Freedom of Information Request

Defense Commissary Agency
1300 Eisenhower Avenue
Fort Gregg-Adams, VA 23801

To Whom It May Concern:

This is a request under the Freedom of Information Act.

I request that a copy of the following document(s) be provided to me:

Defense Organizational Climate Survey (DEOCS) to include results that was sent to DeCA employees the first week of November 2024.
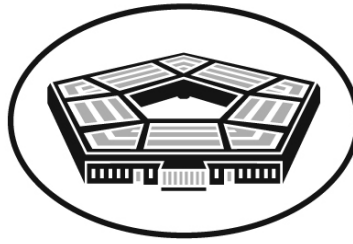
If you need to discuss this request, I can be reached at (804) 734-8077 or (760) 224-9134.

Thank you for your consideration.

(b)(6)
(b)(6)
(b)(6)   @aol.com
(b)(6)

Sincerely,

Jessica Torres
Executive Operations & Plans Specialist Legislative Affairs Defense Commissary Agency
1300 Eisenhower Ave.
Fort Gregg-Adams, VA 23801-1800

U.S. Department *of* Defense

2024 Defense Organizational Climate Survey (DEOCS) v. 5.1
Survey Results Report

Registration:	DEOCS2024_Hall_HDEC_fb1f2cd5
Unit/Organization Title:	Defense Commissary Agency
DEOCS ID:	fb1f2cd5
Service Component:	DoD
Unit Identification Code (UIC/RUC/PAS/OPFAC):	HDEC
Unit/Organization Leader:	John Hall
Survey Administrator:	Rebecca Haase
Survey Dates:	10/23/2024 - 11/20/2024
Group:	Overall Unit/Organization

The Defense Organizational Climate Survey (DEOCS) provides valuable information about members' perceptions of command climate. It is important to review all sections in this report to attain a complete picture, identify areas of concern, and determine if action is needed to address concerns. The DEOCS team does not recommend making any disciplinary decisions based solely on these survey results.

WHAT IS INCLUDED IN THIS REPORT?

There are three main types of survey results in this report: summary results, factor specific results, and custom item results (if applicable). DECOS comments are not included in this report.[1]

- **Summary Results:** Provides your DEOCS response rate, a demographic summary table,[2] top-line DEOCS factor ratings for all reportable protective and risk factors, DoD and Service-level comparisons, and trends over time (if applicable).
- **Factor Specific Results:** Provides the definition and factor specific results for each reportable protective and risk factor, DoD and Service-level comparisons, factor ratings by demographic categories, and the item summary for all factor items.
- **Custom Item Results (if applicable):** Provides results for your DEOCS custom questions, Service-specific questions,[3] and Military Service Academy (MSA) specific questions. Summary plots and item summaries are reported for all applicable custom items.

HOW ARE DEOCS RESULTS REPORTED?

- **Weighted DEOCS Estimates:** Starting in 2024 all reportable DEOCS results are weighted using an industry standard process.[4] Weighting survey results produce survey estimates and statistics that are representative of the DEOCS registration. All percentages are out of the weighted total number of people responding to a question or set of questions. Percentages may not add to 100% due to rounding. See the Resources section of the report for additional information on weighted DEOCS results.
- **Reportability of Results:** All DEOCS survey results are reported in the aggregate for the unit/organization and do not contain any personally identifiable information (PII) of participants. To further protect confidentiality, results are only reported if there are five or more responses for questions and demographic categories. Only participants who completed at least half of the questions are included in this report.

DEOCS SUPPORT

- **Defense Climate Portal Resource Center:** For resources to assist with understanding and using these DEOCS results visit: https://www.prevention.mil/Climate-Portal/.
- **OPA Defense Climate Portal Helpdesk:** The DEOCS Help Desk is available to assist you and can be reached at DEOCS@datarecognitioncorp.com or by calling 1-833-867-5674.
- **Resources:** See the "Resources" section at the end of the report for additional resources for interpreting, sharing, and acting on DEOCS results.

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[1] If reportable, a separate "Comments Report" in both PDF and Excel is available for download under the "Downloads" tab in the DEOCS System "Response Rates and Reports" section in the OPA Defense Climate Portal (DCP).
[2] Any non-reportable demographic categories will be indicated with an 'NR'.
[3] Visit the Survey Resource Center on prevention.mil to review all Service-specific questions asked on the DEOCS.
[4] The "Data Overview" and "Factor Interpretation" guides on prevention.mil provide more detailed information on the implementation and interpretation of weighted DEOCS results.

SUMMARY

RESPONSE RATES

Overall Unit/Organization **37%**

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
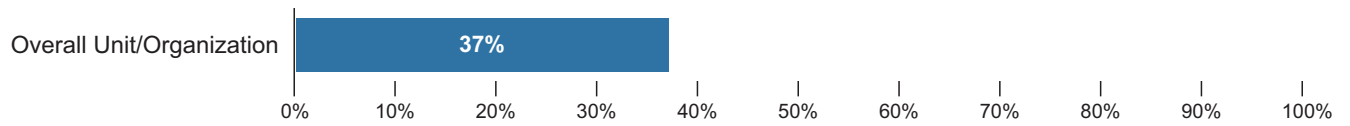
Group Name	Participants Registered	Surveys Returned	Response Rate
Overall Unit/Organization	834	305	37%

Note: Participants Registered is the number of unique individuals who were included in the roster and invited to complete the survey. Surveys Returned is the number of surveys that were completed. To be considered complete, a participant must have answered at least half of the questions on the survey. The Response Rate is the percentage of surveys returned divided by participants registered. Response rates may be over 100% if more individuals complete the survey than were included in the roster.

DEMOGRAPHIC SUMMARY OF PARTICIPANTS

The table below summarizes the characteristics of the unit/organization based on members' **self-reported** responses to the DEOCS demographic questions. Demographic results are only reported if there are five or more responses for each level of the demographic category. For example, the enlisted/officer results are only presented if five or more respondents self-reported as enlisted **and** five or more respondents self-reported as officers. Any non-reportable demographic categories are labeled "NR".
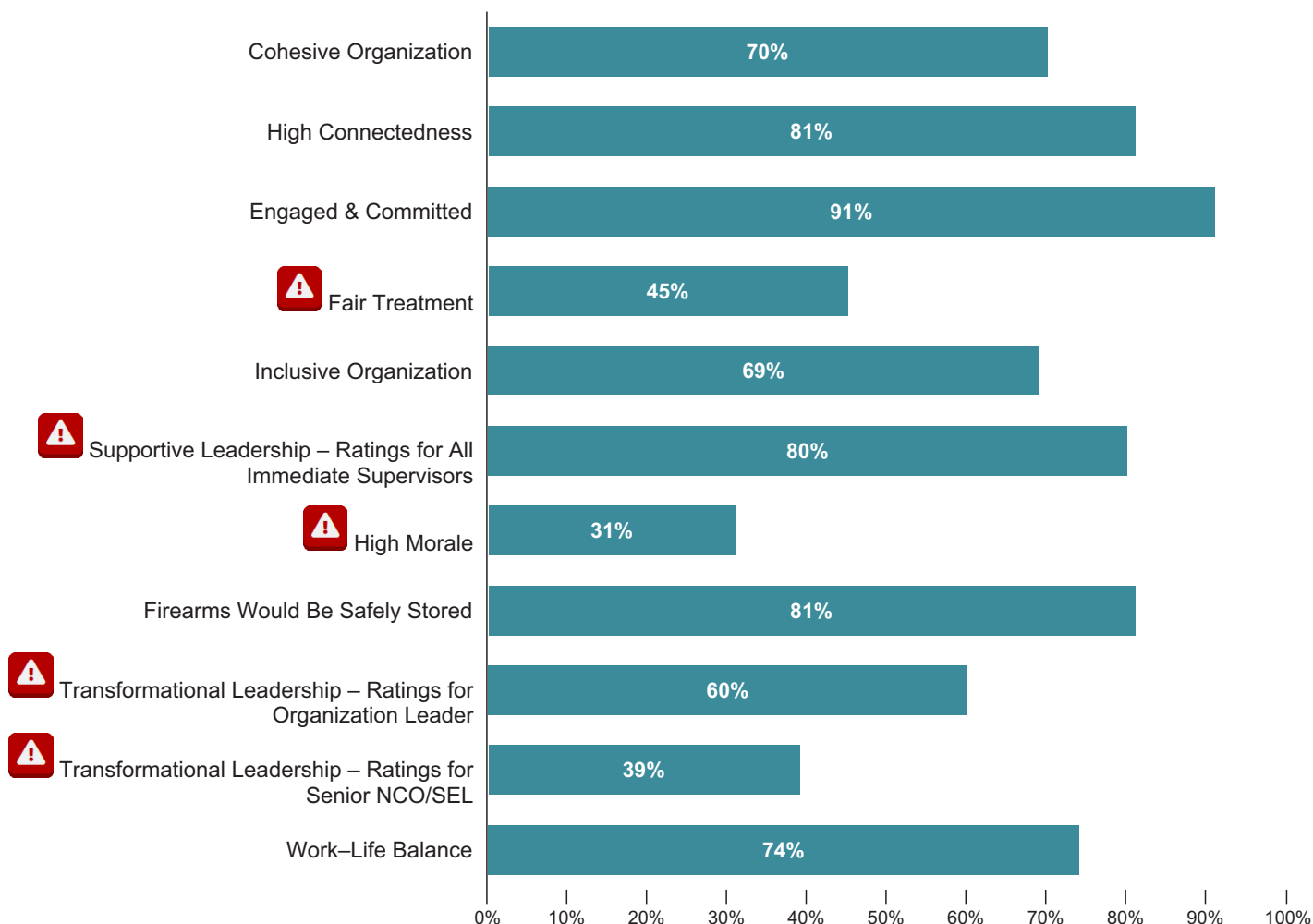
Demographic Categories		Percentage of Participants[1]
Race/Ethnicity	Non-Hispanic White	44%
	Racial/Ethnic Minority	50%
Sex	Male	44%
	Female	49%
Military/Civilian Status	Military	NR
	Civilian	NR
Enlisted/Officer	Enlisted	NR
	Officer	NR
Junior/Senior Enlisted	Junior Enlisted	NR
	Senior Enlisted	NR
Junior/Senior Officer	Junior Officer	NR
	Senior Officer	NR
Junior/Senior Civilian	Junior Civilian	51%
	Senior Civilian	43%
Civilian Supervisor Status	Non-Supervisor	79%
	Supervisor	16%
Faculty/Non-Faculty	Faculty	NR
	Non-Faculty	NR
Non-Tenure/Tenure Faculty	Non-Tenure Track Faculty	NR
	Tenure Track Faculty	NR
Class Year[2]	4/C (First Year)	NR
	3/C (Second Year)	NR
	2/C (Third Year)	NR
	1/C (Fourth Year)	NR
Athlete Status[2]	Athlete	NR
	Non-Athlete	NR

[1] Unit/organization demographics only report self-reported respondent demographics and the percentage of missing for each demographic group is not reported, therefore, percentages may not add up to 100%.
[2] MSA and MSA Prep School student registrations only.

PROTECTIVE FACTORS - FAVORABLE RATINGS

Protective factors are attitudes, beliefs, and behaviors associated with positive outcomes for units or organizations. Your unit's/organization's favorable ratings for all protective factors are shown below. Higher favorable ratings on protective factors are linked to a higher likelihood of positive outcomes. Factors with an ⚠ have been flagged as very low compared to all other units and organizations.

Factor	Favorable Rating
Cohesive Organization	70%
High Connectedness	81%
Engaged & Committed	91%
⚠ Fair Treatment	45%
Inclusive Organization	69%
⚠ Supportive Leadership – Ratings for All Immediate Supervisors	80%
⚠ High Morale	31%
Firearms Would Be Safely Stored	81%
⚠ Transformational Leadership – Ratings for Organization Leader	60%
⚠ Transformational Leadership – Ratings for Senior NCO/SEL	39%
Work–Life Balance	74%

Protective Factors - Favorable Factor Rating Comparisons

The table below includes comparisons of your unit's/organization's current favorable ratings to the 2023 DEOCS population aggregations for the total DoD and all DoD Organizations. Additional DEOCS 2023 population aggregations are available in the DEOCS 2023 Population Aggregations report on OPA.mil (link available in the "Resources" section at the end of the report).

Protective Factor	2023 Favorable Rating Comparisons		Current Favorable Ratings	
	Total DoD	DoD Organizations Overall	Unit/Organization Rating	Factor Alert
Cohesive Organization	72%	79%	70%	
High Connectedness	77%	84%	81%	
Engaged & Committed	74%	86%	91%	
Fair Treatment	57%	55%	45%	⚠
Inclusive Organization	72%	76%	69%	
Supportive Leadership – Ratings for All Immediate Supervisors	83%	84%	80%	⚠
High Morale	45%	47%	31%	⚠
Firearms Would Be Safely Stored	82%	84%	81%	
Transformational Leadership – Ratings for Organization Leader	72%	66%	60%	⚠
Transformational Leadership – Ratings for Senior NCO/SEL	67%	58%	39%	⚠
Work–Life Balance	66%	76%	74%	

Trends Over Time for Protective Factors – Favorable Ratings

This section presents factor ratings for up to four previous DEOCS registrations with the same UIC and Service component as your DEOCS registration. DEOCS trends should always be interpreted with caution as there may have been changes over time in commander/leader, response rate/number of participants, or survey version (i.e., DEOCS 5.0 to 5.1). Due to a change in survey content, results for *Safe Storage for Lethal Means* are not comparable for DEOCS collected prior to August 2023. For more information on survey versions, review the Data Overview guide linked in the Resource section at the end of the report.

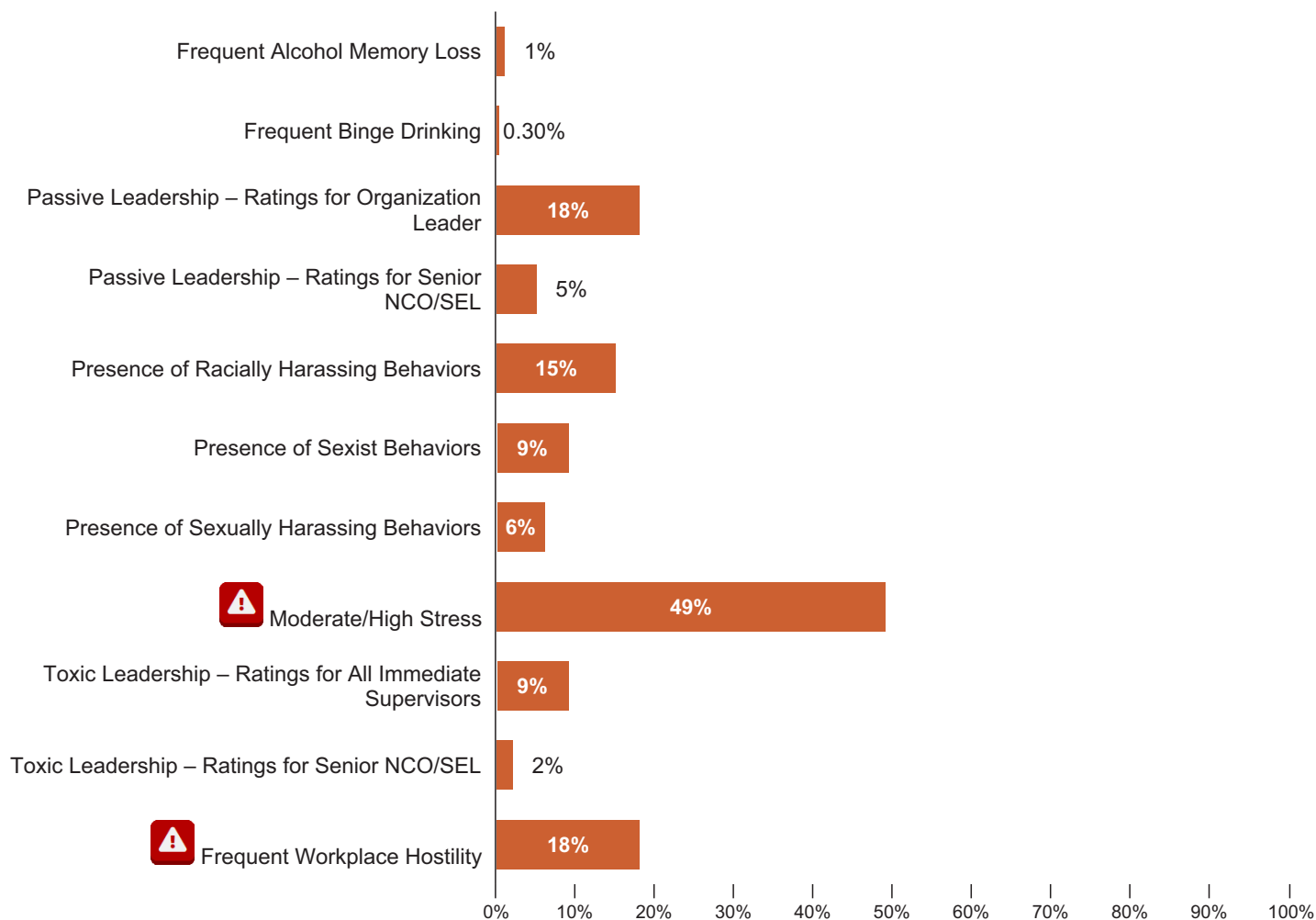| DEOCS ID	87787d9e	fb1f2cd5
Survey End Date	1/31/2024	11/20/2024
Survey Version	5.1	5.1
Participants Registered	858	834
Surveys Returned	337	305
Response Rate	39%	37%
Cohesive Organization	74%	70%
High Connectedness	74%	81%
Engaged & Committed	88%	91%
Fair Treatment	39%	45%
Inclusive Organization	72%	69%
Supportive Leadership – Ratings for All Immediate Supervisors	77%	80%
High Morale	27%	31%
Firearms Would Be Safely Stored	85%	81%
Transformational Leadership – Ratings for Organization Leader	48%	60%
Transformational Leadership – Ratings for Senior NCO/SEL	33%	39%
Work–Life Balance	66%	74%

RISK FACTORS - UNFAVORABLE RATINGS

Risk factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Your unit's/organization's unfavorable ratings for all risk factors are shown below. Higher unfavorable ratings on risk factors are linked to a higher likelihood of negative outcomes. Factors with an ⚠ have been flagged as very high compared to all other units and organizations.

Risk Factor	Rating
Frequent Alcohol Memory Loss	1%
Frequent Binge Drinking	0.30%
Passive Leadership – Ratings for Organization Leader	18%
Passive Leadership – Ratings for Senior NCO/SEL	5%
Presence of Racially Harassing Behaviors	15%
Presence of Sexist Behaviors	9%
Presence of Sexually Harassing Behaviors	6%
⚠ Moderate/High Stress	49%
Toxic Leadership – Ratings for All Immediate Supervisors	9%
Toxic Leadership – Ratings for Senior NCO/SEL	2%
⚠ Frequent Workplace Hostility	18%

Risk Factors - Unfavorable Factor Rating Comparisons

The table below includes comparisons of your unit's/organization's current unfavorable ratings to the 2023 DEOCS population aggregations for the total DoD and all DoD Organizations. Additional DEOCS 2023 population aggregations are available in the DEOCS 2023 Population Aggregations report on OPA.mil (link available in the "Resources" section at the end of the report).

Risk Factor	2023 Unfavorable Rating Comparisons		Current Unfavorable Ratings	
	Total DoD	DoD Organizations Overall	Unit/Organization Rating	Factor Alert
Frequent Alcohol Memory Loss	1%	1%	1%	
Frequent Binge Drinking	5%	3%	0.30%	
Passive Leadership – Ratings for Organization Leader	17%	15%	18%	
Passive Leadership – Ratings for Senior NCO/SEL	13%	11%	5%	
Presence of Racially Harassing Behaviors	18%	15%	15%	
Presence of Sexist Behaviors	9%	7%	9%	
Presence of Sexually Harassing Behaviors	15%	10%	6%	
Moderate/High Stress	42%	42%	49%	⚠
Toxic Leadership – Ratings for All Immediate Supervisors	9%	9%	9%	
Toxic Leadership – Ratings for Senior NCO/SEL	5%	4%	2%	
Frequent Workplace Hostility	15%	13%	18%	⚠

Trends Over Time for Risk Factors – Unfavorable Ratings

This section presents factor ratings for up to four previous DEOCS registrations with the same UIC and Service component as your DEOCS registration. DEOCS trends should always be interpreted with caution as there may have been changes over time in commander/leader, response rate/number of participants, or survey version (i.e., DEOCS 5.0 to 5.1). Due to a change in survey content, results for *Passive Leadership* and *Workplace Hostility* are not comparable for DEOCS collected prior to August 2023. For more information, review the Data Overview guide linked in the Resources at the end of the report.

	DEOCS ID	87787d9e	fb1f2cd5
	Survey End Date	1/31/2024	11/20/2024
	Survey Version	5.1	5.1
	Participants Registered	858	834
	Surveys Returned	337	305
	Response Rate	39%	37%
	Frequent Alcohol Memory Loss	0.92%	1%
	Frequent Binge Drinking	4%	0.30%
	Passive Leadership – Ratings for Organization Leader	22%	18%
	Passive Leadership – Ratings for Senior NCO/SEL	8%	5%
	Presence of Racially Harassing Behaviors	18%	15%
	Presence of Sexist Behaviors	11%	9%
	Presence of Sexually Harassing Behaviors	10%	6%
	Moderate/High Stress	55%	49%
	Toxic Leadership – Ratings for All Immediate Supervisors	14%	9%
	Toxic Leadership – Ratings for Senior NCO/SEL	2%	2%

Trends Over Time for Risk Factors – Unfavorable Ratings (Continued)

This section presents factor ratings for up to four previous DEOCS registrations with the same UIC and Service component as your DEOCS registration. DEOCS trends should always be interpreted with caution as there may have been changes over time in commander/leader, response rate/number of participants, or survey version (i.e., DEOCS 5.0 to 5.1). Due to a change in survey content, results for *Passive Leadership* and *Workplace Hostility* are not comparable for DEOCS collected prior to August 2023. For more information, review the Data Overview guide linked in the Resources at the end of the report.

Frequent Workplace Hostility	21%	18%

PROTECTIVE FACTORS

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, such as improved performance or readiness and higher retention and are also linked to a lower likelihood of negative outcomes, such as suicide, sexual harassment, and sexual assault. This section shows the results for each protective factor, including all factor ratings, ratings by demographic categories, and results for the individual survey items that comprise each factor rating (i.e., item summary). For most factors, participants were asked to think about their experiences over the past three months or their time with this unit/organization if they joined less than three months ago. You may see an alert icon on your factor ratings, which indicates that the favorable rating for that factor is very low compared to all other units/organizations that have completed a DEOCS in the previous year and may require action. A link to factor improvement tools is available in the Resources at the end of the report.

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.
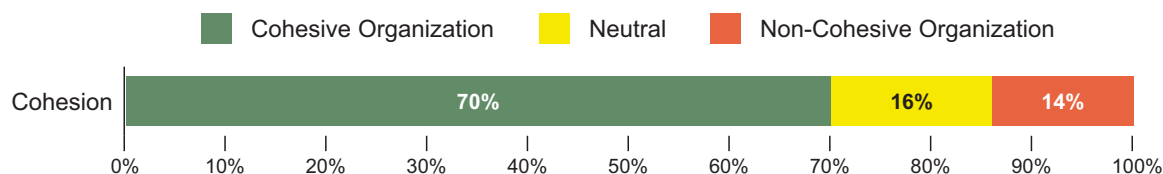
Legend: ■ Cohesive Organization ■ Neutral ■ Non-Cohesive Organization

Cohesion	70%	16%	14%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Cohesive Organization: 2023 Favorable Rating Comparison	Total DoD: 72%	DoD Organizations Overall: 79%

Cohesion Ratings by Demographic Category

This graph displays *Cohesion* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: ■ Cohesive Organization ■ Neutral ■ Non-Cohesive Organization

Demographic	Cohesive Organization	Neutral	Non-Cohesive Organization
Overall	70%	16%	14%
Non-Hispanic White	72%	18%	10%
Minority	69%	15%	17%
Male	75%	15%	11%
Female	66%	17%	17%
Junior Civilian	70%	16%	15%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
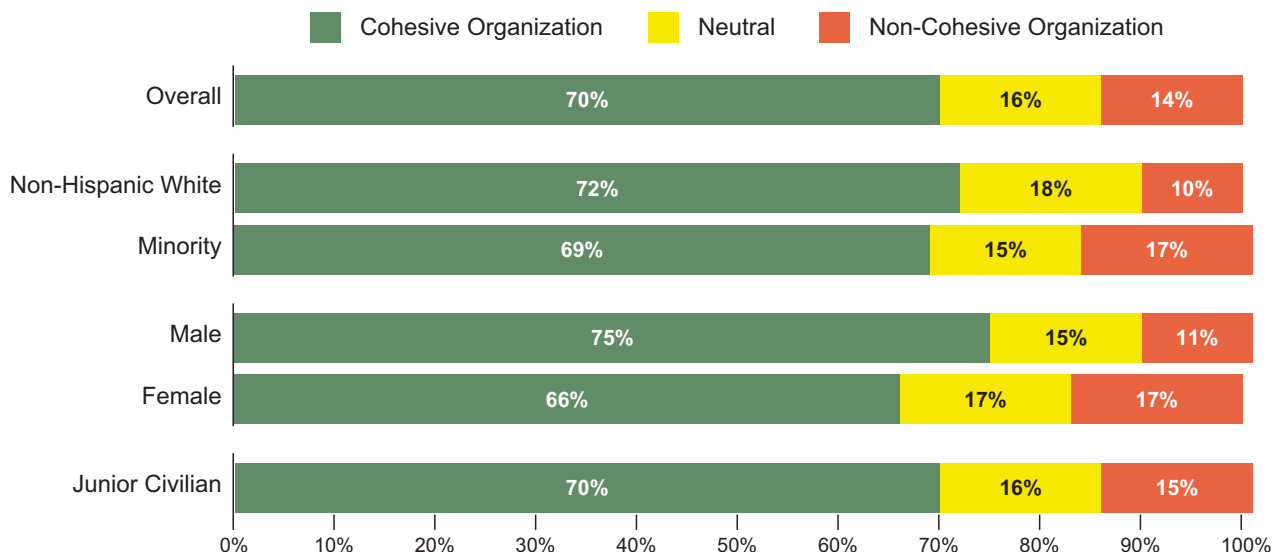
Cohesion Ratings by Demographic Category (Continued)

This graph displays *Cohesion* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

	Cohesive Organization	Neutral	Non-Cohesive Organization

Senior Civilian	70%	16%	14%
Non-Supervisor	70%	17%	13%
Supervisor	70%	11%	19%
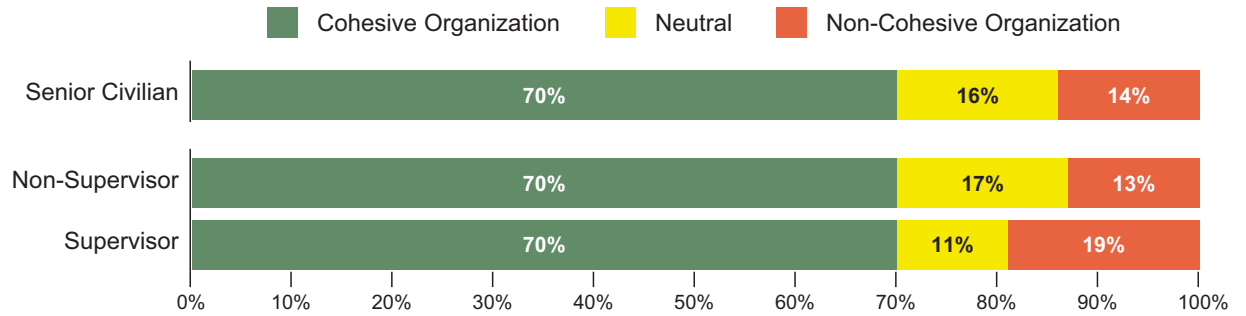
Cohesion Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My coworkers work well as a team.	3%	9%	12%	34%	42%	100%
My coworkers trust each other.	5%	11%	19%	33%	32%	100%
	14%		16%	70%		

CONNECTEDNESS

Connectedness measures perceptions of closeness to a group and satisfaction with one's relationship to others in the group. Higher connectedness is linked to improved readiness, higher retention, and a lower likelihood of suicide.

	High Connectedness	Neutral	Low Connectedness
Connectedness	81%	12%	7%

High Connectedness: 2023 Favorable Rating Comparison	Total DoD: 77%	DoD Organizations Overall: 84%

## Connectedness Ratings by Demographic Category

This graph displays *Connectedness* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

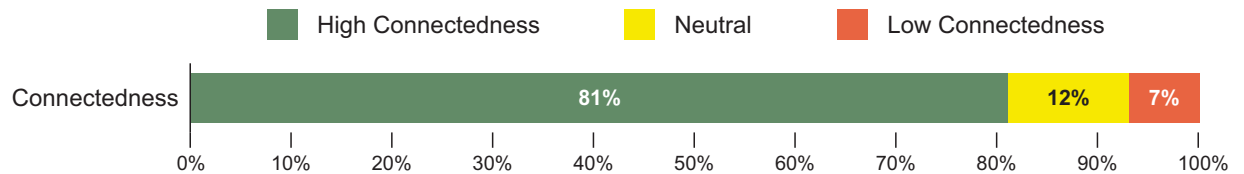|	High Connectedness	Neutral	Low Connectedness
Overall	81%	12%	7%
Non-Hispanic White	81%	12%	7%
Minority	82%	10%	8%
Male	78%	14%	8%
Female	84%	8%	7%
Junior Civilian	81%	12%	6%
Senior Civilian	82%	9%	9%
Non-Supervisor	82%	12%	6%
Supervisor	78%	10%	12%
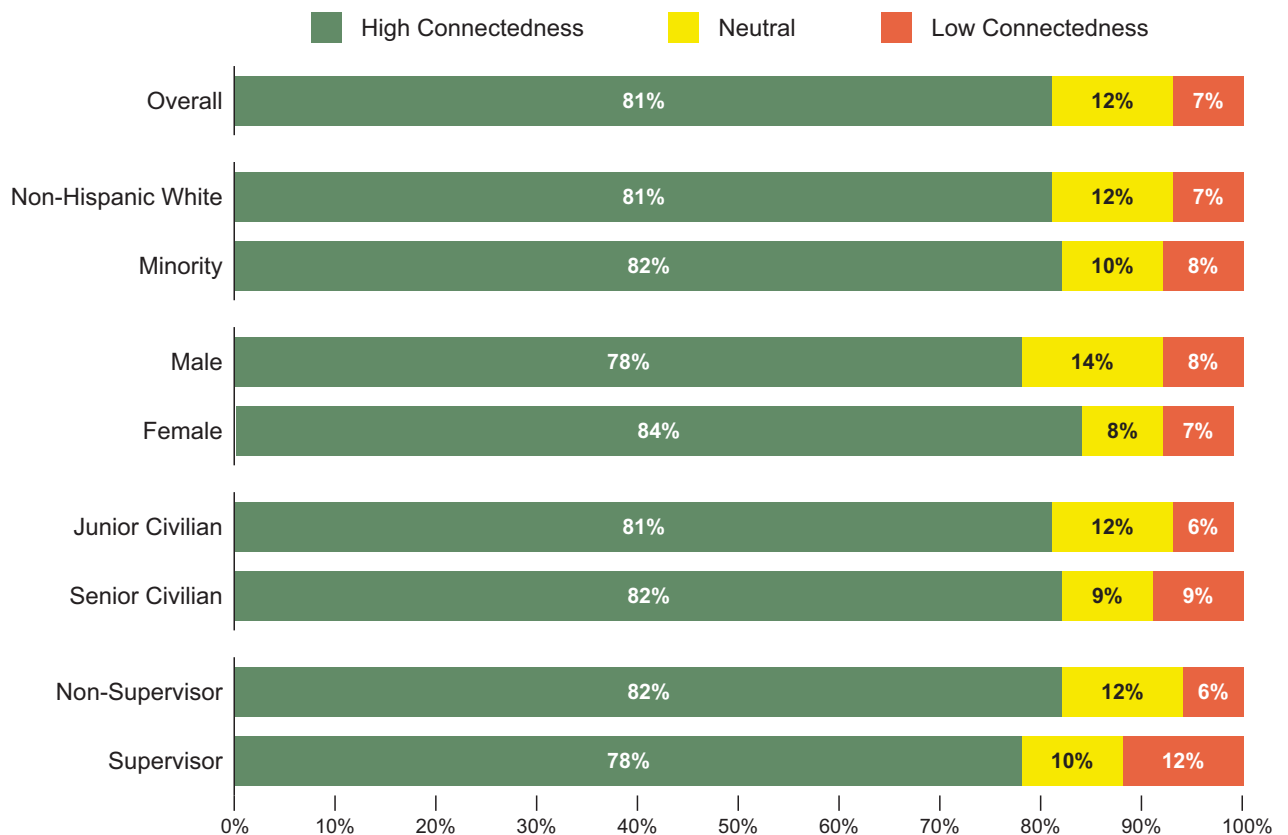
Connectedness Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.
* Questions with an asterisk are negatively worded. Agreement with these items indicates an unfavorable response.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I feel that there are people I can turn to in times of need.	3%	8%	12%	42%	35%	100%
I feel like I belong.	4%	8%	17%	41%	30%	100%

Question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Total
My future seems dark to me.*	0.42%	4%	10%	26%	60%	100%
I think I make things worse for the people in my life.*	0%	2%	7%	27%	64%	100%
	7%		12%	81%		

ENGAGEMENT & COMMITMENT

This factor 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.

Legend: ■ Engaged & Committed ■ Neutral ■ Not Engaged & Committed

Category	Engaged & Committed	Neutral	Not Engaged & Committed
Engagement & Commitment	91%	7%	2%

Engaged & Committed: 2023 Favorable Rating Comparison	Total DoD: 74%	DoD Organizations Overall: 86%

Engagement & Commitment Ratings by Demographic Category

This graph displays *Engagement & Commitment* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.
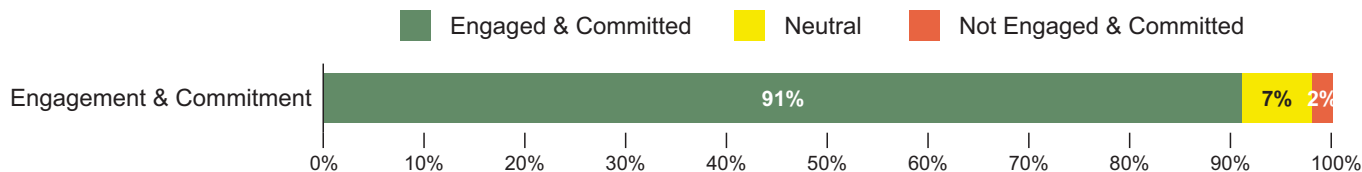
Legend: ■ Engaged & Committed ■ Neutral ■ Not Engaged & Committed

Demographic	Engaged & Committed	Neutral	Not Engaged & Committed
Overall	91%	7%	2%
Non-Hispanic White	92%	7%	
Minority	90%	6%	4%
Male	90%	8%	2%
Female	91%	6%	2%
Junior Civilian	91%	7%	2%
Senior Civilian	91%	6%	3%
Non-Supervisor	90%	8%	3%
Supervisor	95%	4%	
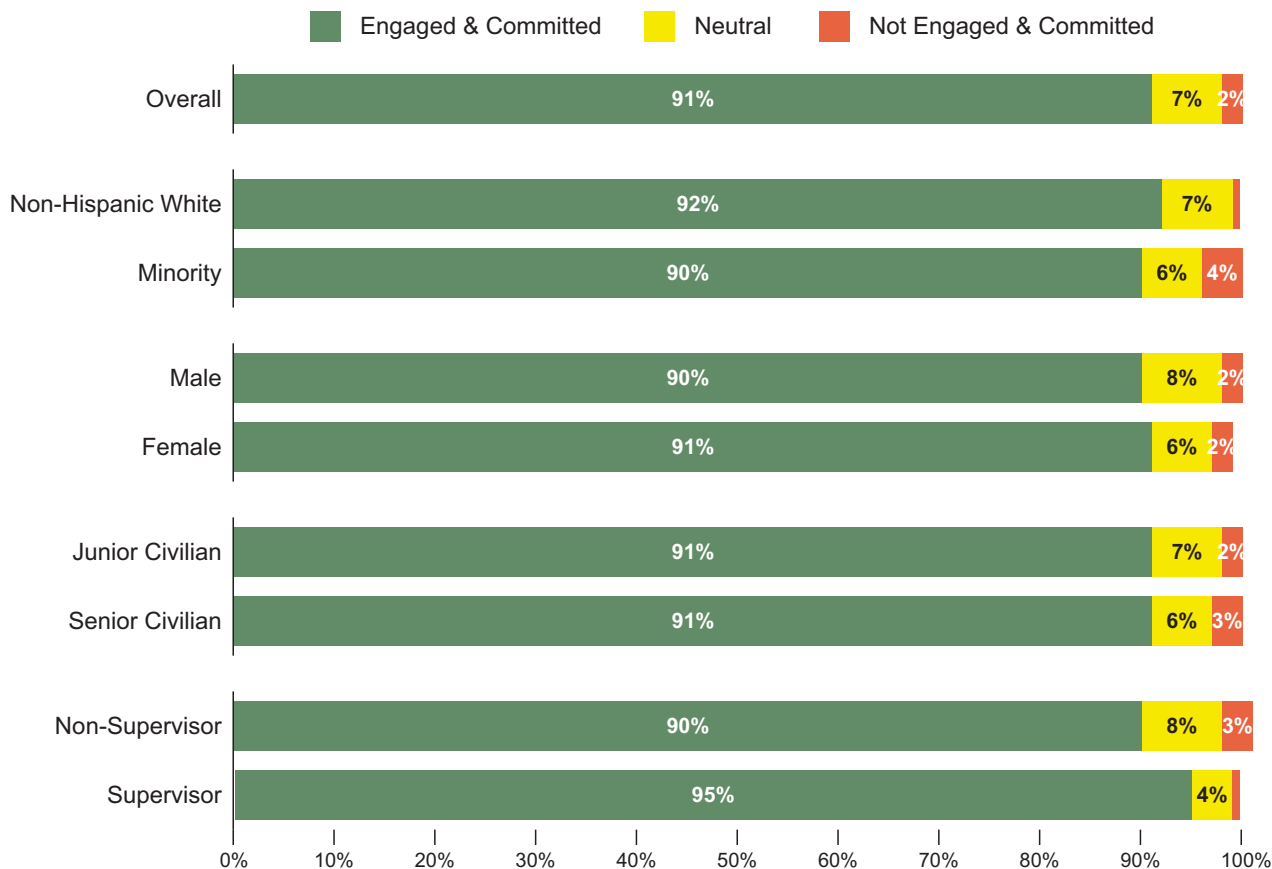
Engagement & Commitment Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I am proud of my work.	0.59%	1%	7%	37%	54%	100%
My work has a great deal of personal meaning to me.	0.59%	2%	8%	34%	54%	100%
I am committed to making Government service my career.	0.88%	1%	5%	30%	63%	100%
	2%		7%	91%		

FAIRNESS

⚠️ Your favorable rating for this factor is very low compared to all other units and organizations. See the "Resources" section at the end of the report for ways to raise it.

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

Legend: 🟩 Fair Treatment 🟨 Neutral 🟧 Unfair Treatment

Fairness	Fair Treatment	Neutral	Unfair Treatment
Fairness	45%	28%	27%

(Scale: 0% to 100%)

Fair Treatment: 2023 Favorable Rating Comparison	Total DoD: 57%	DoD Organizations Overall: 55%

Fairness Ratings by Demographic Category

This graph displays *Fairness* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: 🟩 Fair Treatment 🟨 Neutral 🟧 Unfair Treatment

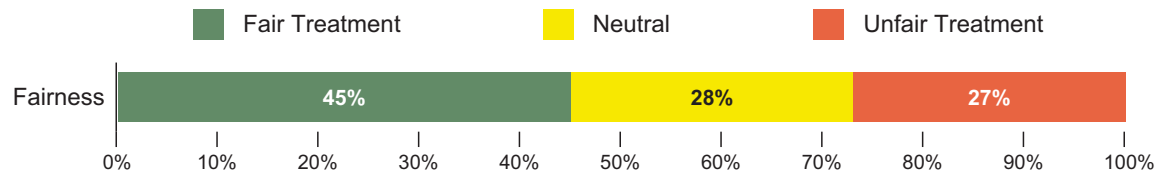| Category	Fair Treatment	Neutral	Unfair Treatment
Overall	45%	28%	27%
Non-Hispanic White	41%	30%	30%
Minority	50%	25%	25%
Male	48%	25%	27%
Female	43%	30%	27%
Junior Civilian	48%	27%	25%
Senior Civilian	41%	28%	31%
Non-Supervisor	45%	29%	26%
Supervisor	45%	19%	36%
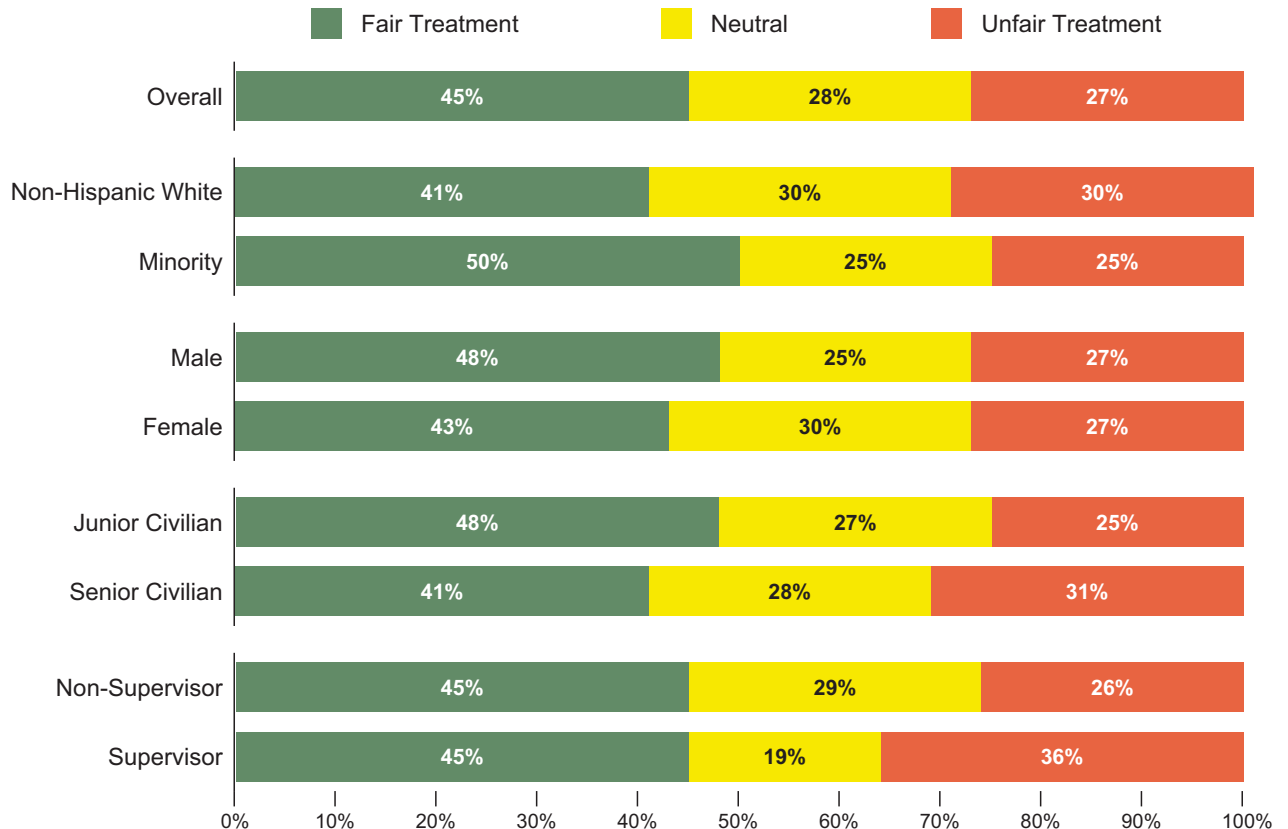
Fairness Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.	11%	15%	27%	30%	17%	100%
Discipline and criticism are administered fairly.	15%	14%	29%	25%	18%	100%
	27%		28%	45%		

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, perspectives, and/or suggestions. Inclusive organizations are linked to a lower likelihood of racial/ethnic harassment and discrimination, improved readiness, and higher retention.

Legend: Inclusive Organization (green) | Neutral (yellow) | Non-Inclusive Organization (orange)

	Inclusive Organization	Neutral	Non-Inclusive Organization
Inclusion	69%	14%	17%

Inclusive Organization: 2023 Favorable Rating Comparison	Total DoD: 72%	DoD Organizations Overall: 76%

Inclusion Ratings by Demographic Category

This graph displays *Inclusion* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.
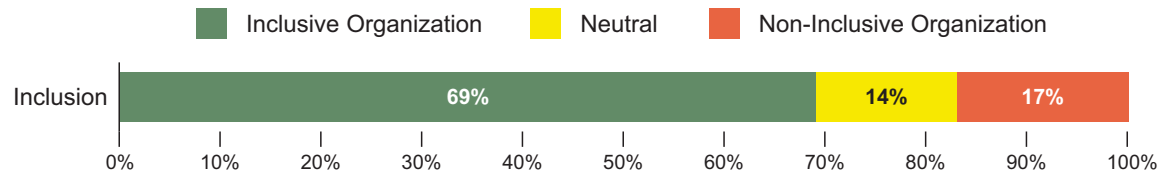
Legend: Inclusive Organization (green) | Neutral (yellow) | Non-Inclusive Organization (orange)

	Inclusive Organization	Neutral	Non-Inclusive Organization
Overall	69%	14%	17%
Non-Hispanic White	72%	11%	17%
Minority	66%	16%	18%
Male	74%	11%	15%
Female	64%	15%	20%
Junior Civilian	69%	15%	15%
Senior Civilian	67%	12%	21%
Non-Supervisor	69%	14%	17%
Supervisor	66%	9%	25%
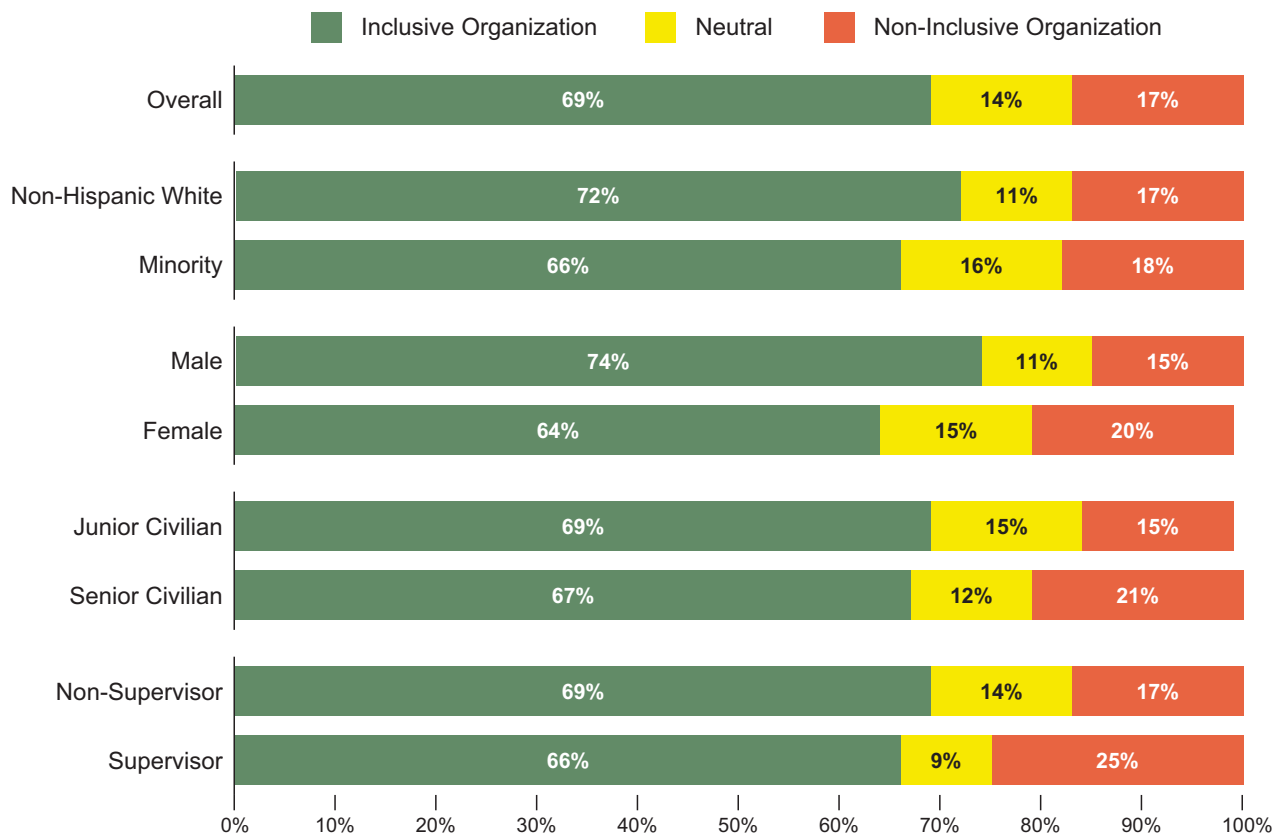
Inclusion Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My coworkers believe that everyone has value, regardless of their sex, race or ethnicity, or sexual orientation.	4%	5%	9%	28%	55%	100%
My coworkers build on each other's ideas and thoughts during the decision-making process.	3%	11%	13%	37%	36%	100%
My coworkers would speak up if someone was being excluded.	7%	9%	17%	31%	36%	100%
My coworkers believe that communication goes up and down the organization chain of command.	13%	19%	17%	26%	25%	100%
	17%		14%	69%		

LEADERSHIP SUPPORT - RATINGS FOR ALL IMMEDIATE SUPERVISORS

⚠️ Your favorable rating for this factor is very low compared to all other units and organizations. See the "Resources" section at the end of the report for ways to raise it.

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

Legend: ■ Supportive Leadership ■ Neutral ■ Non-Supportive Leadership

	Supportive Leadership	Neutral	Non-Supportive Leadership
Leadership Support	80%	10%	10%
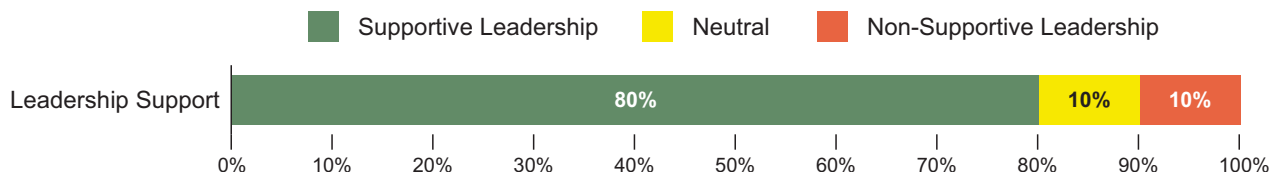
Supportive Leadership[1]: 2023 Favorable Rating Comparison	Total DoD: 83%	DoD Organizations Overall: 84%

[1] Ratings for All Immediate Supervisors

Leadership Support - Ratings for All Immediate Supervisors by Demographic Category

This graph displays *Leadership Support* ratings for all immediate supervisors by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: ■ Supportive Leadership ■ Neutral ■ Non-Supportive Leadership

	Supportive Leadership	Neutral	Non-Supportive Leadership
Overall	80%	10%	10%
Non-Hispanic White	82%	10%	9%
Minority	78%	11%	11%
Male	80%	11%	9%
Female	79%	10%	10%
Junior Civilian	78%	11%	10%
Senior Civilian	81%	10%	10%
Non-Supervisor	81%	10%	9%
Supervisor	72%	13%	15%
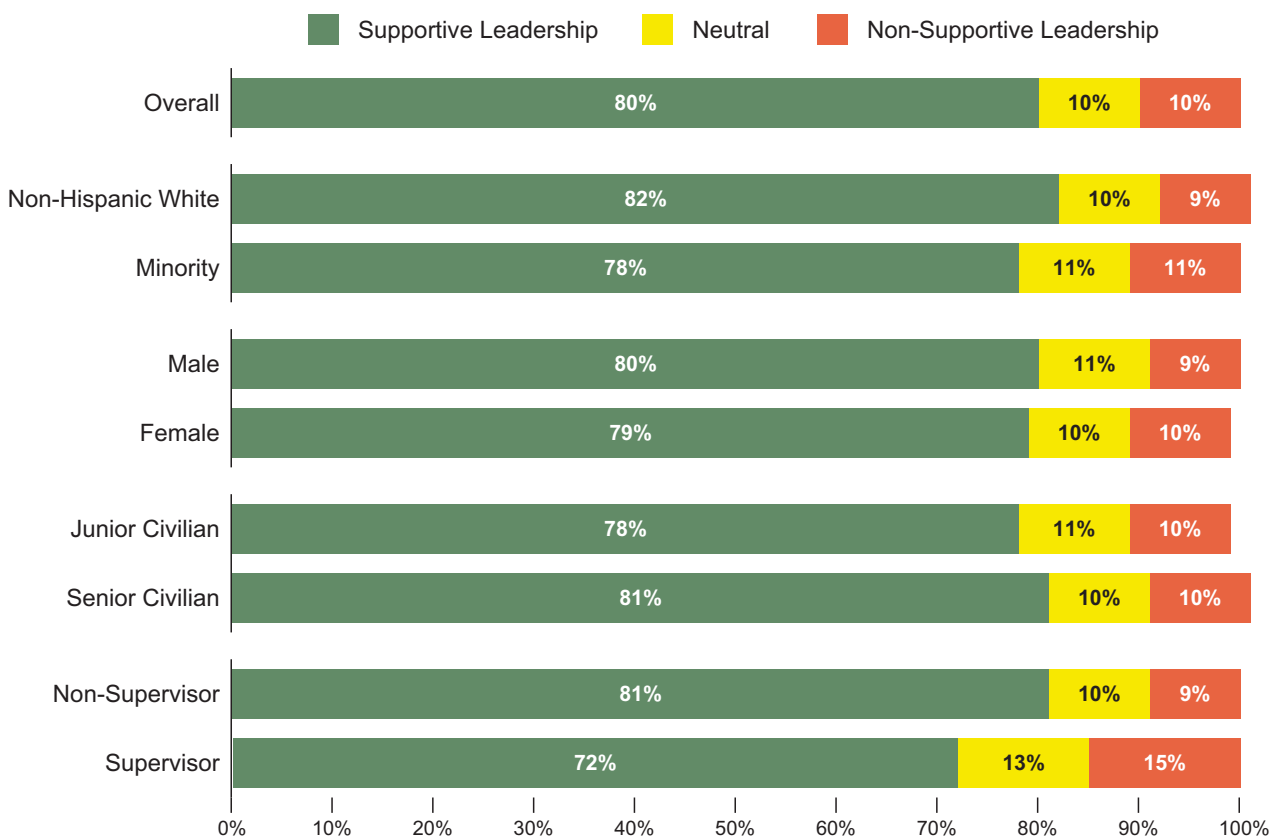
Leadership Support - Ratings for All Immediate Supervisors Item Summary
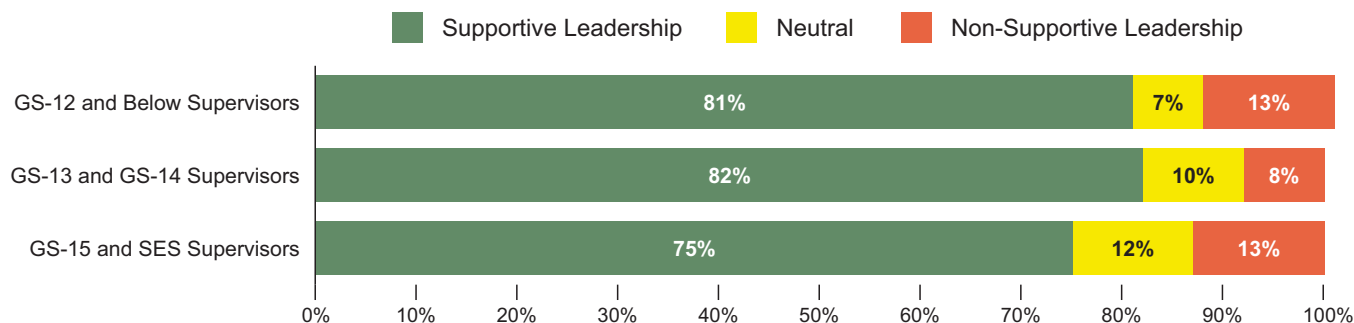
Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I have trust and confidence in my immediate supervisor.	6%	8%	8%	28%	50%	100%
My immediate supervisor listens to what I have to say.	4%	5%	12%	28%	51%	100%
My immediate supervisor cares about my personal well-being.	4%	3%	11%	25%	56%	100%
My immediate supervisor treats me with respect.	4%	4%	6%	29%	57%	100%
I would not experience reprisal or retaliation from my immediate supervisor if I went to them with concerns.	5%	5%	13%	23%	55%	100%
My immediate supervisor provides me with opportunities to demonstrate my leadership skills.	4%	7%	12%	29%	48%	100%
	10%		10%	80%		

Leadership Support - Ratings by Paygrade of Immediate Supervisor

This graph displays supportive and non-supportive leadership ratings for immediate supervisors in various paygrades. Data are only displayed if at least five participants provided ratings for immediate supervisors in specific paygrades.

Legend: Supportive Leadership | Neutral | Non-Supportive Leadership

| Supervisor Paygrade	Supportive Leadership	Neutral	Non-Supportive Leadership
GS-12 and Below Supervisors	81%	7%	13%
GS-13 and GS-14 Supervisors	82%	10%	8%
GS-15 and SES Supervisors	75%	12%	13%

⚠️ Your favorable rating for this factor is very low compared to all other units and organizations. See the "Resources" section at the end of the report for ways to raise it.

Morale is the confidence, enthusiasm, collective pride, and willingness to persist in the activities of the group. Organizations with high morale are linked to improved readiness, higher retention, and a lower likelihood of sexual assault.
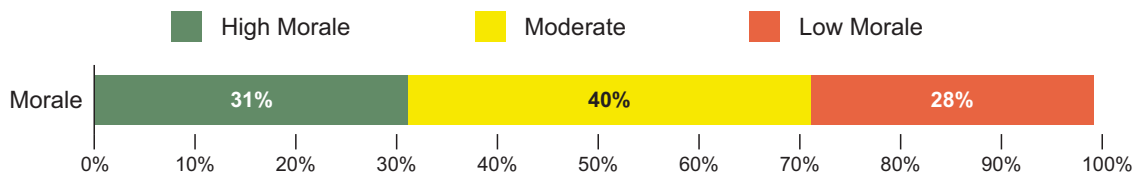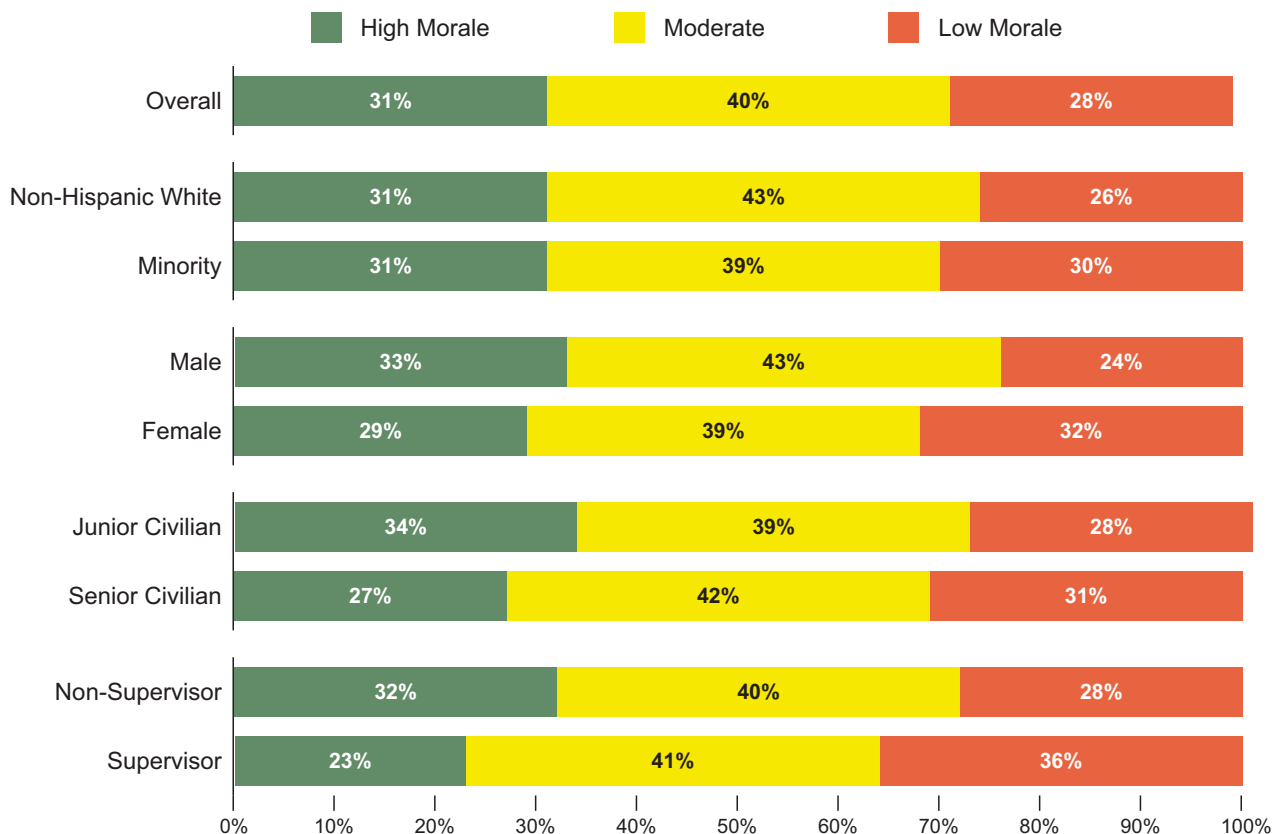

High Morale: 2023 Favorable Rating Comparison	Total DoD: 45%	DoD Organizations Overall: 47%

Morale Ratings by Demographic Category

This graph displays *Morale* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Morale Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Very low	Low	Moderate	High	Very high	Total
Overall, how would you rate your own current level of morale?	12%	14%	38%	21%	14%	100%
Overall, how would you rate the current level of morale among your coworkers?	12%	19%	42%	19%	8%	100%
	28%		40%	31%		

SAFE STORAGE FOR LETHAL MEANS

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

Firearms Would be Safely Stored: 2023 Favorable Rating Comparison	Total DoD: 82%	DoD Organizations Overall: 84%

Safe Storage for Lethal Means Ratings by Demographic Category

This graph displays *Safe Storage for Lethal Means* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.
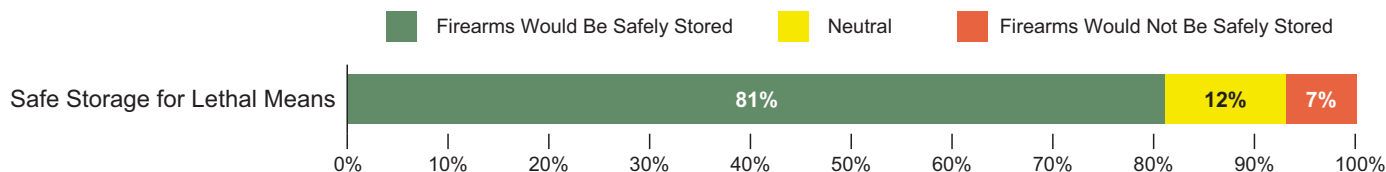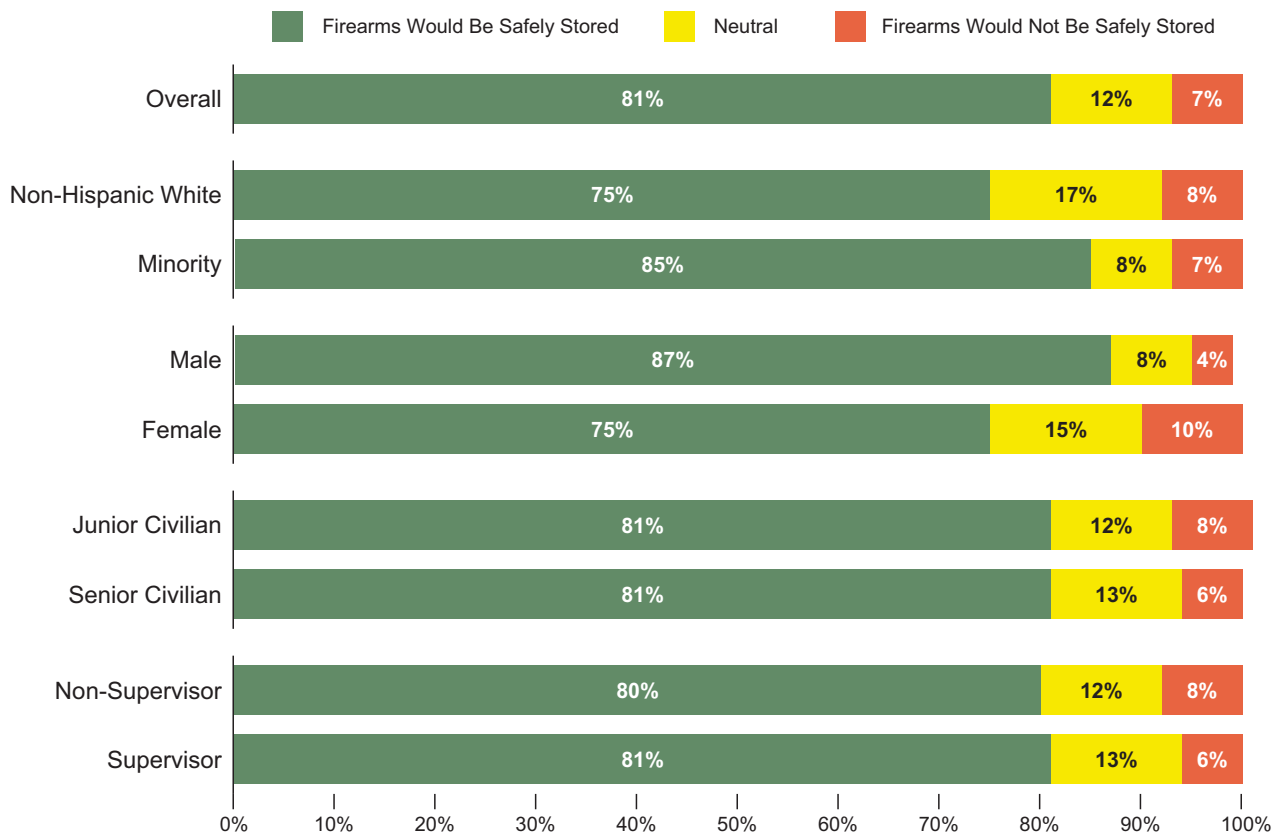
Safe Storage for Lethal Means Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree	Total
If I had a firearm in my living space, I would store it unloaded or use a secure storage container/device.	4%	3%	12%	11%	70%	100%
	7%		12%	81%		

TRANSFORMATIONAL LEADERSHIP - RATINGS FOR ORGANIZATION LEADER

⚠️ Your favorable rating for this factor is very low compared to all other units and organizations. See the "Resources" section at the end of the report for ways to raise it.

This factor measures the perception that leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they felt was 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 and higher retention.

Legend: ■ Transformational Leadership ■ Neutral ■ Non-Transformational Leadership

	Transformational Leadership	Neutral	Non-Transformational Leadership
Transformational Leadership	60%	31%	9%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
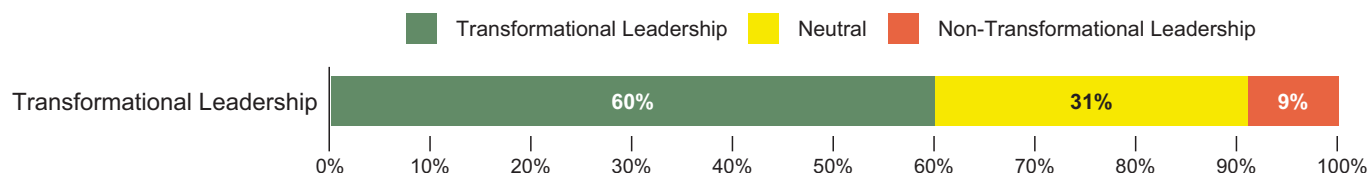
Transformational Leadership[1]: 2023 Favorable Rating Comparison	Total DoD: 72%	DoD Organizations Overall: 66%

[1] Ratings for Organization Leader

Transformational Leadership - Ratings for Organization Leader by Demographic Category

This graph displays *Transformational Leadership* ratings for the organization leader by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: ■ Transformational Leadership ■ Neutral ■ Non-Transformational Leadership

	Transformational Leadership	Neutral	Non-Transformational Leadership
Overall	60%	31%	9%
Non-Hispanic White	58%	32%	9%
Minority	61%	31%	8%
Male	64%	28%	8%
Female	56%	35%	9%
Junior Civilian	61%	34%	5%
Senior Civilian	57%	29%	14%
Non-Supervisor	59%	33%	8%
Supervisor	60%	25%	15%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
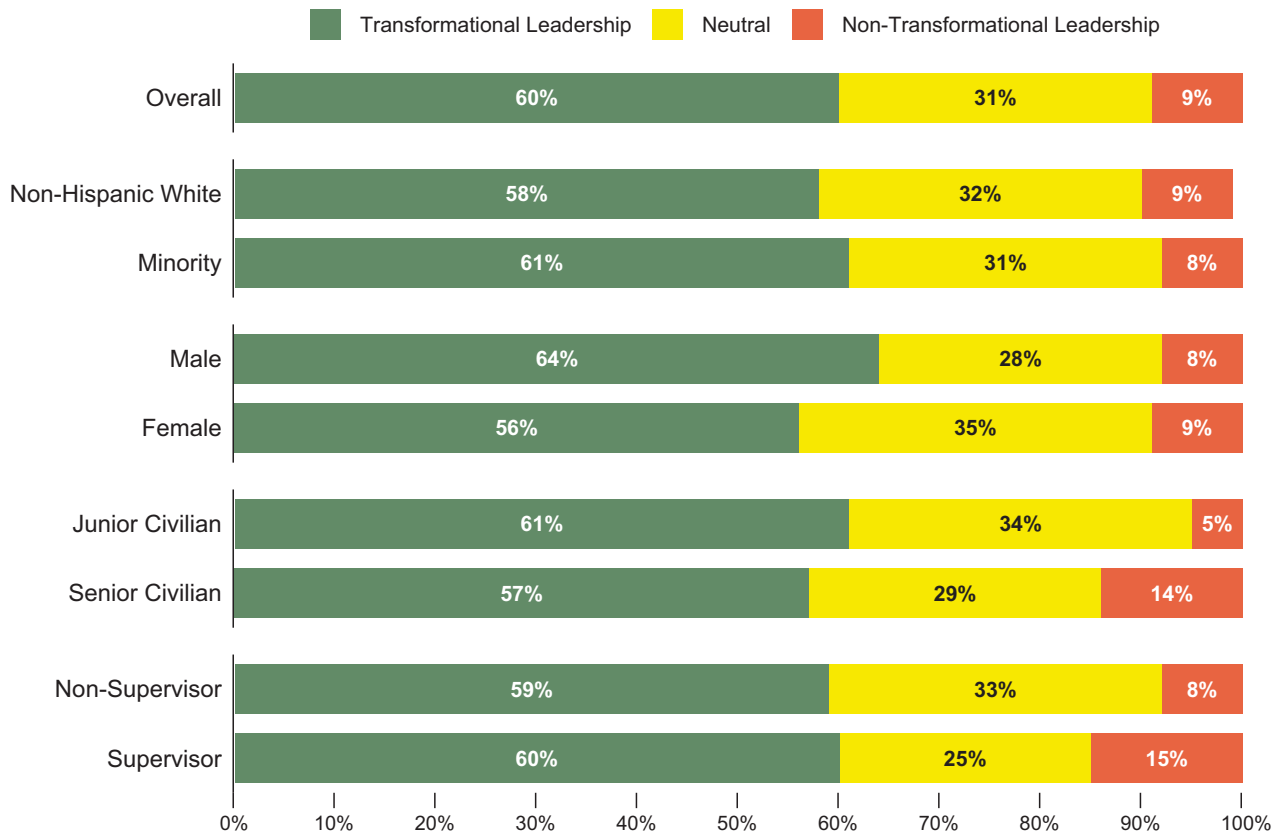
Transformational Leadership - Ratings for Organization Leader Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

| Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My organization's leader communicates a clear and motivating vision of the future.	3%	9%	25%	36%	26%	100%
My organization's leader encourages people in my organization to think about problems in new ways.	3%	3%	33%	35%	26%	100%
My organization's leader supports and encourages the professional development of people in my organization.	4%	4%	36%	32%	24%	100%
	9%		31%	60%		

TRANSFORMATIONAL LEADERSHIP - RATINGS FOR SENIOR NCO/SEL

⚠️ Your favorable rating for this factor is very low compared to all other units and organizations. See the "Resources" section at the end of the report for ways to raise it.

This factor measures the perception that senior NCO/SELs encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what they felt was possible. Characteristics of an NCO/SEL who is a transformational leader include idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Organizations with transformational leaders are linked to improved readiness and higher retention.

Legend: ■ Transformational Leadership ■ Neutral ■ Non-Transformational Leadership

| Transformational Leadership | 39% | 59% | 3% |

(Scale: 0% to 100% in 10% increments)

Transformational Leadership[1]: 2023 Favorable Rating Comparison	Total DoD: 67%	DoD Organizations Overall: 58%

[1] Ratings for Senior NCO/SEL

Transformational Leadership - Ratings for Senior NCO/SEL by Demographic Category

This graph displays *Transformational Leadership* ratings for the senior NCO/SEL by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: ■ Transformational Leadership ■ Neutral ■ Non-Transformational Leadership

Category	Transformational Leadership	Neutral	Non-Transformational Leadership
Overall	39%	59%	3%
Non-Hispanic White	38%	59%	3%
Minority	42%	56%	2%
Male	44%	54%	2%
Female	35%	62%	3%
Junior Civilian	36%	62%	2%
Senior Civilian	41%	56%	3%
Non-Supervisor	38%	60%	2%
Supervisor	42%	55%	3%

(Scale: 0% to 100% in 10% increments)

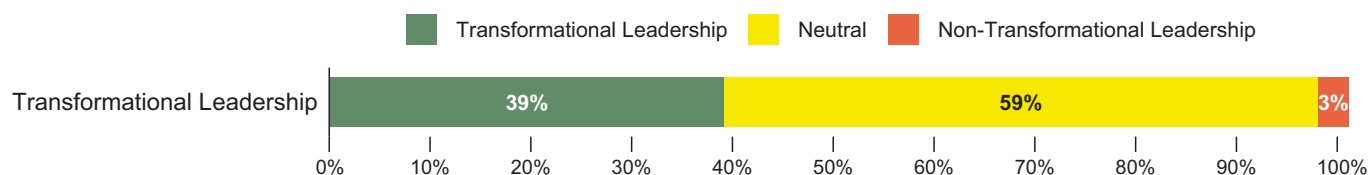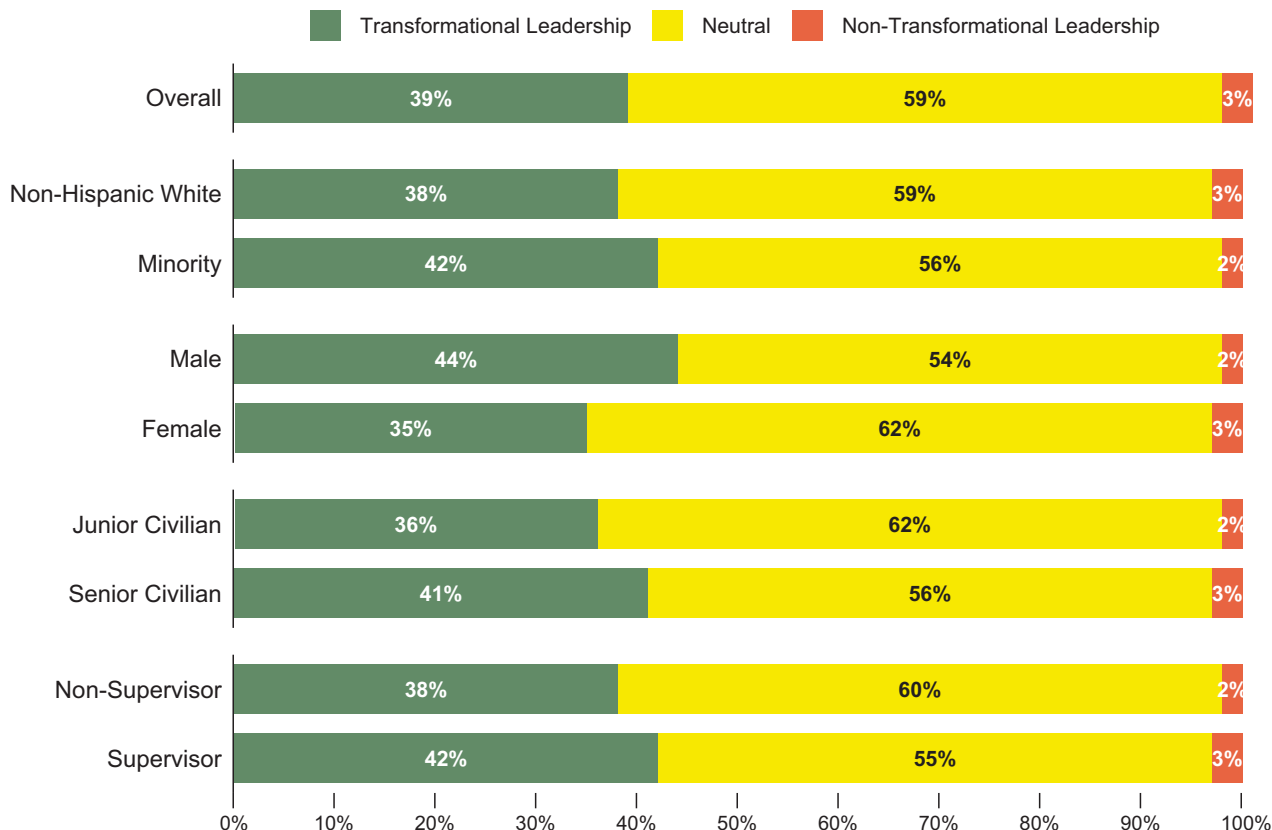## Transformational Leadership - Ratings for Senior NCO/SEL Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My organization's senior NCO/SEL encourages people in my organization to think about problems in new ways.	1%	0.92%	62%	17%	19%	100%
My organization's senior NCO/SEL supports and encourages the professional development of people in my organization.	0.88%	1%	60%	19%	18%	100%
My organization's senior NCO/SEL communicates a clear and motivating vision of the future.	1%	2%	54%	24%	19%	100%
	3%		59%	39%		

WORK-LIFE BALANCE

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

Legend: Work-Life Balance | Neutral | Lack of Work-Life Balance

	Work-Life Balance	Neutral	Lack of Work-Life Balance
Work-Life Balance	74%	15%	11%

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Work-Life Balance: 2023 Favorable Rating Comparison	Total DoD: 66%	DoD Organizations Overall: 76%

Work-Life Balance Ratings by Demographic Category

This graph displays *Work-Life Balance* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: Work-Life Balance | Neutral | Lack of Work-Life Balance

Category	Work-Life Balance	Neutral	Lack of Work-Life Balance
Overall	74%	15%	11%
Non-Hispanic White	65%	24%	12%
Minority	83%	7%	10%
Male	73%	20%	7%
Female	76%	10%	14%
Junior Civilian	79%	12%	9%
Senior Civilian	68%	18%	14%
Non-Supervisor	78%	14%	7%
Supervisor	52%	18%	30%

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

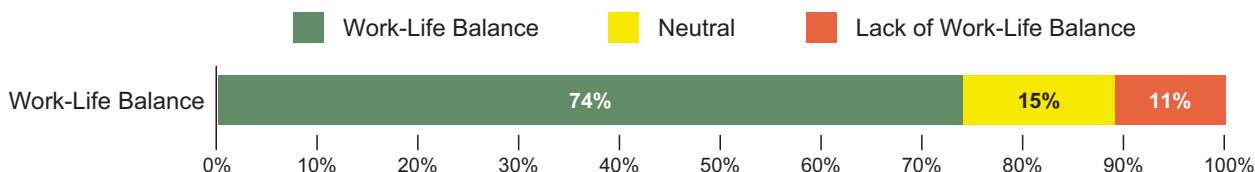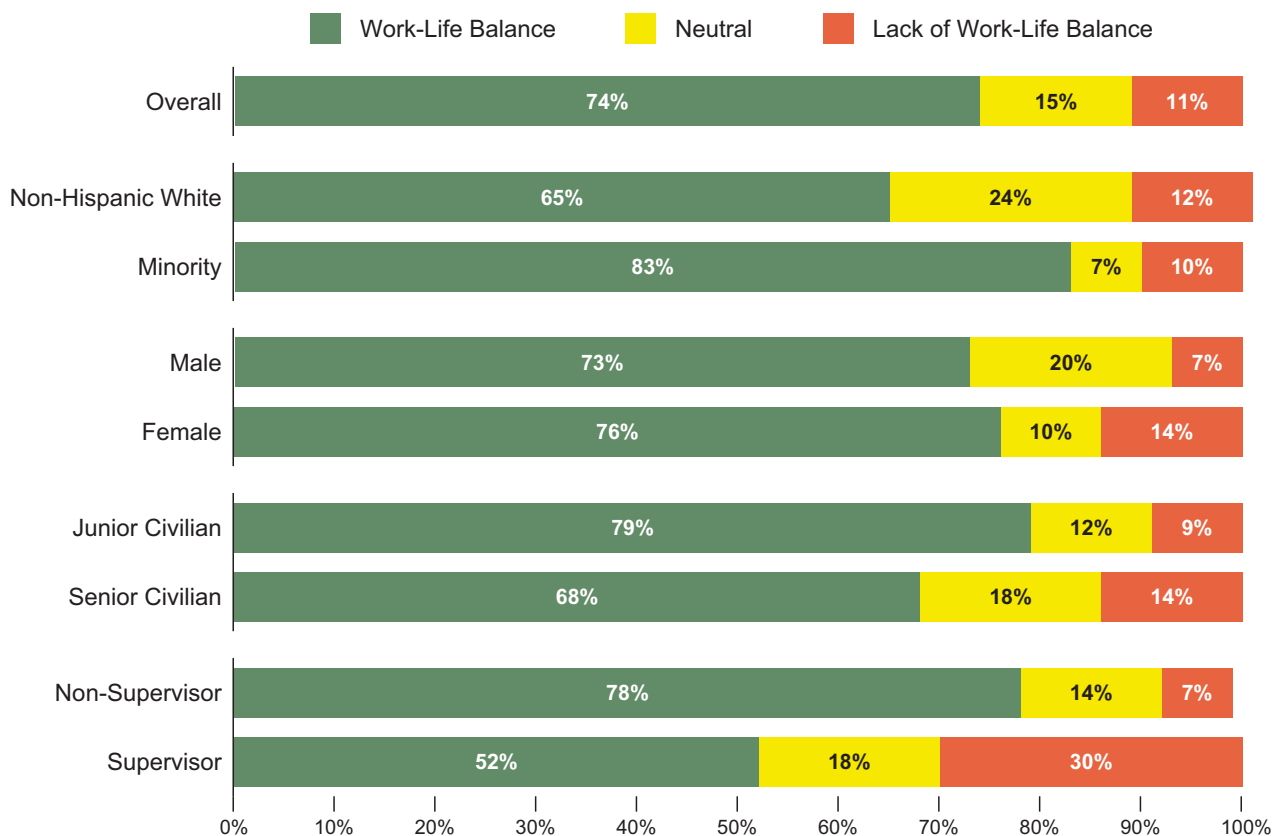## Work-Life Balance Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

| Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
I can easily balance the demands of my work and personal life.	6%	6%	15%	41%	32%	100%
	11%		15%	74%		

RISK FACTORS

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, such as suicide, sexual harassment, and sexual assault and are also linked to a lower likelihood of positive outcomes, such as improved performance or readiness and higher retention. This section shows the results for each risk factor, including all factor ratings, ratings by demographic categories, and results for the individual survey items that comprise each factor rating (i.e., item summary). For all factors, participants were asked to think about their experiences over the past three months or their time with this unit/organization if they joined less than three months ago. You may see an alert icon on your factor ratings, which indicates that the unfavorable rating for that factor is very high compared to all other units/organizations that completed a DEOCS in the previous year and may require action. A link to factor improvement tools is available in the Resources at the end of the report.

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. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual harassment, sexual assault, and suicide.
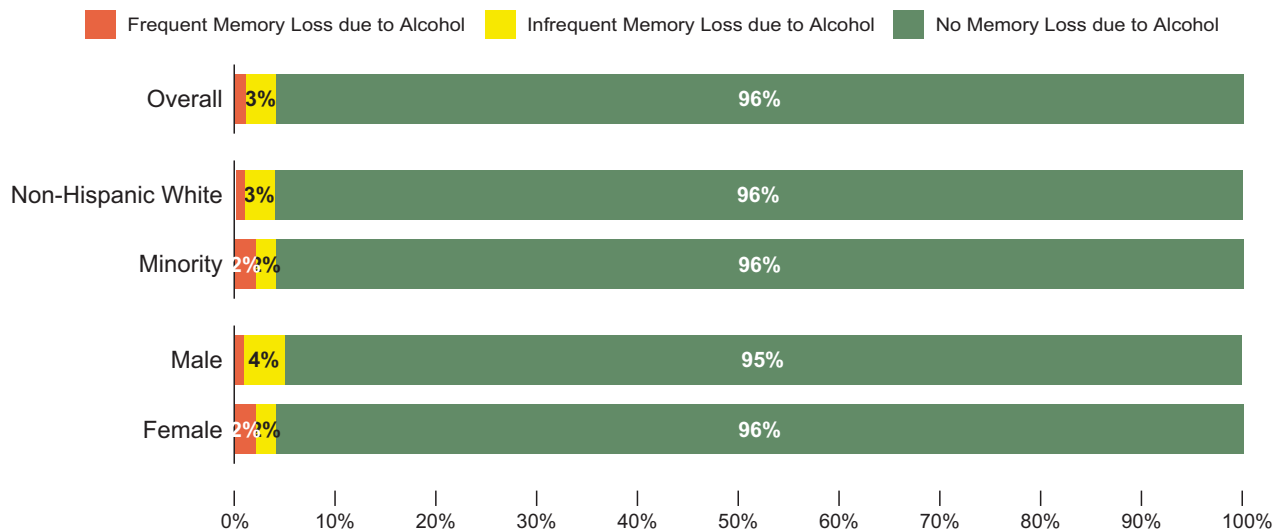
Legend: ■ Frequent Memory Loss due to Alcohol   ■ Infrequent Memory Loss due to Alcohol   ■ No Memory Loss due to Alcohol

Alcohol Impairing Memory: 3% | 96%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
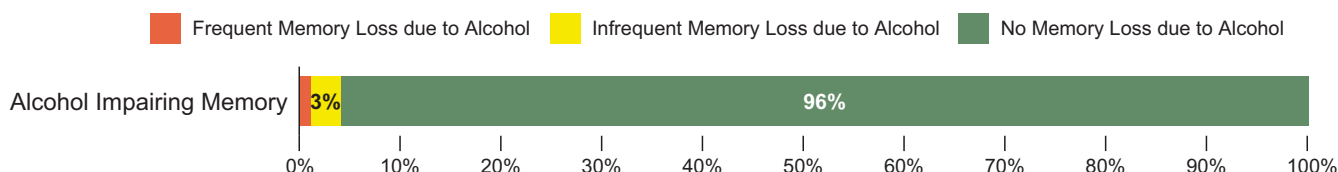
Frequent Alcohol Memory Loss: 2023 Unfavorable Rating Comparison	Total DoD: 1%	DoD Organizations Overall: 1%

Alcohol Impairing Memory Ratings by Demographic Category

This graph displays *Alcohol Impairing Memory* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: ■ Frequent Memory Loss due to Alcohol   ■ Infrequent Memory Loss due to Alcohol   ■ No Memory Loss due to Alcohol

Overall: 3% | 96%
Non-Hispanic White: 3% | 96%
Minority: 2% | % | 96%
Male: 4% | 95%
Female: 2% | % | 96%

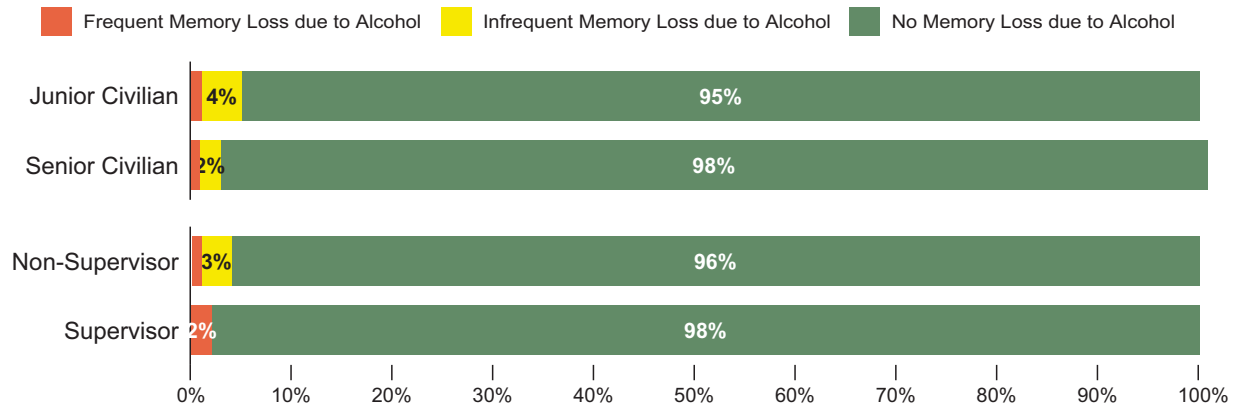0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Alcohol Impairing Memory Ratings by Demographic Category (Continued)

This graph displays *Alcohol Impairing Memory* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: Frequent Memory Loss due to Alcohol | Infrequent Memory Loss due to Alcohol | No Memory Loss due to Alcohol

| Category	Infrequent Memory Loss	No Memory Loss
Junior Civilian	4%	95%
Senior Civilian	2%	98%
Non-Supervisor	3%	96%
Supervisor	2%	98%

Alcohol Impairing Memory Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
Thinking about your alcohol use in the last three months, how often have you been unable to remember what happened the night before because you had been drinking?	96%	3%	0%	0%	1%	100%
	96%	3%			1%	

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.
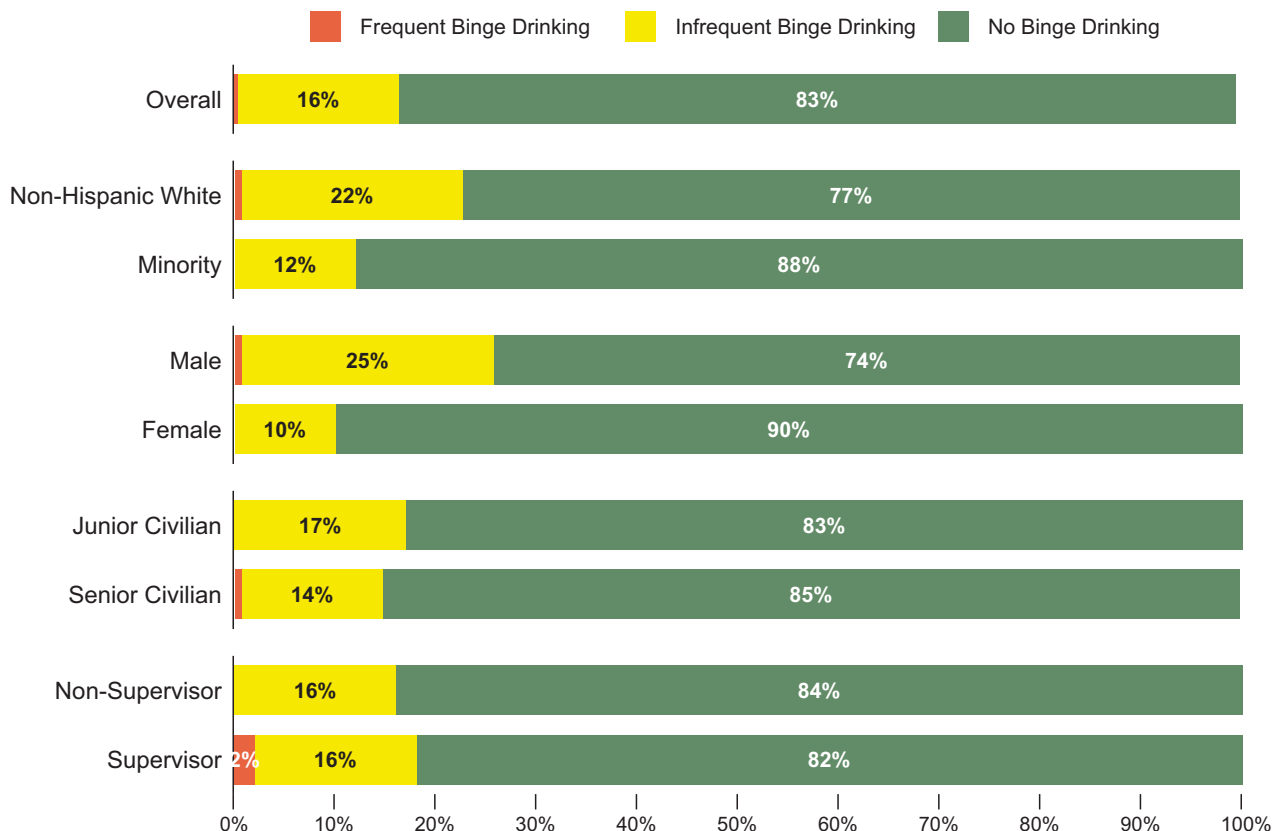
Legend: ■ Frequent Binge Drinking ■ Infrequent Binge Drinking ■ No Binge Drinking

Binge Drinking
- Infrequent Binge Drinking: 16%
- No Binge Drinking: 83%

(Axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)
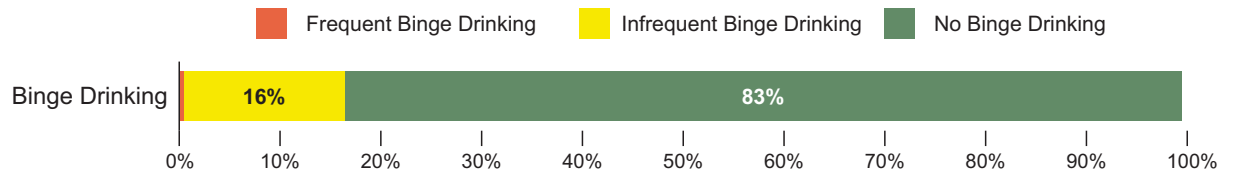
Frequent Binge Drinking: 2023 Unfavorable Rating Comparison	Total DoD: 5%	DoD Organizations Overall: 3%

Binge Drinking Ratings by Demographic Category

This graph displays *Binge Drinking* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: ■ Frequent Binge Drinking ■ Infrequent Binge Drinking ■ No Binge Drinking

Category	Infrequent Binge Drinking	No Binge Drinking
Overall	16%	83%
Non-Hispanic White	22%	77%
Minority	12%	88%
Male	25%	74%
Female	10%	90%
Junior Civilian	17%	83%
Senior Civilian	14%	85%
Non-Supervisor	16%	84%
Supervisor	16% (Frequent 2%)	82%

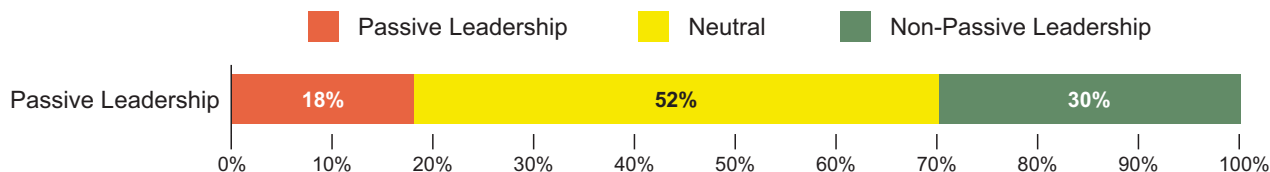(Axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%)

Binge Drinking Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Less than monthly	Monthly	Weekly	Daily or almost daily	Total
Thinking about your alcohol use in the last three months, how often have you had five or more drinks on one occasion?	83%	12%	4%	0.30%	0%	100%
	83%	16%		0.30%		

PASSIVE LEADERSHIP - RATINGS FOR ORGANIZATION LEADER

This factor measures the perception that leaders avoid decisions, do not respond to problems, fail to follow up, hesitate to act, and are absent when needed. Organizations with passive leaders are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment.
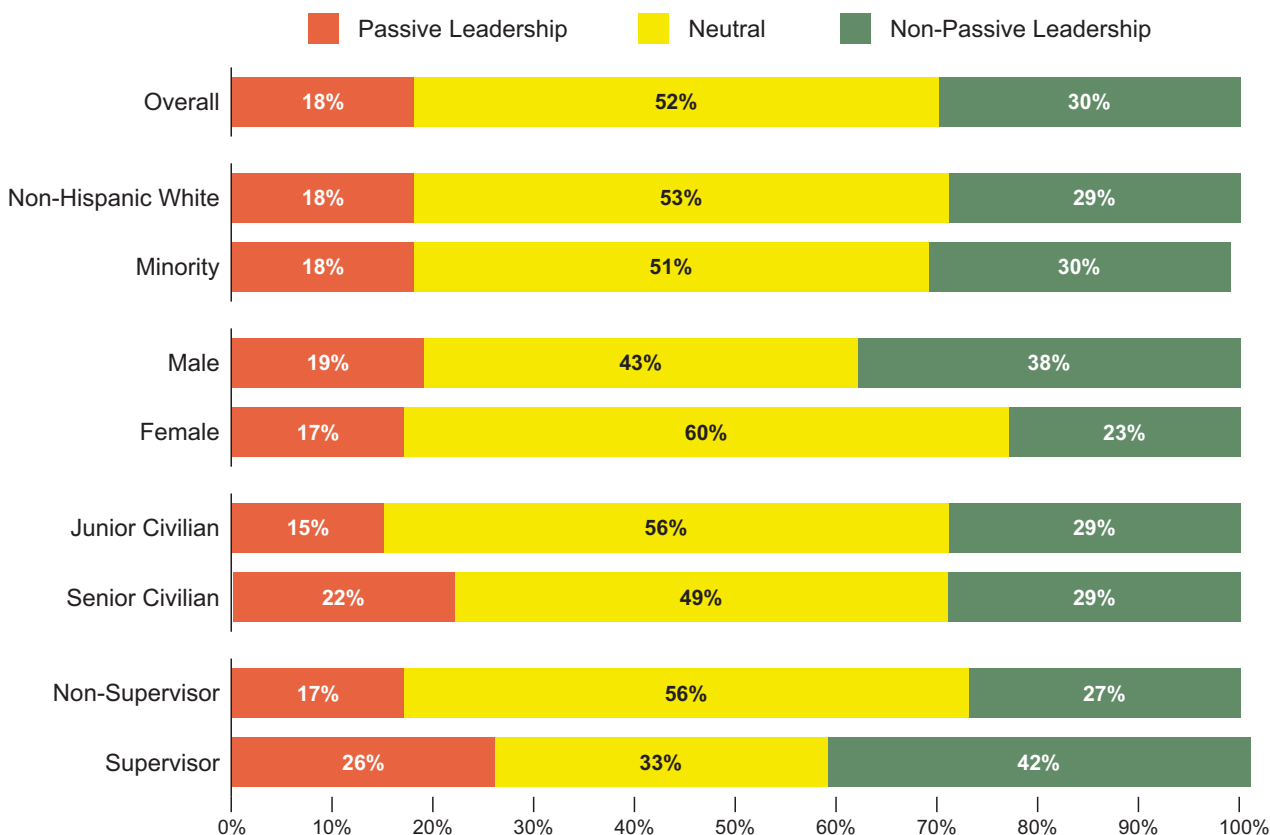
Legend: ■ Passive Leadership ■ Neutral ■ Non-Passive Leadership

| Passive Leadership | 18% | 52% | 30% |

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Passive Leadership[1]: 2023 Unfavorable Rating Comparison	Total DoD: 17%	DoD Organizations Overall: 15%

[1] Ratings for Organization Leader

Passive Leadership - Ratings for Organization Leader by Demographic Category

This graph displays *Passive Leadership* ratings for the organization leader by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: ■ Passive Leadership ■ Neutral ■ Non-Passive Leadership

Demographic	Passive Leadership	Neutral	Non-Passive Leadership
Overall	18%	52%	30%
Non-Hispanic White	18%	53%	29%
Minority	18%	51%	30%
Male	19%	43%	38%
Female	17%	60%	23%
Junior Civilian	15%	56%	29%
Senior Civilian	22%	49%	29%
Non-Supervisor	17%	56%	27%
Supervisor	26%	33%	42%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Passive Leadership - Ratings for Organization Leader Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My organization's leader does not address problems brought to their attention.	16%	20%	47%	10%	6%	100%
My organization's leader will not take action until negative behaviors become bigger problems.	11%	12%	56%	12%	9%	100%
	30%		52%		18%	

PASSIVE LEADERSHIP - RATINGS FOR SENIOR NCO/SEL

This factor measures the perception that senior NCO/SELs avoid decisions, do not respond to problems, fail to follow up, hesitate to act, and are absent when needed. Organizations with passive leaders are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment.
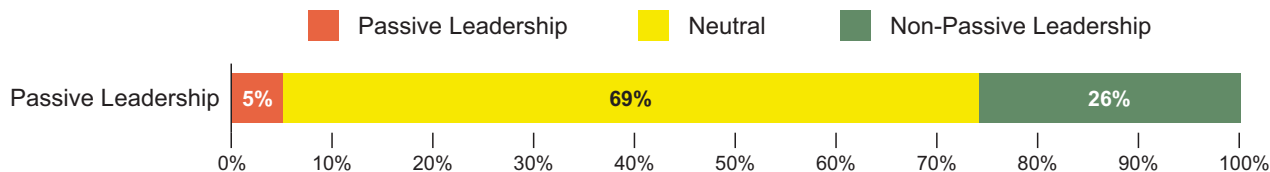
Passive Leadership[1]: 2023 Unfavorable Rating Comparison	Total DoD: 13%	DoD Organizations Overall: 11%

[1] Ratings for Senior NCO/SEL

Passive Leadership - Ratings for Senior NCO/SEL by Demographic Category

This graph displays *Passive Leadership* ratings for the senior NCO/SEL by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.
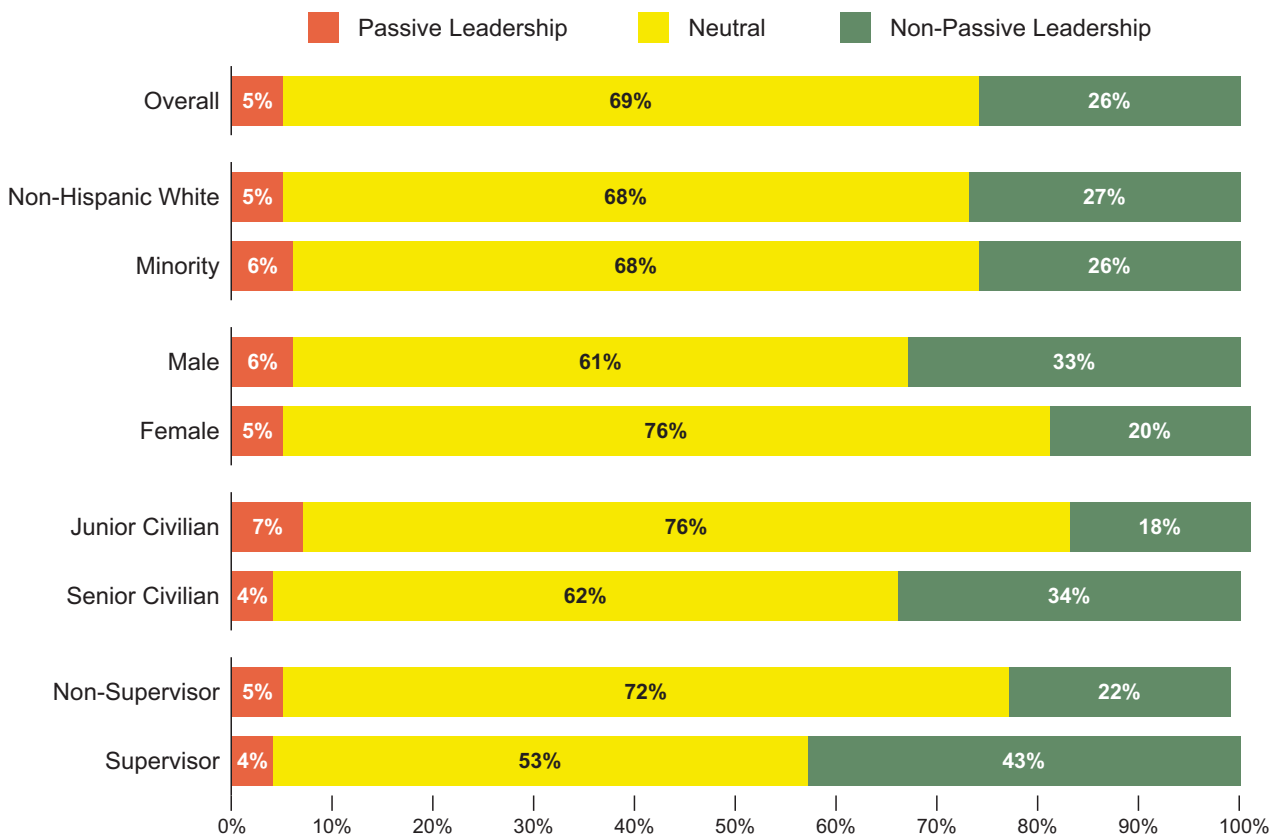
## Passive Leadership - Ratings for Senior NCO/SEL Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My organization's senior NCO/SEL will not take action until negative behaviors become bigger problems.	13%	11%	71%	3%	1%	100%
My organization's senior NCO/SEL does not address problems brought to their attention.	14%	14%	67%	4%	1%	100%
	26%		69%	5%		

RACIALLY HARASSING BEHAVIORS

This factor 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. These behaviors are representative of racial/ethnic harassment and discrimination; however, the DEOCS does not measure whether the respondent's experiences were consistent with the definition of racial/ethnic harassment and discrimination based on DoD policy.

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.
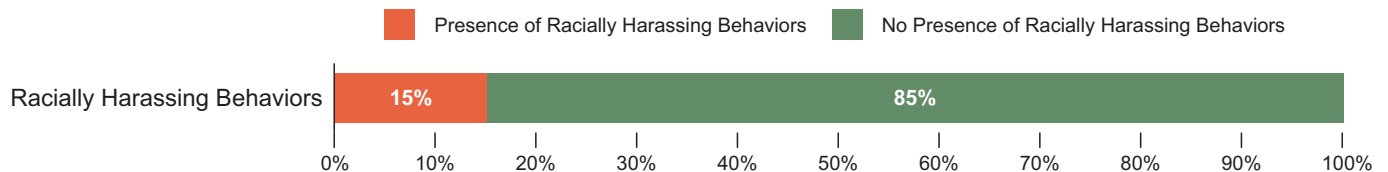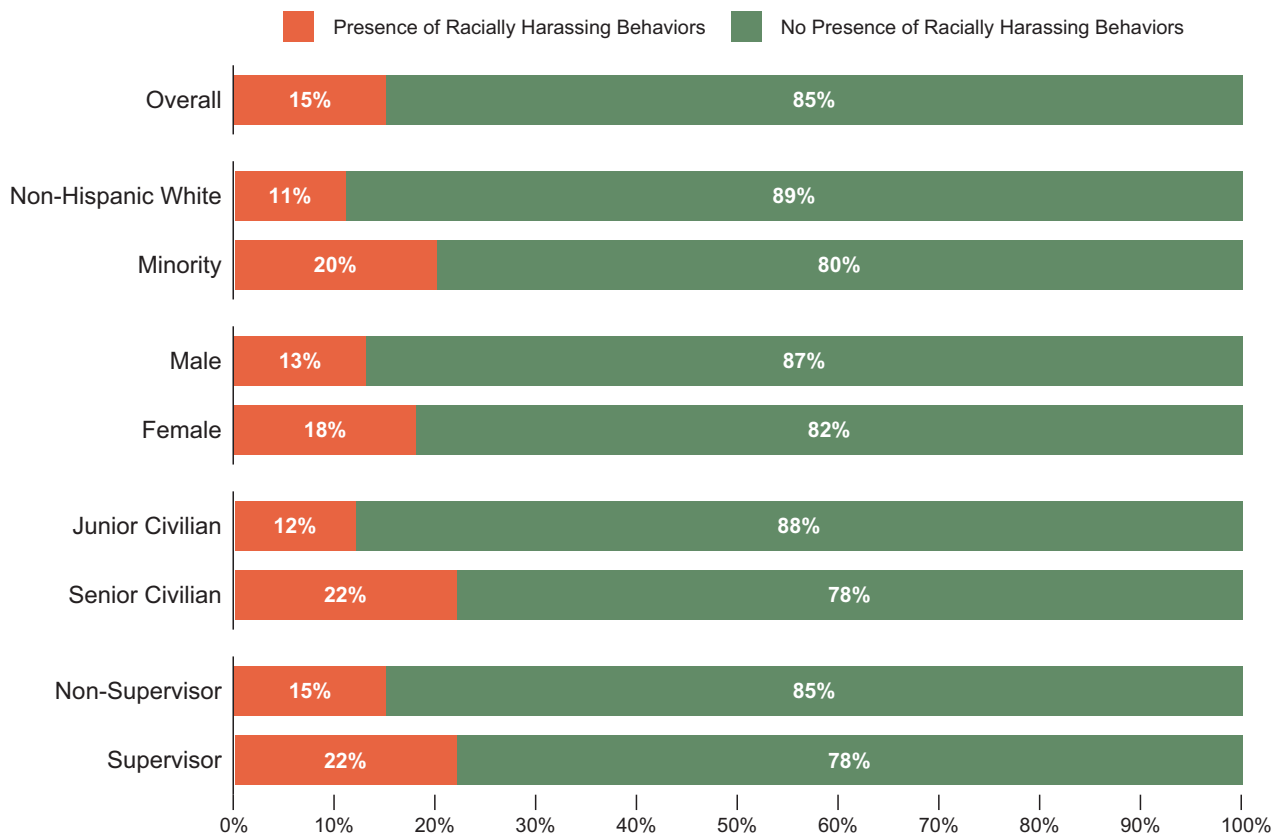
Legend:
- Presence of Racially Harassing Behaviors
- No Presence of Racially Harassing Behaviors

Racially Harassing Behaviors	Presence	No Presence
Racially Harassing Behaviors	15%	85%

Presence of Racially Harassing Behaviors: 2023 Unfavorable Rating Comparison	Total DoD: 18%	DoD Organizations Overall: 15%

Racially Harassing Behaviors Ratings by Demographic Category

This graph displays *Racially Harassing Behaviors* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend:
- Presence of Racially Harassing Behaviors
- No Presence of Racially Harassing Behaviors

Demographic	Presence	No Presence
Overall	15%	85%
Non-Hispanic White	11%	89%
Minority	20%	80%
Male	13%	87%
Female	18%	82%
Junior Civilian	12%	88%
Senior Civilian	22%	78%
Non-Supervisor	15%	85%
Supervisor	22%	78%

Racially Harassing Behaviors Item Summary

This factor is calculated based on how each individual responded to the set of questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If participants reported experiencing any behavior *Rarely*, *Sometimes*, or *Often*, they are included in the percent reporting a "presence of behavior." If participants answered at least half of the individual items and reported *Never* experiencing any of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*), they are included in the percent reporting "no presence of behavior."

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your organization make you uncomfortable, angry, or upset by telling racial/ethnic jokes?	96%	2%	1%	0.52%	100%
How often does someone from your organization make you uncomfortable, angry, or upset by expressing stereotypes about racial/ethnic groups?	94%	4%	1%	1%	100%
How often does someone from your organization make you uncomfortable, angry, or upset by using offensive racial/ethnic terms?	97%	2%	1%	0.52%	100%
How often does someone from your organization make you uncomfortable, angry, or upset by excluding you because of your race/ethnicity?	91%	4%	4%	0.78%	100%
How often does someone from your organization make you uncomfortable, angry, or upset by showing you a lack of respect because of your race/ethnicity?	89%	6%	4%	1%	100%
	85%	15%			

SEXIST BEHAVIORS

This factor measures prejudicial, stereotypical, or negative attitudes and opinions based on perceived sex or gender that occurred over the past three months. Sexist behaviors also include verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes based on the perceived gender of the individual. These behaviors are similar to DoD's policy definition of gender discrimination; however, the DEOCS does not measure whether the behaviors limit or harm the respondent's career, which is required to meet the policy definition of gender discrimination.

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.
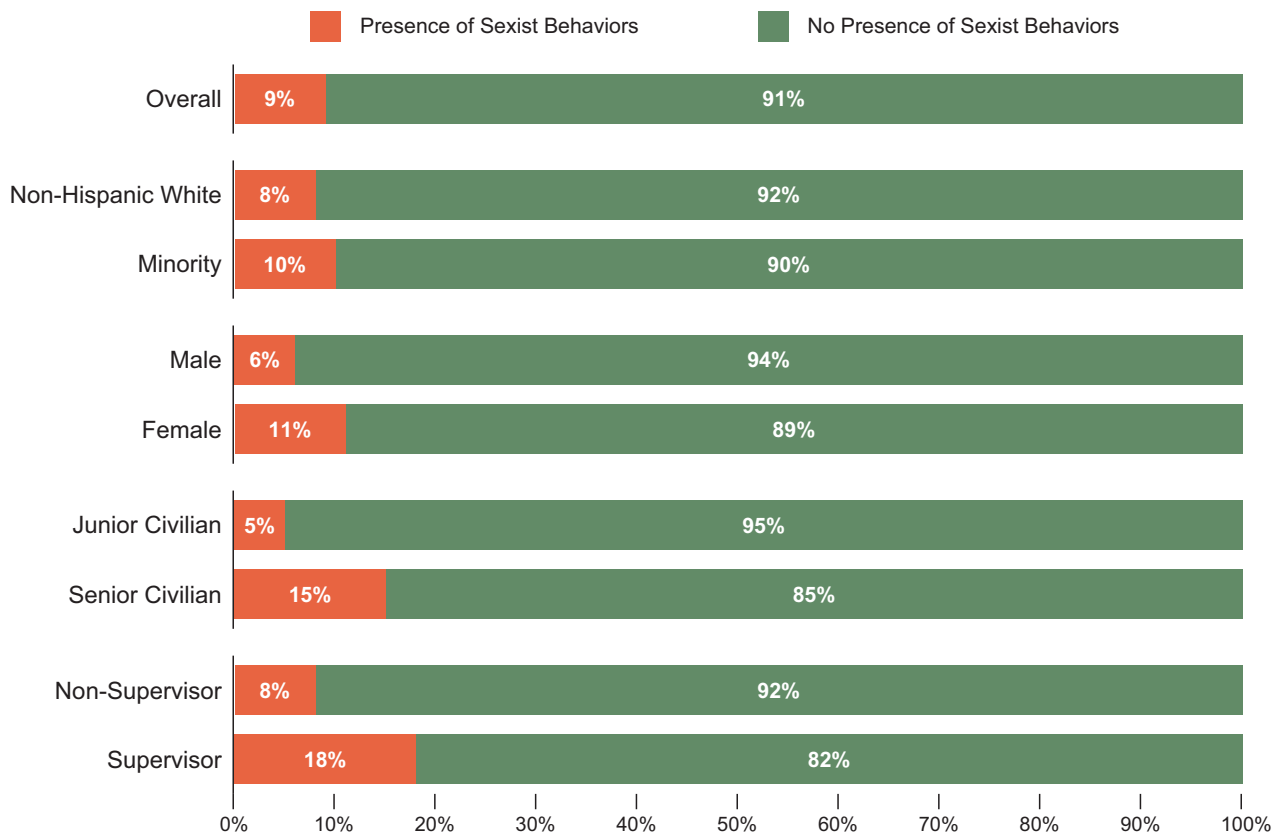
Presence of Sexist Behaviors | No Presence of Sexist Behaviors

Sexist Behaviors — 9% | 91%
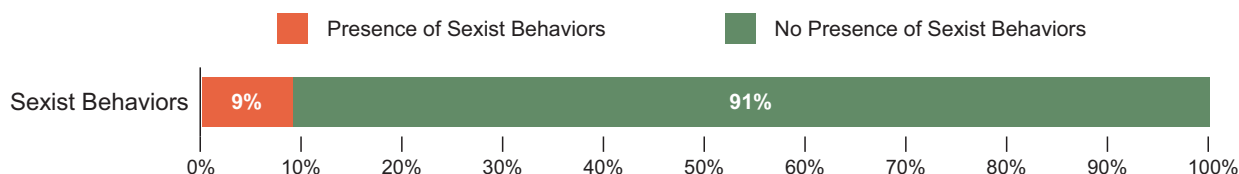
| Presence of Sexist Behaviors: 2023 Unfavorable Rating Comparison | Total DoD: 9% | DoD Organizations Overall: 7% |

Sexist Behaviors Ratings by Demographic Category

This graph displays *Sexist Behaviors* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Presence of Sexist Behaviors | No Presence of Sexist Behaviors

Overall	9%	91%
Non-Hispanic White	8%	92%
Minority	10%	90%
Male	6%	94%
Female	11%	89%
Junior Civilian	5%	95%
Senior Civilian	15%	85%
Non-Supervisor	8%	92%
Supervisor	18%	82%

Sexist Behaviors Item Summary

For this factor, if participants reported experiencing these behaviors *Rarely, Sometimes, or Often*, they are included in the percent reporting a "presence of behavior." If participants reported *Never* experiencing these behaviors, they are included in the percent reporting "no presence of behavior."

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your organization mistreat, exclude, or insult you because of your gender?	91%	5%	3%	2%	100%
	91%	9%			

SEXUALLY HARASSING BEHAVIORS

This factor measures unwelcome sexual advances and offensive comments or gestures of a sexual nature that occurred over the past three months. These behaviors are similar to DoD's policy definition of sexual harassment; however, the DEOCS does not measure whether the respondent's experiences were sufficiently persistent and severe to meet the legal definition of sexual harassment based on DoD policy.

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.
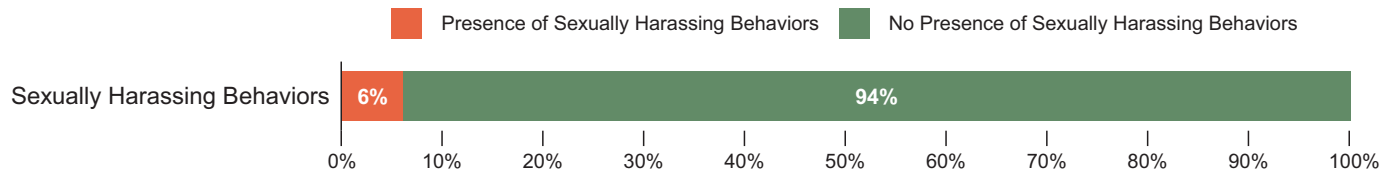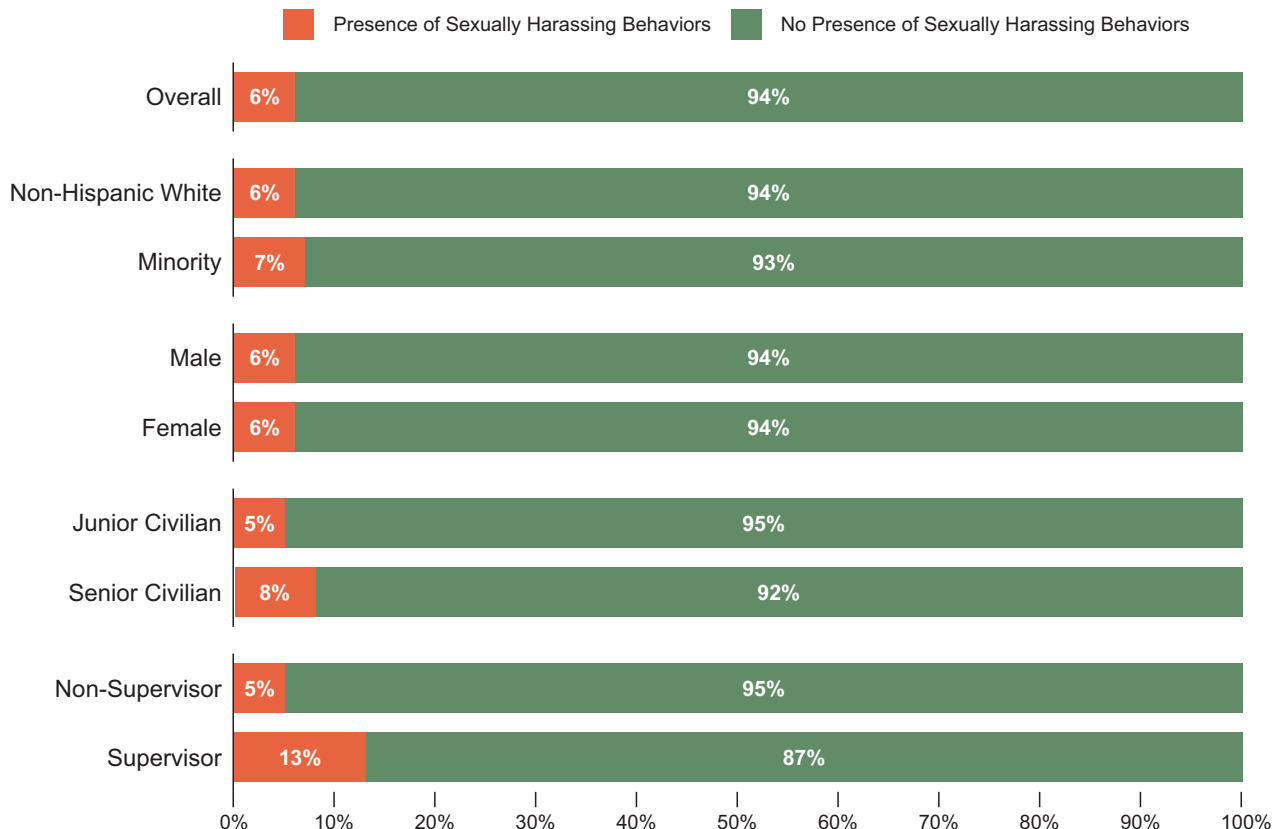
Legend: Presence of Sexually Harassing Behaviors | No Presence of Sexually Harassing Behaviors

	Presence	No Presence
Sexually Harassing Behaviors	6%	94%

Presence of Sexually Harassing Behaviors: 2023 Unfavorable Rating Comparison	Total DoD: 15%	DoD Organizations Overall: 10%

Sexually Harassing Behaviors Ratings by Demographic Category

This graph displays *Sexually Harassing Behaviors* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: Presence of Sexually Harassing Behaviors | No Presence of Sexually Harassing Behaviors

Demographic	Presence	No Presence
Overall	6%	94%
Non-Hispanic White	6%	94%
Minority	7%	93%
Male	6%	94%
Female	6%	94%
Junior Civilian	5%	95%
Senior Civilian	8%	92%
Non-Supervisor	5%	95%
Supervisor	13%	87%

Sexually Harassing Behaviors Item Summary

This factor is calculated based on how each individual responded to the set of questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. If participants reported experiencing any behavior *Rarely*, *Sometimes*, or *Often*, they are included in the percent reporting a "presence of behavior." If participants reported *Never* experiencing all or at least half of the behaviors (and did not report experiencing any behavior *Rarely*, *Sometimes*, or *Often*), they are included in the percent reporting "no presence of behavior."

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.
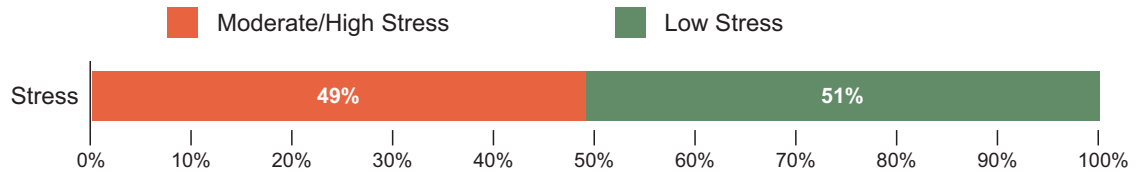
Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your organization tell sexual jokes that make you uncomfortable, angry, or upset?	97%	1%	0.90%	0.88%	100%
How often does someone from your organization embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?	95%	3%	0.92%	0.49%	100%
How often does someone from your organization display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset?	100%	0%	0%	0.15%	100%
How often does someone from your organization make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?	99%	0.96%	0%	0.15%	100%
How often does someone from your organization intentionally touch you in unwanted sexual ways?	100%	0%	0%	0.15%	100%
	94%	6%			

STRESS

⚠️ Your unfavorable rating for this factor is very high compared to all other units and organizations. See the "Resources" section at the end of the report for ways to lower it.

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.
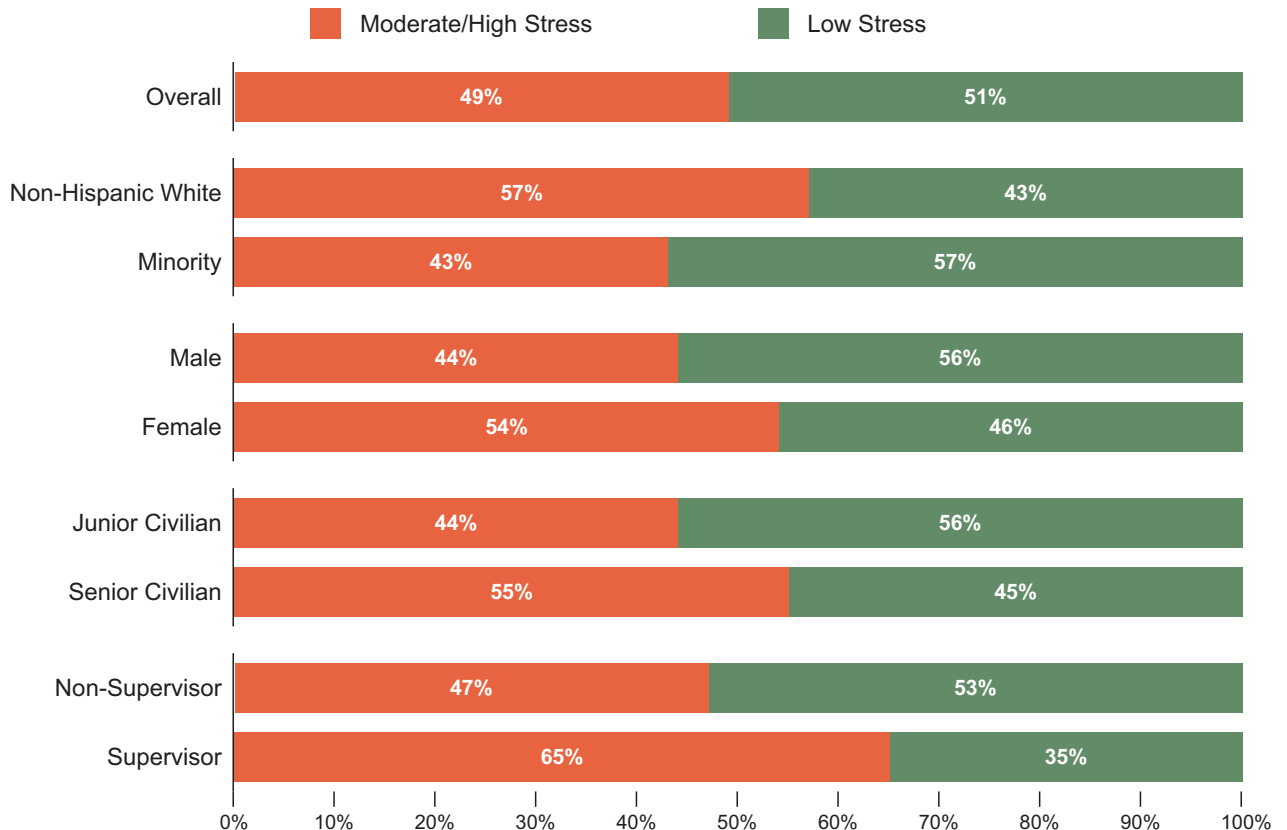
Legend: Moderate/High Stress (orange), Low Stress (green)

	Moderate/High Stress	Low Stress
Stress	49%	51%

Moderate/High Stress: 2023 Unfavorable Rating Comparison	Total DoD: 42%	DoD Organizations Overall: 42%

Stress Ratings by Demographic Category

This graph displays *Stress* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: Moderate/High Stress (orange), Low Stress (green)

|	Moderate/High Stress	Low Stress
Overall	49%	51%
Non-Hispanic White	57%	43%
Minority	43%	57%
Male	44%	56%
Female	54%	46%
Junior Civilian	44%	56%
Senior Civilian	55%	45%
Non-Supervisor	47%	53%
Supervisor	65%	35%

Stress Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
In the past three months, how often have you found that you could not cope with all of the things you had to do?	35%	28%	23%	14%	100%
In the past three months, how often have you felt nervous or stressed?	17%	21%	34%	28%	100%
	51%		49%		

TOXIC LEADERSHIP - RATINGS FOR ALL IMMEDIATE SUPERVISORS

This factor 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. Organizations with toxic leaders are linked to a higher likelihood of sexual assault and suicide, as well as lower levels of retention and readiness.
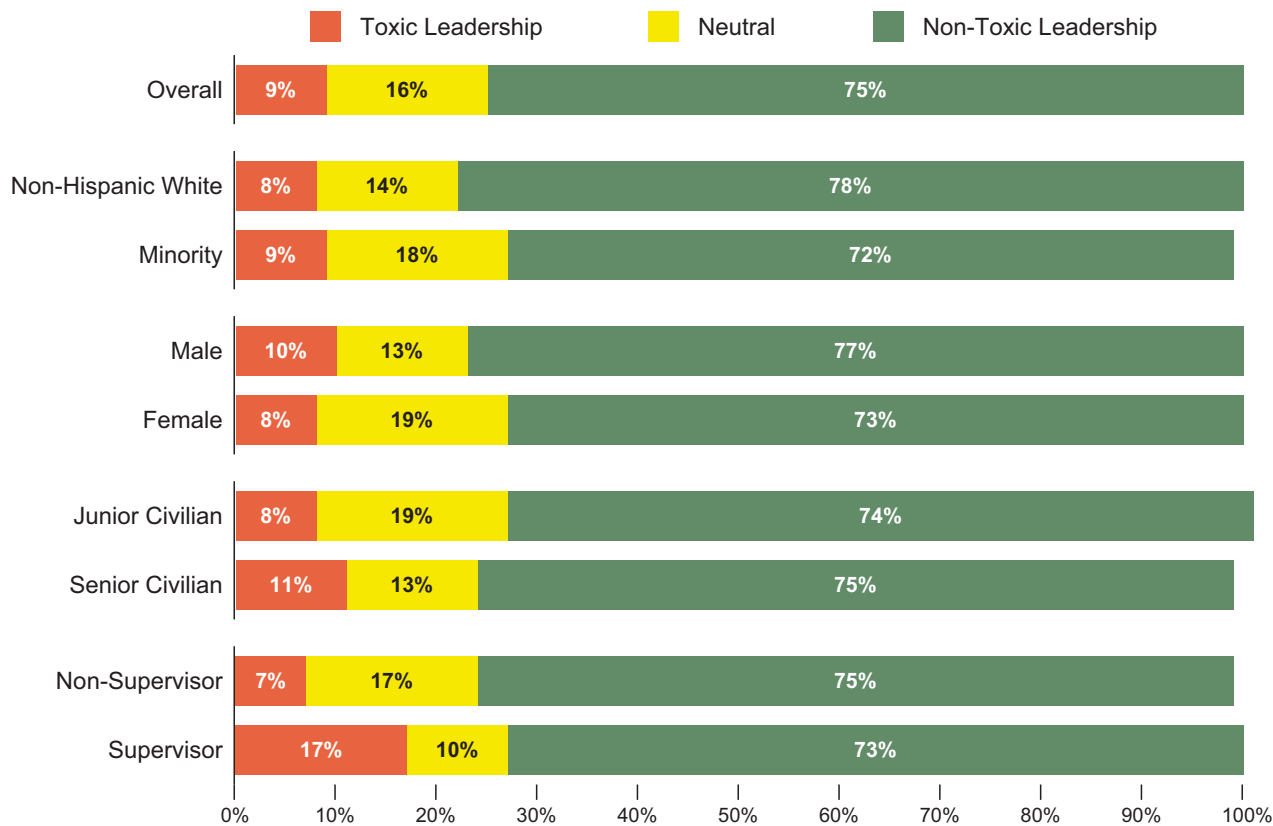
Legend: ■ Toxic Leadership ■ Neutral ■ Non-Toxic Leadership

Toxic Leadership	9%	16%	75%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
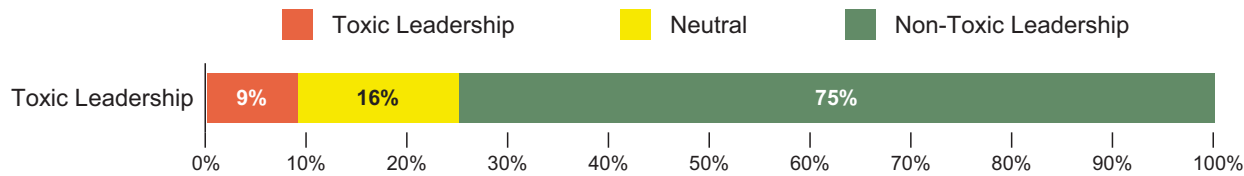
Toxic Leadership[1]: 2023 Unfavorable Rating Comparison	Total DoD: 9%	DoD Organizations Overall: 9%

[1] Ratings for All Immediate Supervisors

Toxic Leadership - Ratings for All Immediate Supervisors by Demographic Category

This graph displays *Toxic Leadership* ratings for all immediate supervisors by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: ■ Toxic Leadership ■ Neutral ■ Non-Toxic Leadership

Overall	9%	16%	75%
Non-Hispanic White	8%	14%	78%
Minority	9%	18%	72%
Male	10%	13%	77%
Female	8%	19%	73%
Junior Civilian	8%	19%	74%
Senior Civilian	11%	13%	75%
Non-Supervisor	7%	17%	75%
Supervisor	17%	10%	73%

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Toxic Leadership - Ratings for All Immediate Supervisors Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My immediate supervisor acts only in the best interest of their own advancement.	52%	22%	14%	6%	5%	100%
My immediate supervisor ridicules people in my organization.	53%	24%	17%	3%	2%	100%
My immediate supervisor ignores input from people in my organization that they do not agree with.	48%	24%	17%	7%	3%	100%
	75%		16%	9%		

TOXIC LEADERSHIP - RATINGS FOR SENIOR NCO/SEL

This factor measures the perception that senior NCO/SELs disregard input, ridicule others, and have self-promoting tendencies. *Toxic Leadership* also includes behaviors that are demeaning, marginalizing, and/or coercive. Organizations with toxic leaders are linked to a higher likelihood of sexual assault and suicide, as well as lower levels of retention and readiness.
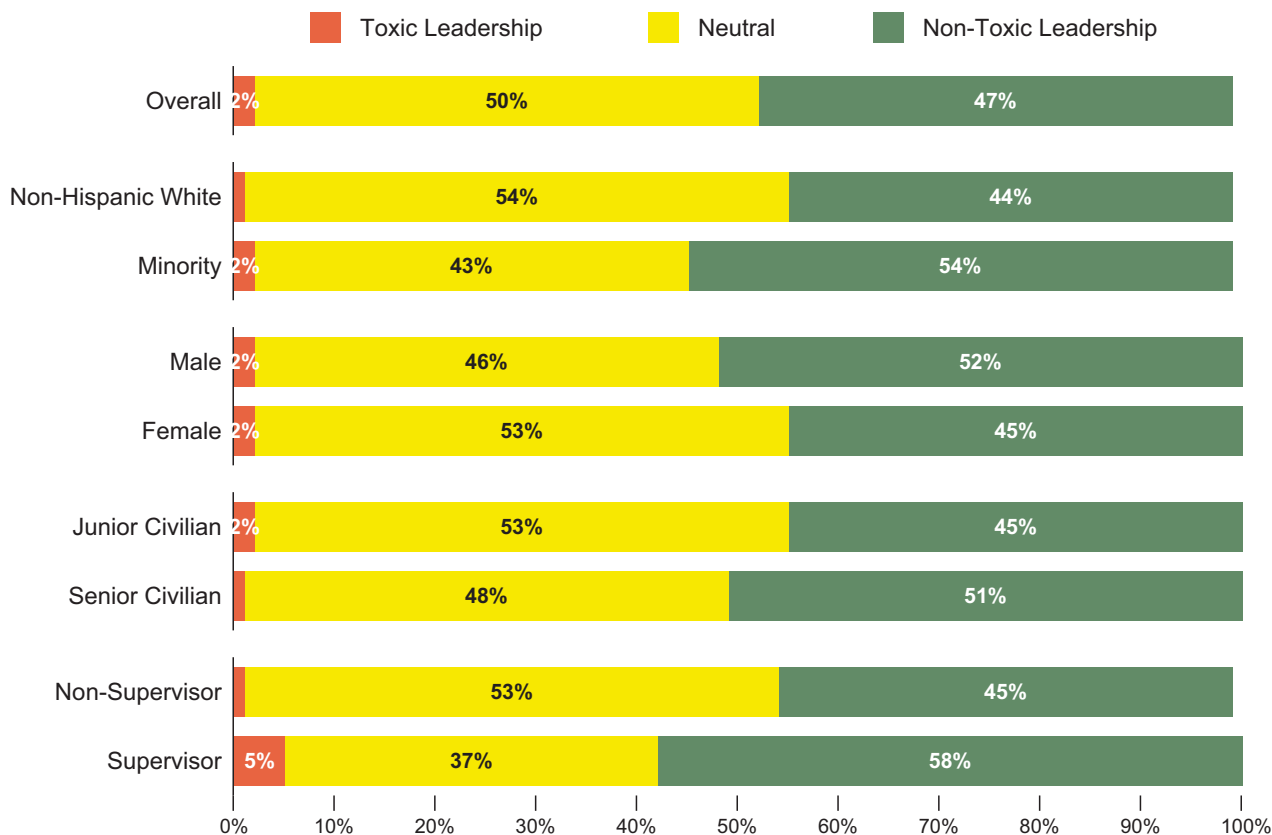
Legend: Toxic Leadership | Neutral | Non-Toxic Leadership

	Toxic Leadership	Neutral	Non-Toxic Leadership
Toxic Leadership	2%	50%	47%
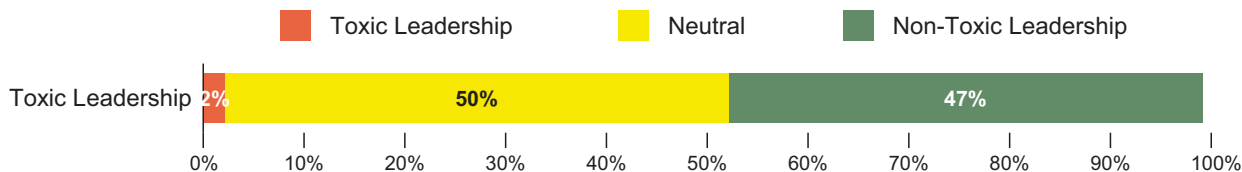
Toxic Leadership[1]: 2023 Unfavorable Rating Comparison	Total DoD: 5%	DoD Organizations Overall: 4%

[1] Ratings for Senior NCO/SEL

Toxic Leadership - Ratings for Senior NCO/SEL by Demographic Category

This graph displays *Toxic Leadership* ratings for the senior NCO/SEL by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: Toxic Leadership | Neutral | Non-Toxic Leadership

Demographic	Toxic Leadership	Neutral	Non-Toxic Leadership
Overall	2%	50%	47%
Non-Hispanic White		54%	44%
Minority	2%	43%	54%
Male	2%	46%	52%
Female	2%	53%	45%
Junior Civilian	2%	53%	45%
Senior Civilian		48%	51%
Non-Supervisor		53%	45%
Supervisor	5%	37%	58%

Toxic Leadership - Ratings for Senior NCO/SEL Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.
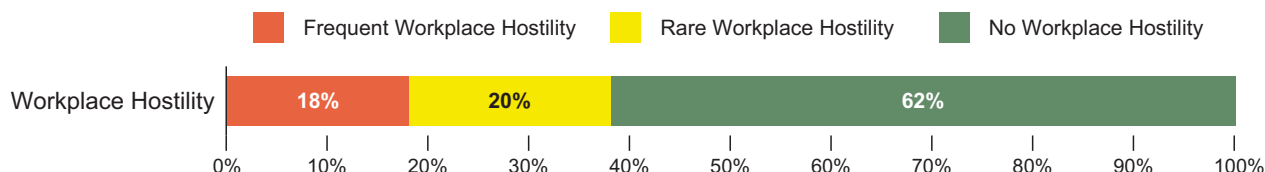
Question	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
My organization's senior NCO/SEL ridicules people in my organization.	33%	16%	50%	0.98%	0%	100%
My organization's senior NCO/SEL acts only in the best interest of their own advancement.	30%	17%	49%	2%	1%	100%
My organization's senior NCO/SEL ignores input from people in my organization that they do not agree with.	29%	17%	52%	1%	0.93%	100%
	47%		50%	2%		

WORKPLACE HOSTILITY

⚠️ Your unfavorable rating for this factor is very high compared to all other units and organizations. See the "Resources" section at the end of the report for ways to lower it.

Workplace Hostility measures the degree to which individuals in the workplace act in a hostile manner towards others. It includes behaviors such as insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance. Organizations with frequent workplace hostility are 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.
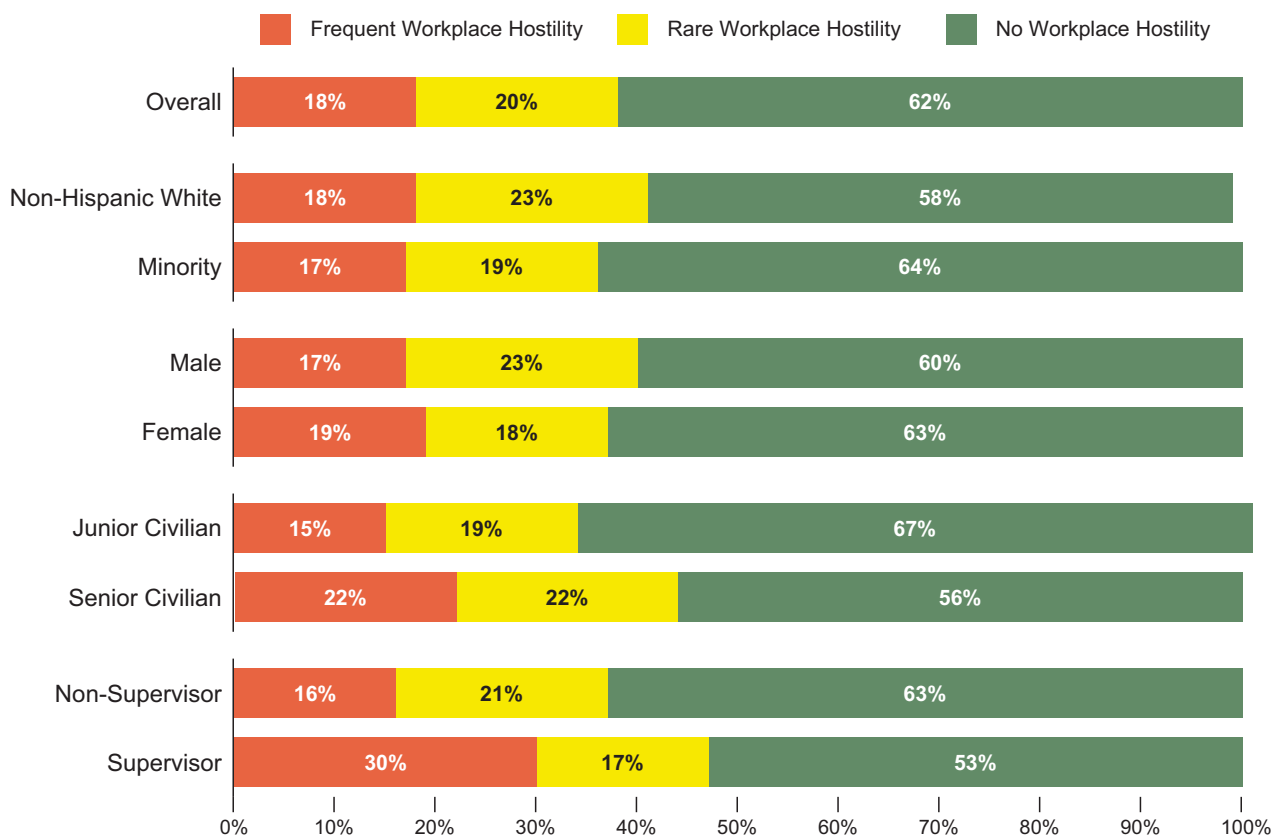
Legend: 🟧 Frequent Workplace Hostility 🟨 Rare Workplace Hostility 🟩 No Workplace Hostility

Workplace Hostility	Frequent	Rare	No
Workplace Hostility	18%	20%	62%

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Frequent Workplace Hostility: 2023 Unfavorable Rating Comparison	Total DoD: 15%	DoD Organizations Overall: 13%

Workplace Hostility Ratings by Demographic Category

This graph displays *Workplace Hostility* ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Legend: 🟧 Frequent Workplace Hostility 🟨 Rare Workplace Hostility 🟩 No Workplace Hostility

Category	Frequent	Rare	No
Overall	18%	20%	62%
Non-Hispanic White	18%	23%	58%
Minority	17%	19%	64%
Male	17%	23%	60%
Female	19%	18%	63%
Junior Civilian	15%	19%	67%
Senior Civilian	22%	22%	56%
Non-Supervisor	16%	21%	63%
Supervisor	30%	17%	53%

Scale: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Workplace Hostility Item Summary

Cells marked "NR" indicate that the data are not reportable due to a small number of responses.

Question	Never	Rarely	Sometimes	Often	Total
How often does someone from your organization intentionally interfere with your work performance?	49%	29%	15%	7%	100%
How often does someone from your organization take credit for work or ideas that were yours?	52%	25%	15%	8%	100%
How often does someone from your organization use insults, sarcasm, or gestures to humiliate you?	68%	16%	11%	5%	100%
How often does someone from your organization yell when they are angry with you?	77%	11%	8%	3%	100%
	62%	20%	18%		

RESOURCES

If you have questions related to your DEOCS, consult the following resources:
- **DCP Survey Resource Center**
- **DEOCS Frequently Asked Questions**
- **OPA Defense Climate Portal Helpdesk**
  - Email: DEOCS@datarecognitioncorp.com
  - Phone: 1-833-867-5674

INTERPRETING DEOCS RESULTS

Visit the DCP Survey Resource Center on https://www.prevention.mil/ for information on understanding and utilizing DEOCS results. Key resources include the:
- **Factor Interpretation Guide:** A guide that defines the DEOCS factor, provides a summary of research on how each DEOCS factor relates to strategic outcomes, how to read your factor ratings, how factor ratings are created, how to put your ratings into more context, and a list of scientific references for each factor.
- **Data Overview:** A guide that explains alert icons in DEOCS reports and why they appear, information on trends over time, how demographic categories are created, and why some data are not reportable.

SHARING DEOCS RESULTS

- All DEOCS survey results are produced at the unit-level/organization-level and do not contain personally identifiable information (PII) about participants in the PDFs or excel reports.
  - Use discretion in sharing DEOCS comment reports as they may contain PII.
- DEOCS results are most effective when they are shared with leadership and with members of your organization. Do keep in mind, however, that some information in this report is sensitive as they may rate specific command personnel.
- Discuss your DEOCS report with Command Climate Assessment (CCA) team members, including Integrated Primary Prevention Workforce (IPPW) personnel. Collaborate on potential actions to improve or sustain the climate in your organization.
- Let members know you are acting on their feedback. Provide examples of actions within your command and/or prevention steps identified in your Comprehensive Integrated Primary Prevention (CIPP) plan that are based on DEOCS results and other relevant sources of information.
- If you have questions about sharing DEOCS results outside of your chain of command, we recommend you contact your service point of contact or contact the DEOCS helpdesk for further assistance.

TAKING ACTION

- **Factor Improvement Toolkit:** Includes resources that assist with targeting climate challenges within units and organizations.
- **Prevention Tools:** Find general integrated prevention tools on prevention.mil.

ADDITIONAL RESOURCES

- **Factor Rating Comparisons:** The DEOCS 2023 Population Aggregations Report is available on the CAC-enabled OPA.mil site containing the DoD and service-level comparisons presented in this report. Each service branch and component have a separate appendix in the report with more detailed aggregations.
- **Integrated Primary Prevention Policy for Prevention Workforce and Leaders (DoDI 6400.11 – Change 1):** The DoDI establishing the primary prevention workforce and associated roles, responsibility, and training for IPP personnel and leaders in addressing primary prevention of harmful behaviors in military communities.