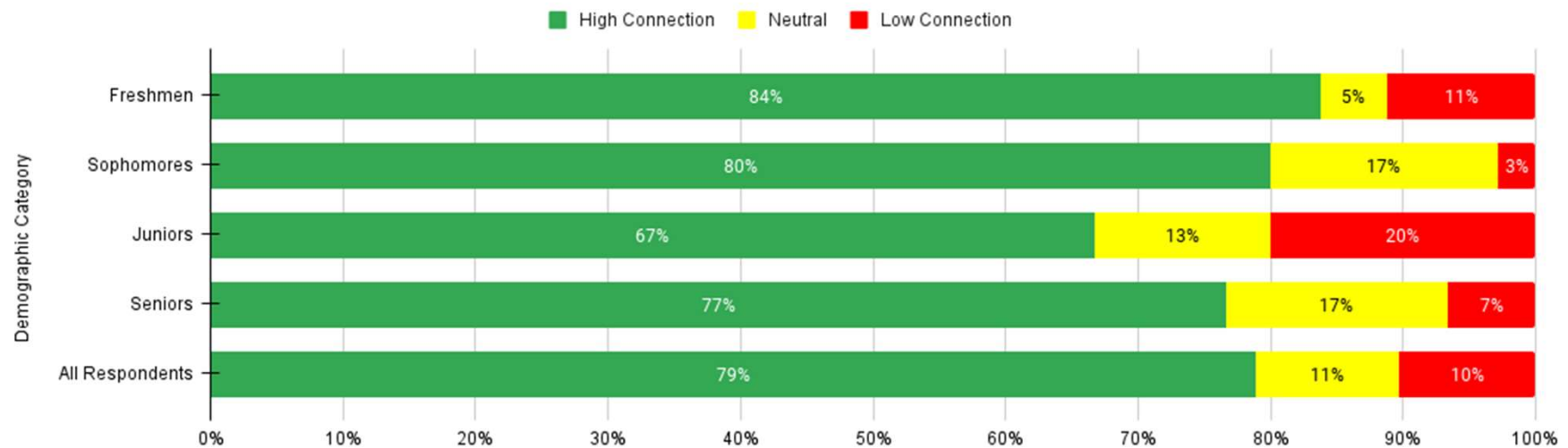
Cohesion Ratings



# Connectedness

*Connectedness* measures an individual's closeness or belongingness to their unit or organization, and their satisfaction with their relationship to, and support from, others in that unit or organization. This also includes organizational identification which is the degree to which an individual views themselves as a member of the organization and to what extent they experience a sense of oneness with the organization's values, brand, and methods. Higher connectedness is linked to improved readiness, higher retention, and a lower likelihood of suicide.

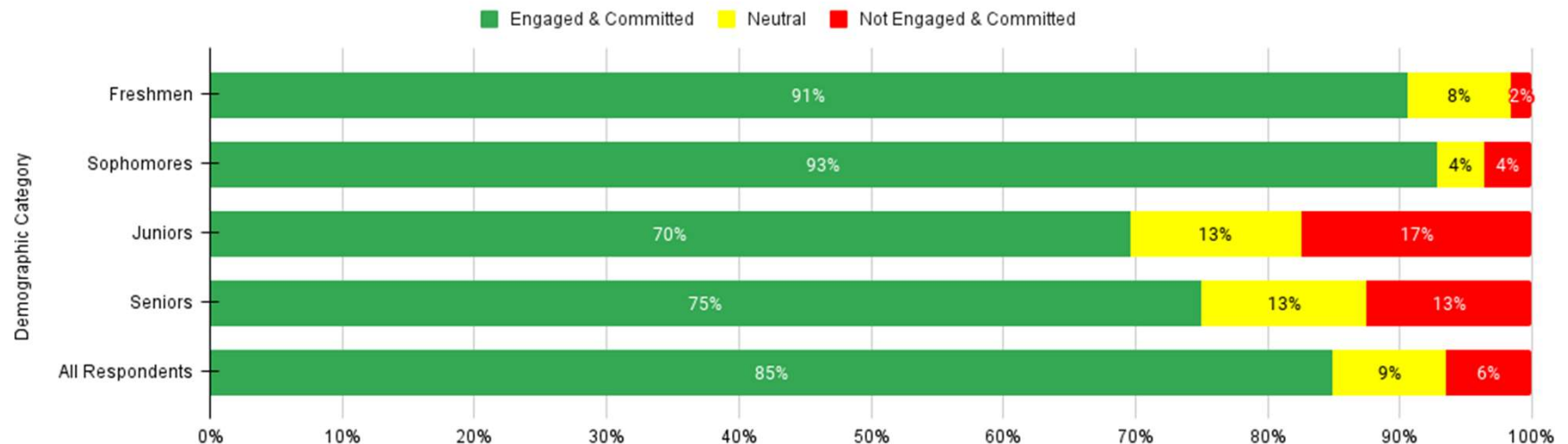
Connectedness Ratings



# Engagement & Commitment

*Engagement & Commitment* measures the extent to which one finds their work fulfilling and is committed to their job and organization. Engaged and committed individuals demonstrate enthusiasm for, and dedication to, the work that they do. Higher levels of engagement and commitment are linked to improved readiness, higher retention, and a lower likelihood of suicide.

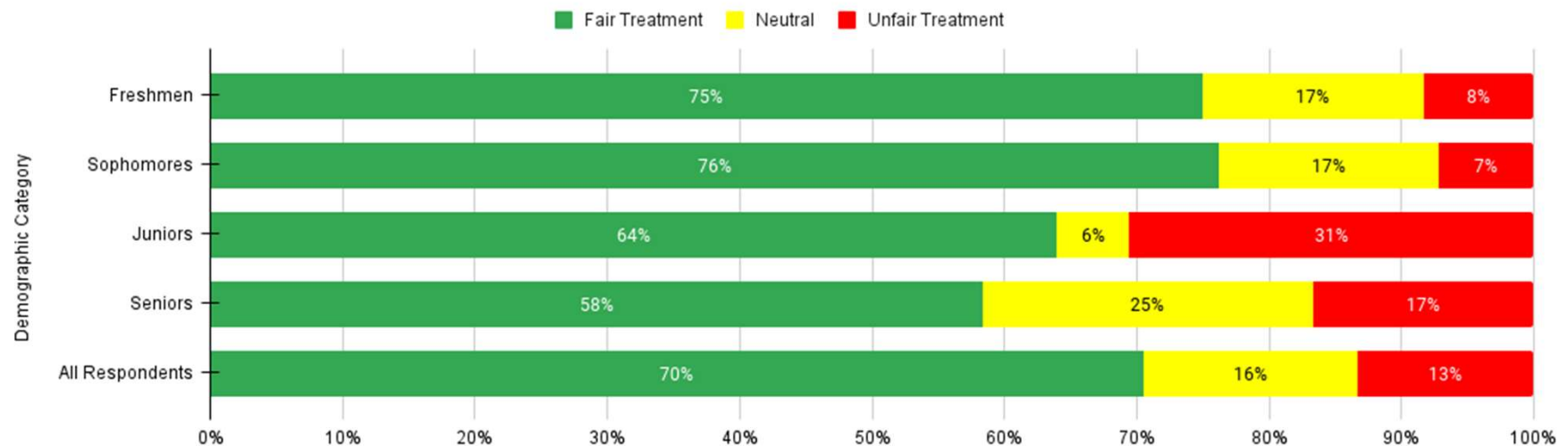
Engagement & Commitment Ratings



# Fairness

*Fairness* is the perception that formal and informal organizational policies, practices, and procedures regarding information sharing, job opportunities, and promotions are based on merit, inclusion, equality, and respect. Organizations with fair treatment are linked to improved readiness, higher retention, and a lower likelihood of sexual harassment and racial/ethnic harassment and discrimination.

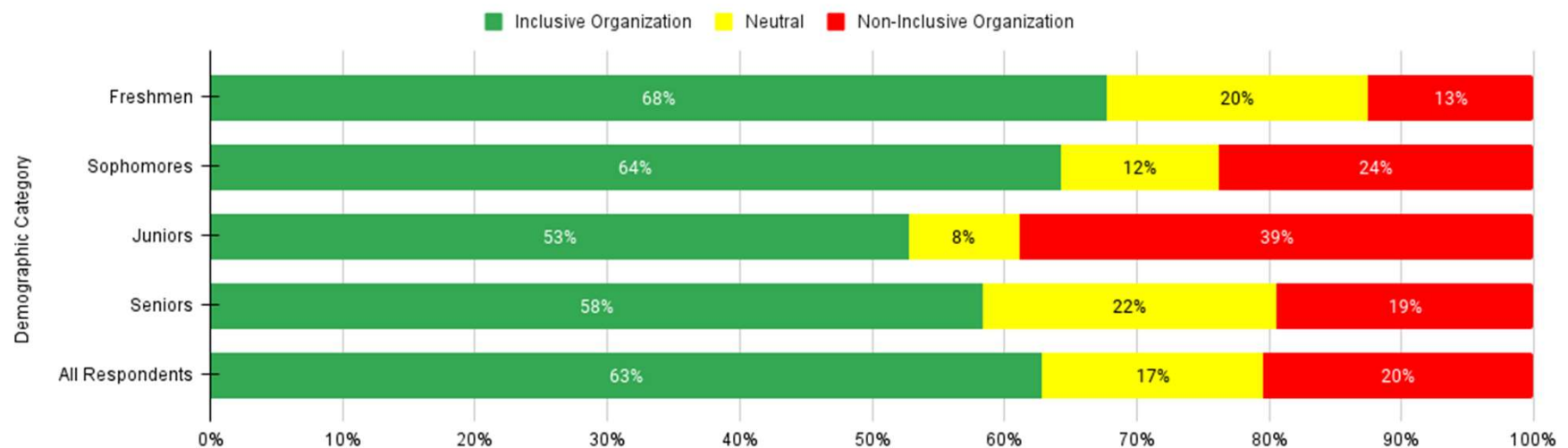
Fairness Ratings



# Inclusion

*Inclusion* indicates whether individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success. Inclusive work environments ensure that it is safe for an individual to voice their different opinions, perspective, and/or suggestions. Inclusive organizations are linked to a lower likelihood of racial/ethnic harassment and discrimination, improved readiness, and higher retention.

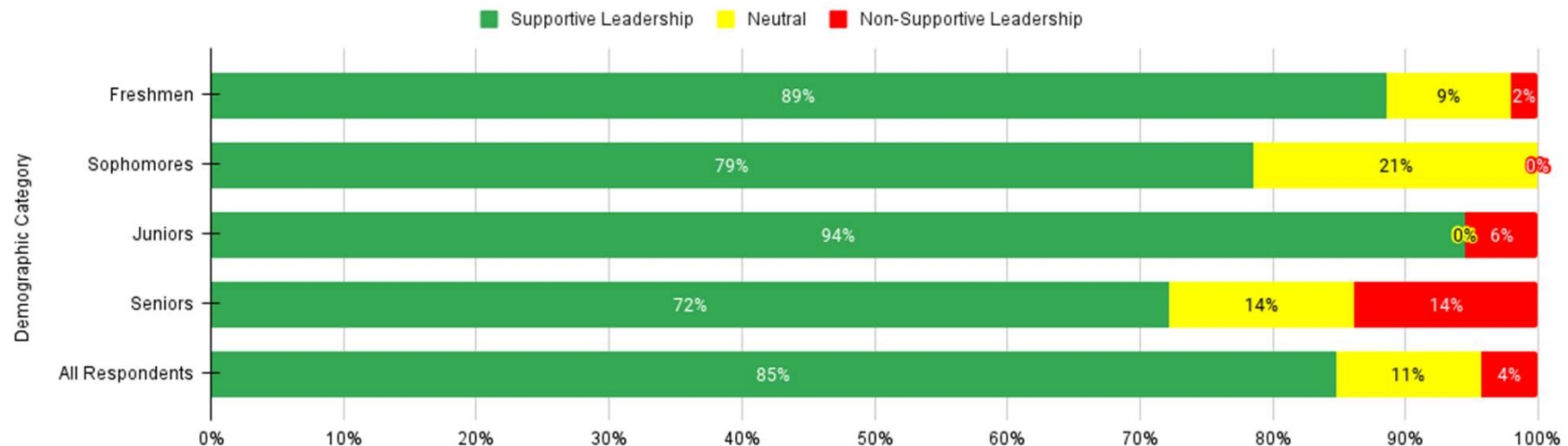
## Inclusion Ratings



# Leadership Support – Ratings for All Immediate Supervisors

*Leadership Support* is the perception that leaders build trust, encourage goal attainment and professional development, promote effective communication, and support teamwork. Organizations with supportive leaders are linked to improved readiness, higher retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.

Leadership Support - Ratings for Immediate Superior

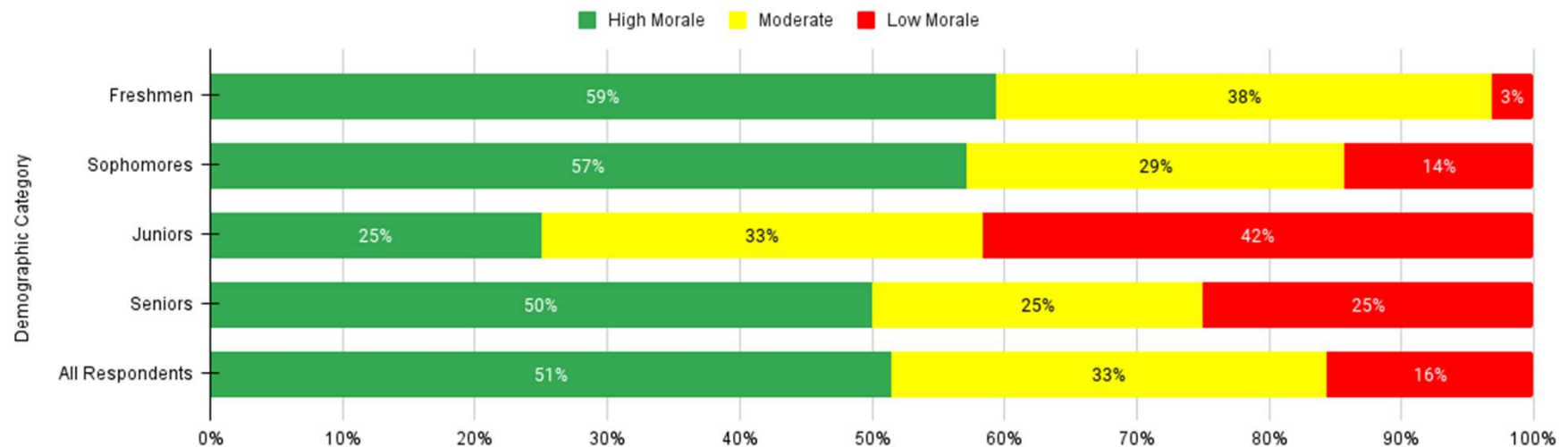




# Morale

*Morale* is the confidence, enthusiasm, collective pride, and willingness to persist in the activities of the group. It is also an individual's perception that members of their unit or organization are confident, enthusiastic, have collective pride, and are willing to persist in the activities of the unit or organization. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.

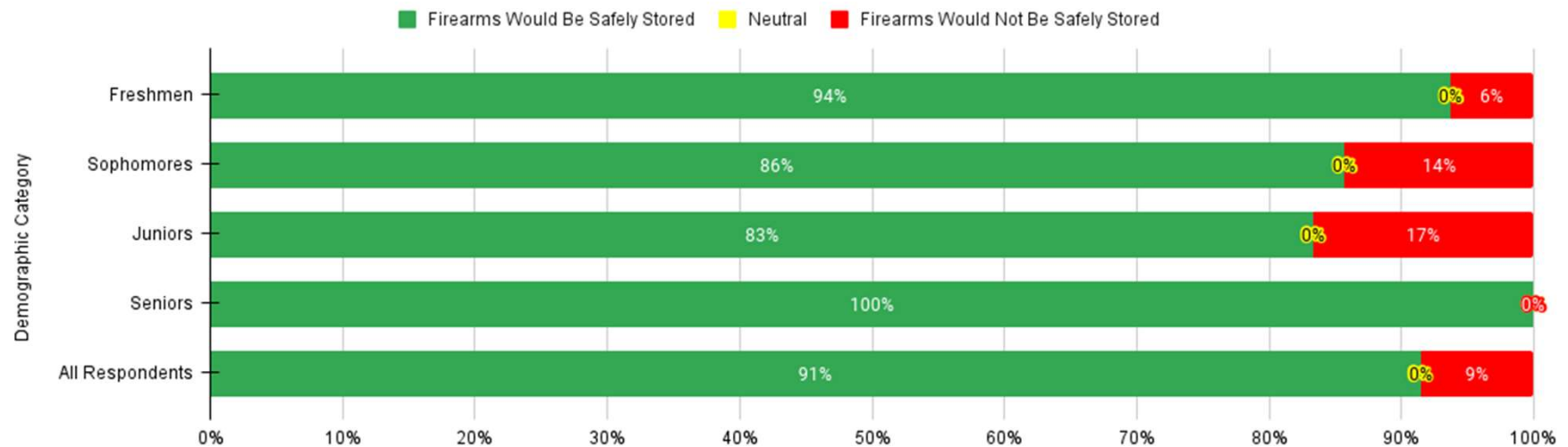
## Morale Ratings



# Safe Storage for Lethal Means

*Safe Storage for Lethal Means* whether one would keep a firearm safely stored (i.e., unloaded or in a secure storage container/device) if they had one in their living space. Keeping lethal means safely stored is linked to a lower likelihood of suicide.

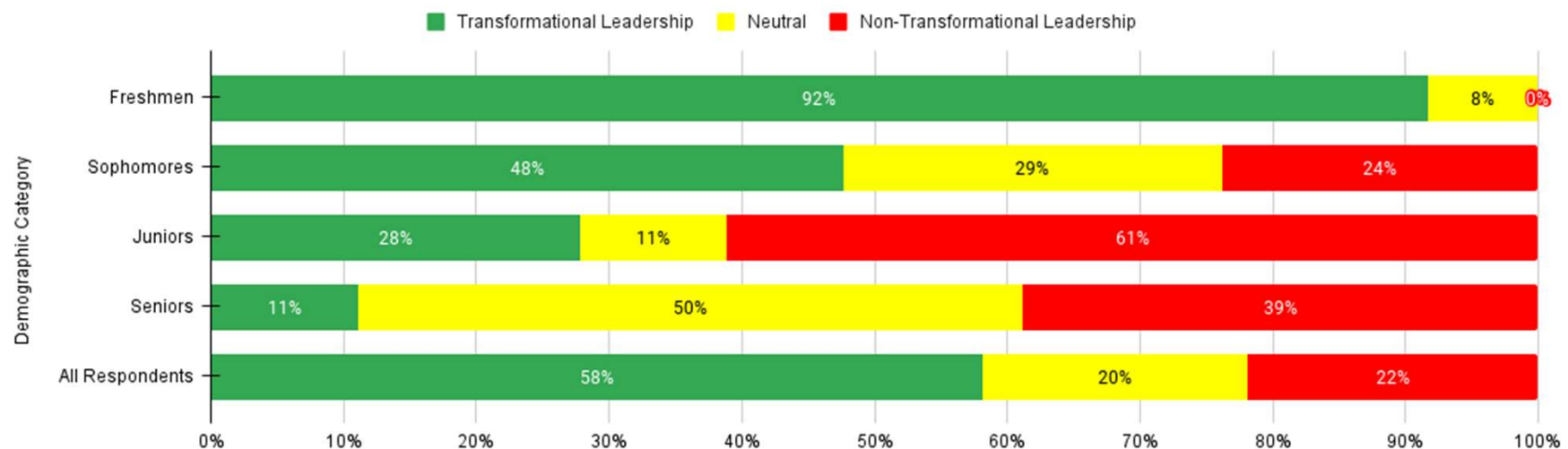
Safe Storage for Lethal Means Ratings



# Transformational Leadership – Ratings for Unit/Organization Leader

*Transformational Leadership* measures the perception that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they feel is possible. Characteristics of a transformational leader include idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Organizations with transformational leaders are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.

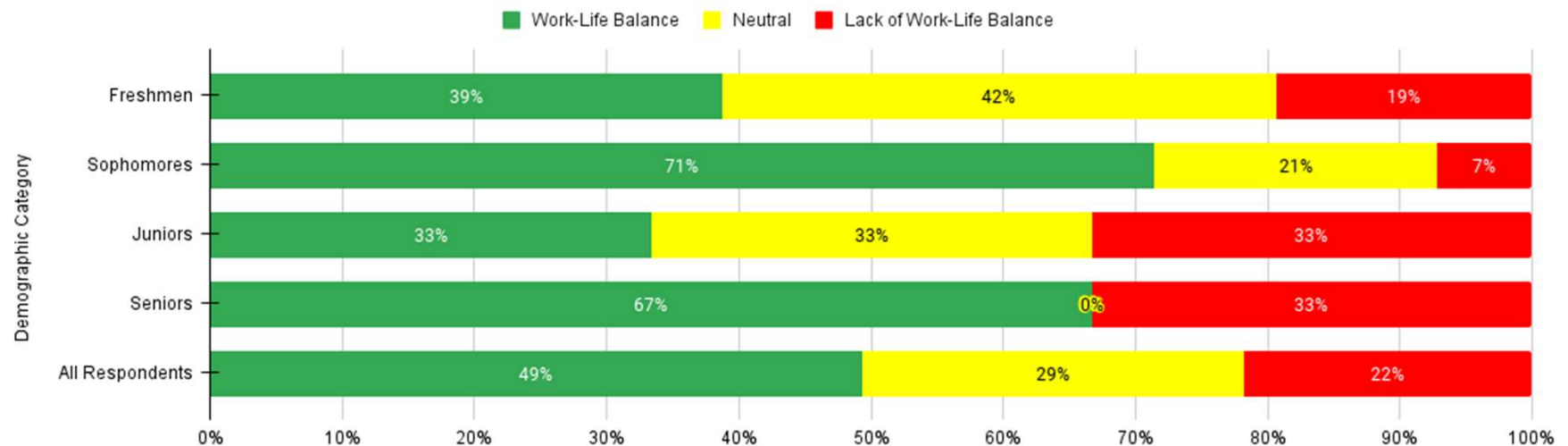
Transformational Leadership - Ratings for Unit Commander



# Work-Life Balance

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

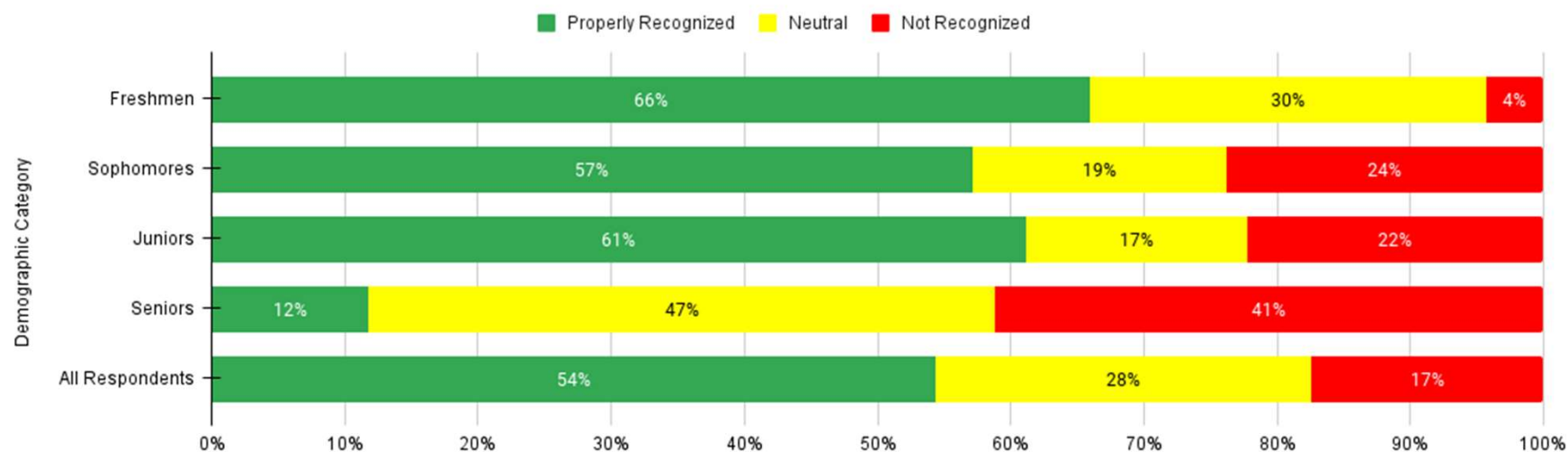
Work-Life Balance Ratings



# Recognition

*Recognition – Additional metric sourced from additional questions section. This protective factor is NOT backed by the extensive research by DoD, DEOCS, OPA.*

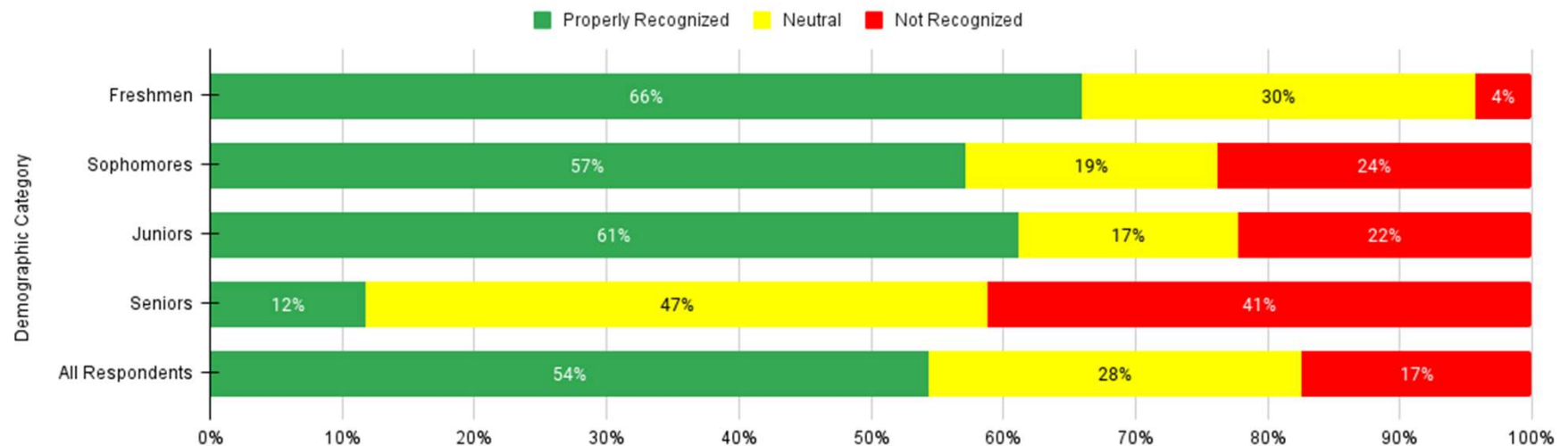
## Recognition Ratings



# Support – Unit Advisors

*Additional metric sourced from modified questions from the service academies. This protective factor is NOT backed by the extensive research by DoD, DEOCS, OPA. This metric is about OA/MA's.*

## Recognition Ratings



# Risk Factors

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Risk factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Higher unfavorable ratings on risk factors are linked to a higher likelihood of negative outcomes.

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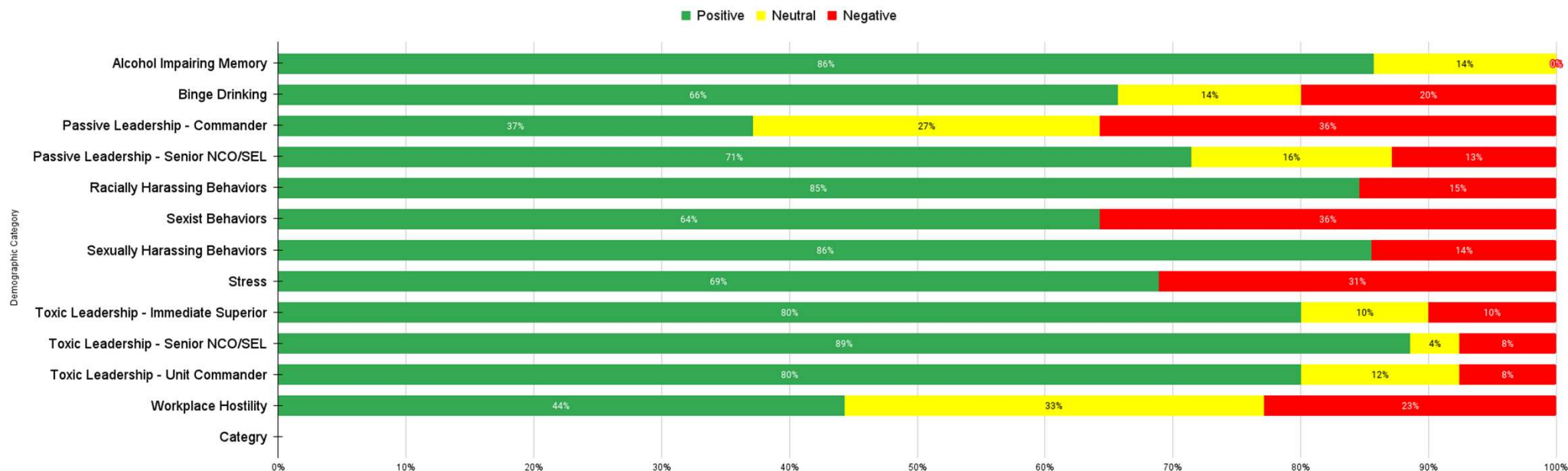
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# Risk Factors | Unfavorable Ratings

Risk Factors

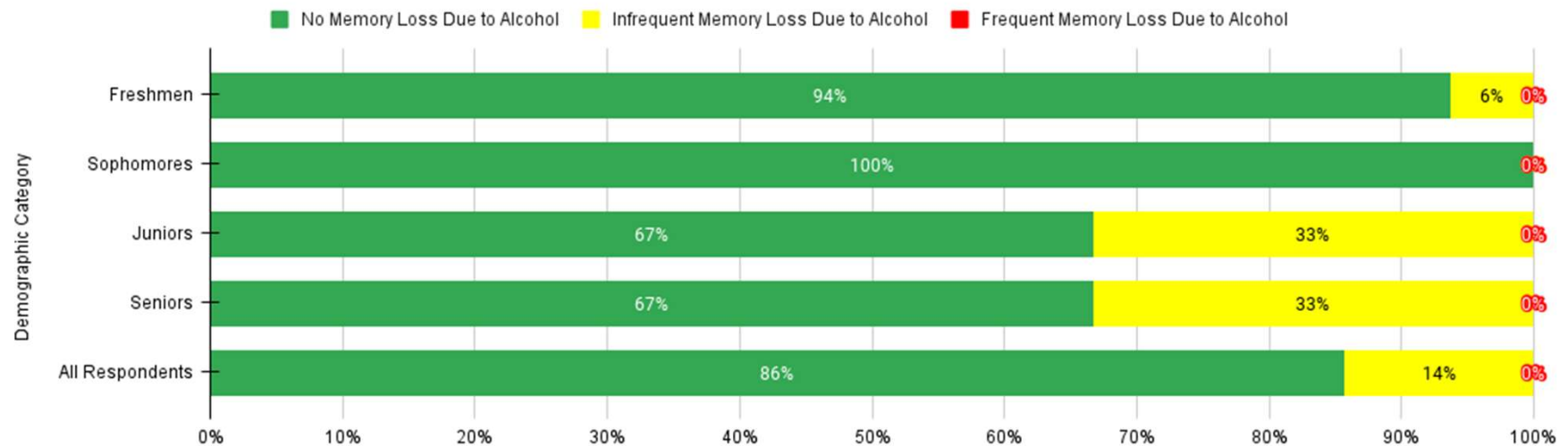




# Alcohol Impairing Memory

*Alcohol Impairing Memory* measures how often, during the last three months, one was unable to remember what happened the night before due to drinking alcohol. This occurs when an individual drinks enough alcohol to temporarily block the transfer of memories from short-term to long-term storage—known as memory consolidation—in a brain area called the hippocampus. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.

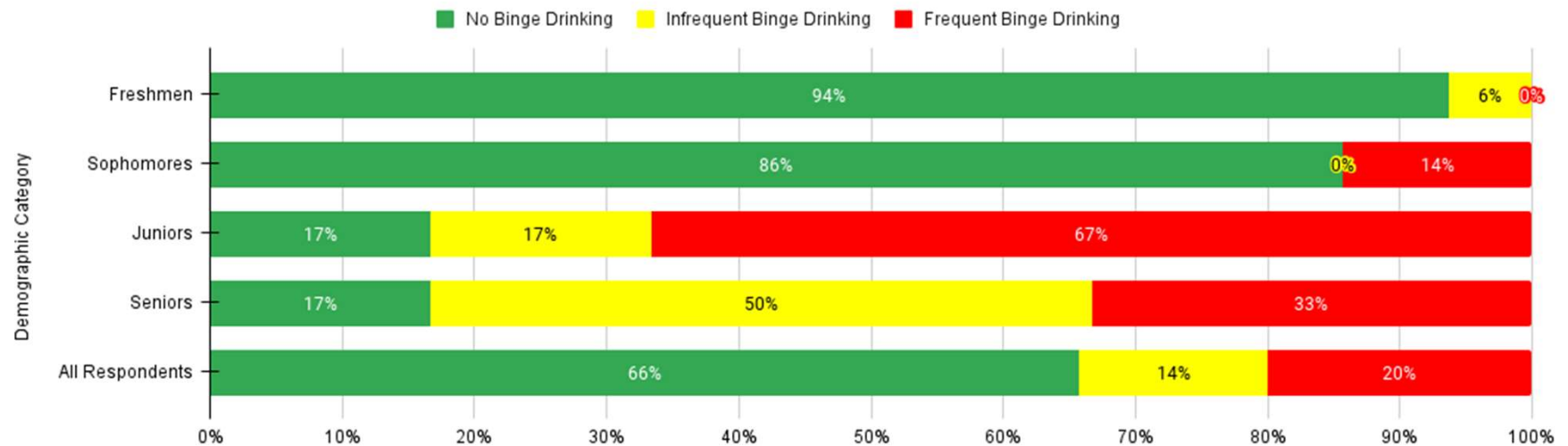
Alcohol Impairing Memory Ratings



# Binge Drinking

*Binge Drinking* measures how often, during the last three months, one consumed 5 or more drinks on one occasion. This pattern of drinking alcohol within 2 hours brings blood alcohol concentration (BAC) to 0.08 percent or higher for typical adults. Frequent binge drinking is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.

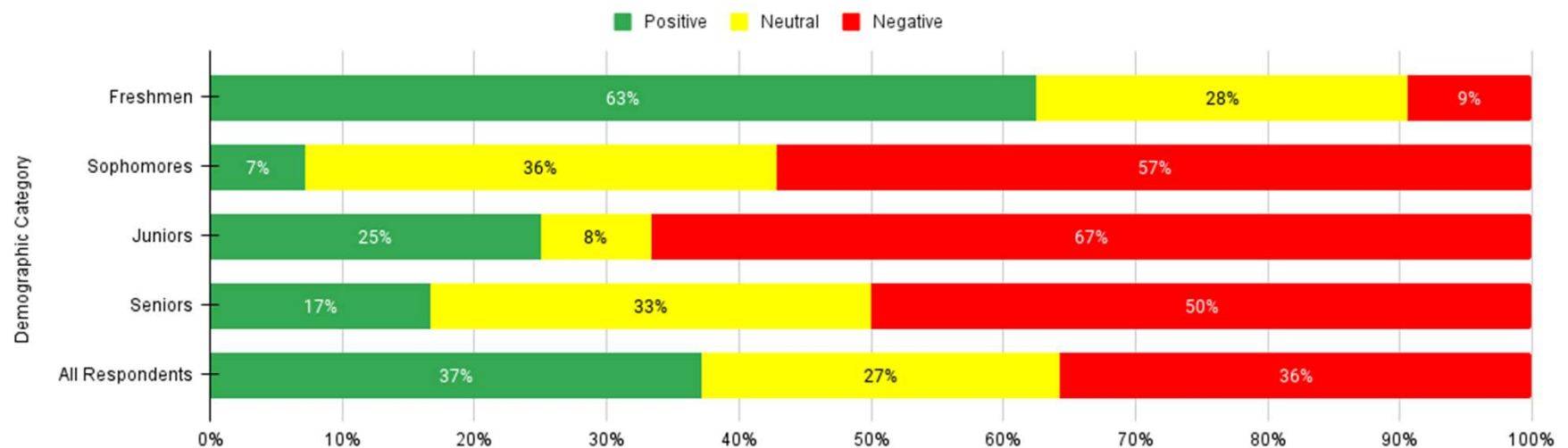
Binge Drinking Ratings



# Passive Leadership – Ratings for Unit/Organization Leader

*Passive Leadership* measures the perception that leaders avoid decisions, do not respond to problems, fail to follow up, hesitate to act, and are absent when needed. This is also known as laissez-faire leadership. Organizations with passive leaders are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment.

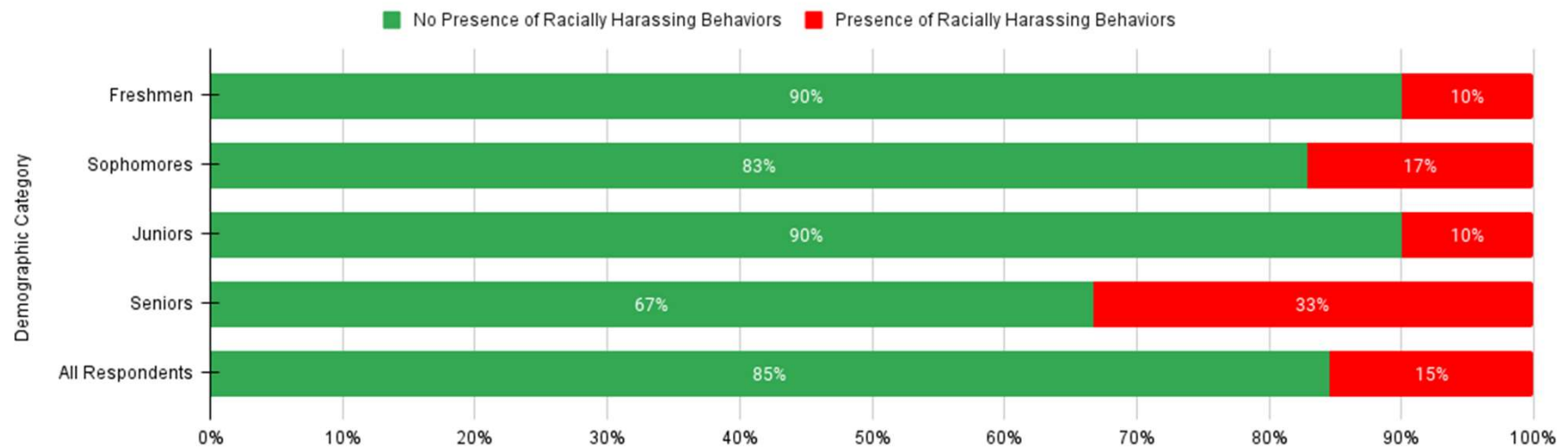
Passive Leadership - Ratings for Unit Commander



# Racially Harassing Behaviors

*Racially Harassing Behaviors* measures the experience or witnessing of offensive behaviors based on race or ethnicity that occurred over the past three months. These behaviors create a workplace that is intimidating, hostile, offensive, or unreasonably intrusive. The presence of racially harassing behaviors in organizations is linked to a higher likelihood of racial/ethnic harassment and discrimination, sexual harassment, and suicide, as well as lower levels of readiness and retention.

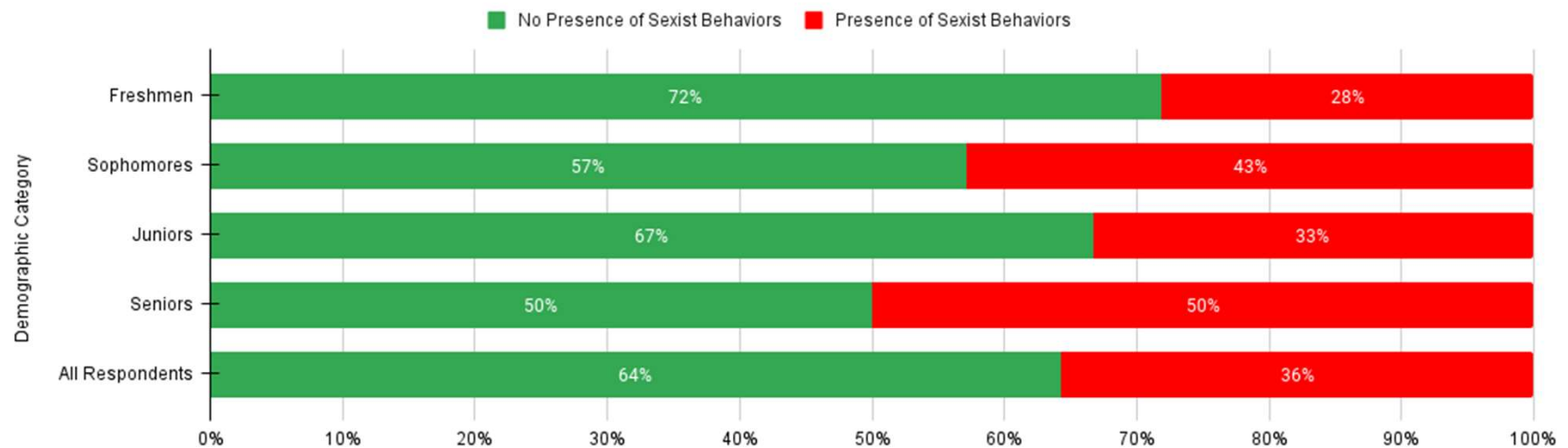
## Racially Harassing Behaviors



# Sexist Behaviors

*Sexist Behaviors* measures prejudicial, stereotypical, or negative attitudes and opinions based on perceived sex or gender that occurred over the past three months. They also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the perceived gender of the individual. The presence of sexist behaviors in organizations is linked to a higher likelihood of sexual harassment and sexual assault, as well as lower levels of readiness and retention.

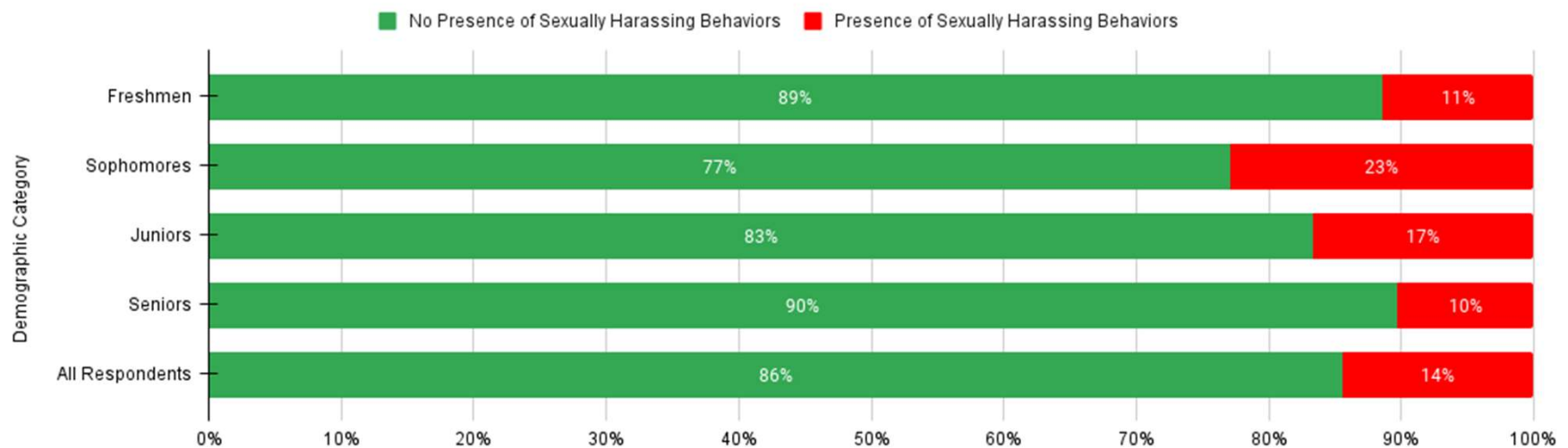
## Sexist Behaviors



# Sexually Harassing Behaviors

*Sexually Harassing Behaviors* are unwelcome sexual advances and offensive comments or gestures of a sexual nature that occurred over the past three months. The presence of sexually harassing behaviors in organizations is linked to a higher likelihood of sexual harassment, racial/ethnic harassment and discrimination, sexual assault, suicide, as well as lower levels of readiness and retention.

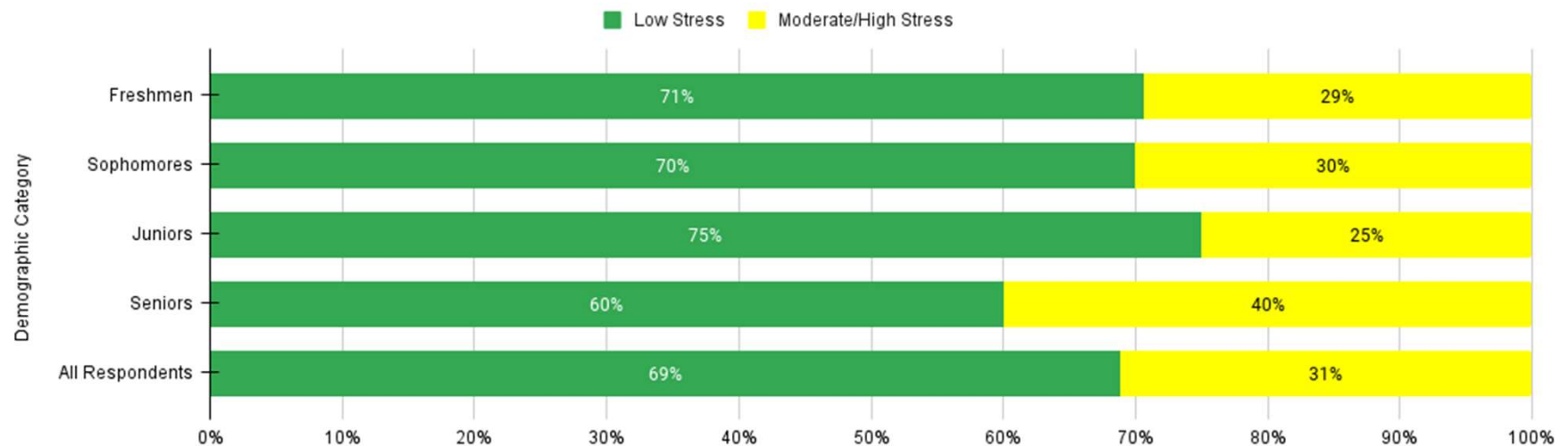
## Sexually Harassing Behaviors



# Stress

*Stress* measures the feeling of emotional strain or pressure. Stressed individuals may feel unable to predict or influence valued and prominent aspects of their lives. Higher levels of stress are linked to a higher likelihood of suicide, as well as lower levels of readiness and retention.

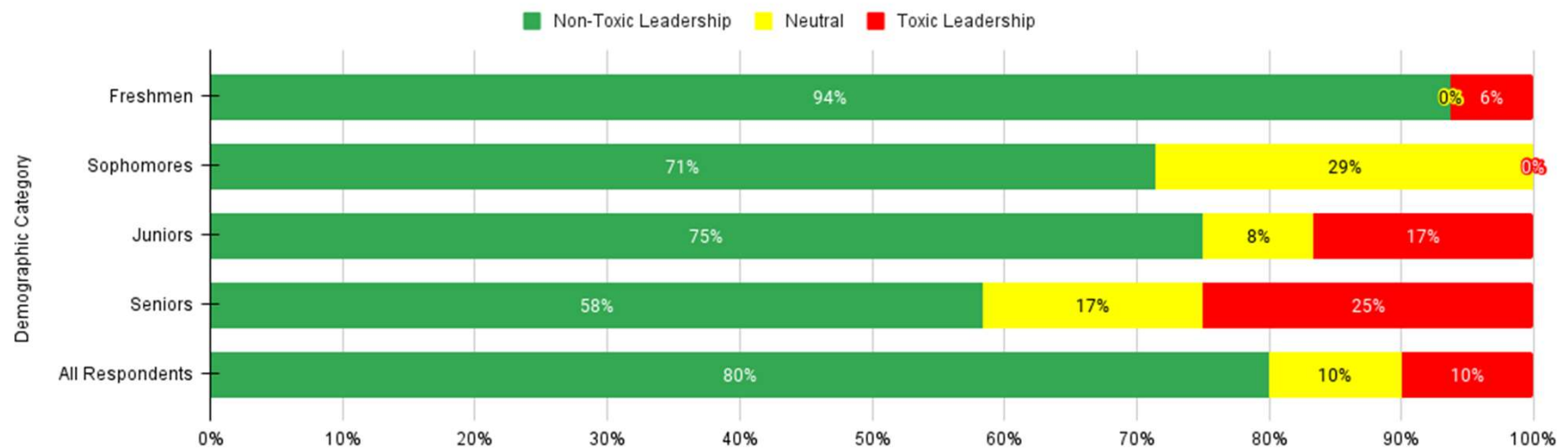
## Stress



# Toxic Leadership – Ratings for All Immediate Supervisors

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

Toxic Leadership - Ratings for Immediate Superior

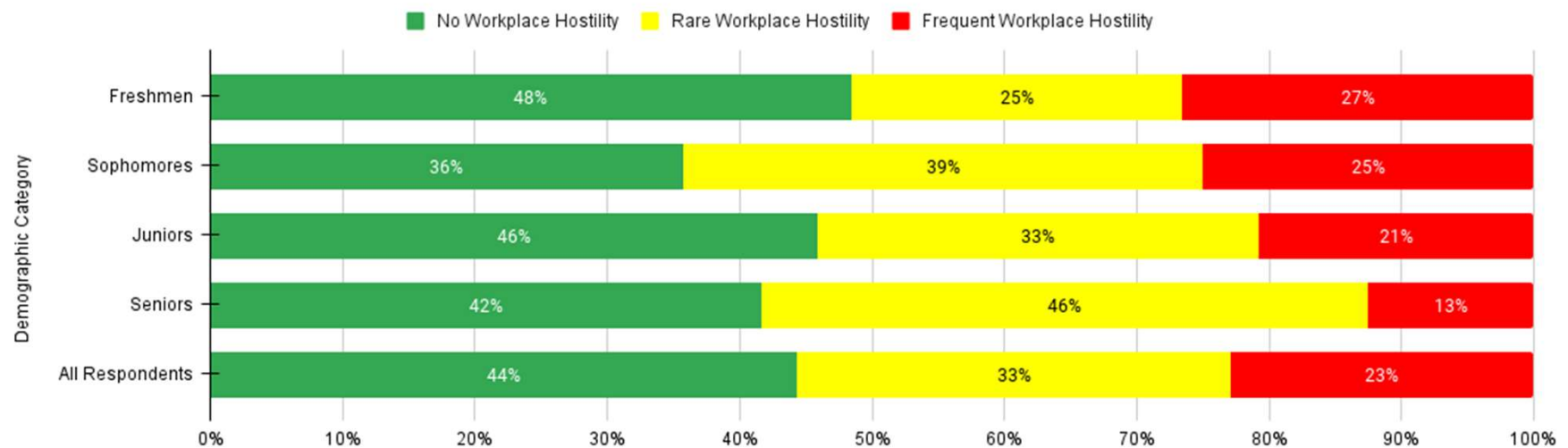




# Workplace Hostility

*Workplace Hostility* measures the degree to which individuals in the workplace acted in a hostile manner towards others. It includes behaviors such as insults, sarcasm, or gestures intended to humiliate a member as well as perception of others interfering with one's work performance. Frequent *Workplace Hostility* is linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment, sexual assault, and racial/ethnic harassment and discrimination.

Workplace Hostility Ratings





# Our Written Comments | Themes

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# Our Written Comments (Themes)

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-  Leader Accountability, Openness to Feedback
-  Inappropriate Jokes
-  Interclass Dynamics – Toeing the line
-  Some members embracing Alcohol Policy too much
-  Corps Staff

- 
- Our outfit values family-feel, and a work-hard play-hard ethos.
  - I hope this survey is used for good
  - CO and XO are not open minded about new ideas or feedback
  - Cliques in outfit limit productivity and communication
  - Service Uniform is earned with contract
  - Mentorship
  - My FTL is fantastic. My FTL behaves in a way that earns instant respect. As a rising sophomore, I aspire to lead like my FTL - strict, firm, but fair.
  - “...a culture where upperclassmen are held accountable and will not get away with demeaning the fish.”

# Our Next Steps

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# Discussion

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# Thank you

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