USCG 034

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DEOMI

Organizational Climate Survey (DEOCS) Report

Organization: Coast Guard FY08

Commander/Director: COMMANDER

Admin Number: CGFY08

Wednesday, November 05, 2008

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

RCS: DD-P&R (AR) 2338

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MEMORANDUM FOR COMMANDING OFFICER

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the DEOMI Organizational Climate Survey (DEOCS). You have completed an important step toward improving the human relations climate in your organization. Your decision to conduct the survey shows the members of your organization that you value their input on important human readiness issues. The survey is only the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is best used to help you address organizational issues constructively.

We recommend the DEOCS be used in conjunction with other assessments in an overall ASSESS - PLAN - IMPLEMENT - EVALUATE strategy of organizational development. In this report, and at our website (https://www.deomi.org), you will find information about interpreting the survey results. We recommend you read it through before you look at your results so you will have a better understanding of your feedback package. We would also appreciate your feedback using the feedback opportunity provided.

The report provided to you by the Defense Equal Opportunity Management Institute (DEOMI) is supported by a staff of highly qualified people to assist you in tailoring training programs, action planning, or problem solving to meet the needs of your command. If you or your staff need assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/1590 or commercial (321) 494-2675/1590. We are looking forward to the opportunity to work with your command.

Commandant
DEOMI

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I. INTERPRETING YOUR DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. **Look at the demographic breakdown.**
2. **Examine perceptions of discrimination and the complaint process.**
3. **Use subgroup factor comparison to understand the disparities.**
4. **Review the overall unit summary.**
5. **Review locally developed questions, command specific questions, short-answer questions, and written comments, if any.**

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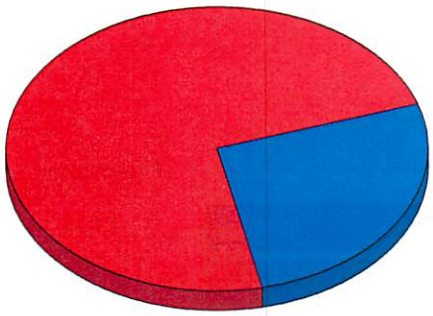
II. REPORT FOR COAST GUARD FY08

a. DEMOGRAPHIC BREAKOUT

LOOK AT THE DEMOGRAPHIC BREAKOUT of who in your organization completed the survey. Remember, the data shown in the charts are computer-generated, and based on the inputs received from survey respondents. There may be times when respondents will enter inaccurate information, whether by design or unintentionally, thus creating inaccurate demographic breakouts on the report. Also, in those cases where respondents fail to respond or, when using the paper survey, leave errant pencil marks, the computer will report these as missing cases. The report is broken down into categories that we later use to provide subgroup comparisons within your organization, e.g., minority/majority, women/men, etc. In those cases where fewer than five people in a subgroup complete the survey, you will not receive any comparisons for that subgroup in order to maintain the anonymity of each respondent and to provide statistically meaningful results.

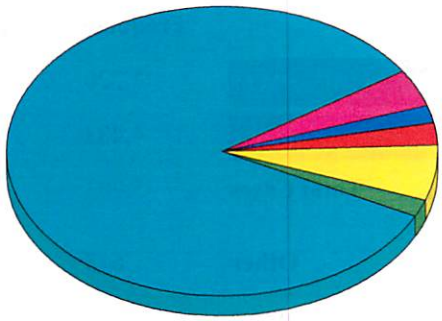
MINORITY vs MAJORITY



	Frequency	Percent
Minority	1,617	26.61
Majority	4,460	73.39
Total Cases	6,077	100.00
Missing Responses	259	

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

RACE



	Frequency	Percent
American Indian	119	2.08
Asian	129	2.25
Black	362	6.32
Native Hawaiian	106	1.85
White	4,772	83.27
Two or More	243	4.24
Total Cases	5,731	100.00
Missing Responses	605	

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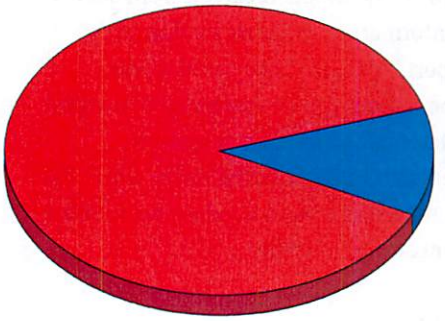
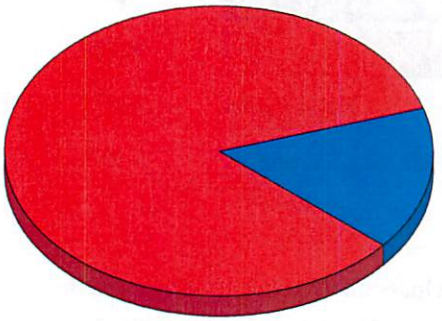
HISPANIC DECLARATION



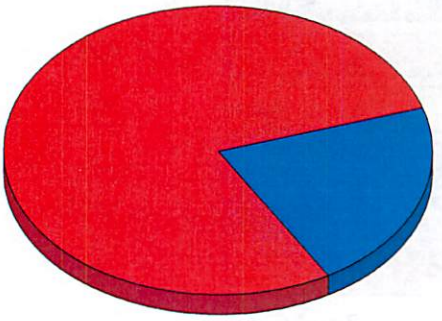
	Frequency	Percent
Hispanic	776	12.28
Not Hispanic	5,545	87.72
Total Cases	6,321	100.00
Missing Responses	15	

GENDER



	Frequency	Percent
Women	1,018	16.09
Men	5,310	83.91
Total Cases	6,328	100.00
Missing Respones	8	

OFFICER vs ENLISTED



	Frequency	Percent
Officer/WO	1,220	21.39
Enlisted	4,483	78.61
Total Cases	5,703	100.00
Other	615	
Missing Responses	18	

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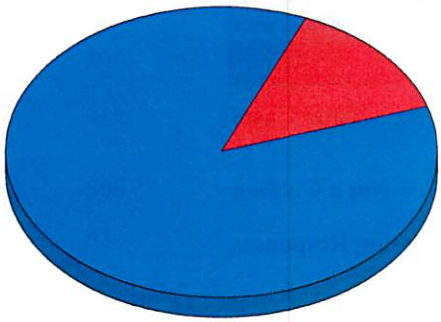
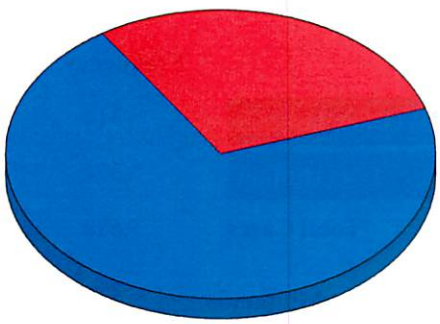
ENLISTED SENIORITY



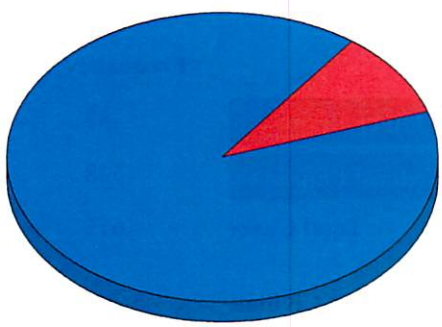
	Frequency	Percent
E1-E6	3,833	86.37
E7-E9	605	13.63
Total Cases	4,438	100.00
Not Enlisted	1,853	
Missing Responses	45	

OFFICER SENIORITY



	Frequency	Percent
O1-O3	689	70.81
O4 and above	284	29.19
Total Cases	973	100.00
Not an Officer	5,314	
Missing Responses	49	

MILITARY vs CIVILIAN



	Frequency	Percent
Military	5,703	90.27
Civilian	615	9.73
Total Cases	6,318	100.00
Missing Responses	18	

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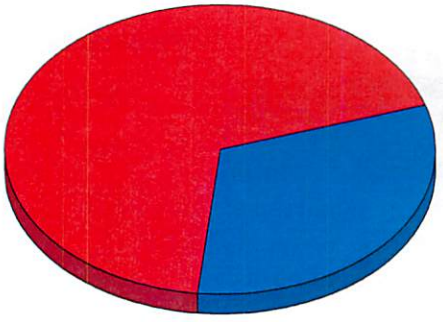
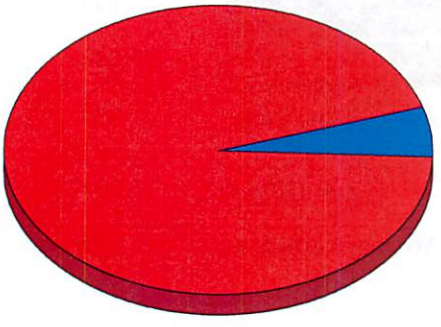
FEDERAL CIVILIAN SENIORITY



	Frequency	Percent
Junior Civilian	164	31.66
Senior Civilian	354	68.34
Total Cases	518	100.00
Not a Civilian	5,808	
Missing Responses	10	

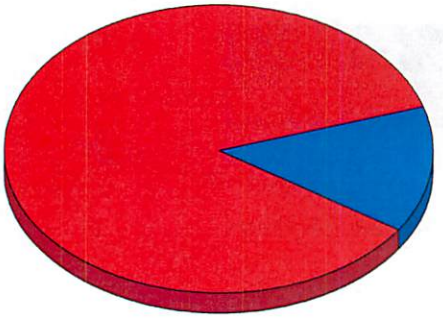
For GS, WG/WL/WS/WB, and SES: Junior = 1 through 8, and Senior = 9 and above. For Non-Supervisory NSPS: Junior = all Pay Band 1, and Pay Band 2 Technician/Support, Fire Protection, Police/Security Guard, and Senior = Pay Bands 3 and 4, and Pay Band 2 Professional pay schedules. For Supervisory NSPS: Junior = Pay Band 1, and Senior = Pay Band 2.

OTHER MILITARY vs U.S. MILITARY



	Frequency	Percent
Other Military	314	5.52
U.S. Military	5,374	94.48
Total Cases	5,688	100.00
Not Military	615	
Missing Responses	18	

OTHER CIVILIAN EMPLOYEE vs FEDERAL CIVILIAN EMPLOYEE

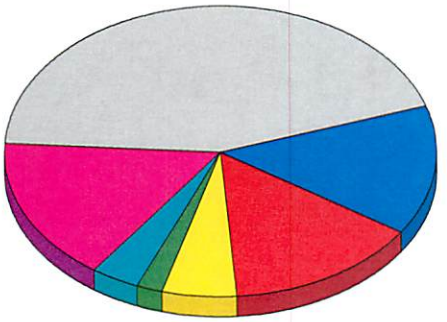


	Frequency	Percent
Other Employee	87	14.15
Federal Employee	528	85.85
Total Cases	615	100.00
Not Civilian	5,703	
Missing Responses	18	

b. EXPERIENCES OF DISCRIMINATION DURING PAST 12 MONTHS

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

"YES" RESPONSE TO EXPERIENCED AN INCIDENT OF DISCRIMINATION

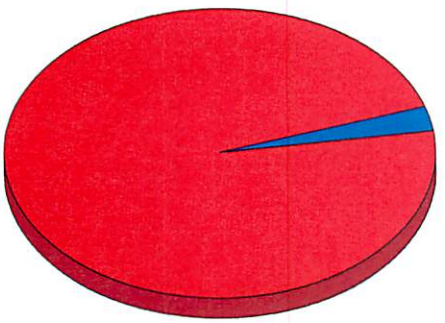


	Frequency	Percent
Race/Nat Orig/Color	143	14.43
Gender (Sex)	144	14.53
Age	55	5.55
Disability	19	1.92
Religion	36	3.63
Two or More	160	16.15
Not Classified *	434	43.79
Total Cases	991	100.00
"NO" Response	5,345	
Missing Responses	0	

* Not Classified: Data not available in earlier versions of the survey.

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MAJORITY



	Frequency	Percent
YES	124	2.78
NO	4,336	97.22
Total Cases	4,460	100.00
Missing Responses	0	

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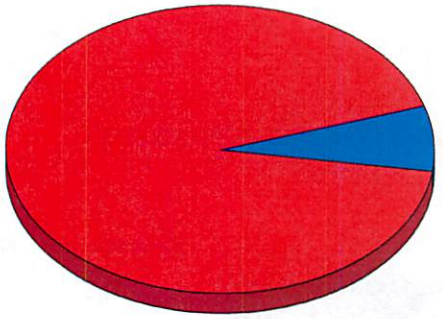
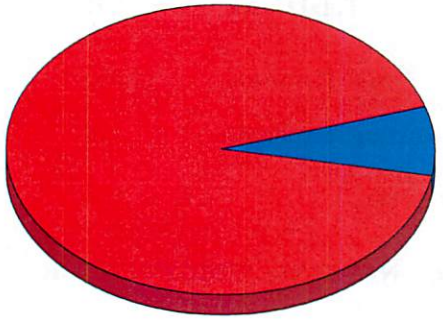
EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MINORITY



	Frequency	Percent
YES	118	7.30
NO	1,499	92.70
Total Cases	1,617	100.00
Missing Responses	0	

HISPANIC

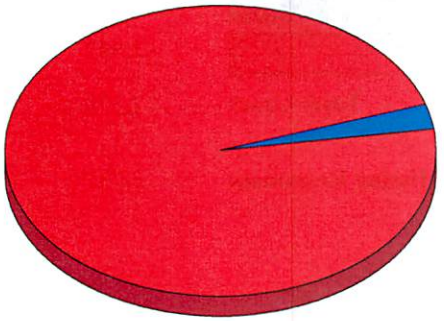


	Frequency	Percent
YES	61	7.86
NO	715	92.14
Total Cases	776	100.00
Missing Responses	0	

500614

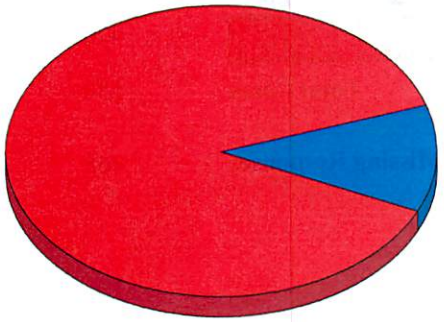
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	150	2.82
NO	5,160	97.18
Total Cases	5,310	100.00
Missing Responses	0	

WOMEN

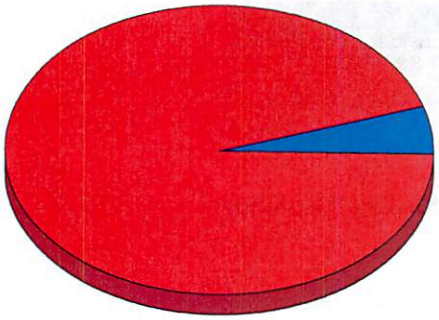


	Frequency	Percent
YES	121	11.89
NO	897	88.11
Total Cases	1,018	100.00
Missing Responses	0	

500615

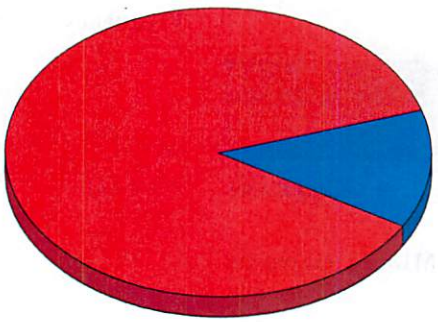
EXPERIENCED *SEXUAL HARASSMENT*

MEN



	Frequency	Percent
YES	137	5.31
NO	2,442	94.69
Total Cases	2,579	100.00
Missing Responses	2,731	

WOMEN



	Frequency	Percent
YES	74	13.45
NO	476	86.55
Total Cases	550	100.00
Missing Responses	468	

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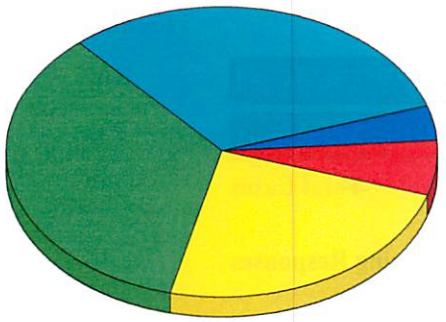
WHAT ACTION DID YOU TAKE FOLLOWING THE INCIDENT OF DISCRIMINATION?

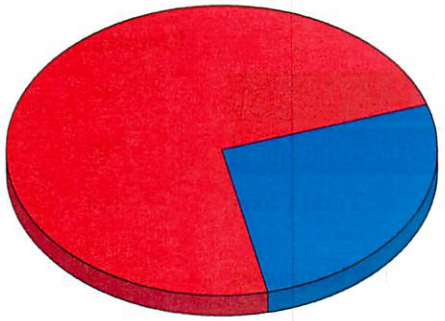


	Frequency	Percent
Filed Formal Complaint	17	3.85
Reported to EO/EEO	27	6.11
Reported to Supervisor	106	23.98
Confronted Individual	153	34.62
Not Classified *	139	31.45
Total Cases	442	100.00
Did not Report	560	
Missing Responses	46	

* Not Classified: Data not available in earlier versions of the survey.

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MAJORITY

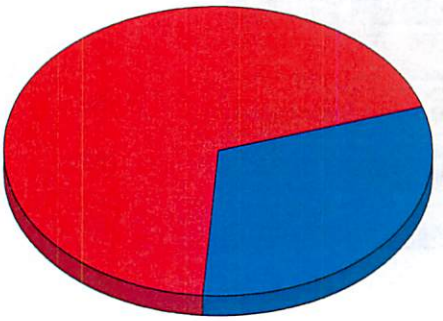


	Frequency	Percent
Reported	161	26.66
Did Not Report	443	73.34
Total Cases	604	100.00
Missing Responses	27	

500617

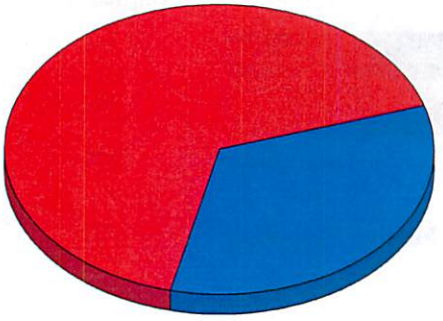
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Reported	105	31.16
Did Not Report	232	68.84
Total Cases	337	100.00
Missing Responses	16	

HISPANIC



	Frequency	Percent
Reported	55	33.54
Did Not Report	109	66.46
Total Cases	164	100.00
Missing Responses	9	

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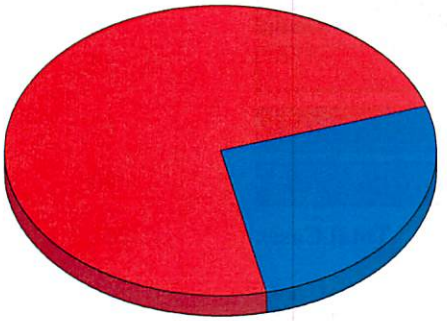
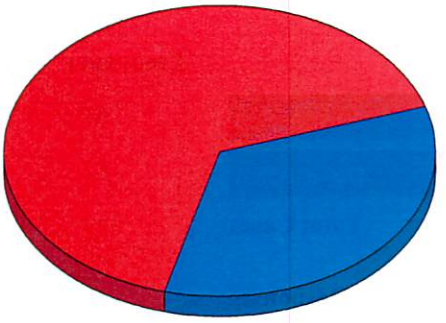
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Reported	190	26.61
Did Not Report	524	73.39
Total Cases	714	100.00
Missing Responses	38	

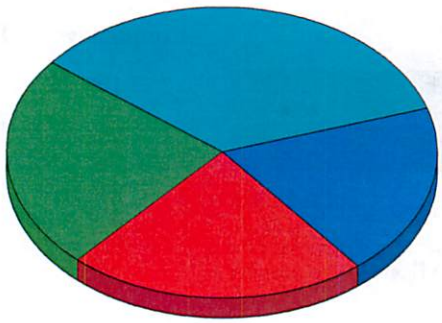
WOMEN



	Frequency	Percent
Reported	98	34.27
Did Not Report	188	65.73
Total Cases	286	100.00
Missing Responses	8	

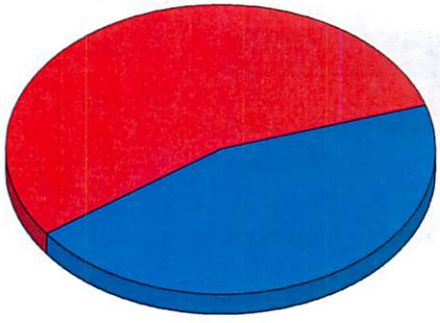
500619

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR



	Frequency	Percent
Very Satisfied	50	19.16
Moderately Satisfied	59	22.61
Moderately Dissatisfied	62	23.75
Very Dissatisfied	90	34.48
Total Cases	261	
Missing Responses	28	

MAJORITY

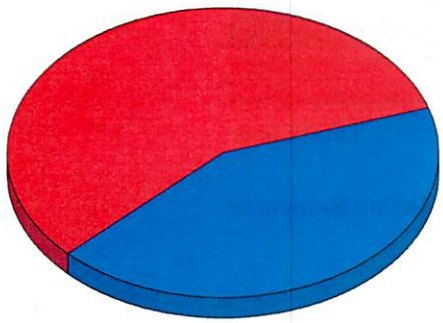


	Frequency	Percent
Satisfied	67	44.97
Dissatisfied	82	55.03
Total Cases	149	100.00
Missing Responses	12	

500620

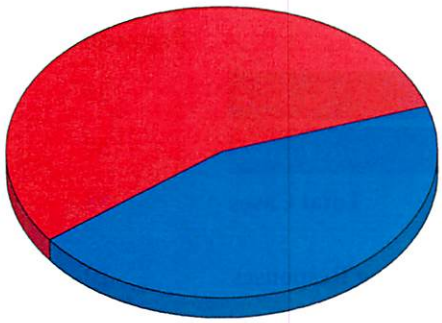
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Satisfied	38	42.70
Dissatisfied	51	57.30
Total Cases	89	0.00
Missing Responses	16	

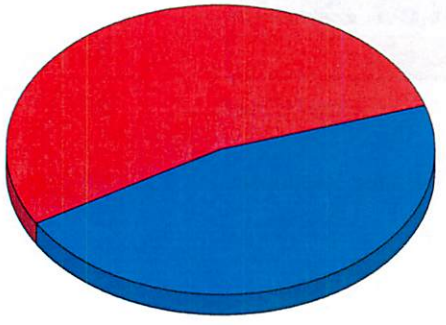
HISPANIC



	Frequency	Percent
Satisfied	21	44.68
Dissatisfied	26	55.32
Total Cases	47	0.00
Missing Responses	8	

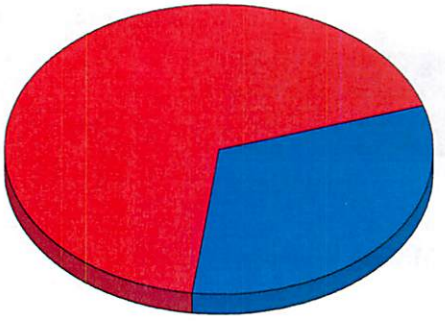
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Satisfied	80	46.51
Dissatisfied	92	53.49
Total Cases	172	0.00
Missing Responses	18	

WOMEN



	Frequency	Percent
Satisfied	28	31.82
Dissatisfied	60	68.18
Total Cases	88	100.00
Missing Responses	10	

500622

c. SUBGROUP FACTOR COMPARISONS

Subgroup factor comparisons will be presented with Equal Opportunity/Equal Employment opportunity (EO/EEO) factors, followed by Organizational Effectiveness factors.

The DEOCS report displays your organization's results in two ways. First, it considers average scores, where higher average scores always indicate more positive perceptions. Second, the degree different groups agree in their perceptions is also an important indicator. The disparity index (DI) is a statistically-derived number that reflects how much two groups agree or disagree in their perceptions. Together, the average and DI provide substantially more information than either score alone. Each of these combined data points is plotted, using the lowest average between the two groups being compared (vertical axis), along with the DI between those two groups (horizontal axis).

GREEN indicates higher averages and levels of agreements. The YELLOW, ORANGE, and RED colored areas reflect progressively greater organizational concerns, indicated by lower averages, higher DIs, or both.

The data point can appear in one of four numbered quadrants:

Quadrant 1 is the most positive, as it reflects higher average scores and lower Disparity Index (i.e., a higher level of agreement) between the two groups.

Quadrant 2 reflects higher average scores, but also a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

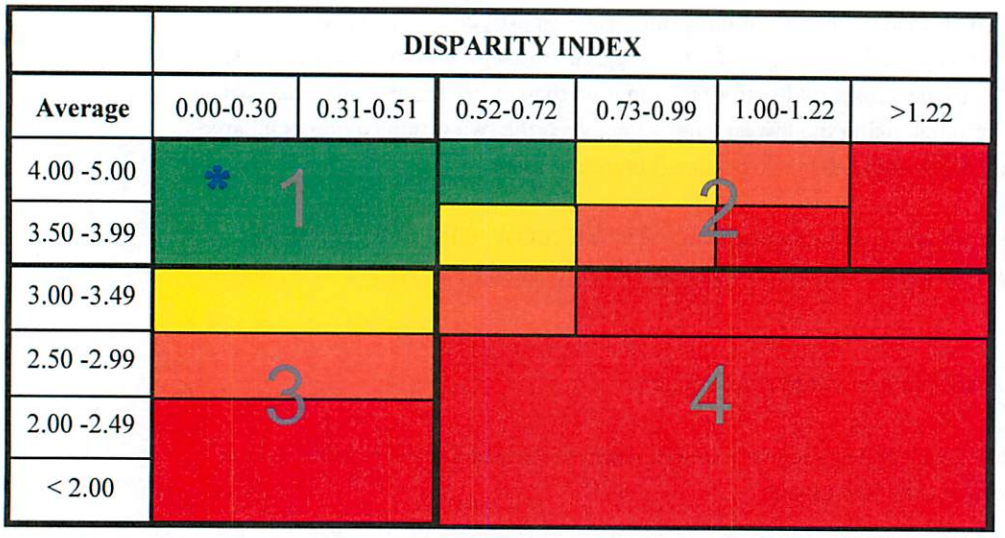
Quadrant 3 reflects lower average scores, with a lower Disparity Index (i.e., a high level of agreement) between the two groups.

Quadrant 4 reflects lower average scores and a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

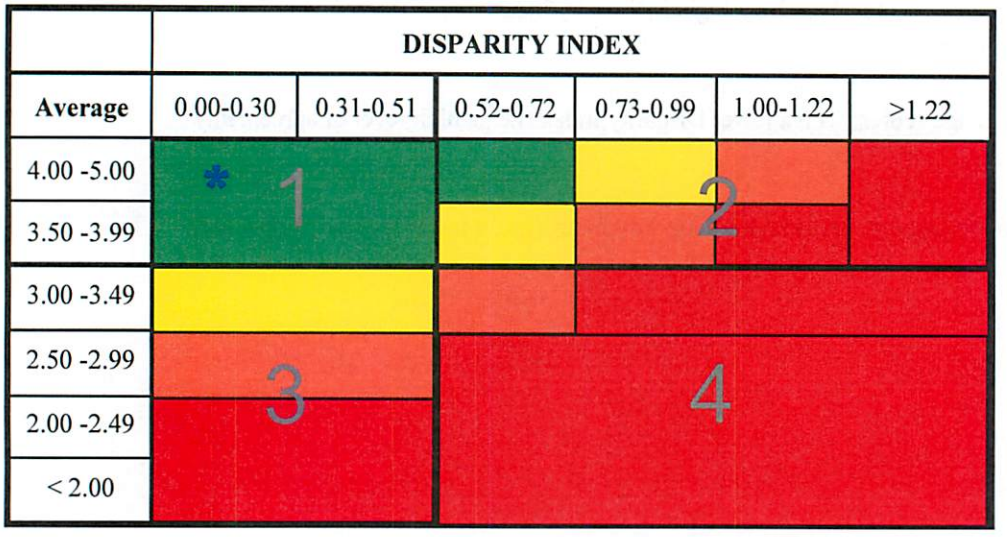
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.13
Majority	4.20
DI:	0.08



	Average
Women	4.02
Men	4.20
DI:	0.21

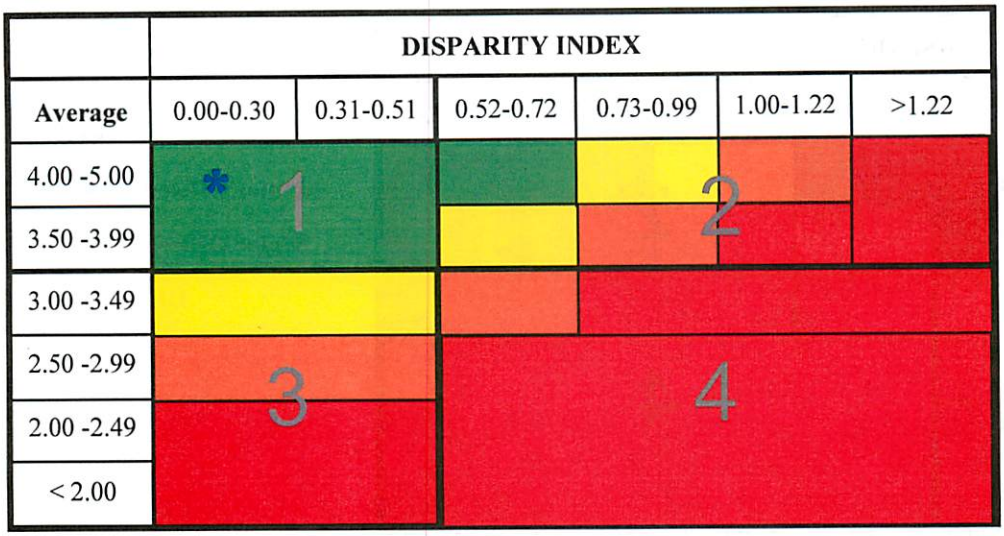
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500624

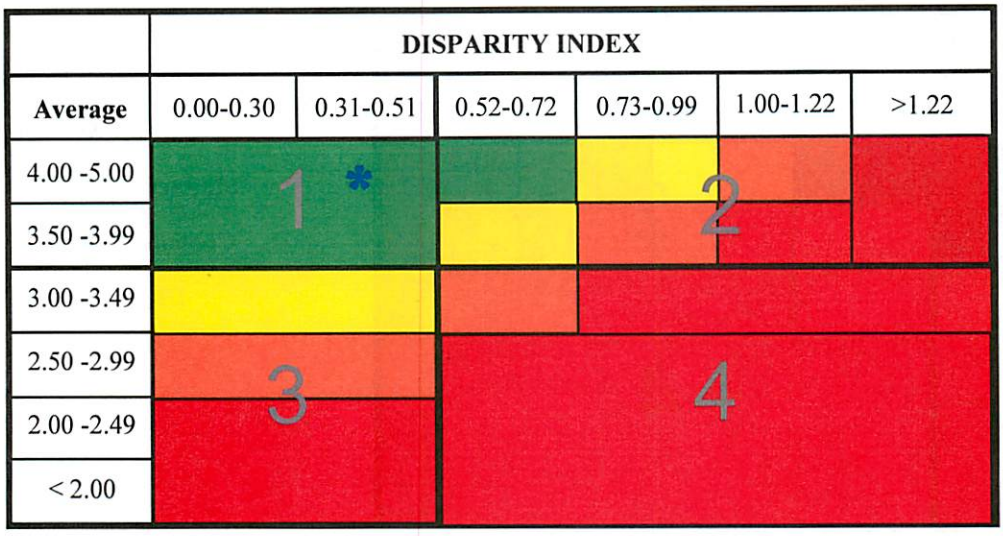
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.23
Enlisted	4.13
DI:	0.13



	Average
Junior Enlisted	4.09
Senior Enlisted	4.39
DI:	0.38

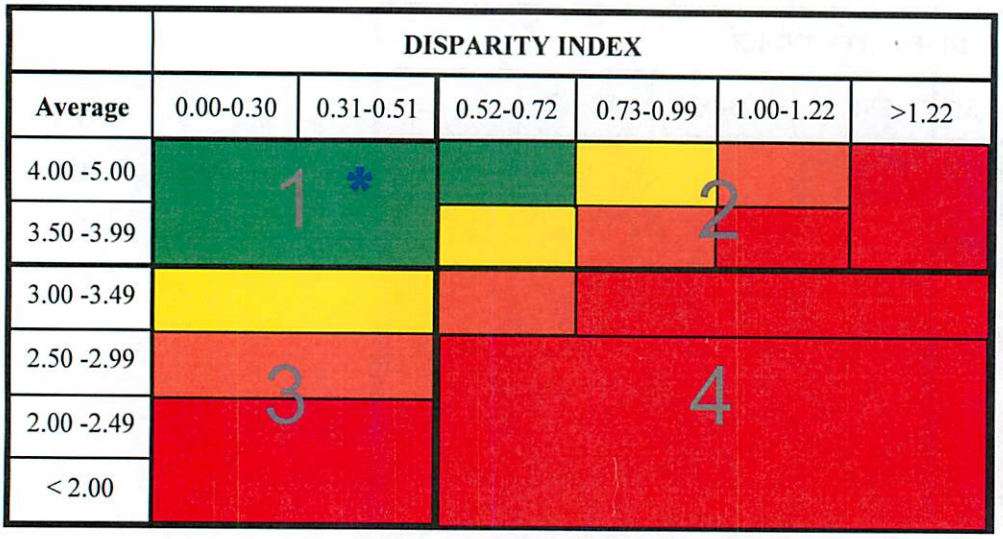
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500625

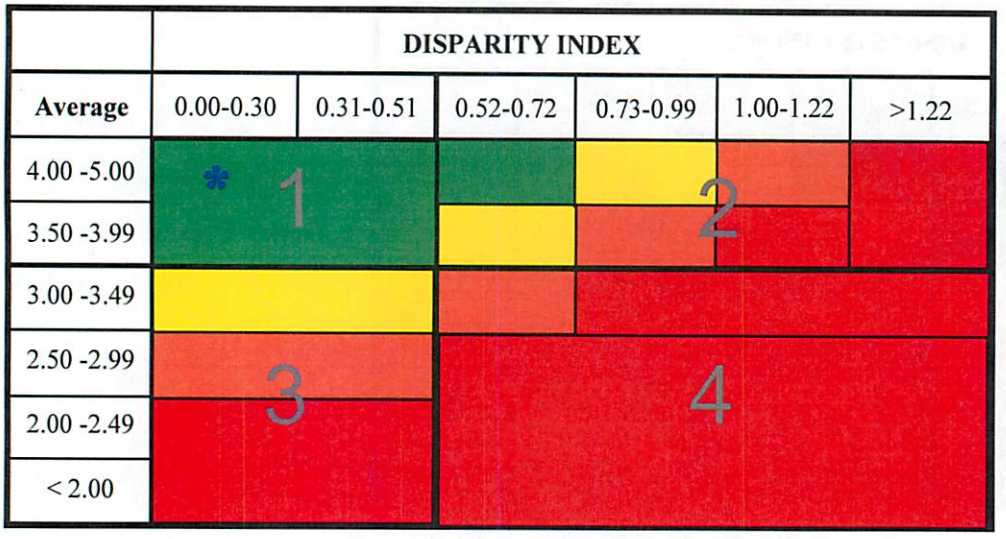
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.09
Senior Officer	4.38
DI:	0.40



	Average
Military	4.15
Civilian	4.32
DI:	0.20

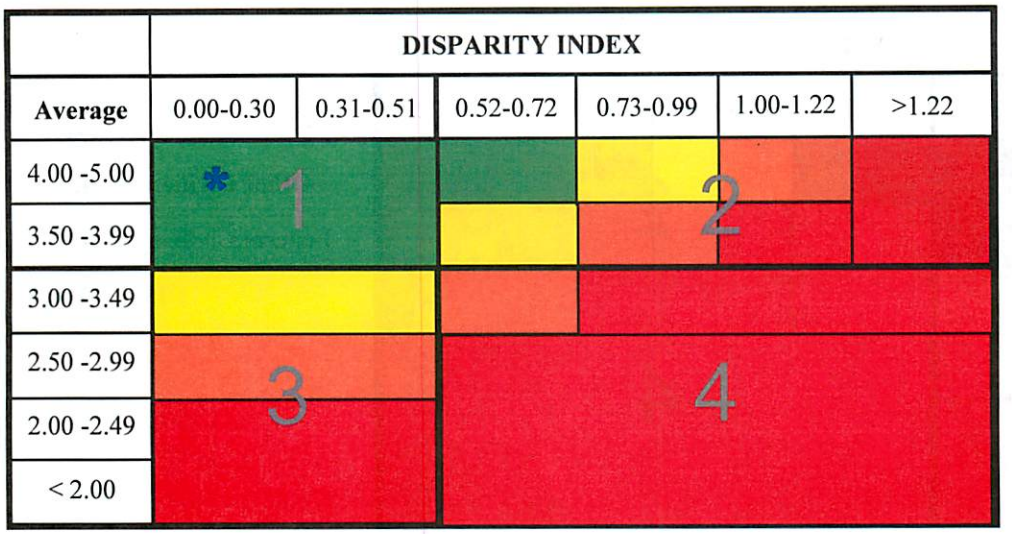
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500626

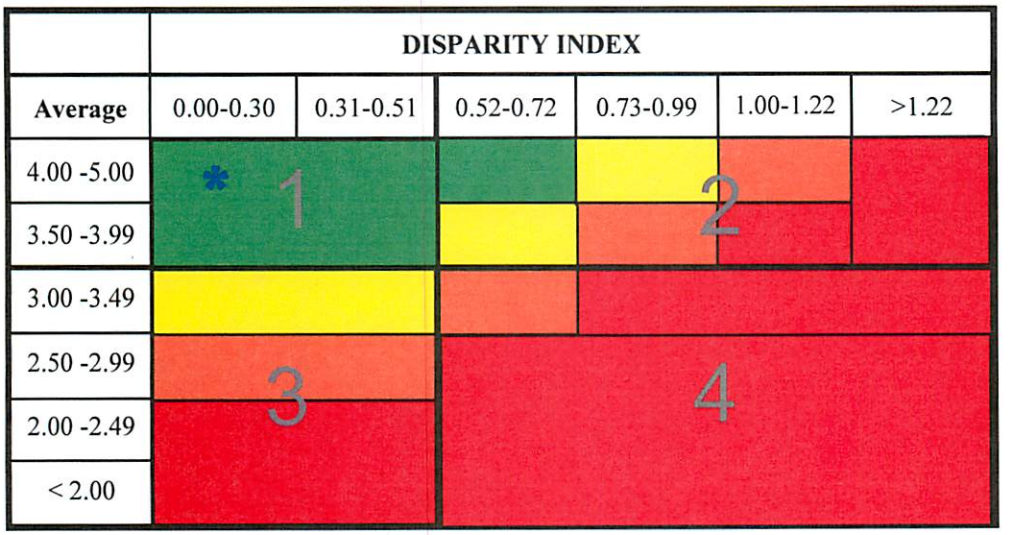
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.45
Senior Civilian	4.28
DI:	0.24



	Average
Other Military	4.08
U.S. Military	4.16
DI:	0.09

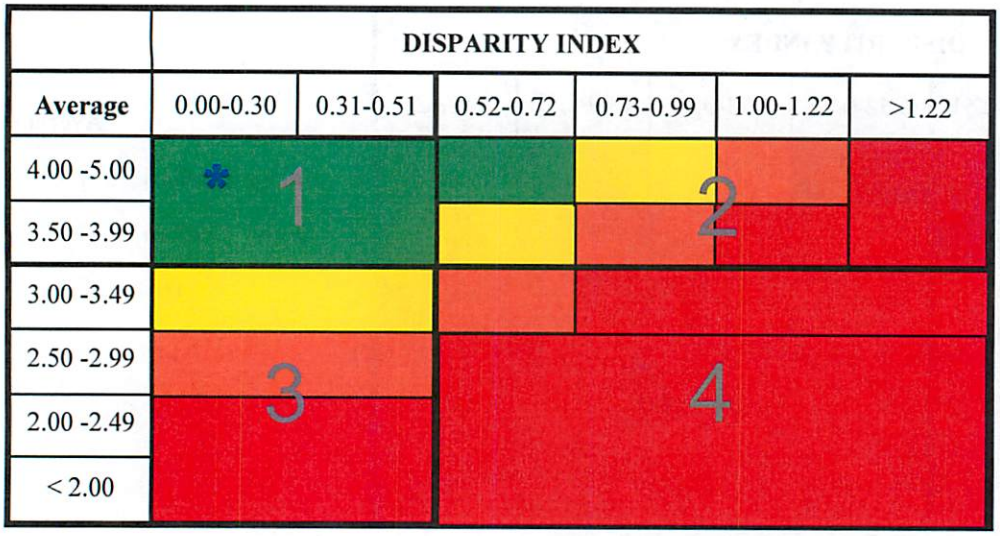
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500627

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.23
Federal Civilian	4.17
DI:	0.06

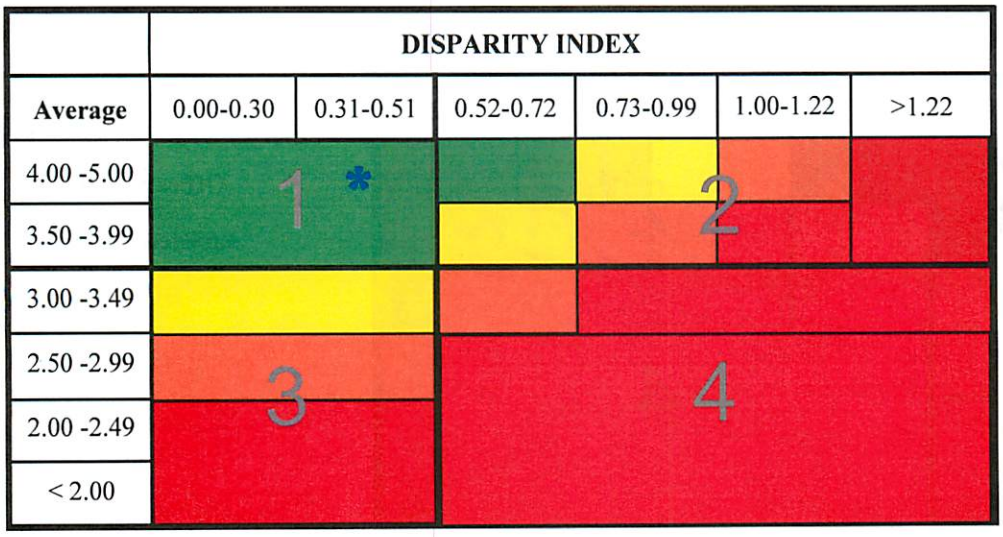
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500628

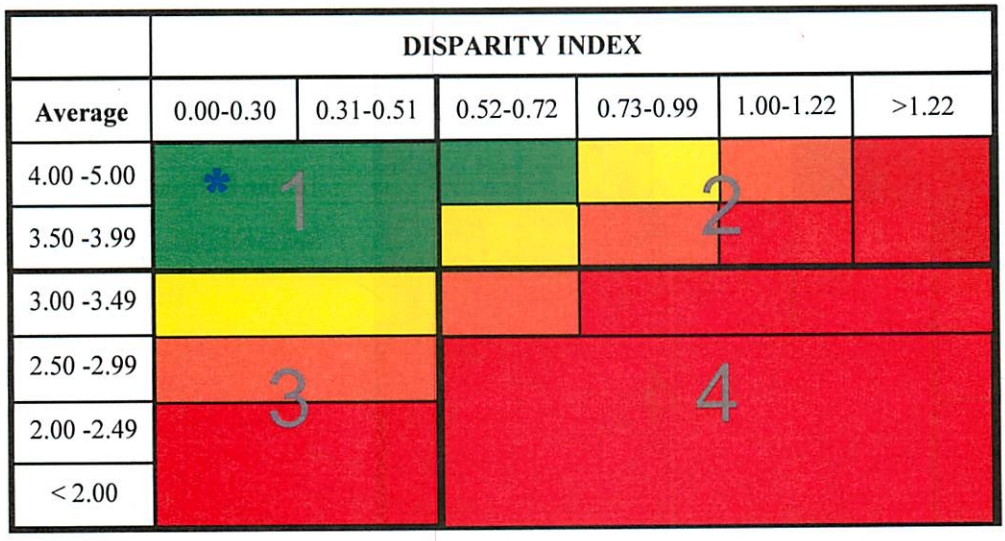
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.54
Majority	4.78
DI:	0.40



	Average
Women	4.67
Men	4.72
DI:	0.09

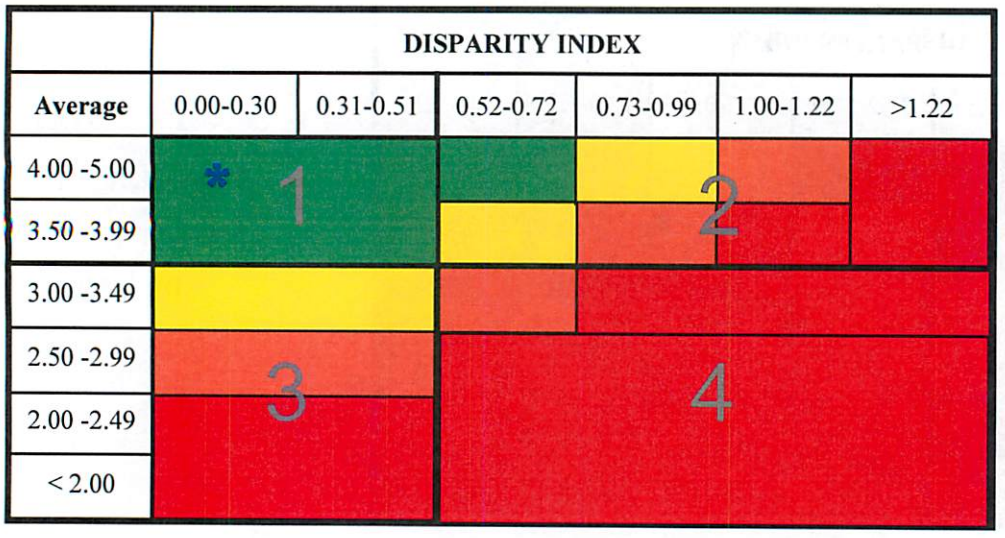
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500629

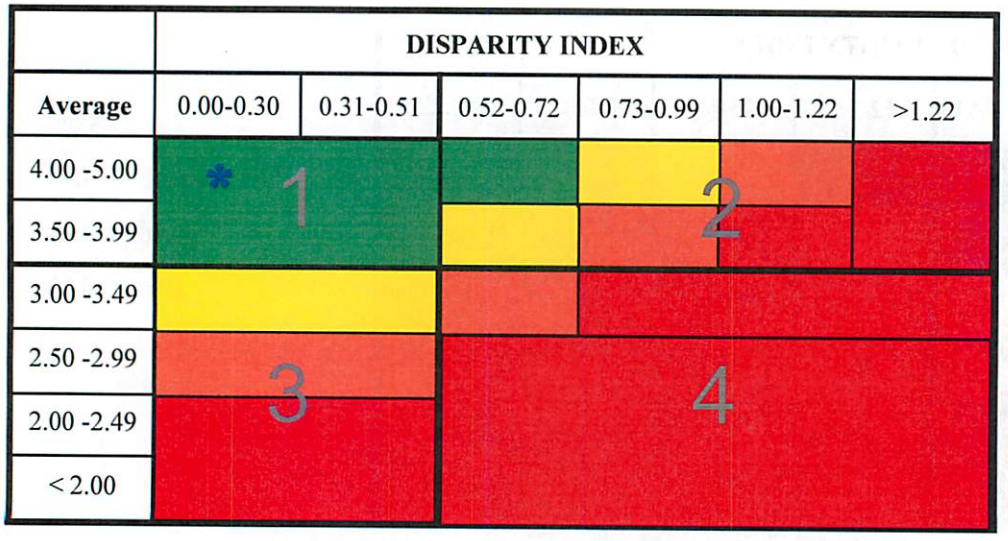
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.79
Enlisted	4.70
DI:	0.18



	Average
Junior Enlisted	4.68
Senior Enlisted	4.82
DI:	0.26

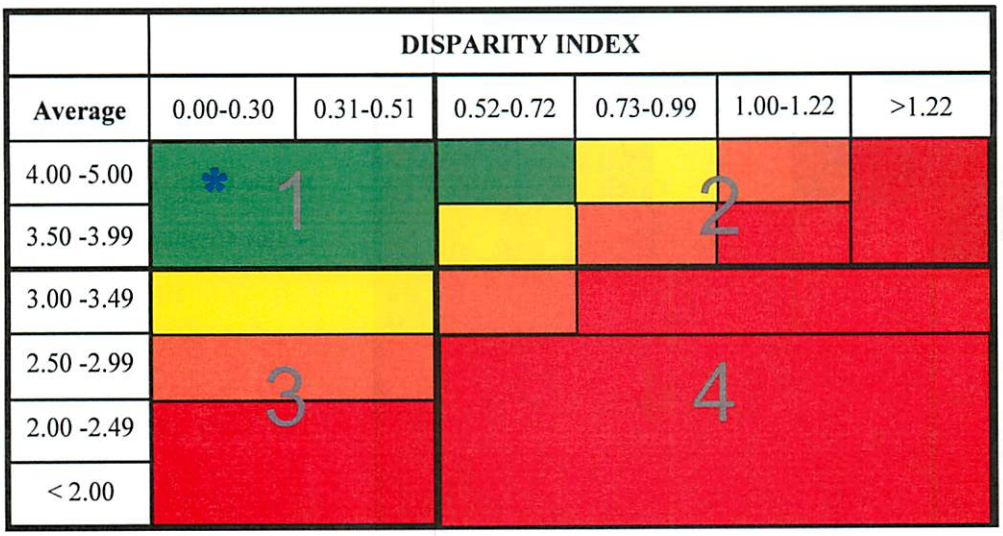
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500630

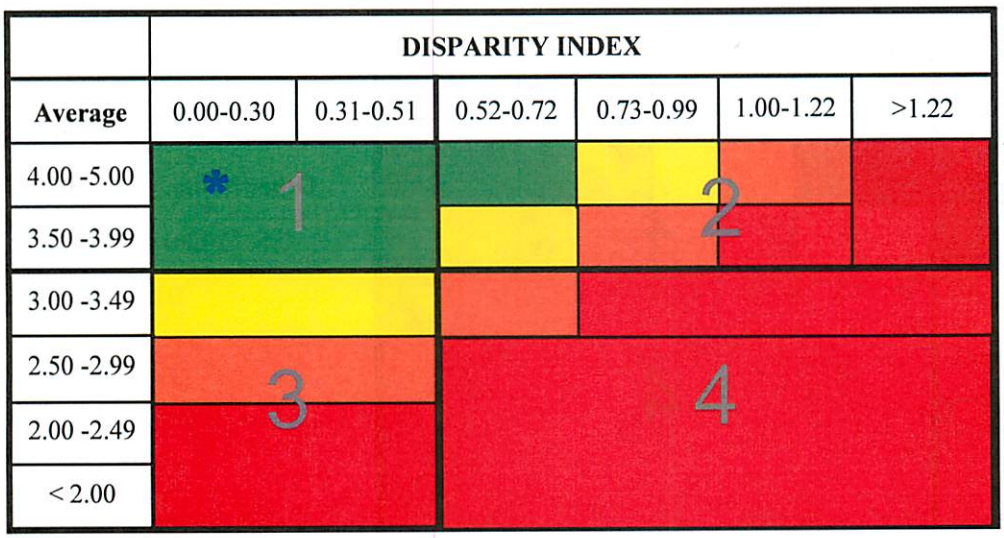
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Junior Officer	4.76
Senior Officer	4.82
DI:	0.15



	Average
Military	4.72
Civilian	4.60
DI:	0.19

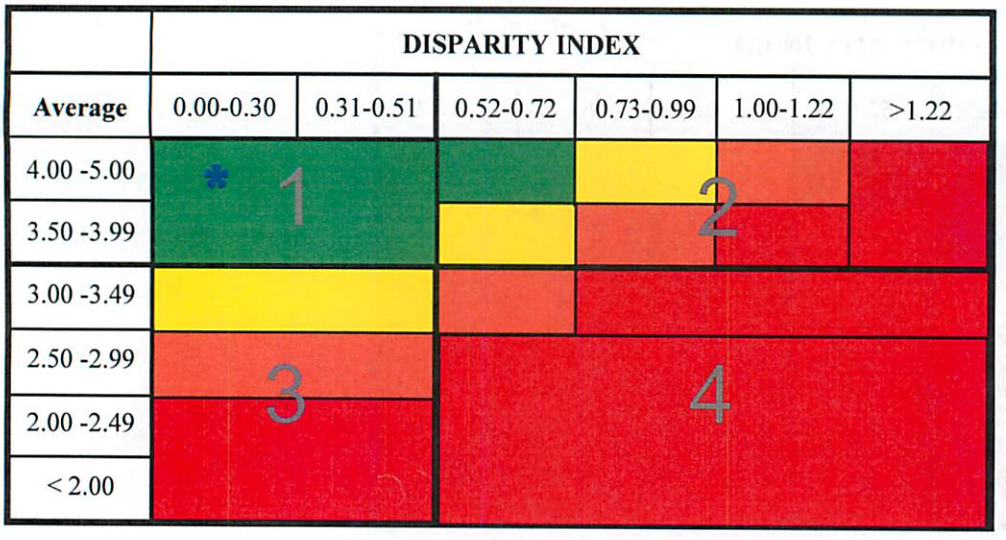
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500631

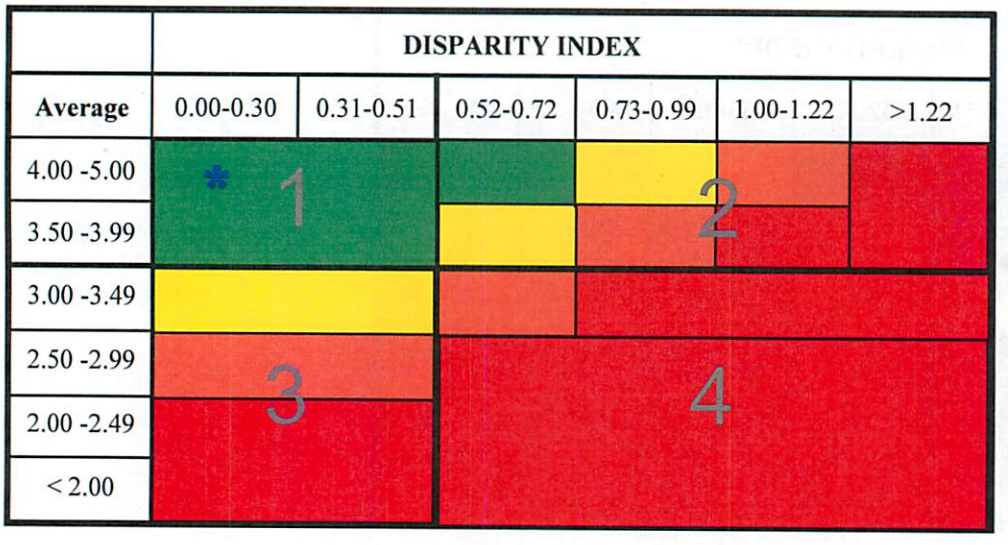
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.63
Senior Civilian	4.62
DI:	0.03



	Average
Other Military	4.67
U.S. Military	4.72
DI:	0.09

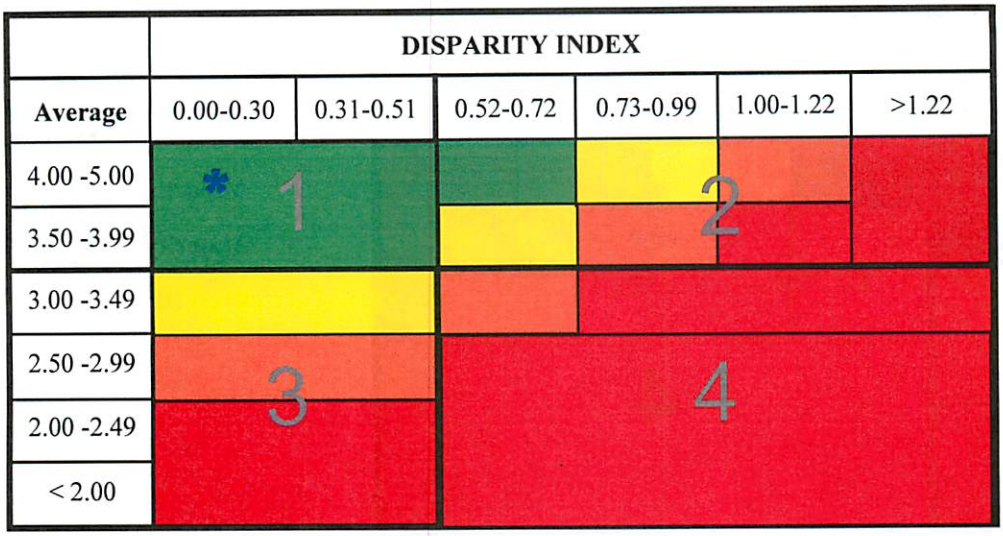
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500632

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Other Civilian	4.52
Federal Civilian	4.71
DI:	0.26

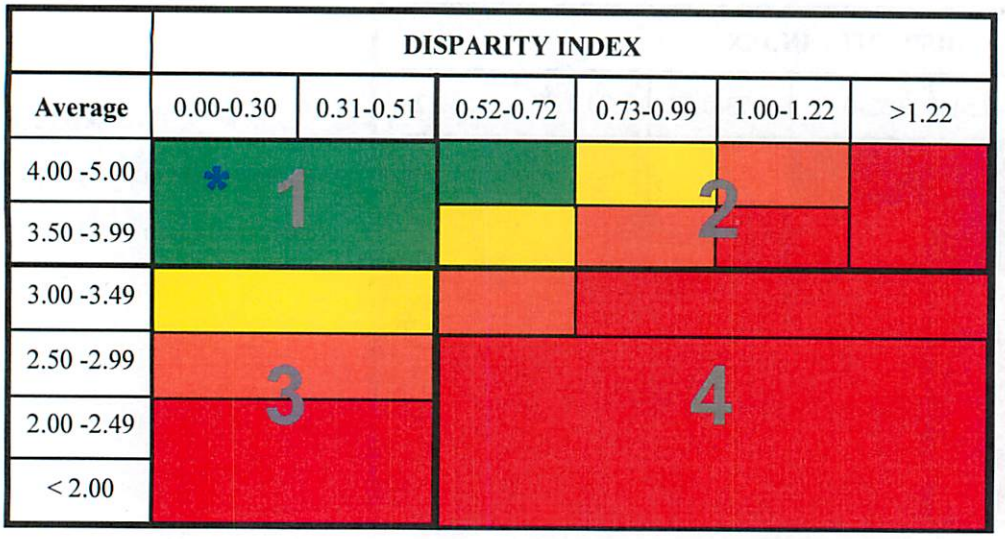
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500633

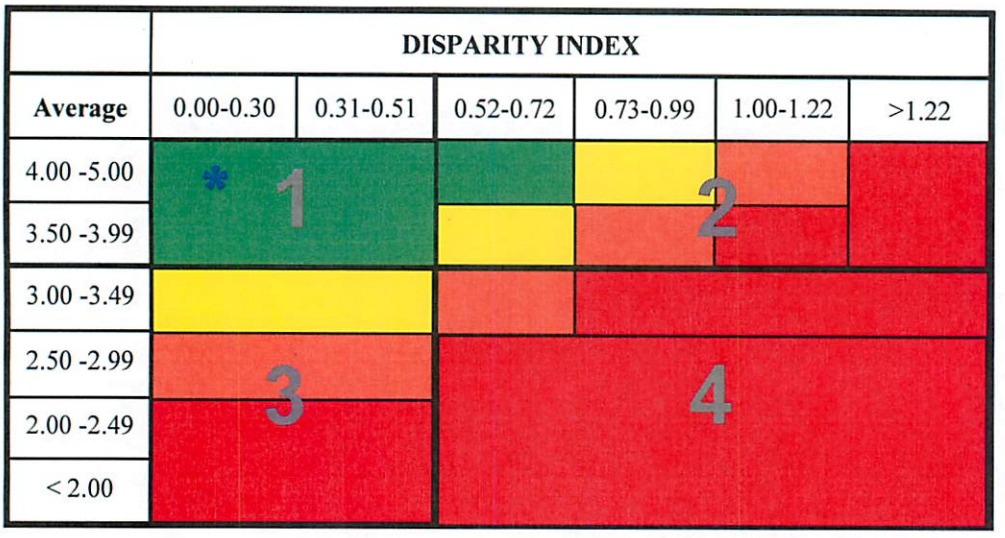
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.09
Majority	4.18
DI:	0.10



	Average
Women	4.19
Men	4.15
DI:	0.04

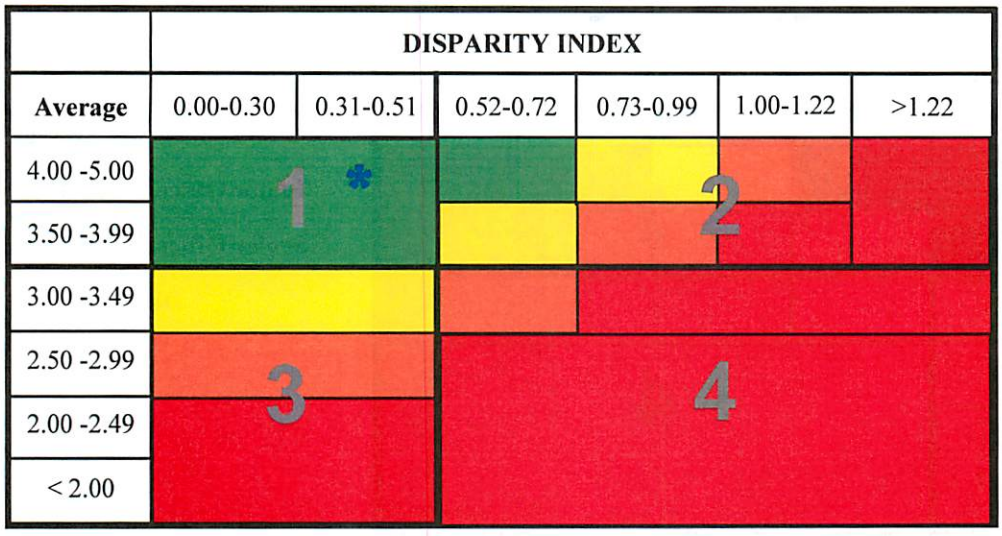
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500034

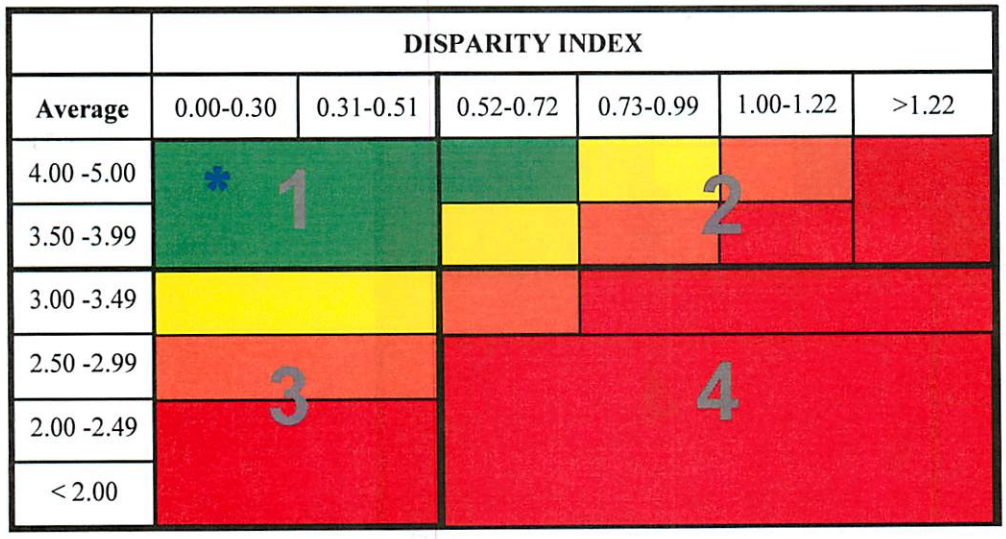
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

✻ You are here.



	Average
Officer	4.39
Enlisted	4.11
DI:	0.31



	Average
Junior Enlisted	4.07
Senior Enlisted	4.32
DI:	0.25

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500635

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Officer	4.41
Senior Officer	4.52
DI:	0.15

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	4.17
Civilian	4.04
DI:	0.13

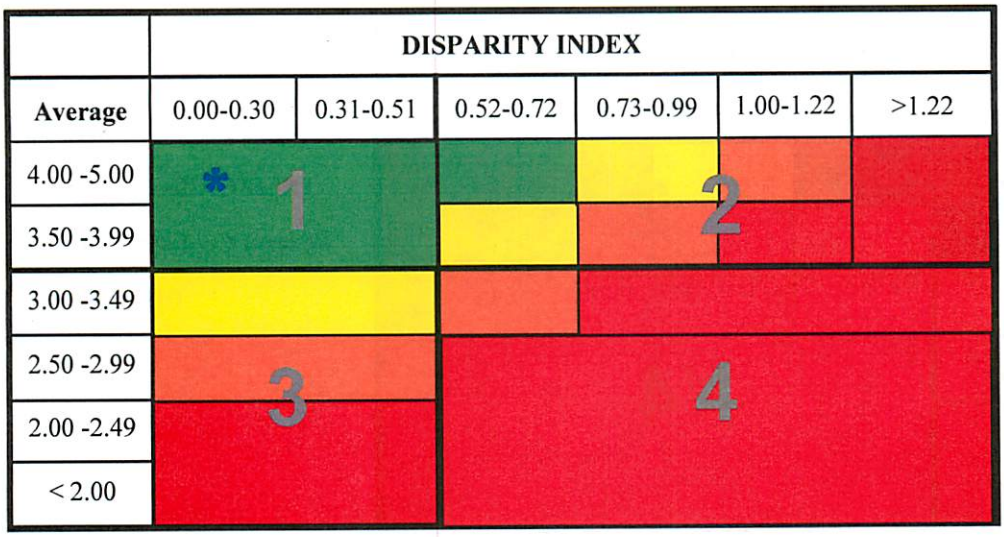
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500636

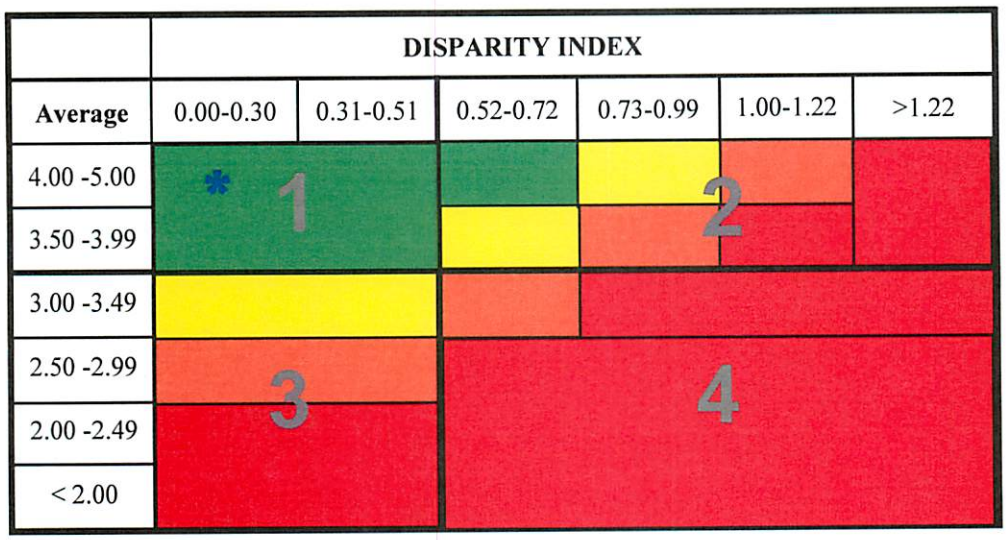
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.08
Senior Civilian	4.06
DI:	0.02



	Average
Other Military	4.16
U.S. Military	4.17
DI:	0.01

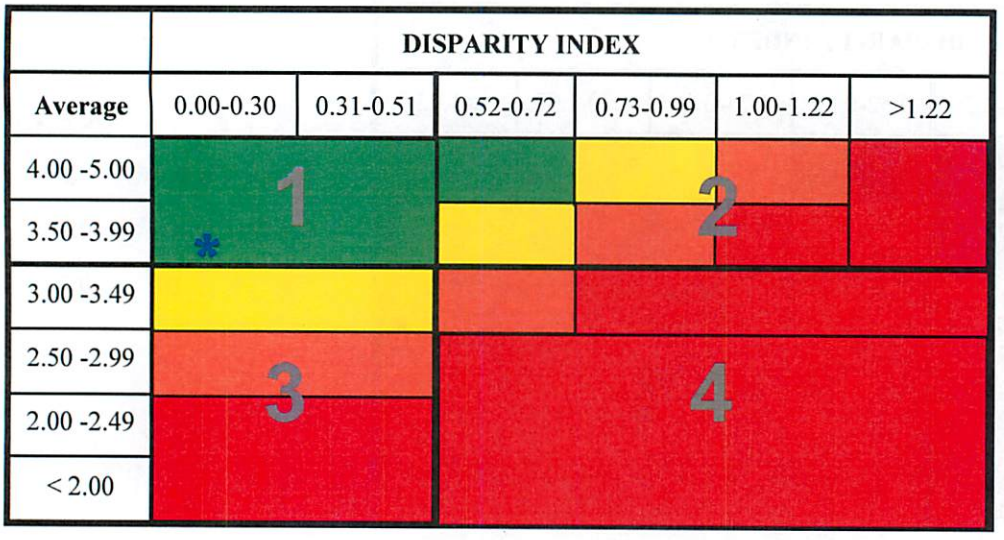
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500637

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	3.92
Federal Civilian	4.16
DI:	0.23

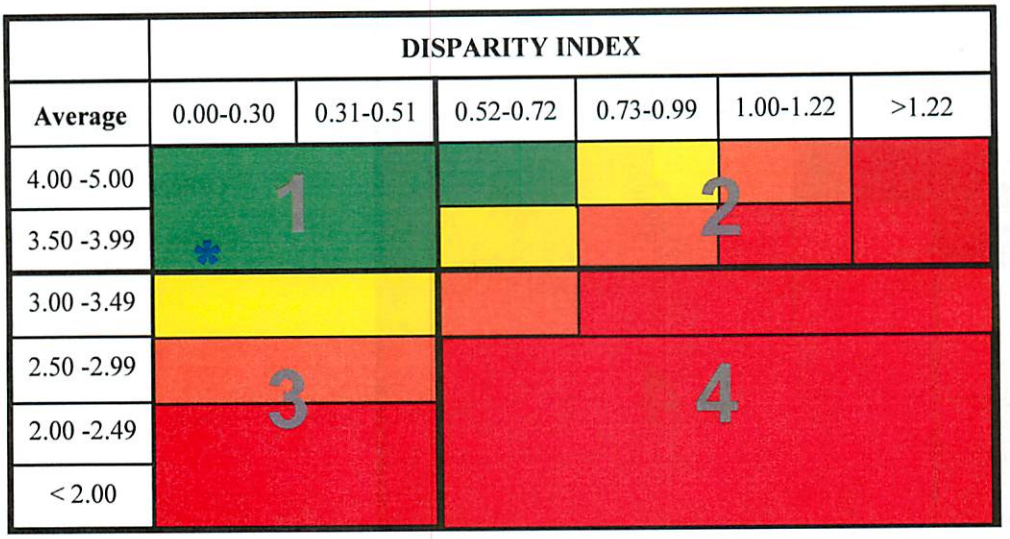
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500638

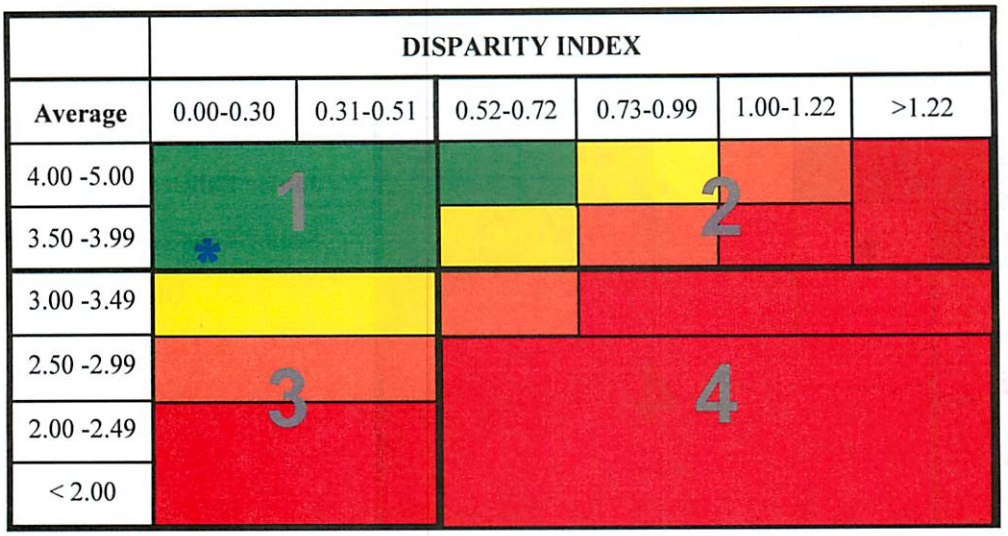
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.64
Majority	3.95
DI:	0.30



	Average
Women	3.91
Men	3.85
DI:	0.06

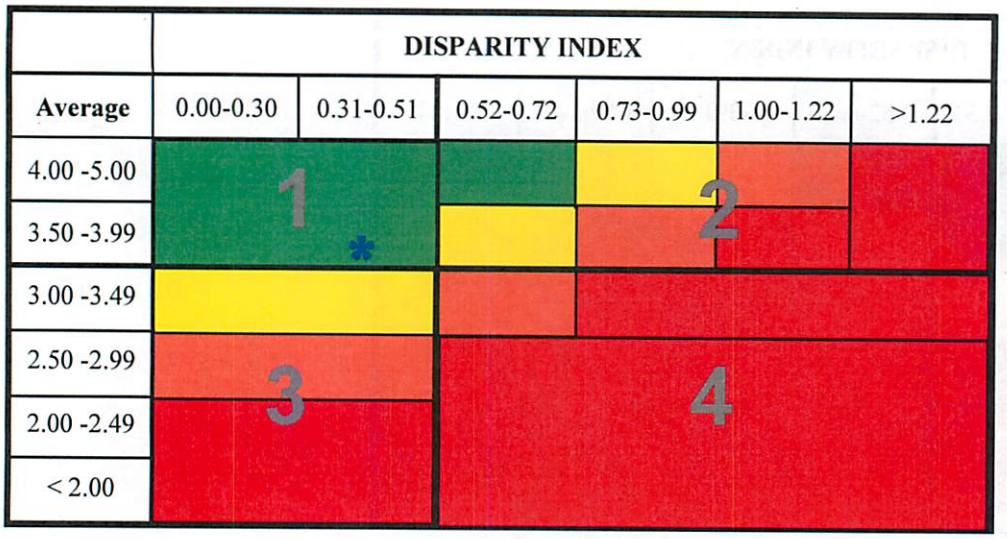
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500639

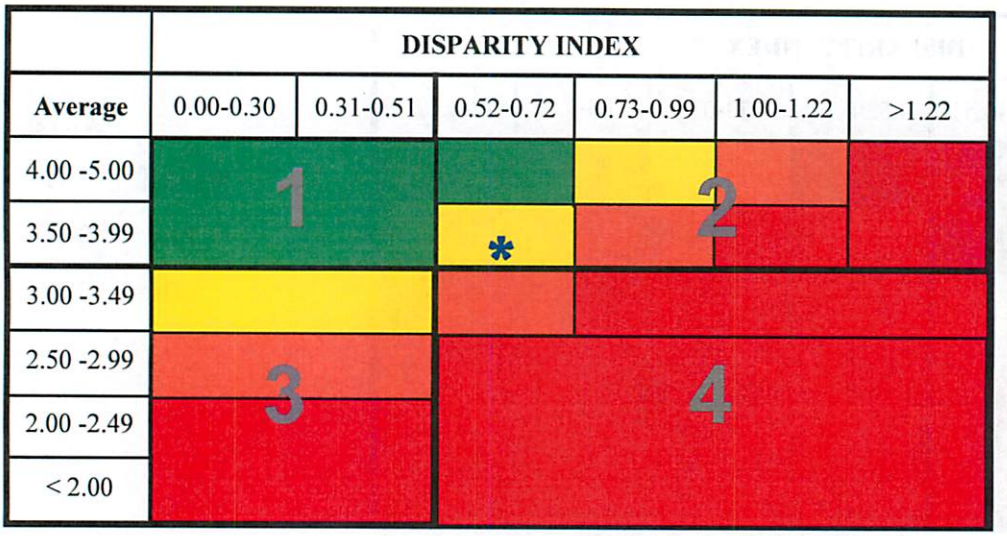
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.15
Enlisted	3.72
DI:	0.44



	Average
Junior Enlisted	3.64
Senior Enlisted	4.24
DI:	0.62

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500640

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99			*			
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Officer	3.95
Senior Officer	4.42
DI:	0.56

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	*					
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	3.81
Civilian	4.30
DI:	0.50

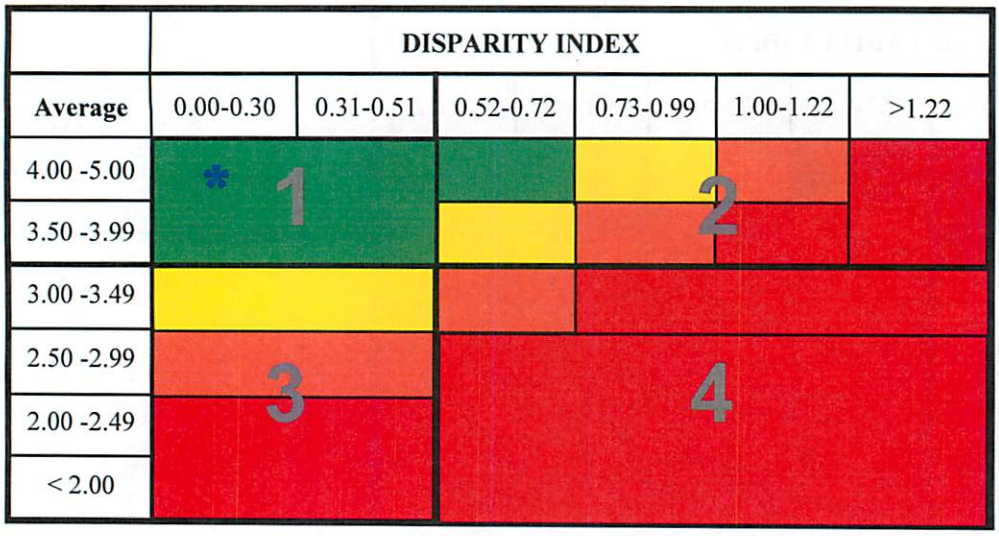
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500641

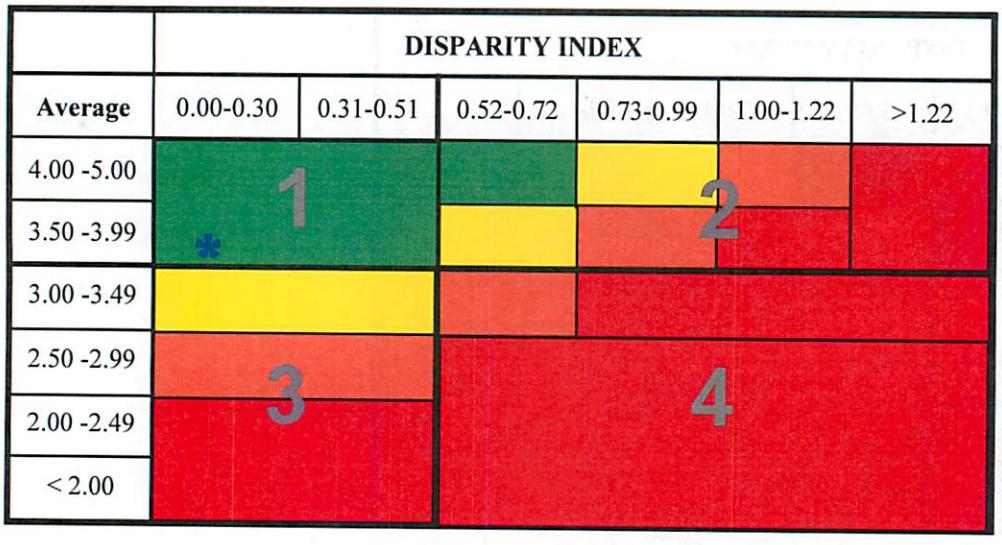
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.39
Senior Civilian	4.28
DI:	0.12



	Average
Other Military	3.52
U.S. Military	3.83
DI:	0.26

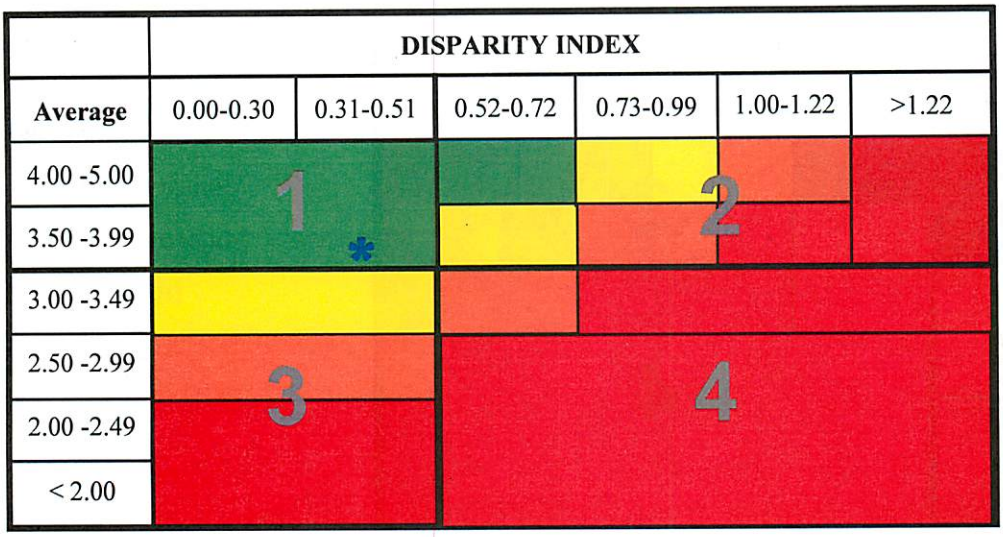
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

580642

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.22
Federal Civilian	3.85
DI:	0.35

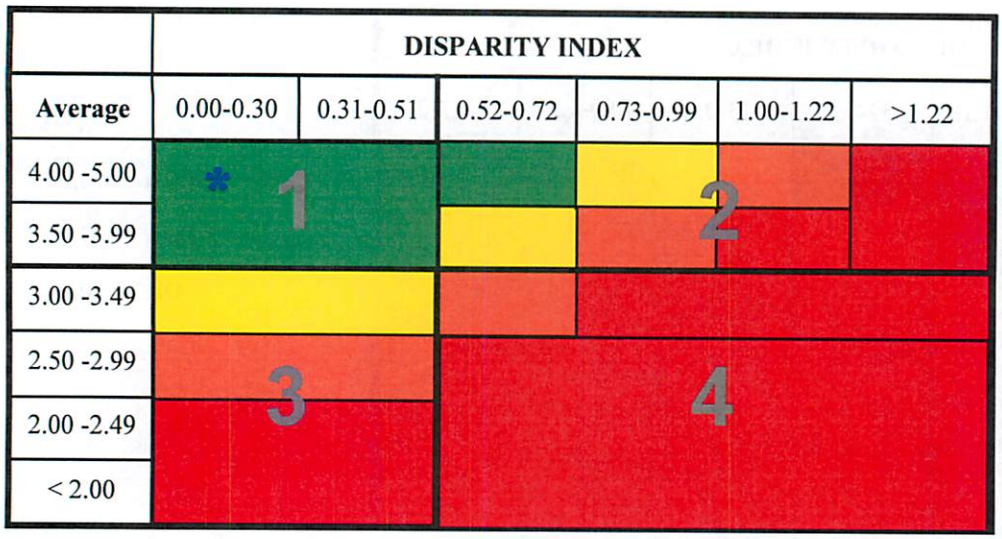
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500643

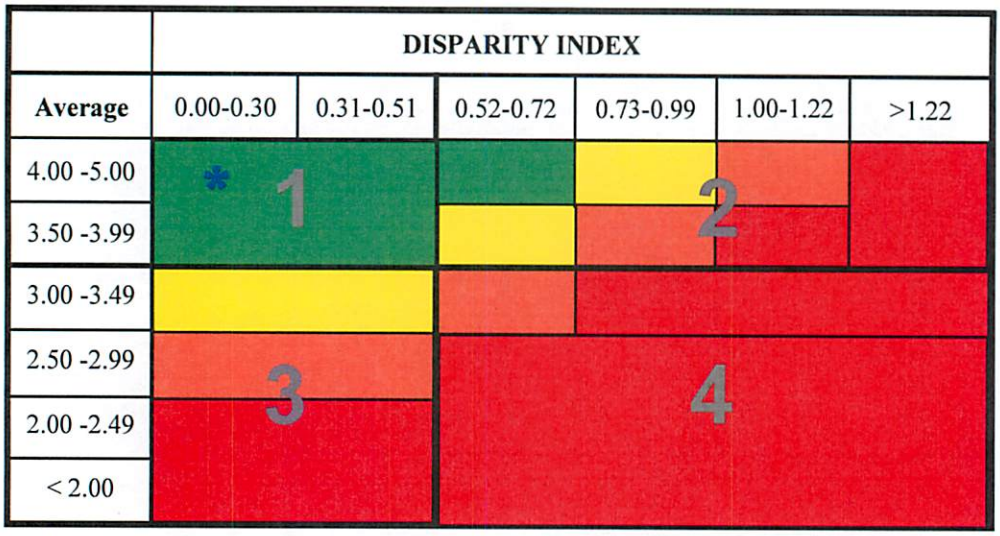
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.41
Majority	4.52
DI:	0.15



	Average
Women	4.42
Men	4.50
DI:	0.10

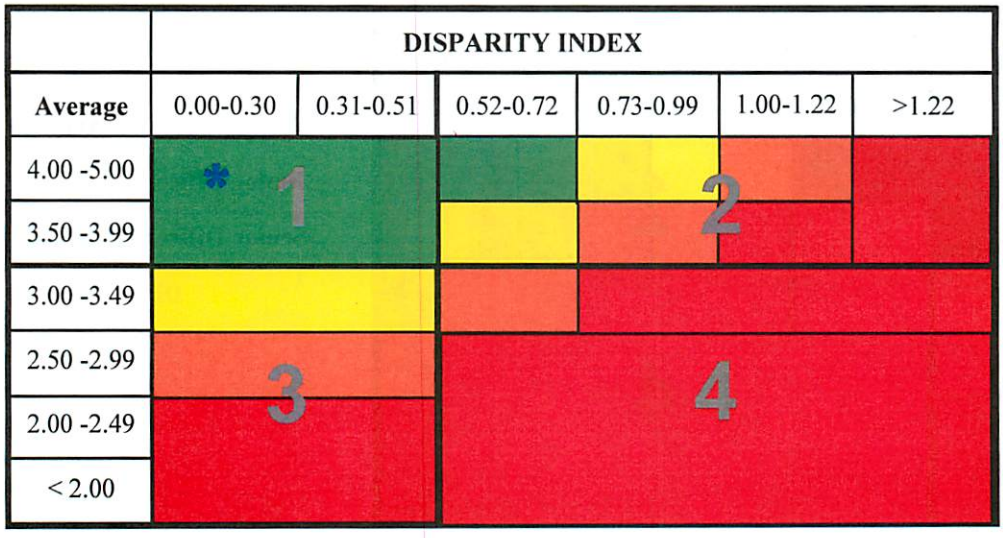
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500644

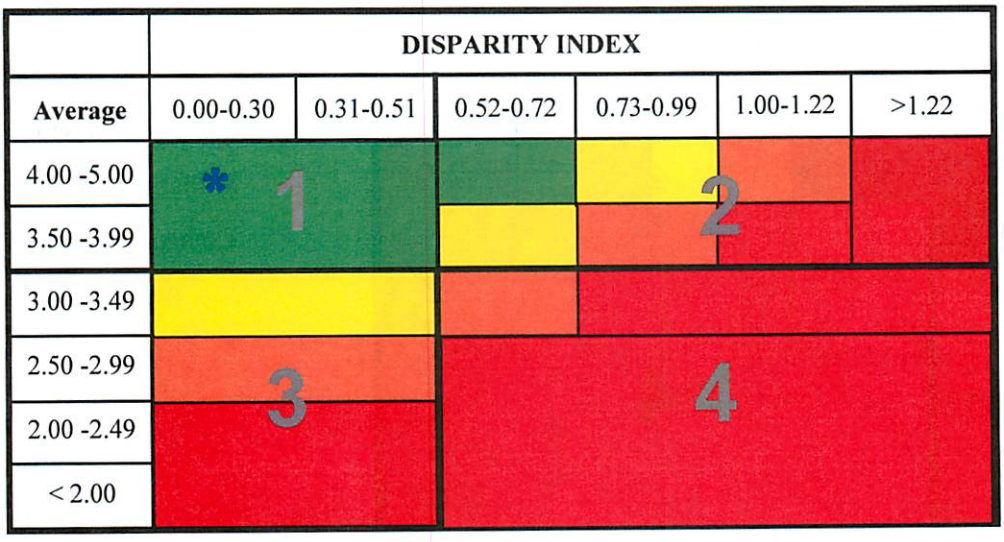
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.59
Enlisted	4.51
DI:	0.11



	Average
Junior Enlisted	4.48
Senior Enlisted	4.65
DI:	0.24

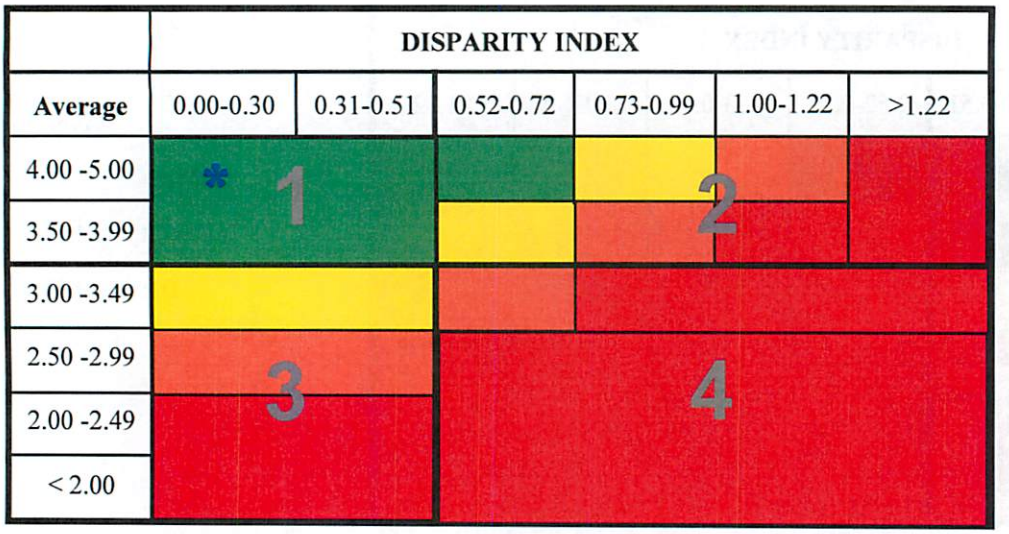
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500645

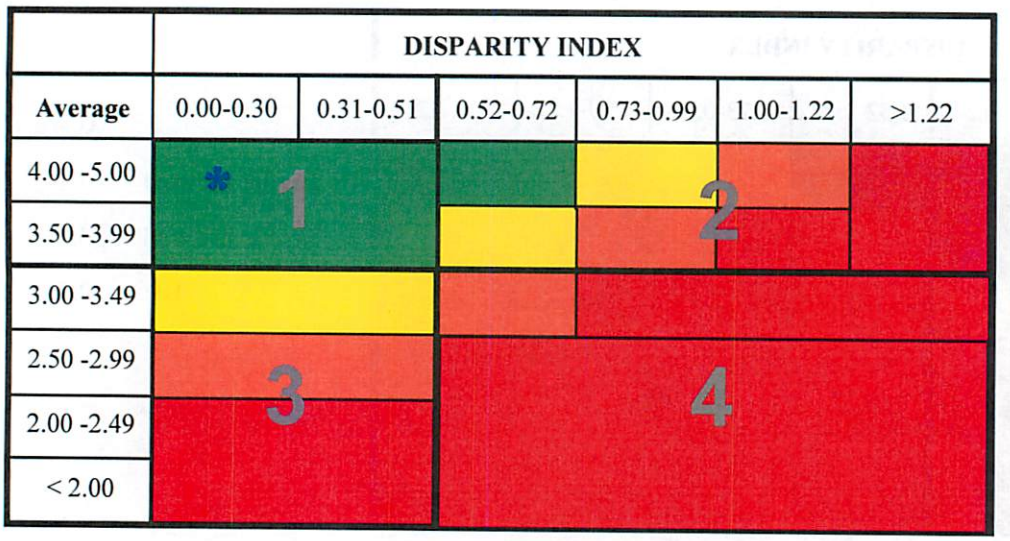
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.53
Senior Officer	4.64
DI:	0.18



	Average
Military	4.53
Civilian	4.28
DI:	0.29

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500646

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Civilian	4.36
Senior Civilian	4.25
DI:	0.12

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Military	4.36
U.S. Military	4.53
DI:	0.19

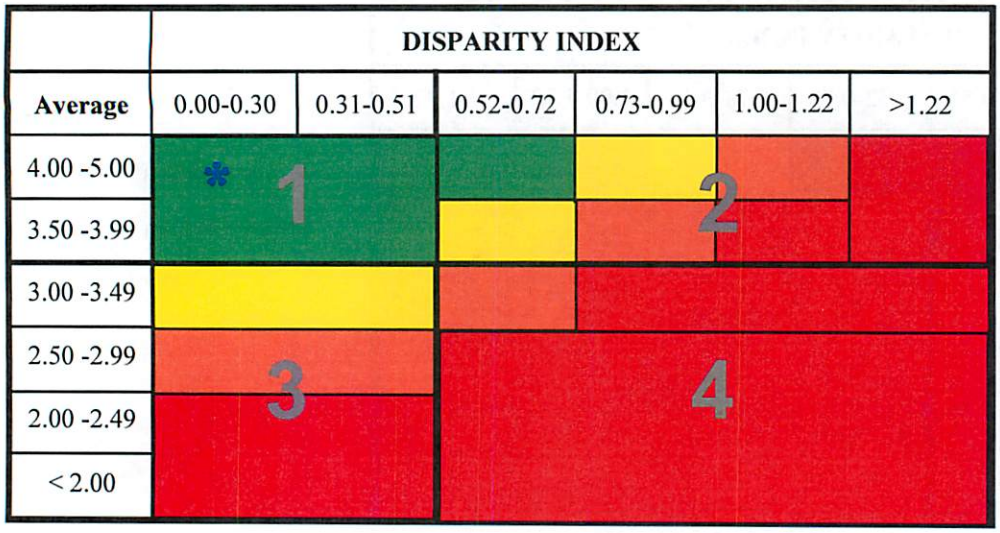
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500647

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.26
Federal Civilian	4.49
DI:	0.25

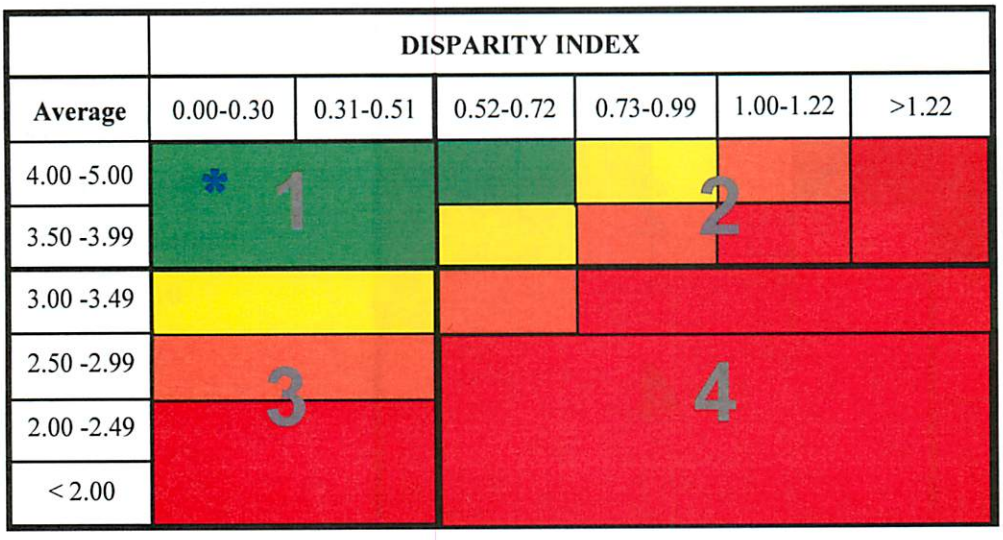
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500648

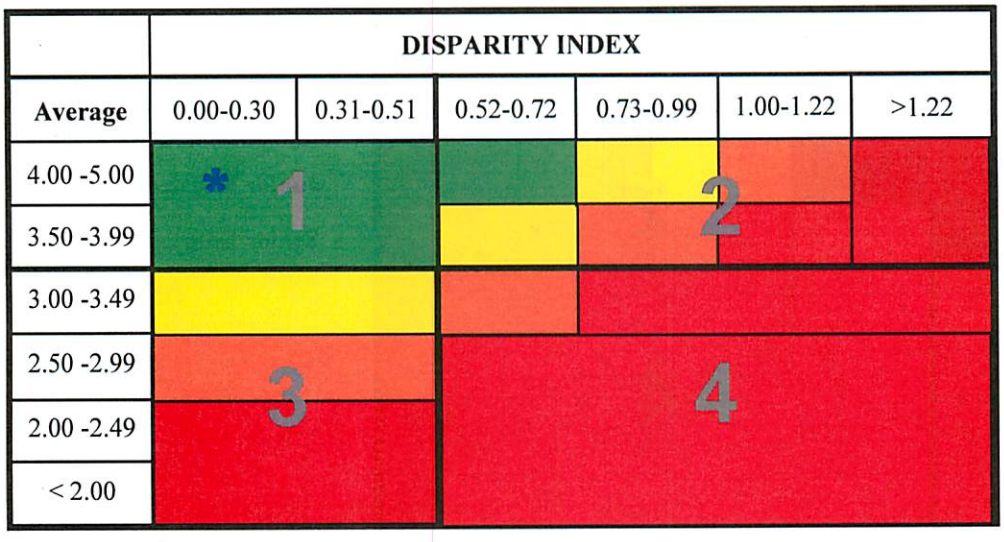
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.47
Majority	4.55
DI:	0.12



	Average
Women	4.49
Men	4.52
DI:	0.04

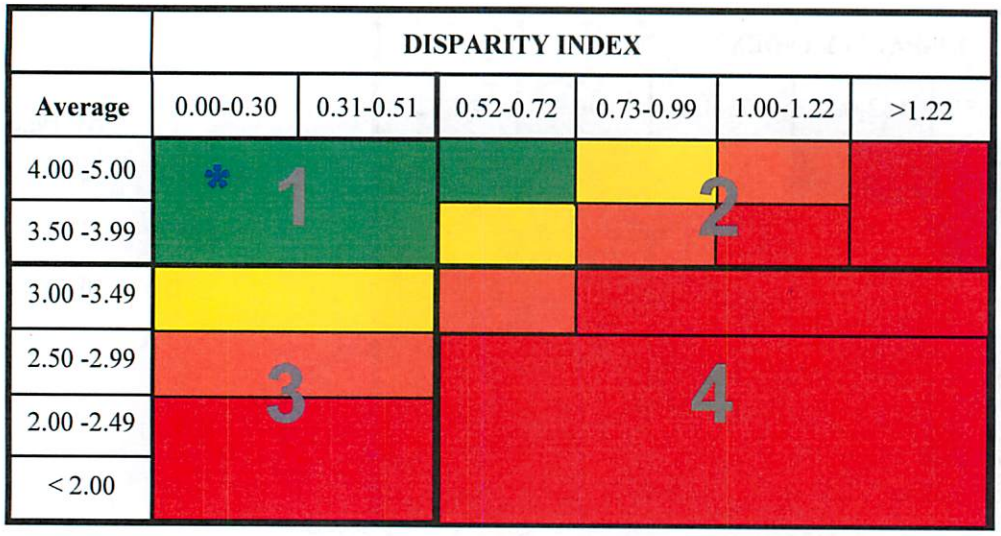
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500649

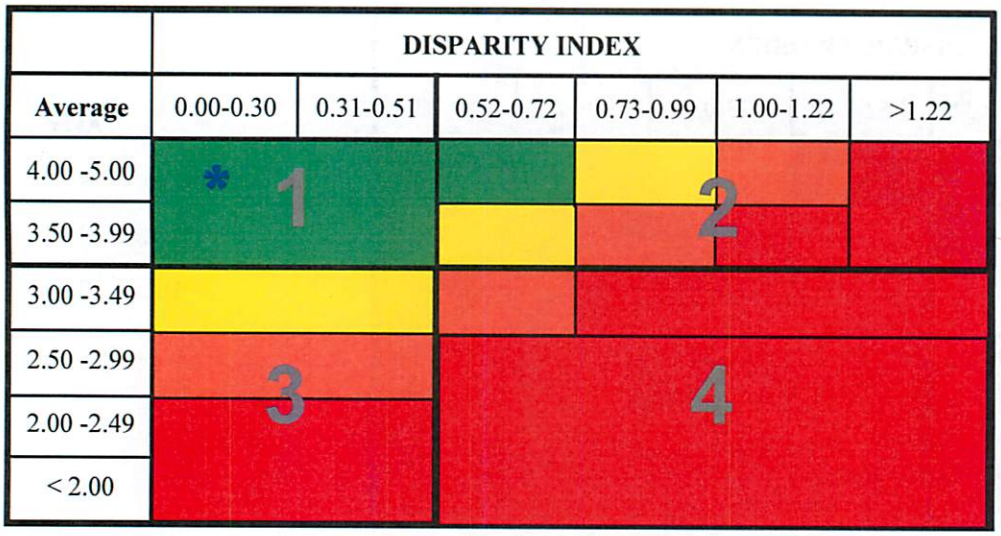
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.54
Enlisted	4.51
DI:	0.04



	Average
Junior Enlisted	4.48
Senior Enlisted	4.65
DI:	0.25

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500650

RELIGIOUS DISCRIMINATION

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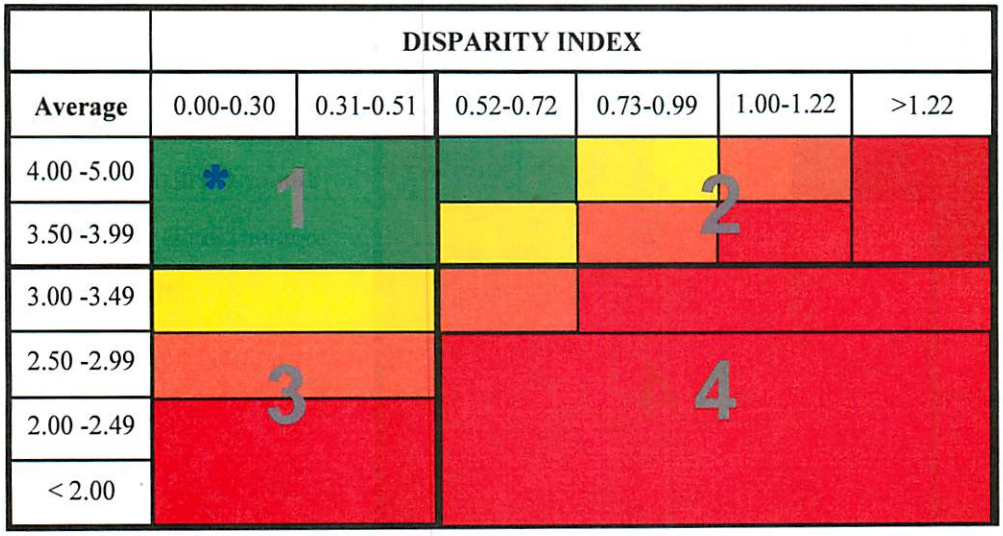
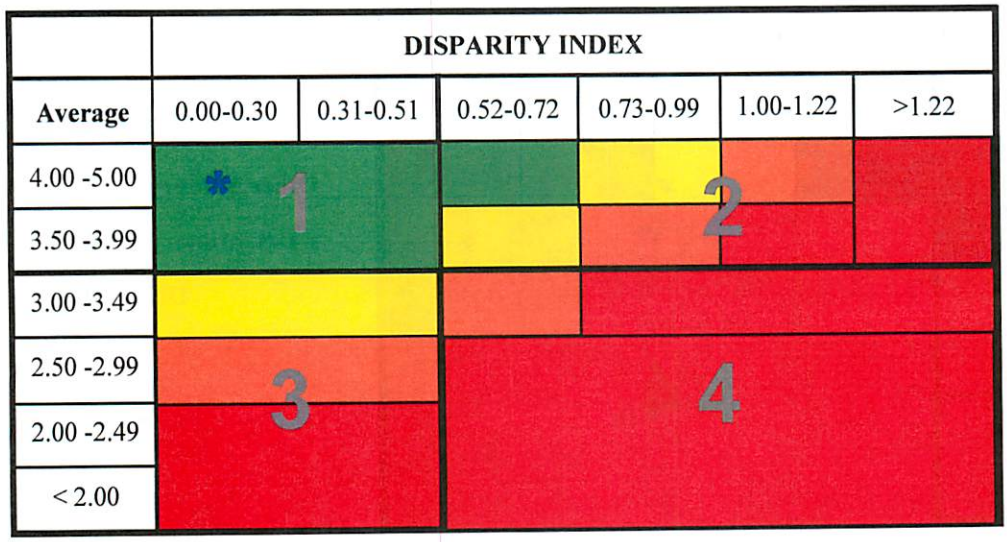
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.48
Senior Officer	4.57
DI:	0.15



	Average
Military	4.51
Civilian	4.54
DI:	0.03

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500651

RELIGIOUS DISCRIMINATION

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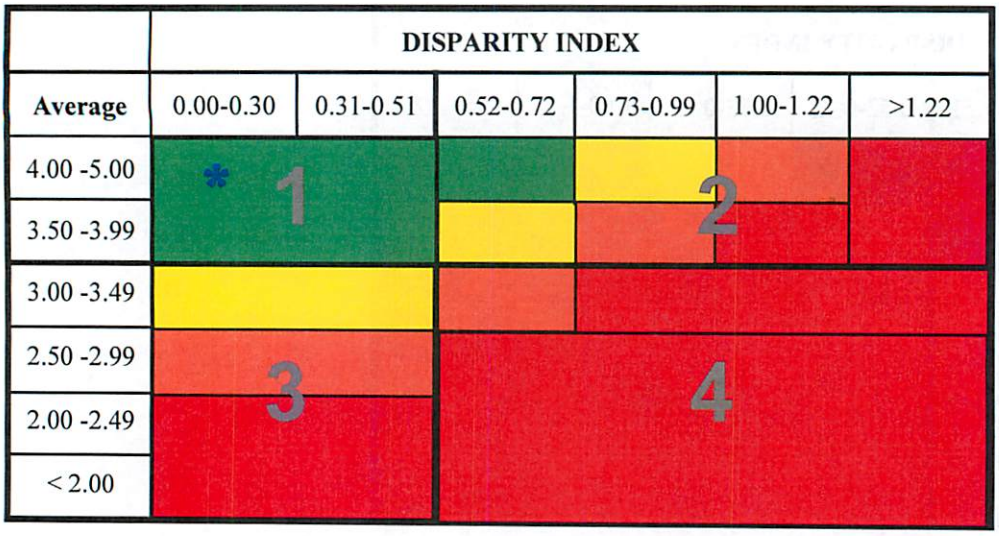
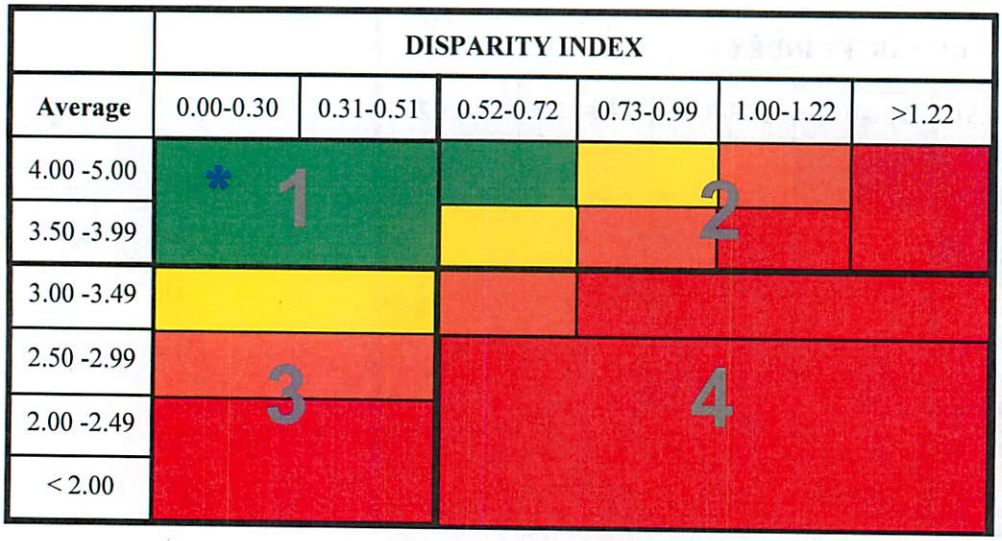
* You are here.



	Average
Junior Civilian	4.66
Senior Civilian	4.48
DI:	0.27



	Average
Other Military	4.45
U.S. Military	4.52
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500652

RELIGIOUS DISCRIMINATION

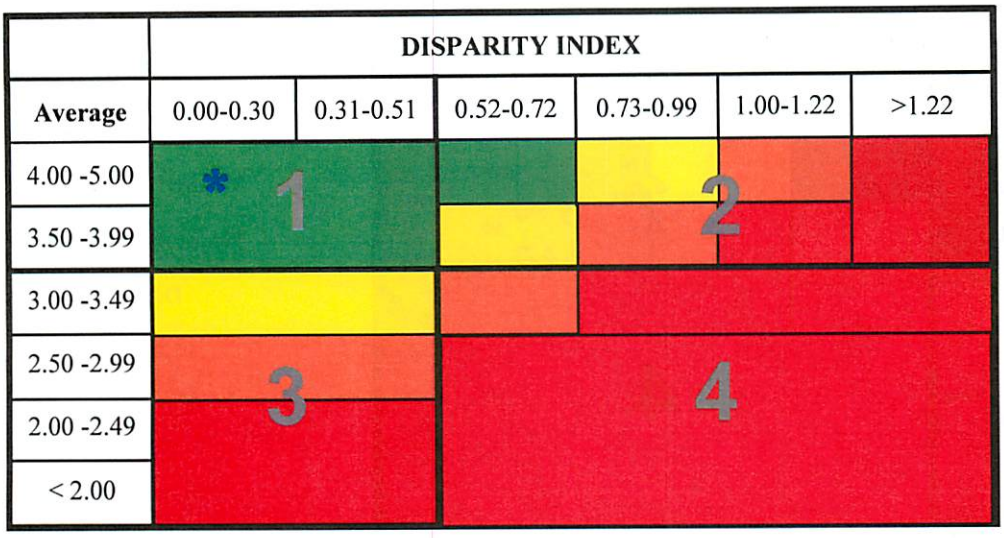
Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* **You are here.**



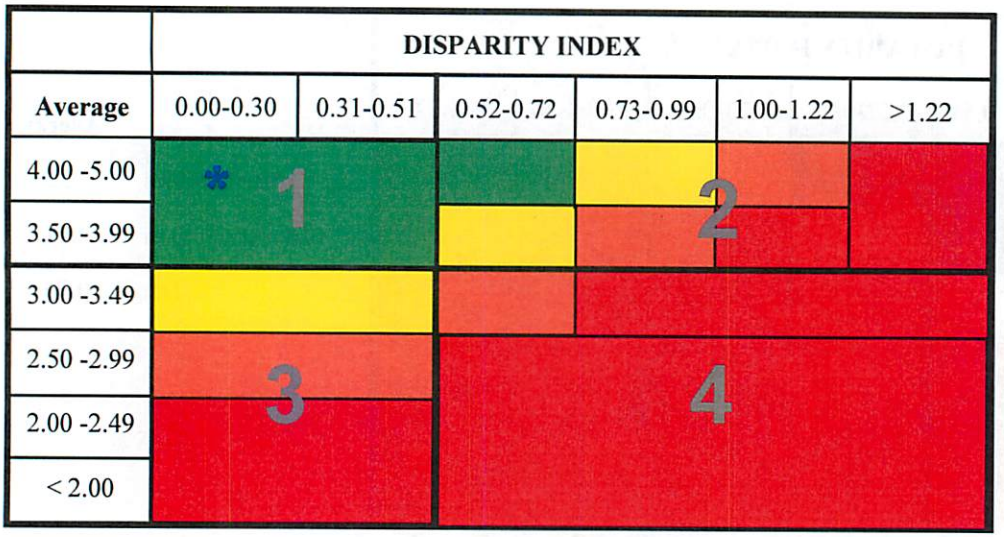
	Average
Other Civilian	4.52
Federal Civilian	4.51
DI:	0.00

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

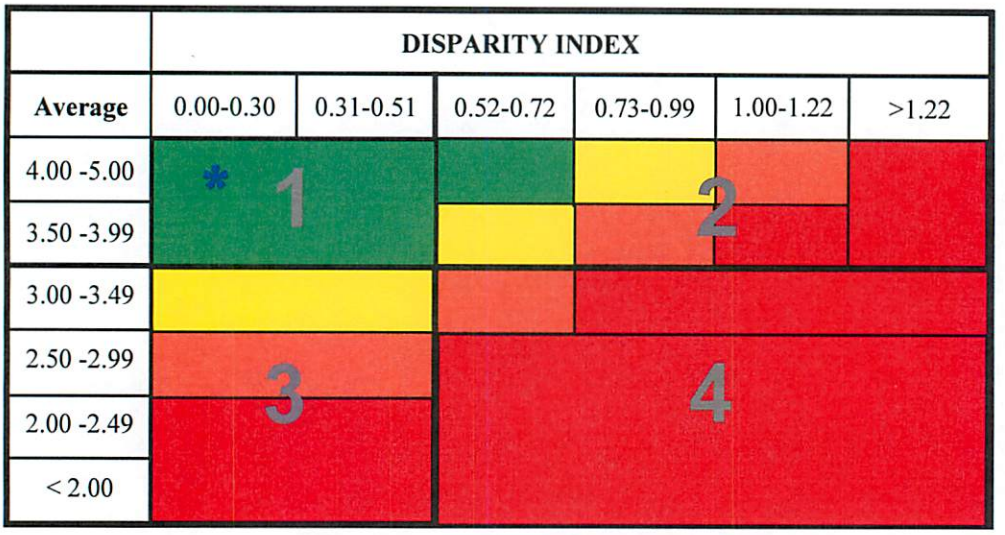
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.50
Majority	4.64
DI:	0.19



	Average
Women	4.57
Men	4.60
DI:	0.04

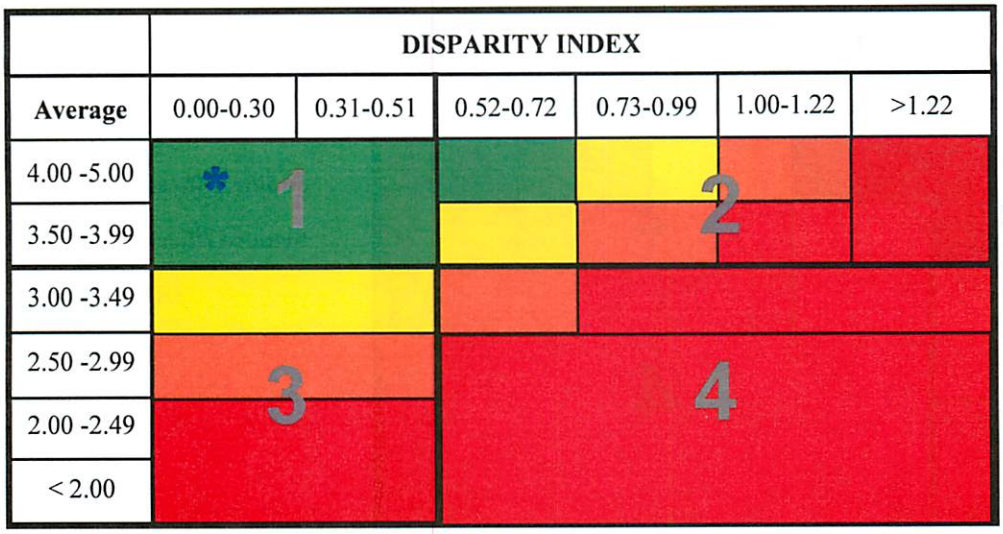
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500654

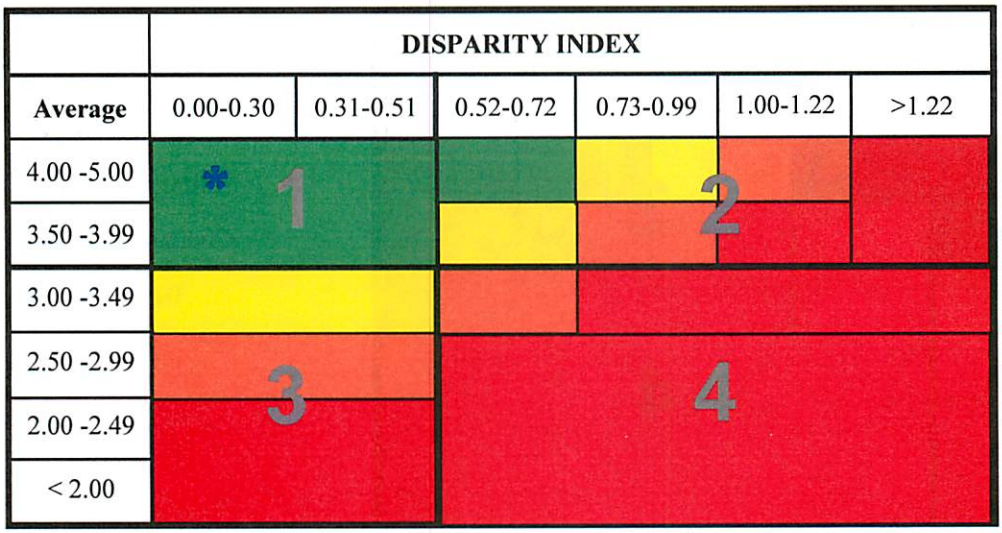
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.68
Enlisted	4.58
DI:	0.17



	Average
Junior Enlisted	4.55
Senior Enlisted	4.74
DI:	0.29

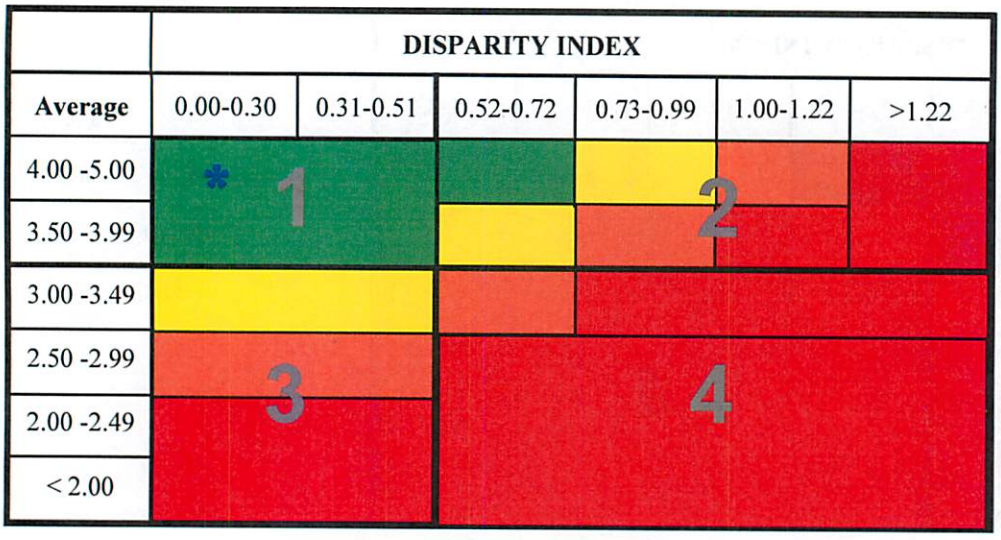
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500655

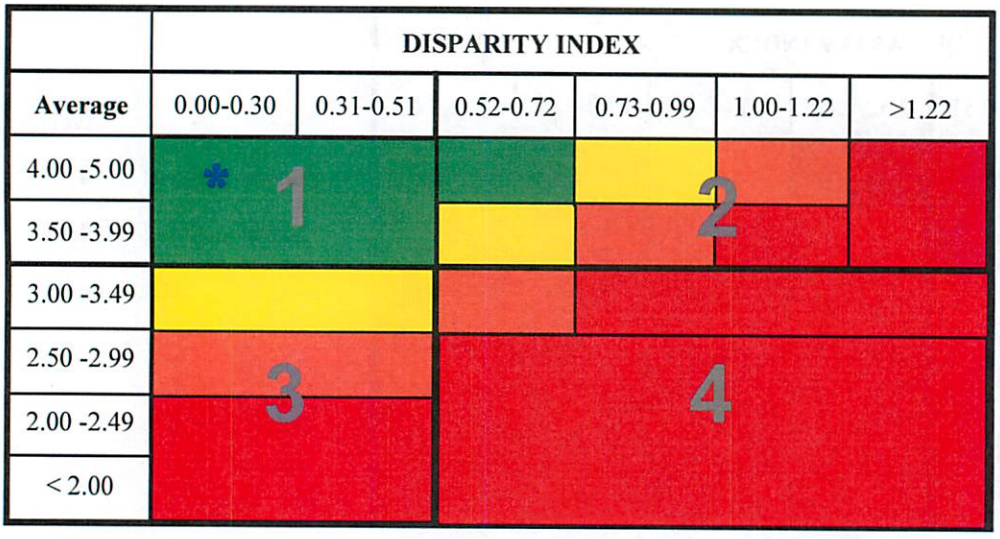
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.63
Senior Officer	4.73
DI:	0.17



	Average
Military	4.60
Civilian	4.55
DI:	0.07

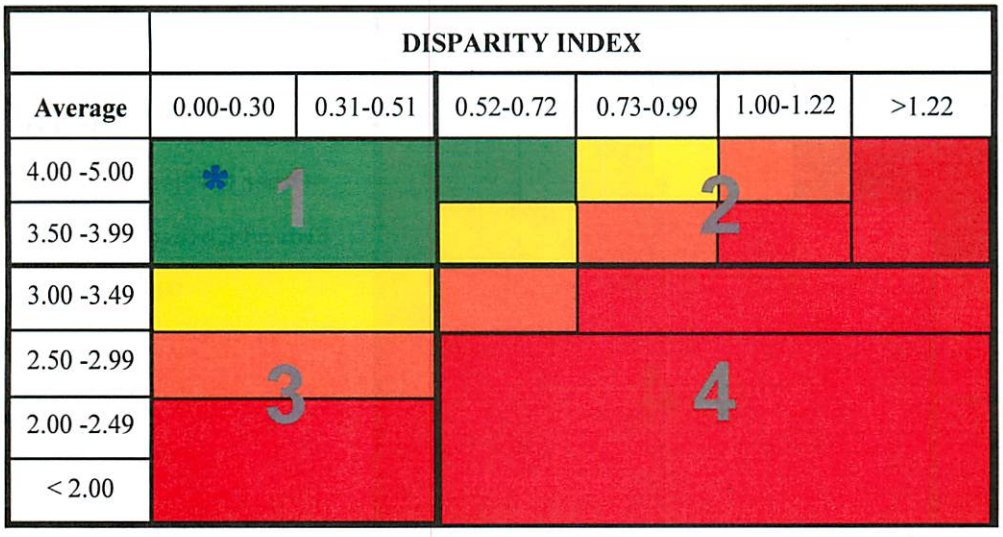
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500656

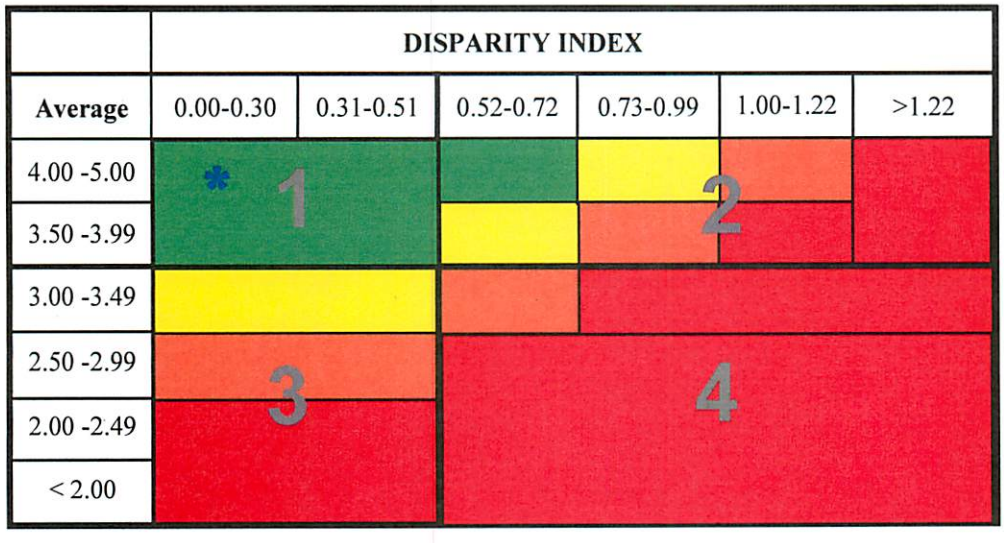
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.59
Senior Civilian	4.56
DI:	0.04



	Average
Other Military	4.52
U.S. Military	4.60
DI:	0.10

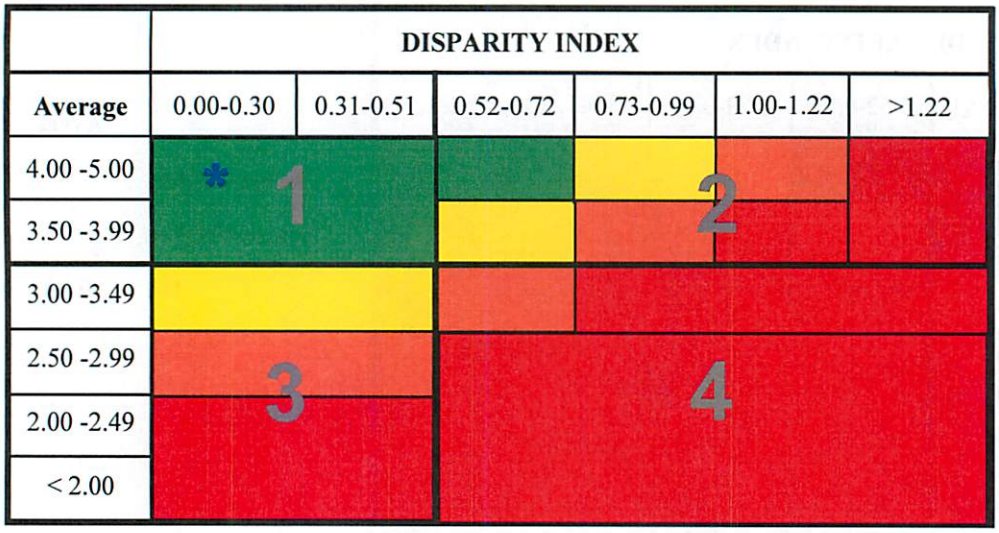
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500657

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.46
Federal Civilian	4.59
DI:	0.17

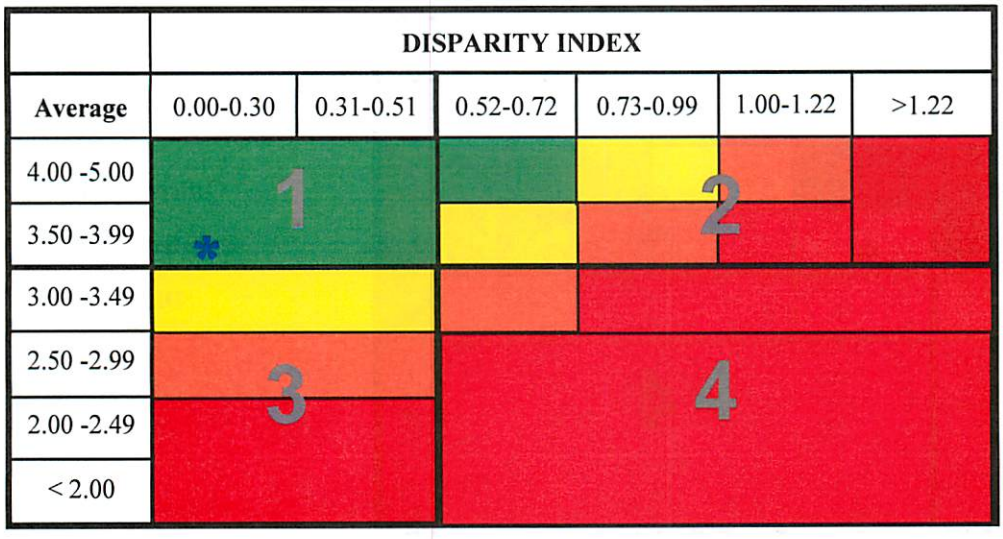
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500658

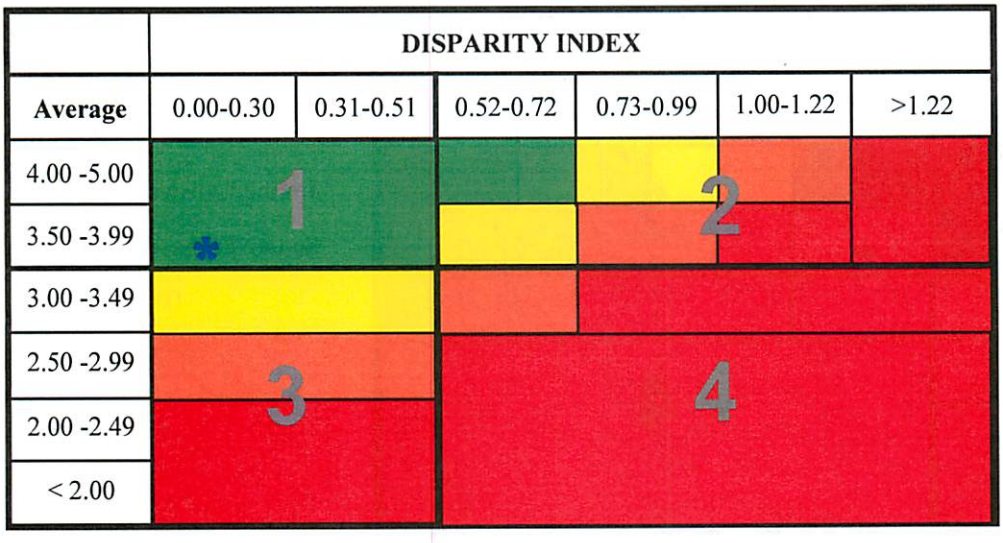
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Minority	3.81
Majority	3.97
DI:	0.20



	Average
Women	3.88
Men	3.92
DI:	0.04

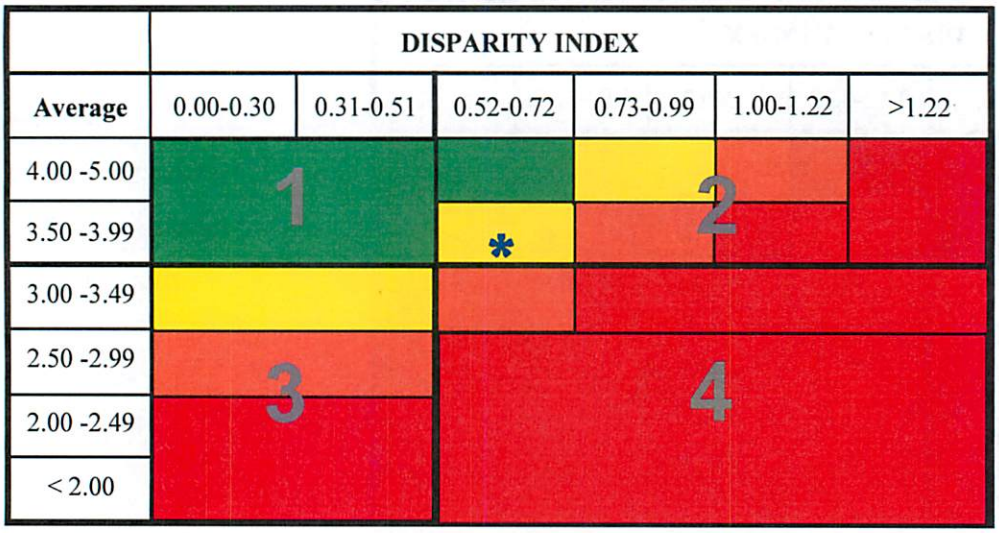
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500659

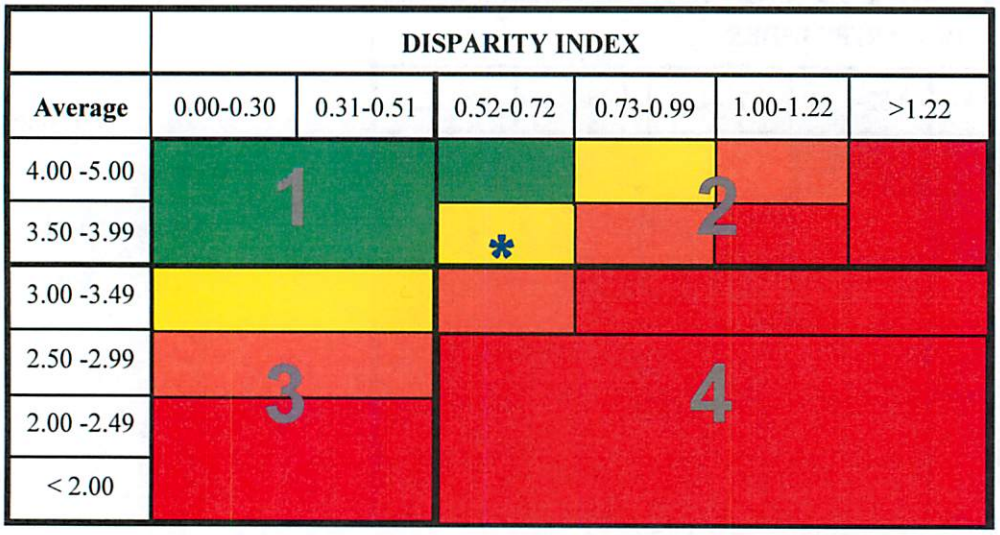
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.28
Enlisted	3.80
DI:	0.62



	Average
Junior Enlisted	3.74
Senior Enlisted	4.21
DI:	0.60

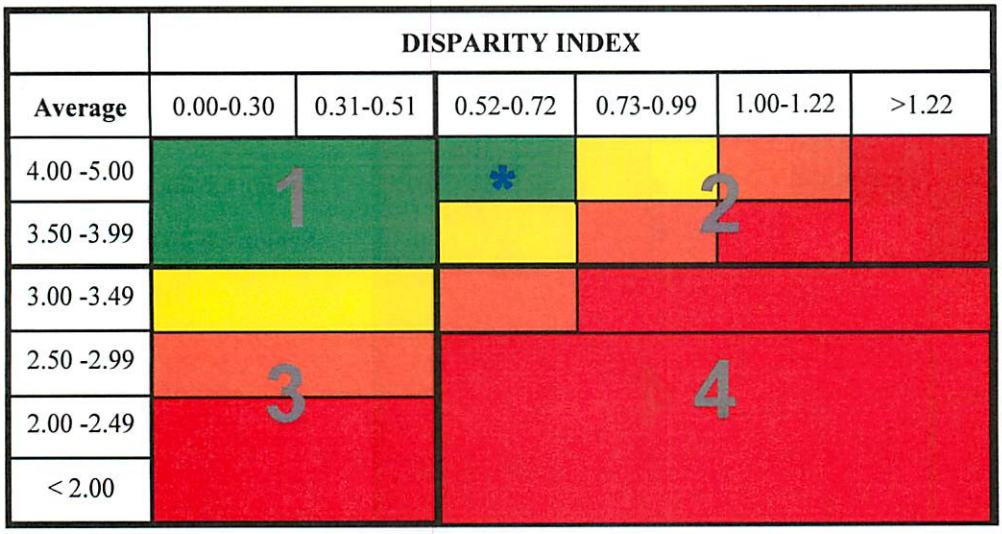
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500660

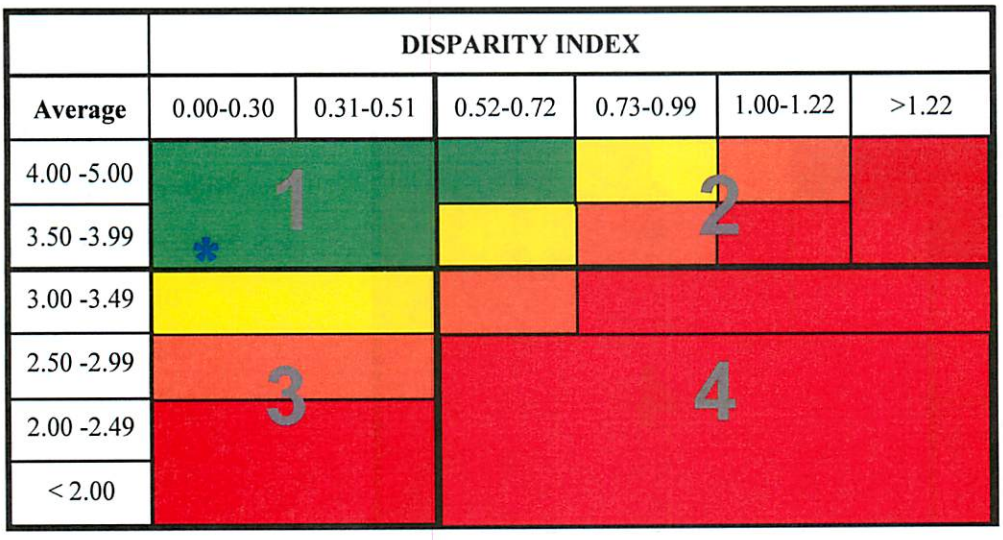
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Junior Officer	4.17
Senior Officer	4.51
DI:	0.52



	Average
Military	3.90
Civilian	4.00
DI:	0.12

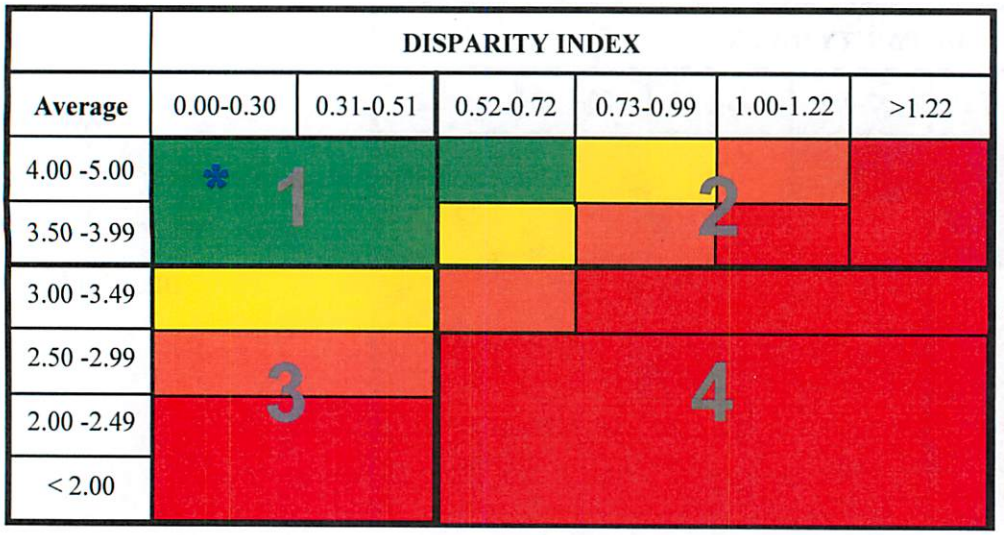
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500681

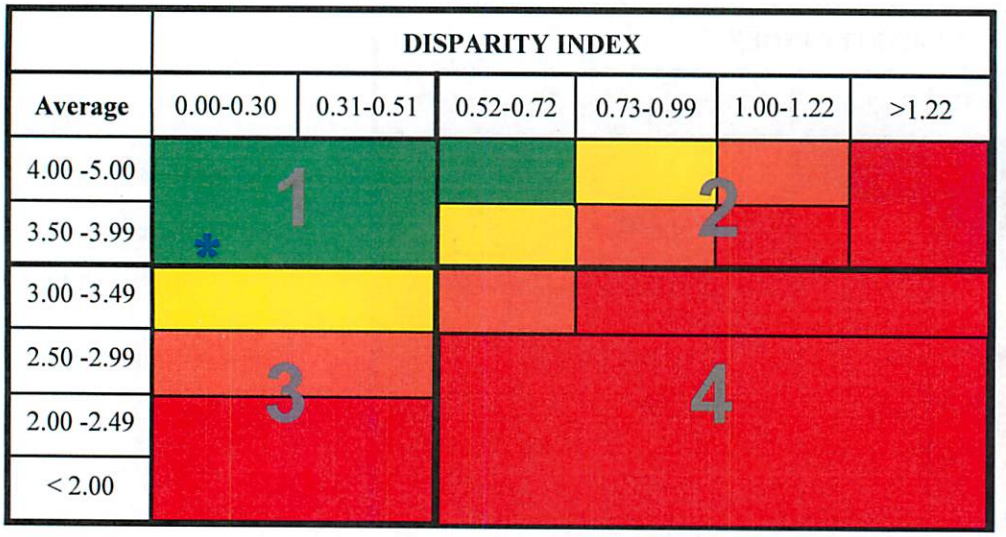
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.03
Senior Civilian	4.04
DI:	0.01



	Average
Other Military	3.82
U.S. Military	3.91
DI:	0.11

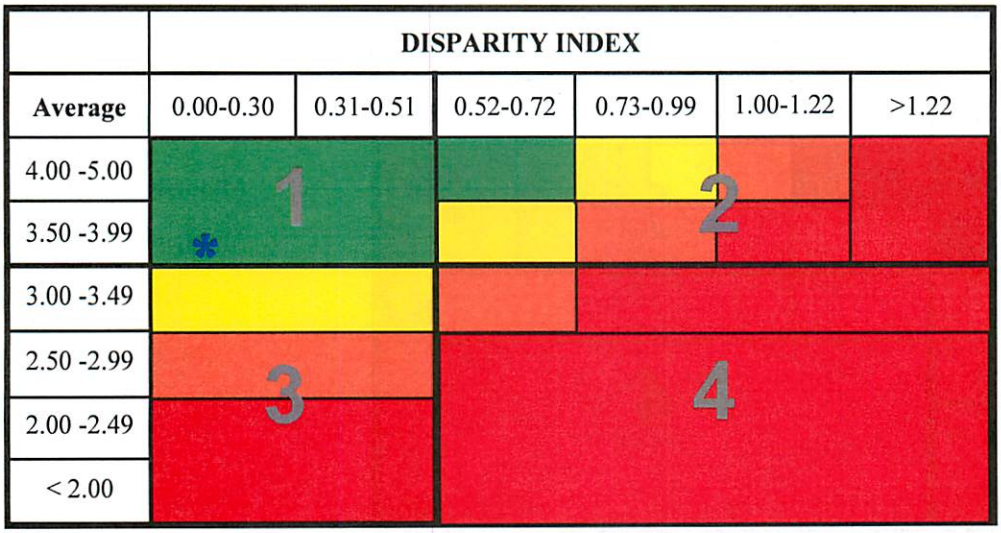
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500662

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Other Civilian	3.85
Federal Civilian	3.91
DI:	0.07

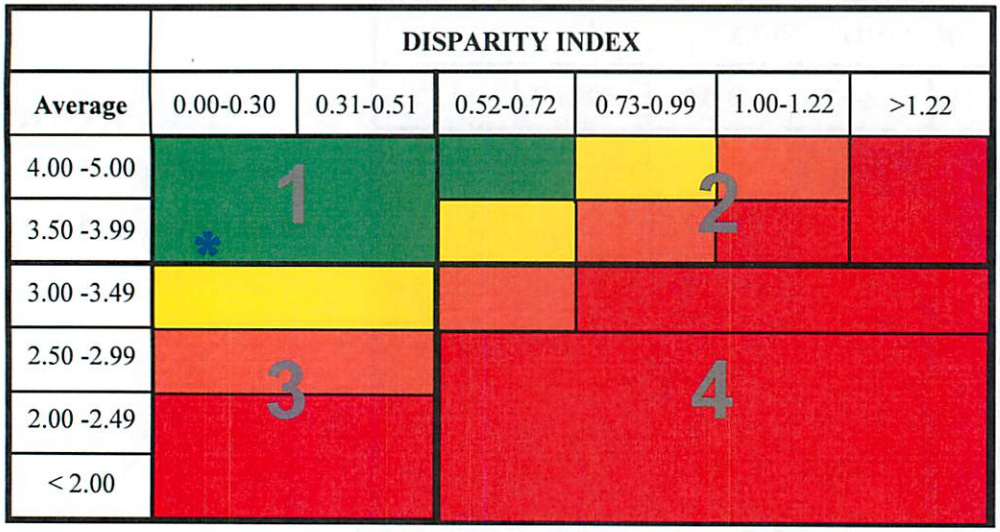
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500663

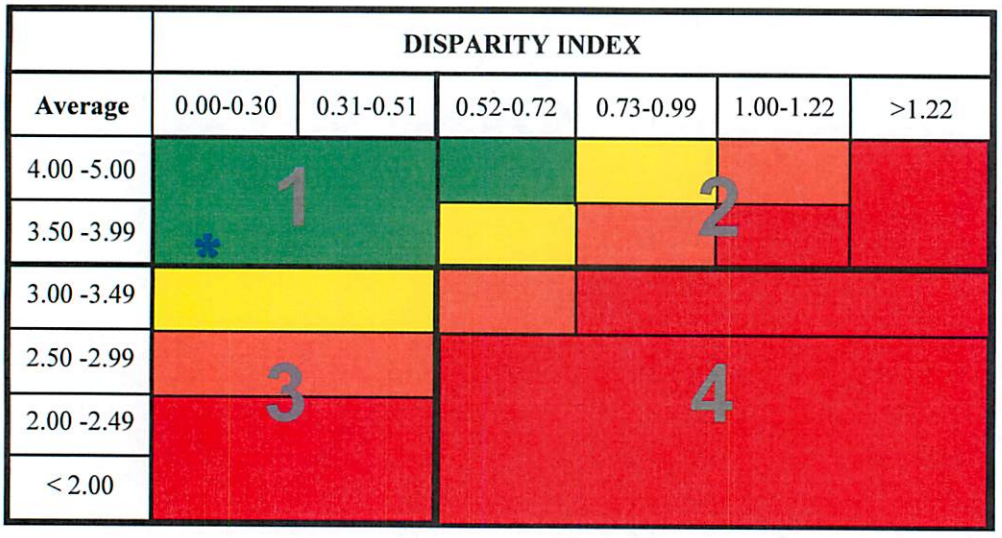
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.61
Majority	3.73
DI:	0.13



	Average
Women	3.64
Men	3.69
DI:	0.05

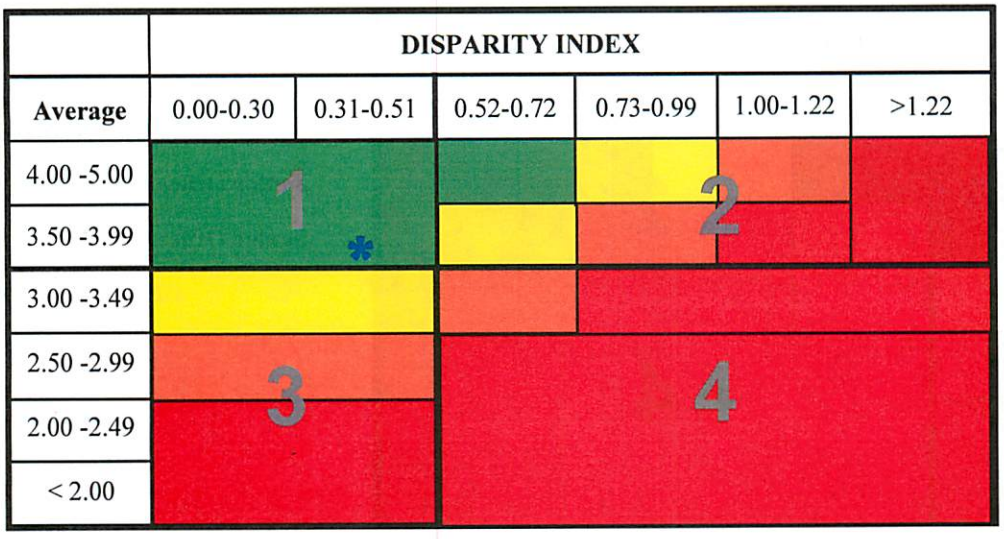
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500664

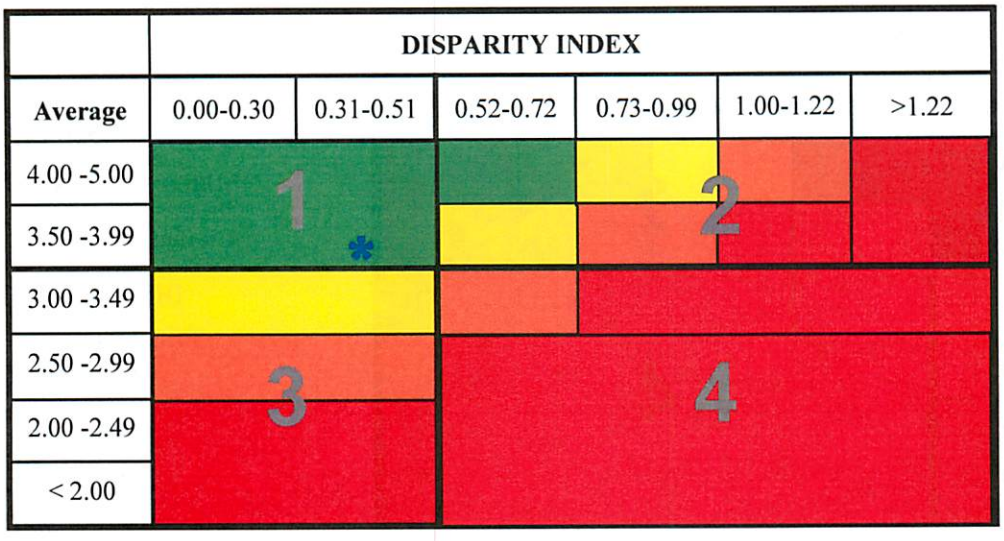
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	3.98
Enlisted	3.57
DI:	0.48



	Average
Junior Enlisted	3.52
Senior Enlisted	3.89
DI:	0.43

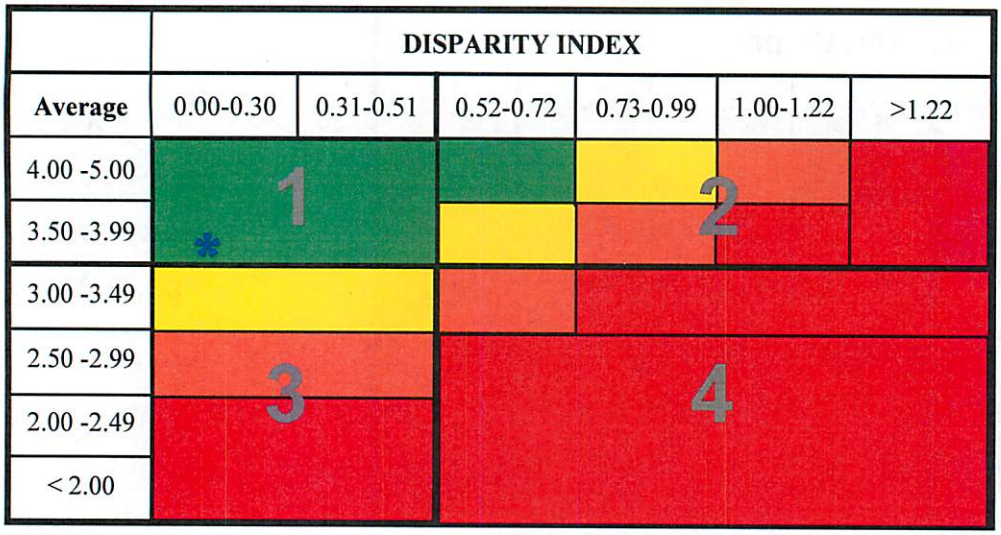
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500665

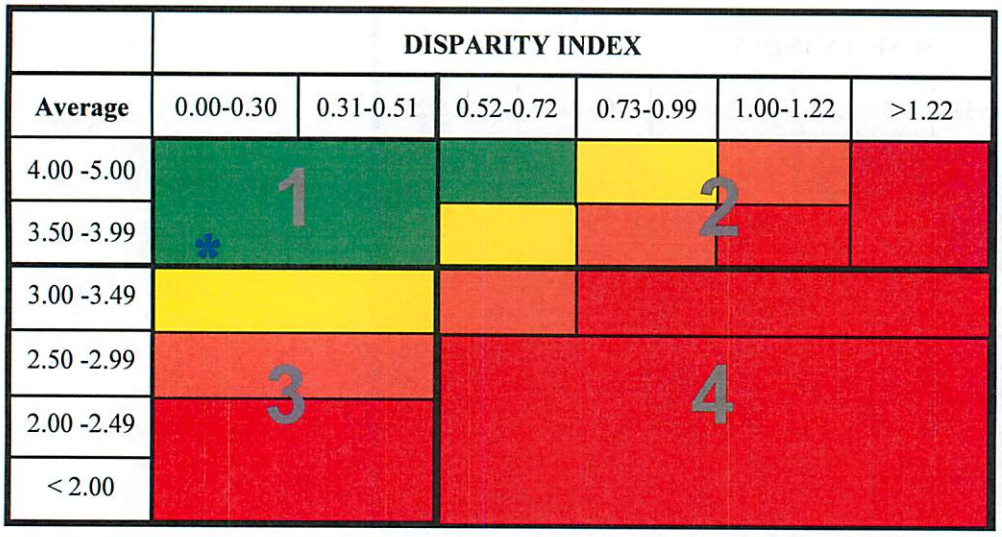
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	3.95
Senior Officer	4.13
DI:	0.24



	Average
Military	3.66
Civilian	3.88
DI:	0.24

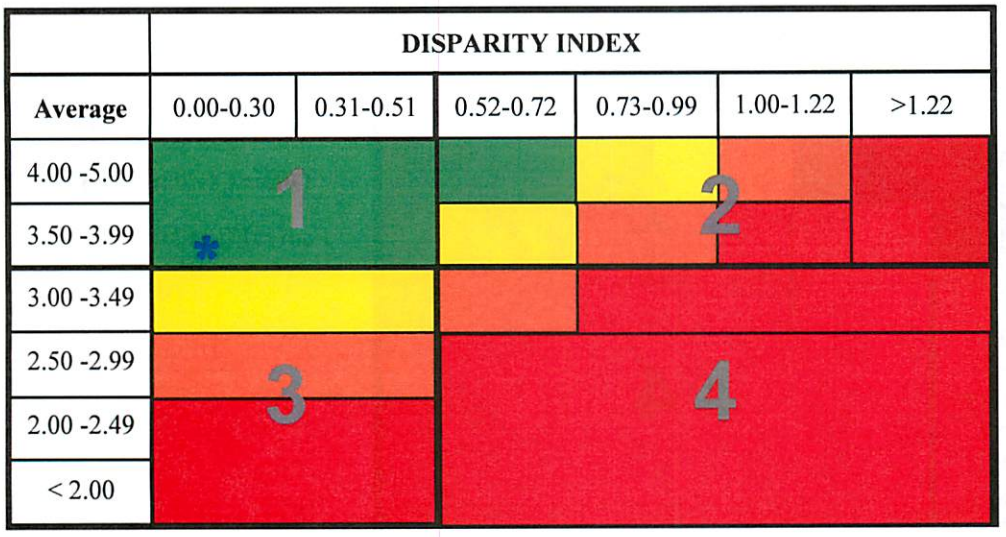
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500666

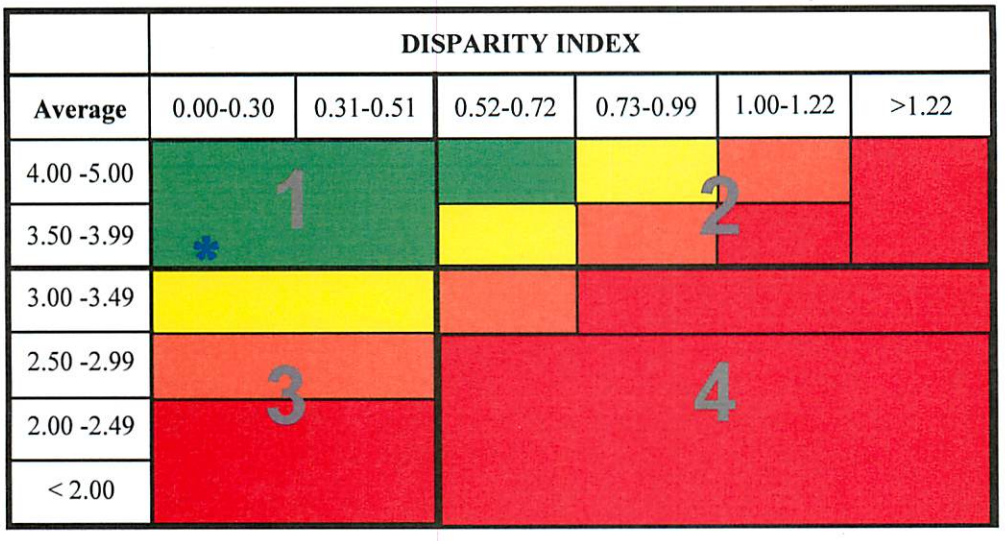
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.99
Senior Civilian	3.87
DI:	0.14



	Average
Other Military	3.63
U.S. Military	3.66
DI:	0.03

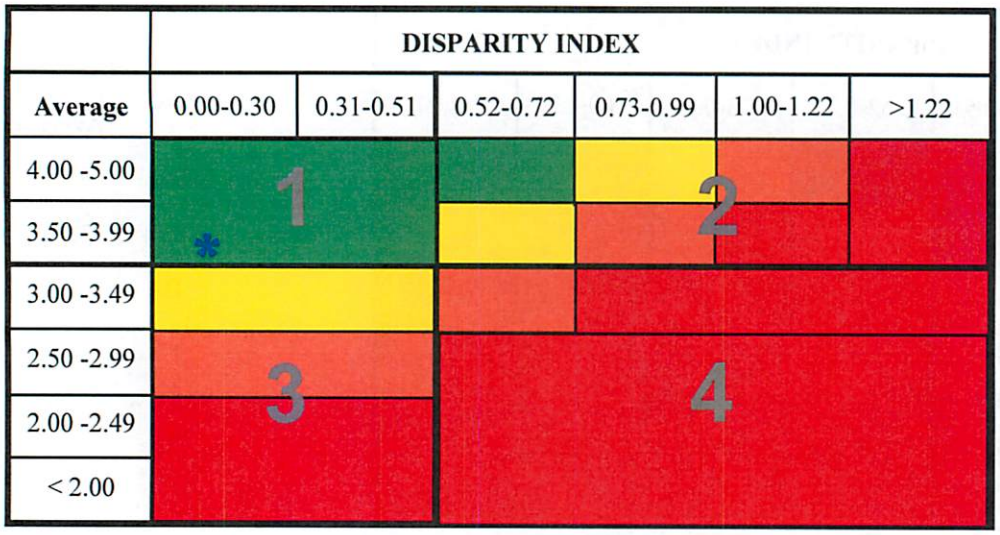
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500667

TRUST IN ORGANIZATION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Other Civilian	3.77
Federal Civilian	3.68
DI:	0.10

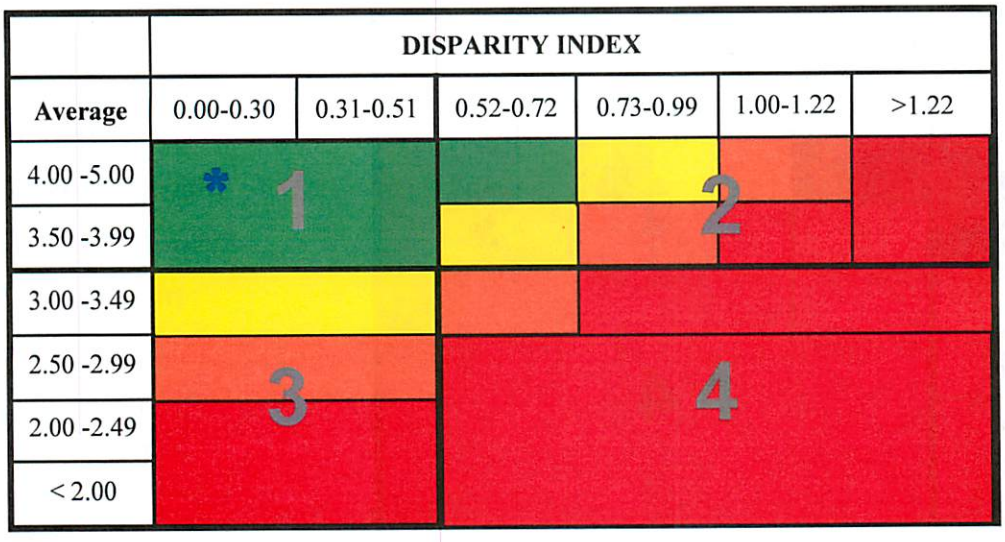
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500608

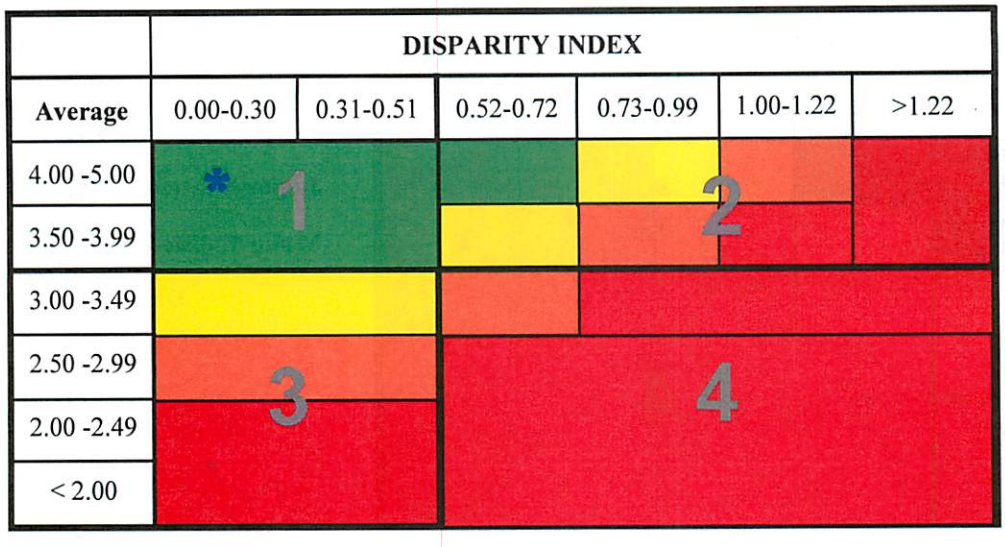
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.28
Majority	4.35
DI:	0.10



	Average
Women	4.28
Men	4.33
DI:	0.08

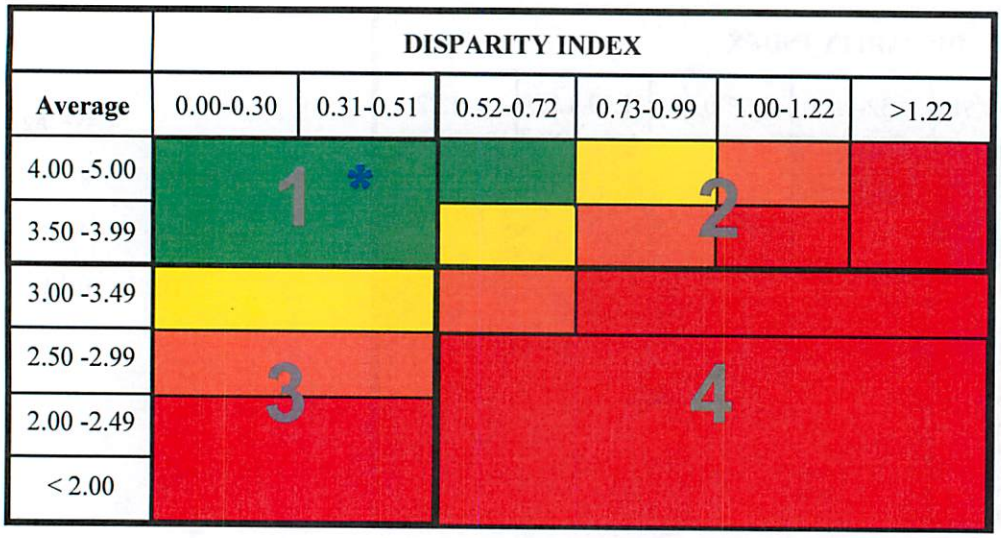
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500669

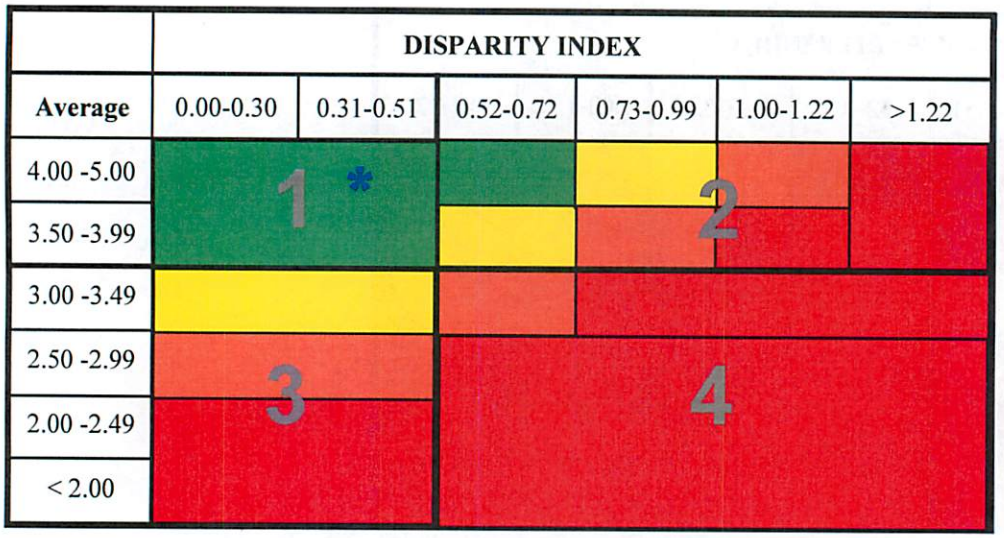
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.49
Enlisted	4.26
DI:	0.33



	Average
Junior Enlisted	4.23
Senior Enlisted	4.49
DI:	0.38

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500670

WORK GROUP EFFECTIVENESS

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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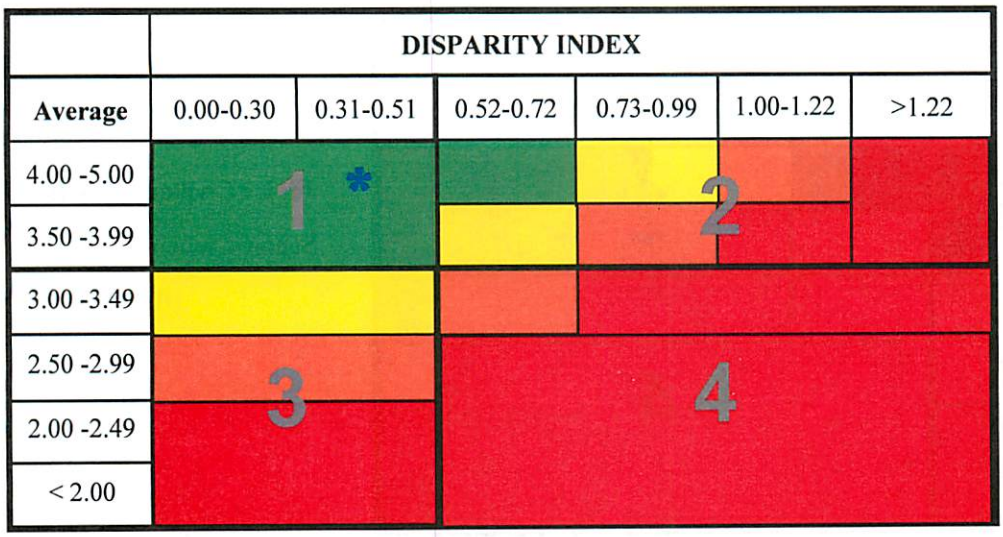
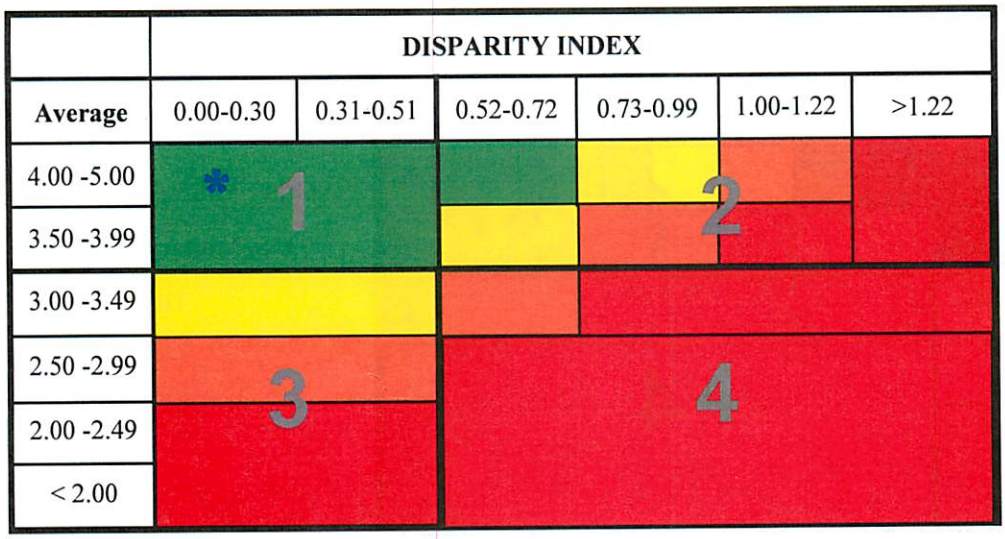


	Average
Junior Officer	4.40
Senior Officer	4.63
DI:	0.40



	Average
Military	4.31
Civilian	4.45
DI:	0.20

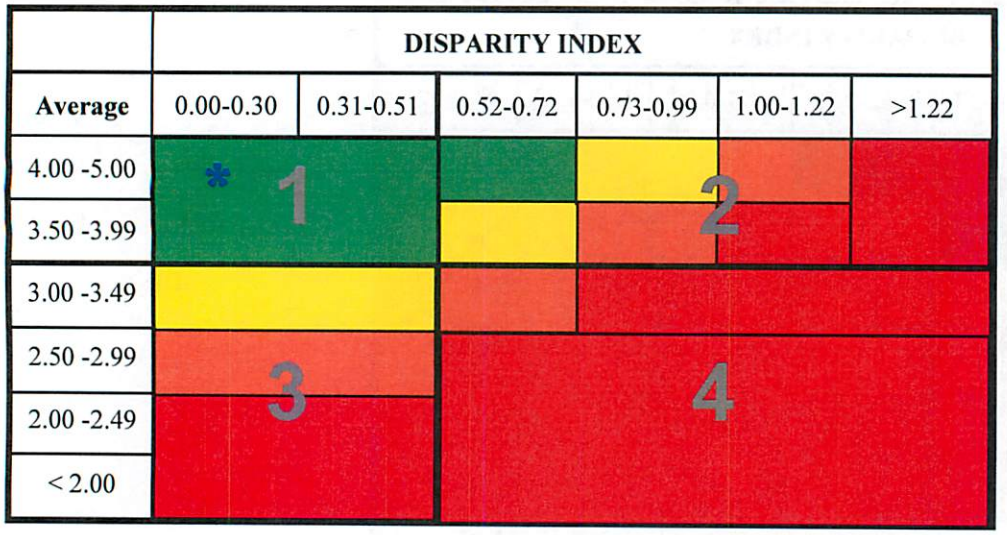
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500671

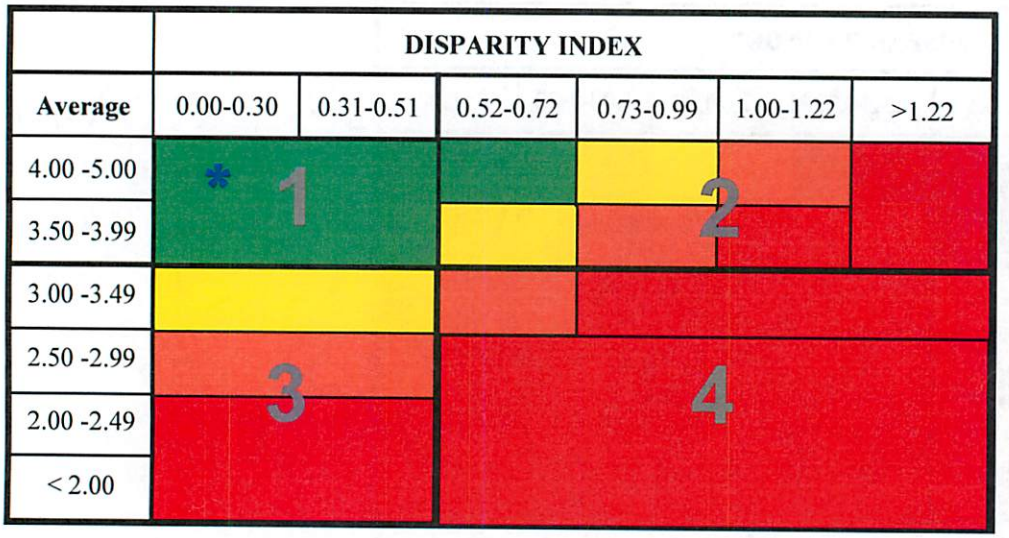
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.48
Senior Civilian	4.47
DI:	0.01



	Average
Other Military	4.35
U.S. Military	4.31
DI:	0.06

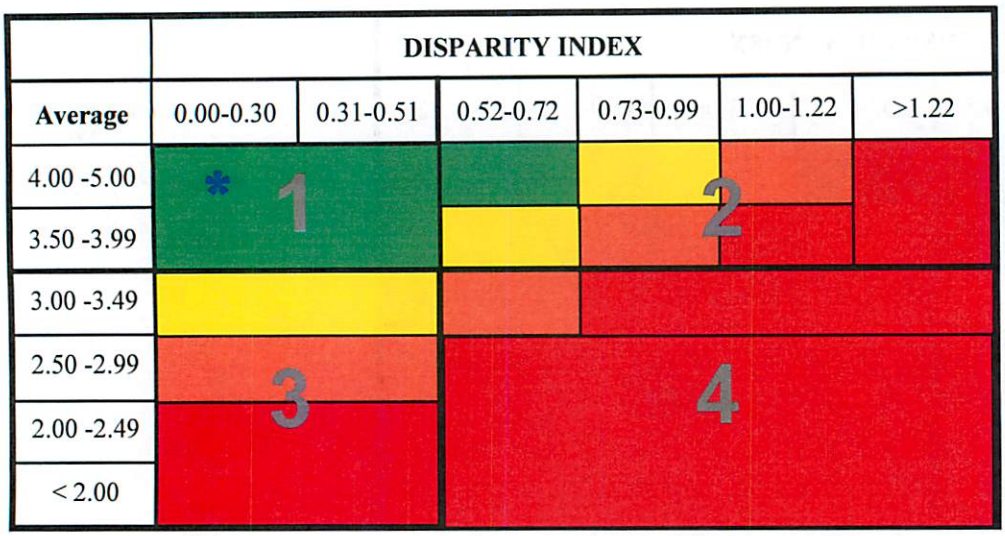
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500672

WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.37
Federal Civilian	4.32
DI:	0.06

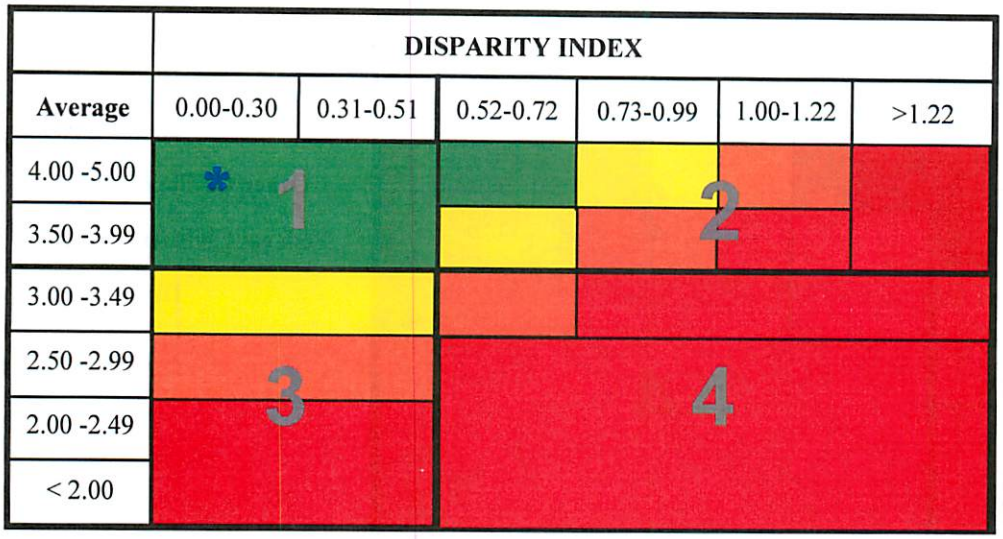
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500673

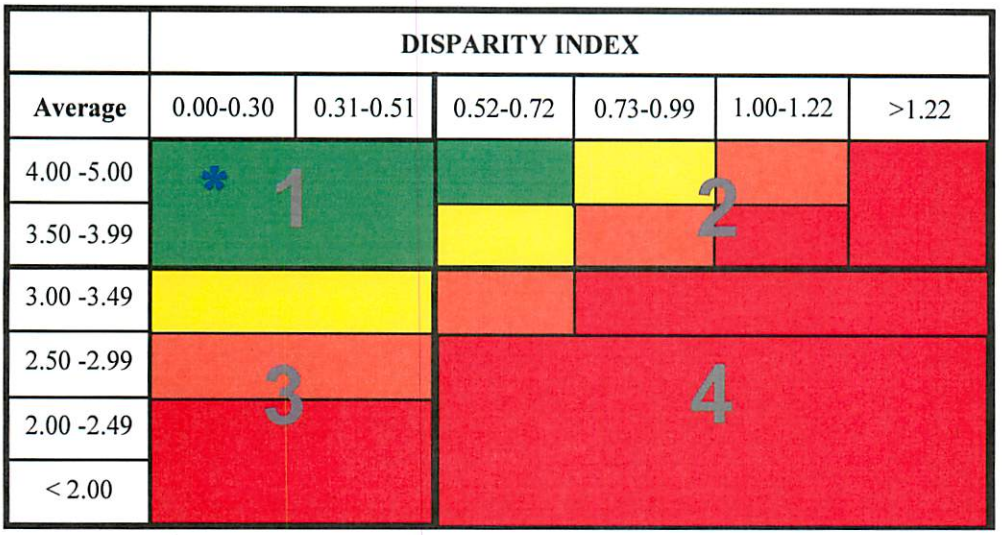
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.06
Majority	4.14
DI:	0.10



	Average
Women	4.00
Men	4.13
DI:	0.14

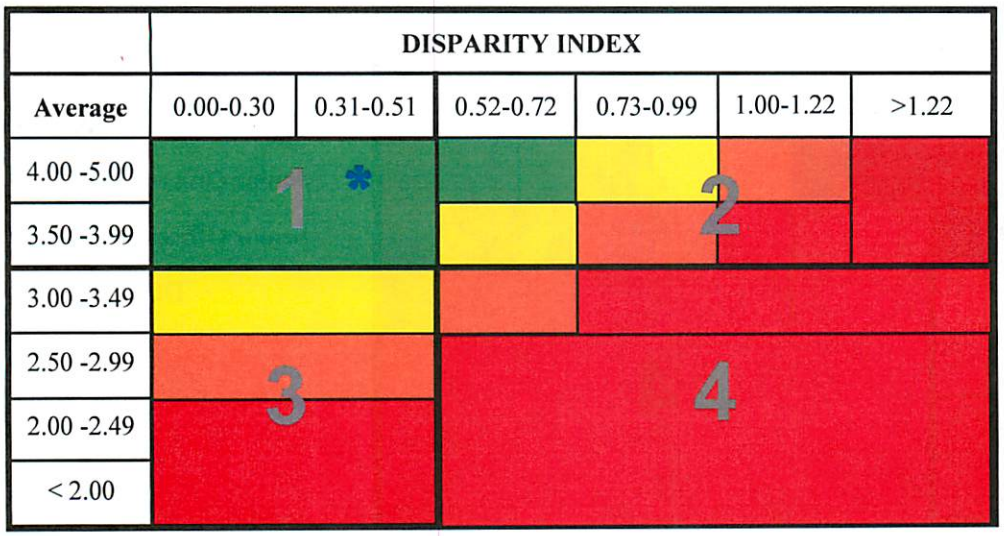
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500674

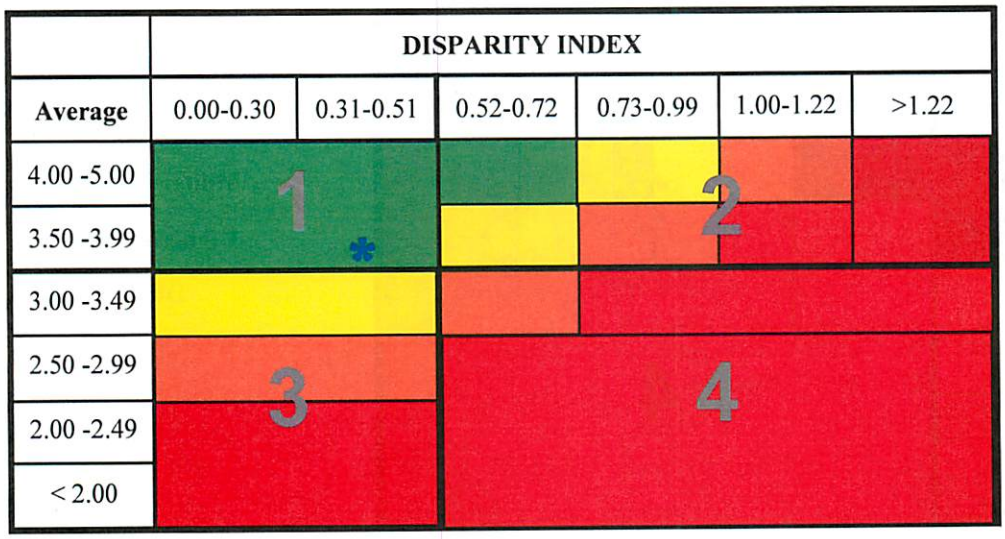
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.35
Enlisted	4.04
DI:	0.39



	Average
Junior Enlisted	3.99
Senior Enlisted	4.34
DI:	0.44

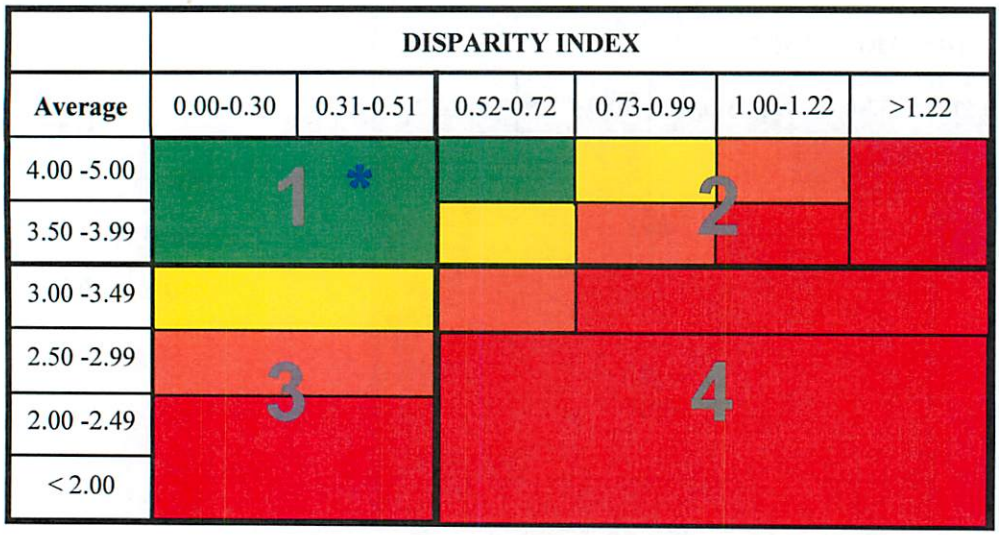
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500675

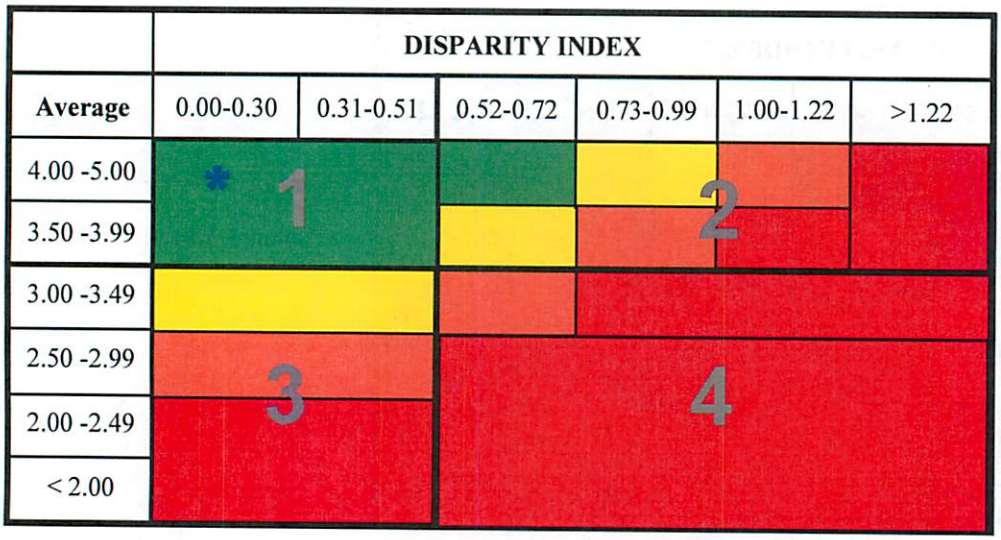
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.27
Senior Officer	4.52
DI:	0.37



	Average
Military	4.10
Civilian	4.17
DI:	0.07

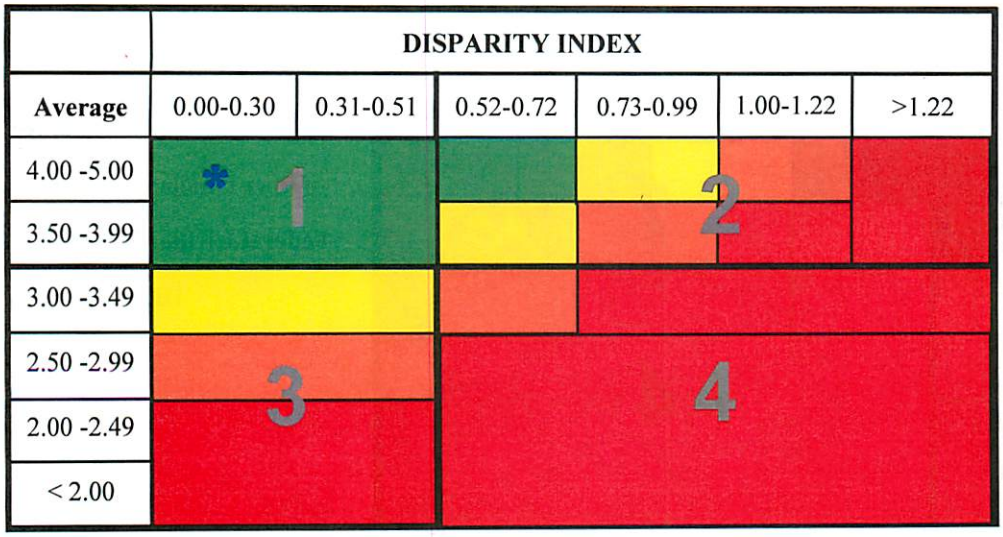
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

5000376

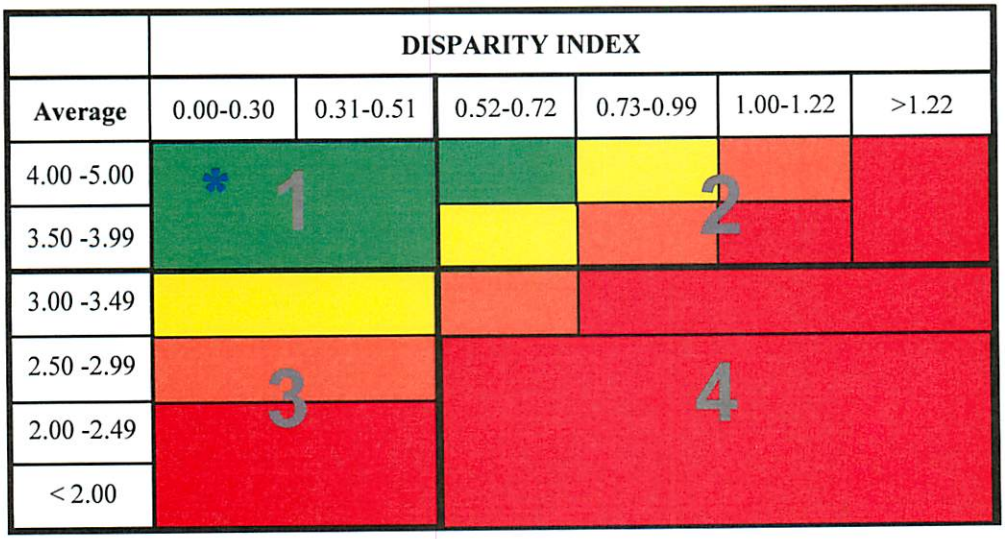
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.19
Senior Civilian	4.20
DI:	0.01



	Average
Other Military	4.07
U.S. Military	4.11
DI:	0.04

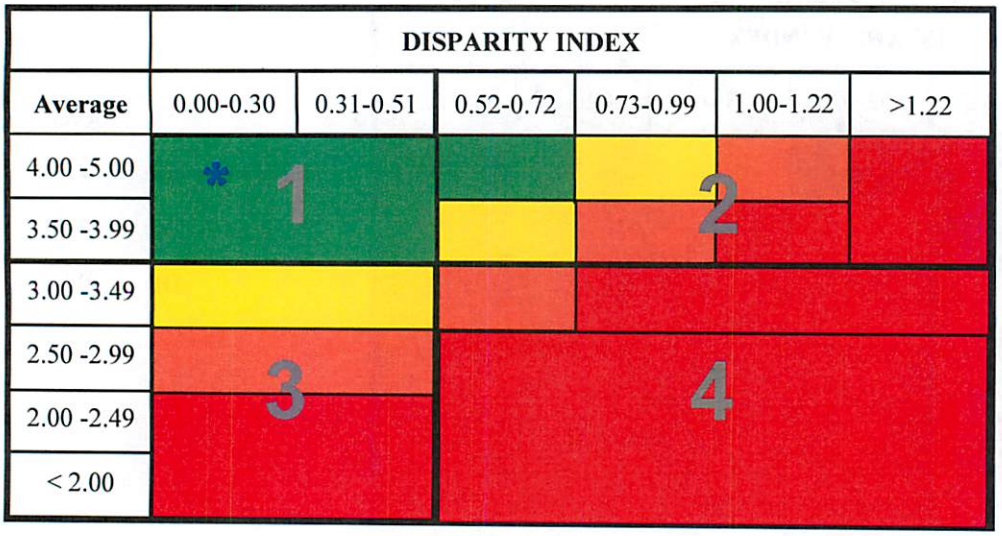
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500677

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.00
Federal Civilian	4.11
DI:	0.11

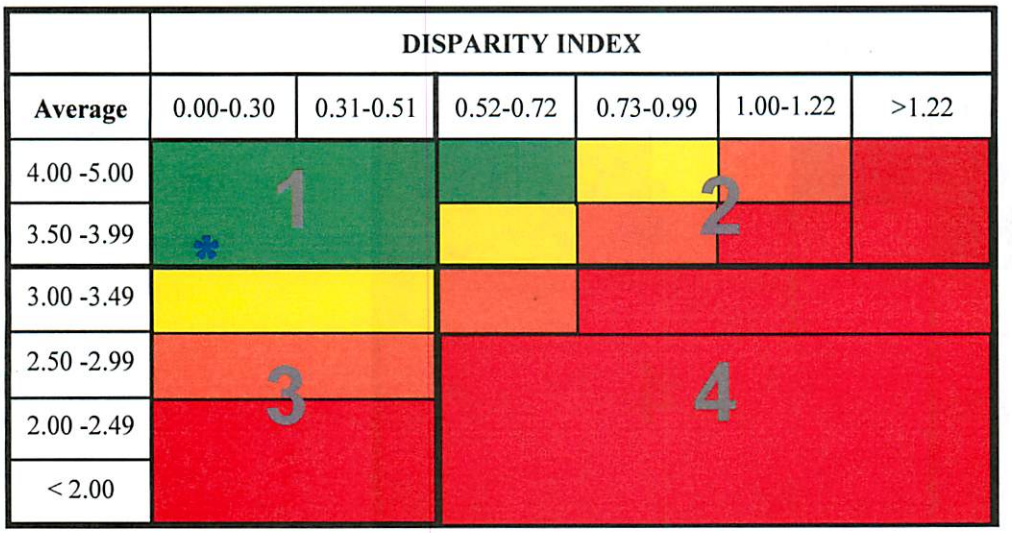
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500678

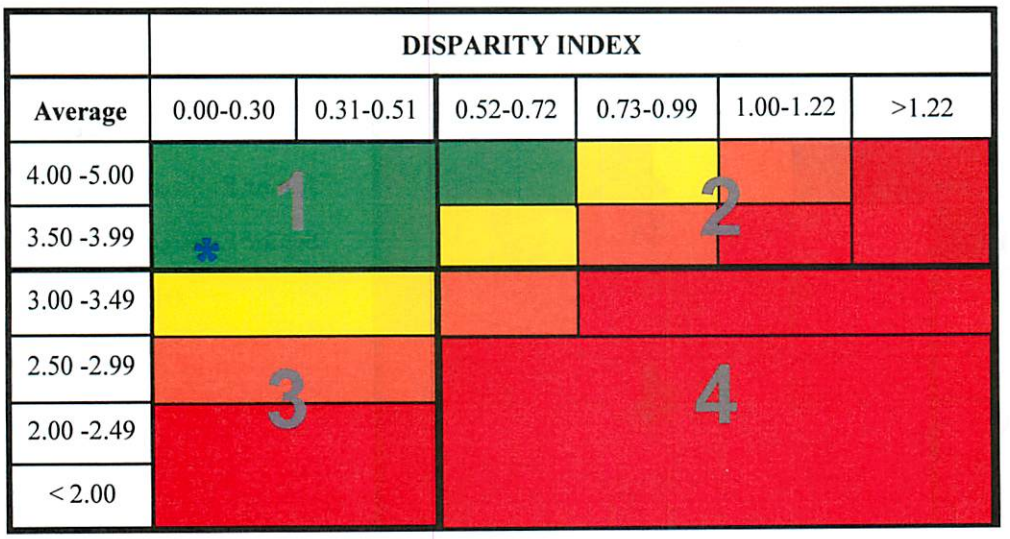
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.63
Majority	3.65
DI:	0.02



	Average
Women	3.62
Men	3.63
DI:	0.01

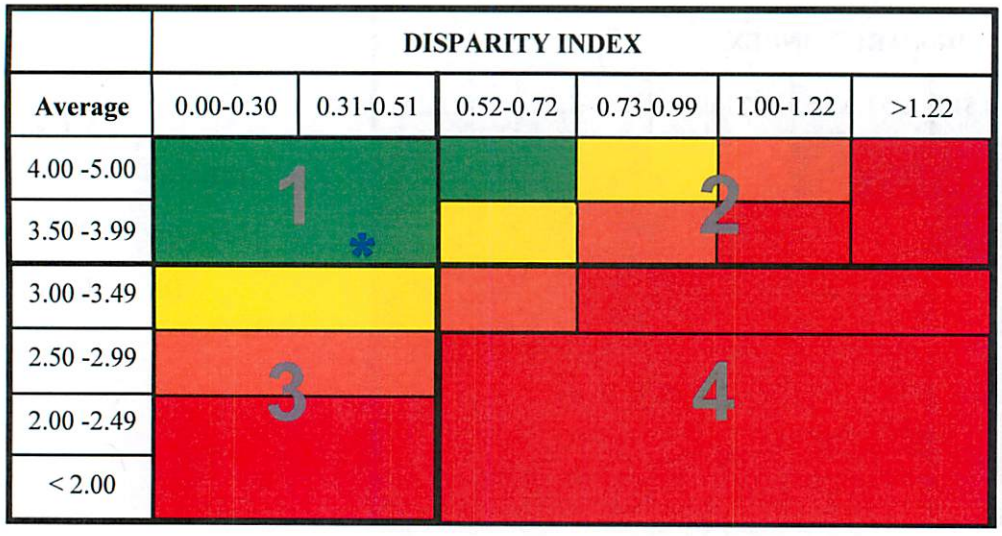
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500679

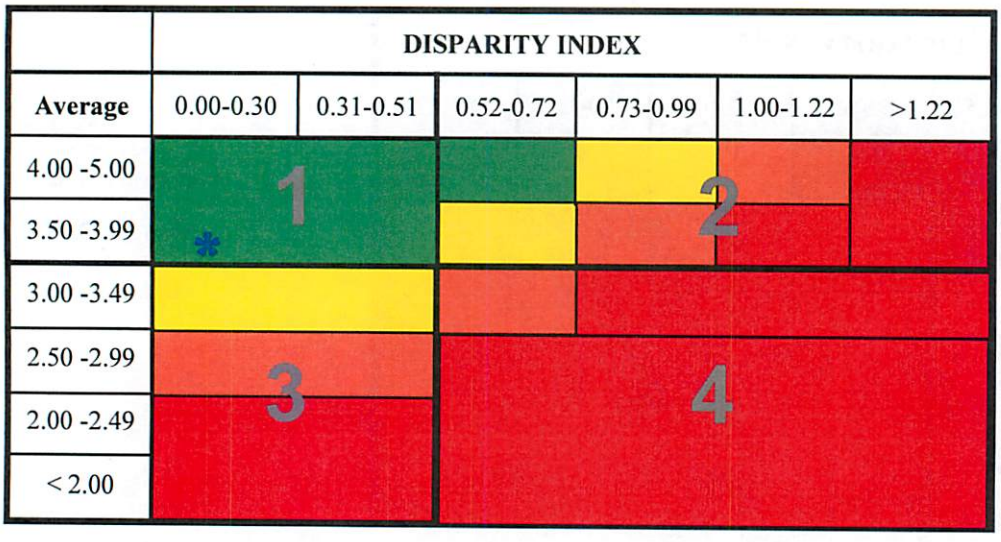
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	3.86
Enlisted	3.54
DI:	0.32



	Average
Junior Enlisted	3.52
Senior Enlisted	3.71
DI:	0.19

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500680

LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Officer	3.84
Senior Officer	4.03
DI:	0.21

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	3.61
Civilian	3.76
DI:	0.14

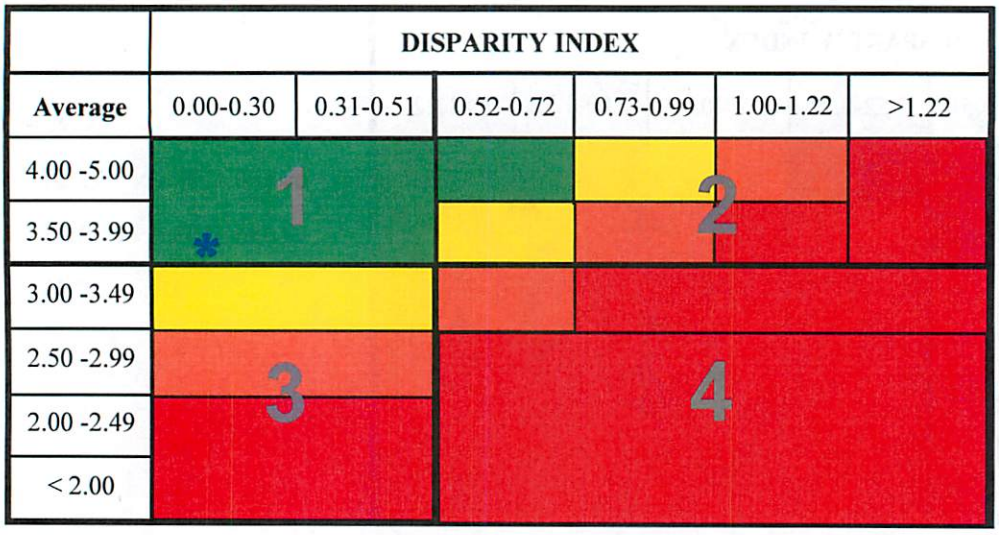
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500681

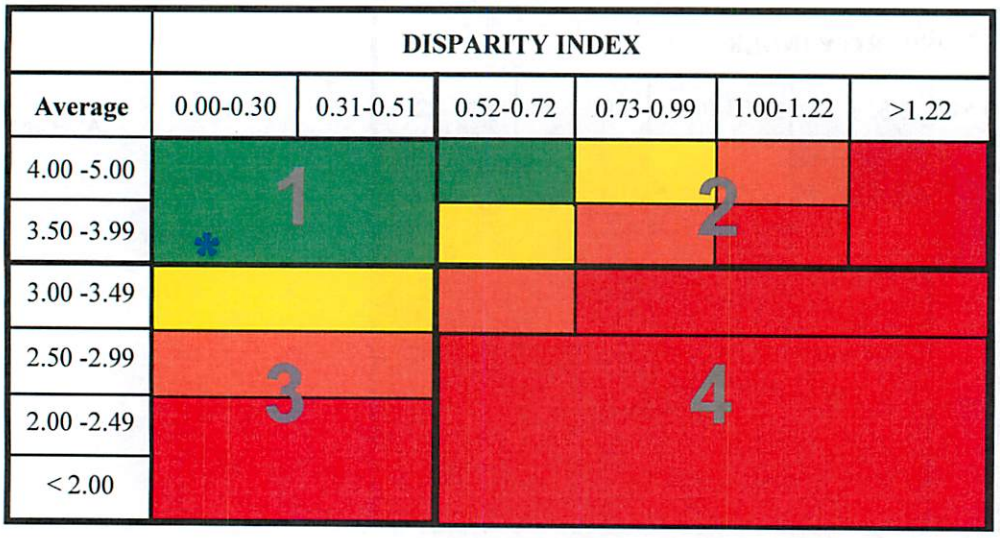
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.90
Senior Civilian	3.70
DI:	0.20



	Average
Other Military	3.64
U.S. Military	3.61
DI:	0.03

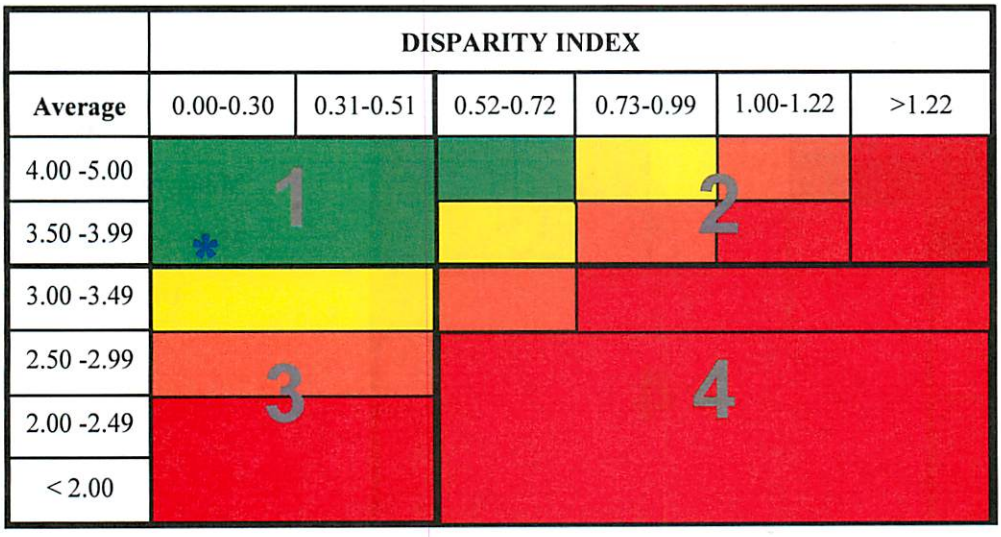
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500632

LEADERSHIP COHESION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Other Civilian	3.70
Federal Civilian	3.62
DI:	0.07

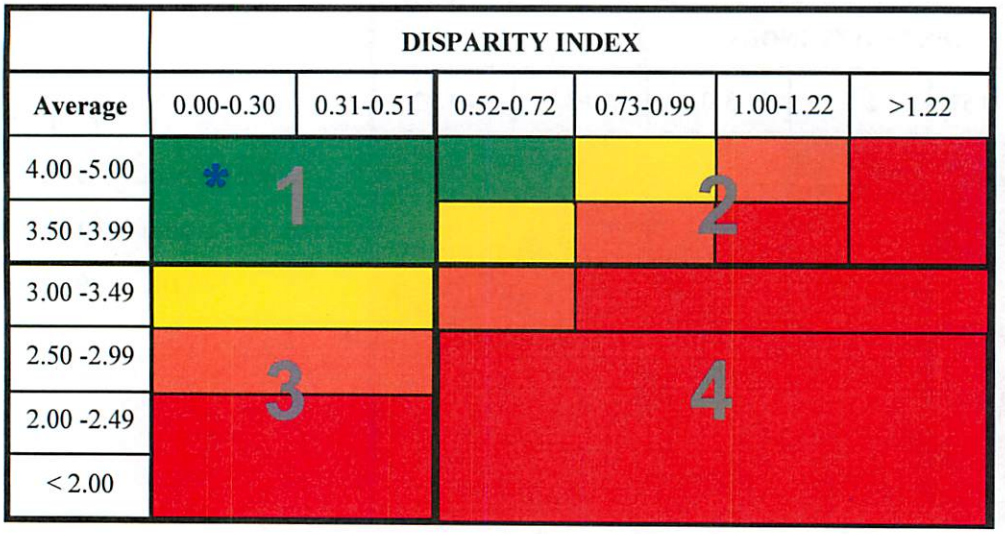
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500683

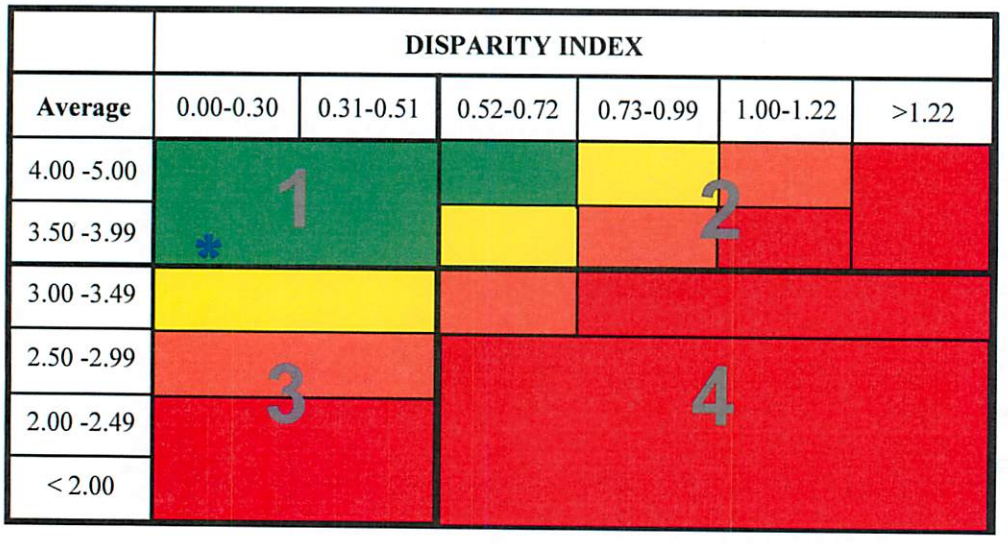
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.03
Majority	4.00
DI:	0.04



	Average
Women	3.97
Men	4.00
DI:	0.04

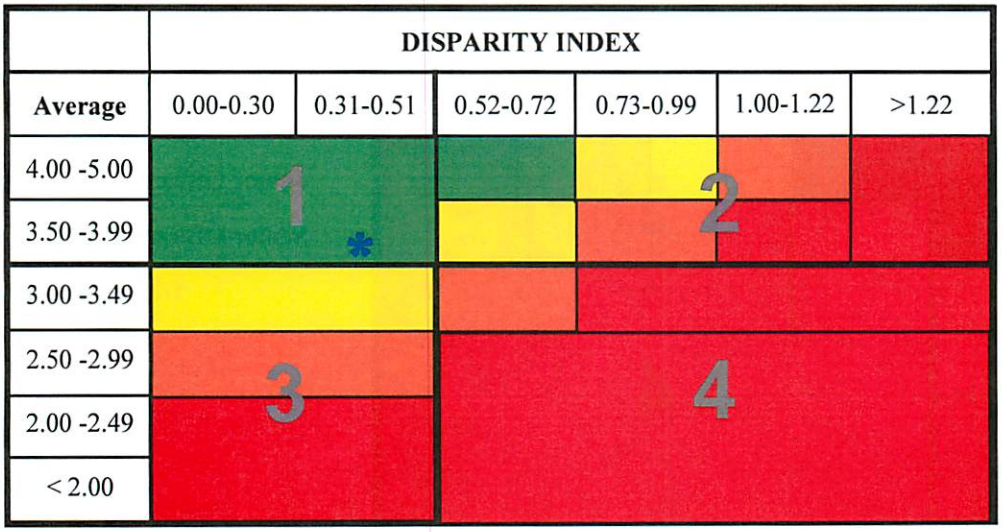
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500684

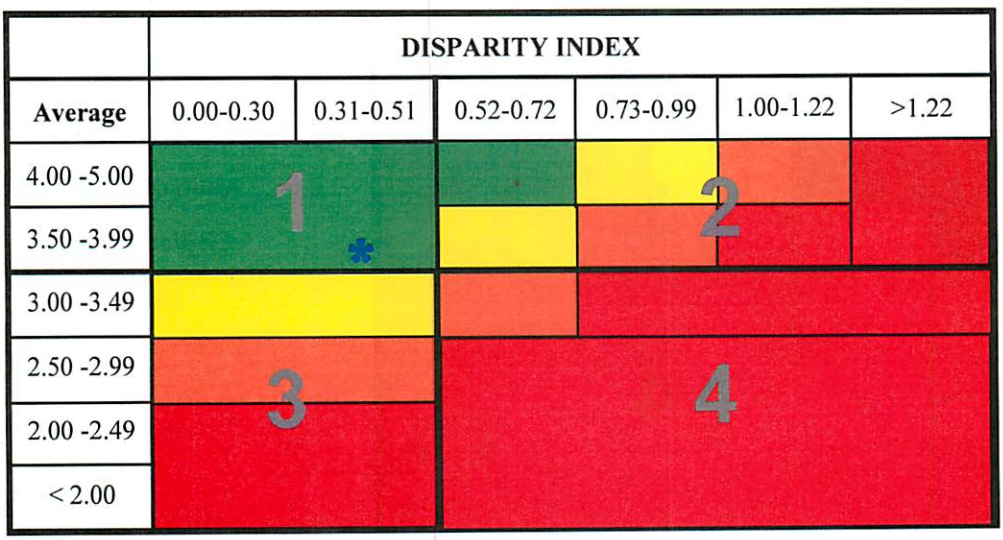
JOB SATISFACTION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Officer	4.18
Enlisted	3.93
DI:	0.34



	Average
Junior Enlisted	3.90
Senior Enlisted	4.15
DI:	0.34

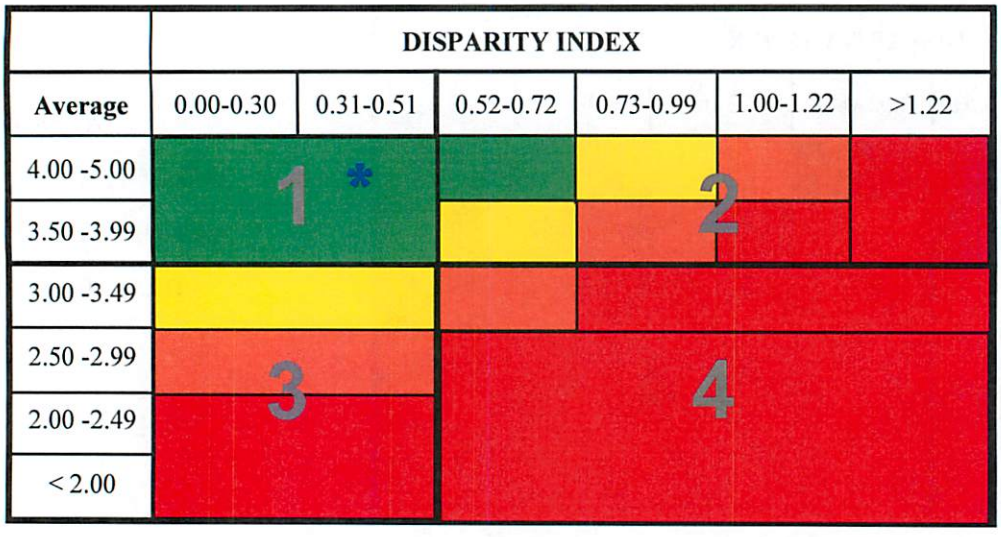
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500685

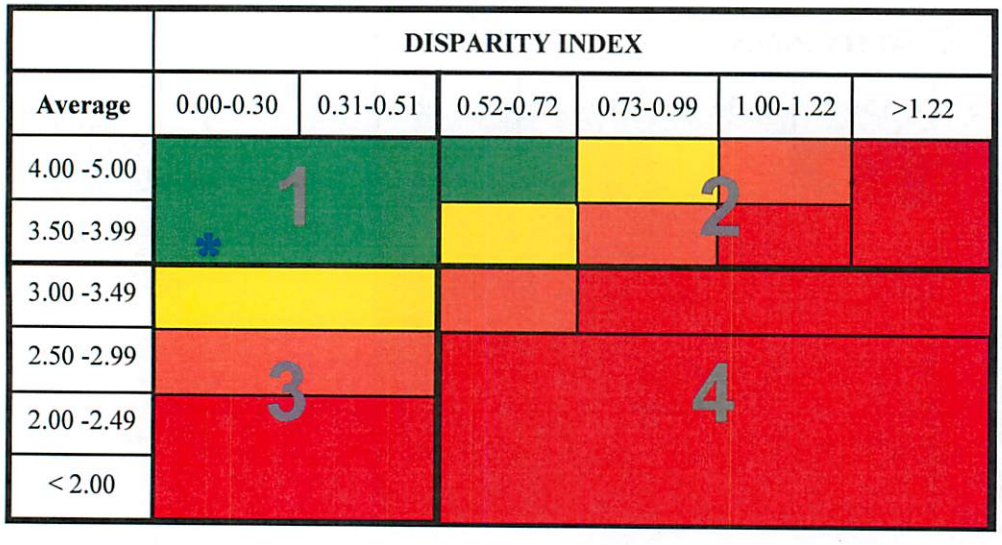
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.11
Senior Officer	4.34
DI:	0.35



	Average
Military	3.98
Civilian	4.11
DI:	0.17

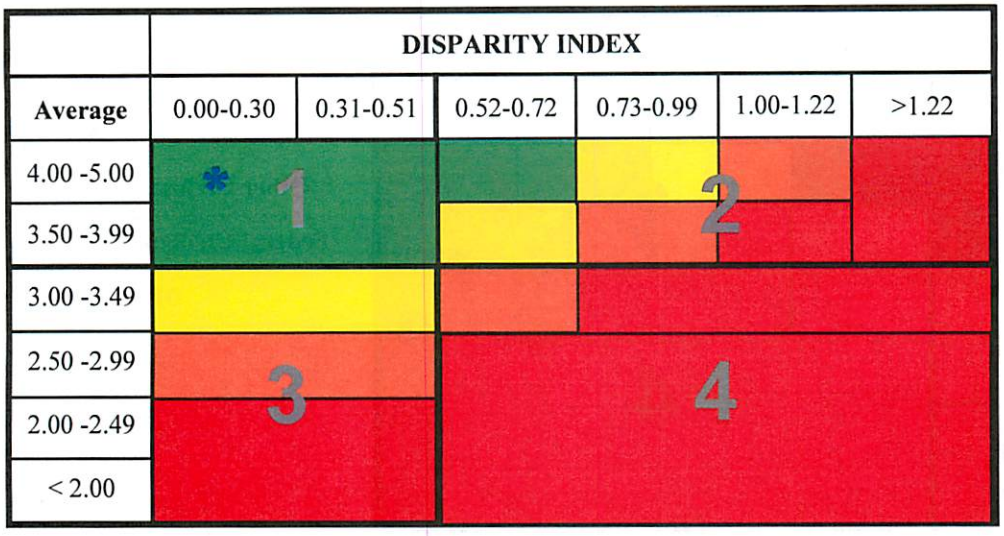
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500686

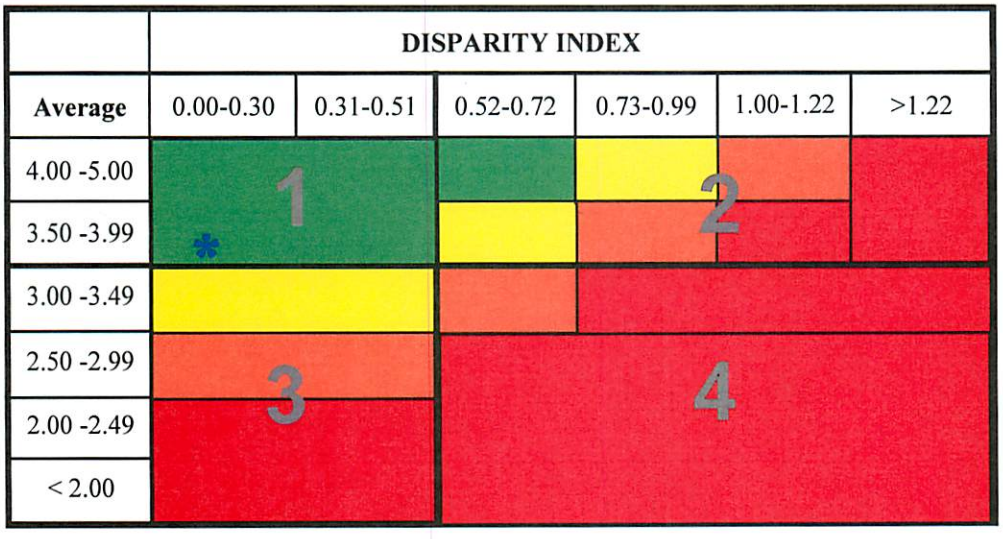
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.16
Senior Civilian	4.13
DI:	0.05



	Average
Other Military	3.98
U.S. Military	3.98
DI:	0.00

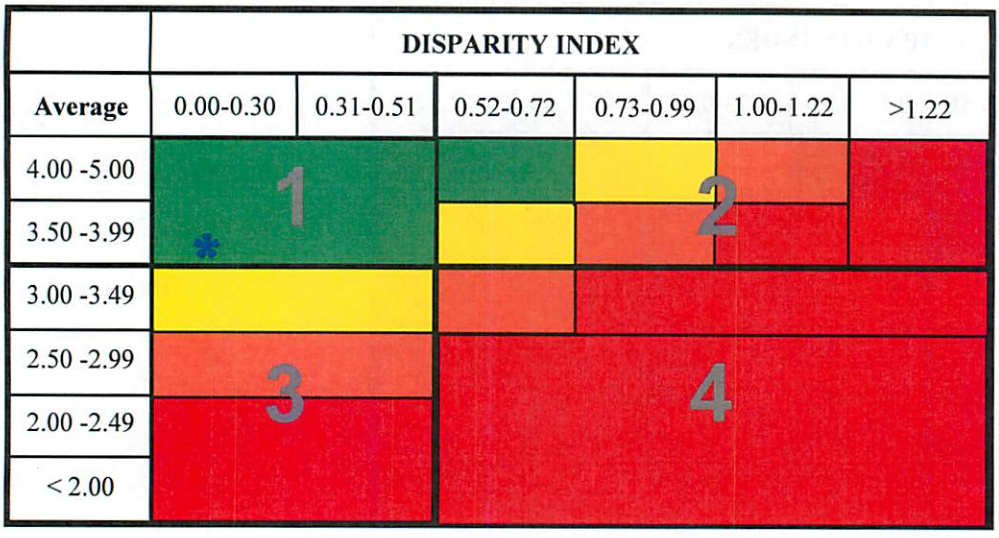
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500687

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	3.96
Federal Civilian	4.00
DI:	0.04

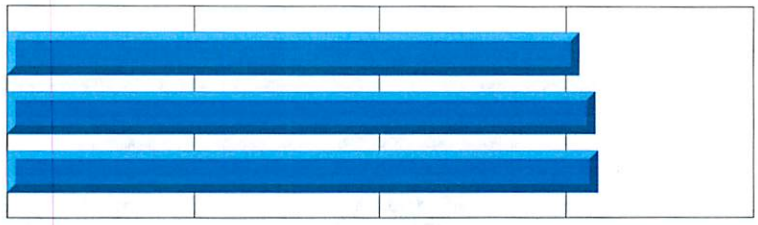
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500688

d. OVERALL UNIT SUMMARY

Below you will find the overall unit summary information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors followed by Organizational Effectiveness (OE) factors.

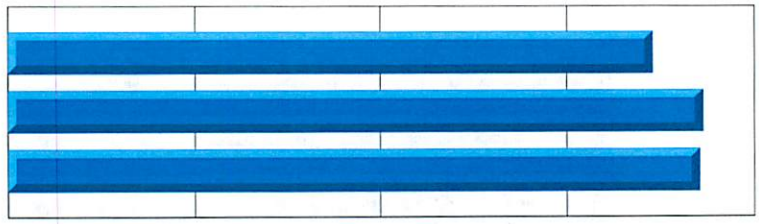
Sexual Harassment / Discrimination



	Average
ALL SERVICES	4.07
COAST GUARD	4.16
Coast Guard FY08	4.17

Your units score implies: Small chance of occurring

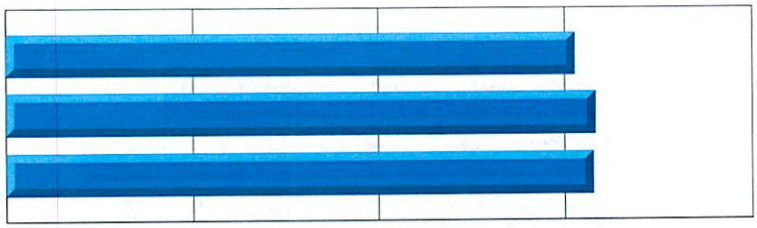
Differential Command Behavior toward Minorities



	Average
ALL SERVICES	4.46
COAST GUARD	4.72
Coast Guard FY08	4.71

Your units score implies: Very little chance of occurring

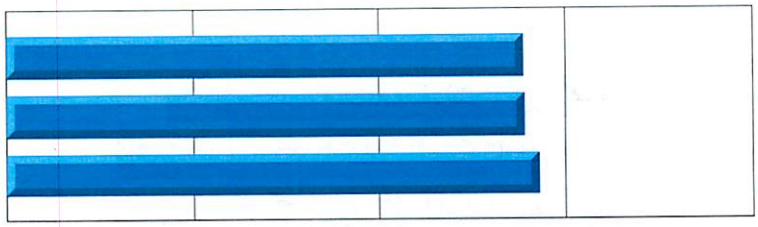
Positive EO Behaviors



	Average
ALL SERVICES	4.05
COAST GUARD	4.16
Coast Guard FY08	4.15

Your units score implies: Fairly high chance of occurring

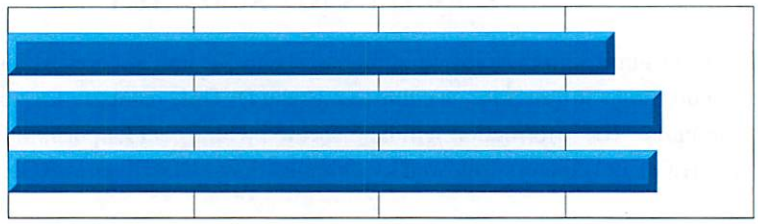
Racist Behaviors



	Average
ALL SERVICES	3.78
COAST GUARD	3.78
Coast Guard FY08	3.86

Your units score implies: Small chance of occurring

Age Discrimination



	Average
ALL SERVICES	4.26
COAST GUARD	4.51
Coast Guard FY08	4.48

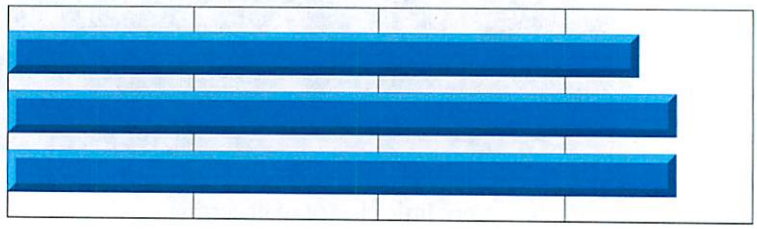
Your units score implies: Very little chance of occurring

Religious Discrimination

	Average
ALL SERVICES	4.40
COAST GUARD	4.54
Coast Guard FY08	4.51

Your units score implies: Very little chance of occurring

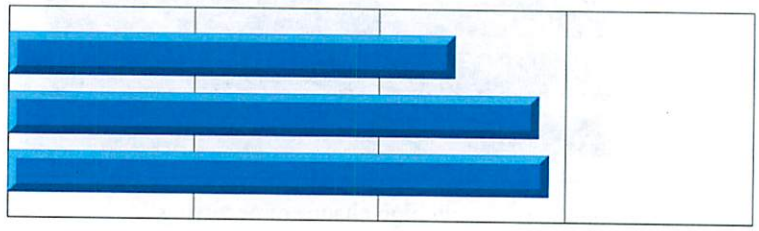
Disability Discrimination



	Average
ALL SERVICES	4.39
COAST GUARD	4.59
Coast Guard FY08	4.59

Your units score implies: Very little chance of occurring

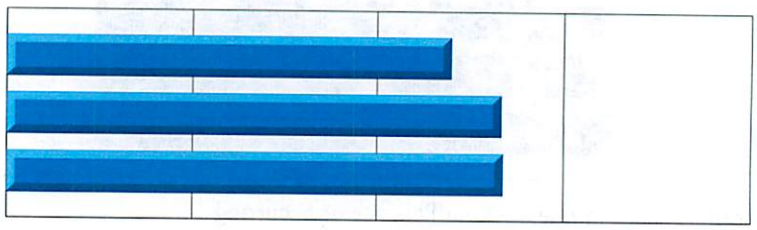
Organizational Commitment



	Average
ALL SERVICES	3.41
COAST GUARD	3.86
Coast Guard FY08	3.91

Your units score implies: Fairly positive rating

Trust in the Organization

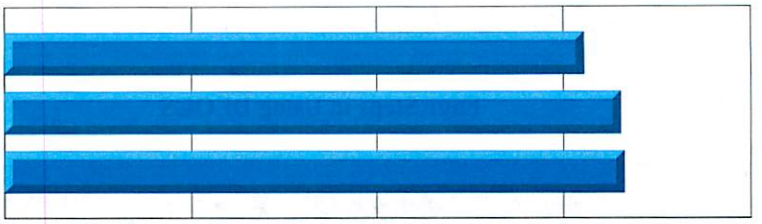


	Average
ALL SERVICES	3.40
COAST GUARD	3.67
Coast Guard FY08	3.68

Your units score implies: Somewhat positive rating

Work Group Effectiveness

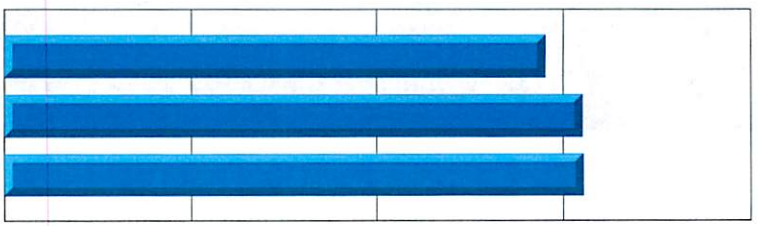
	Average
ALL SERVICES	4.11
COAST GUARD	4.31
Coast Guard FY08	4.32



Your units score implies: Very positive rating

Work Group Cohesion

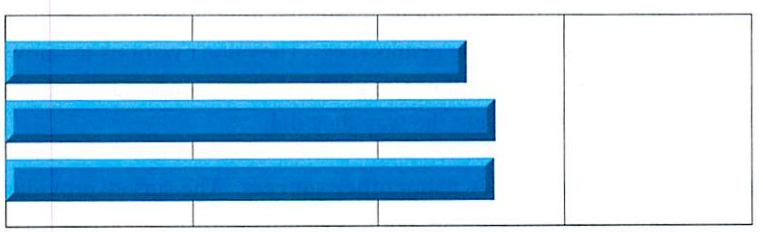
	Average
ALL SERVICES	3.91
COAST GUARD	4.10
Coast Guard FY08	4.11



Your units score implies: Fairly positive rating

Leadership Cohesion

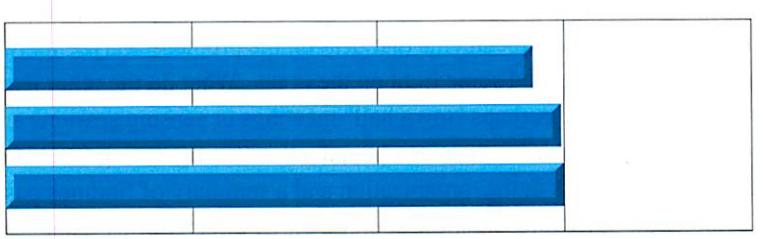
	Average
ALL SERVICES	3.48
COAST GUARD	3.63
Coast Guard FY08	3.62



Your units score implies: Somewhat positive rating

Job Satisfaction

	Average
ALL SERVICES	3.83
COAST GUARD	3.98
Coast Guard FY08	4.00



Your units score implies: Moderately satisfied

500691

III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1.	Share the results with your organization
2.	Validate the results through other sources
3.	Establish an action team
4.	Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.

2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.

3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web age at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/1590; Commercial: (321) 494-2675/1590] or email us a support@deocs.net.

Thank you for using the DEOCS!

USCG 634

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DEOMI

CG DEOCS Data Retrieval System - Rollup Report

Organization: FY 2009 USCG Comparison

Commander/Director: Captain Ekundayo Faux

Requester: Mr. Marty Delgado

Admin Number: CGDRS09005

Tuesday, December 08, 2009

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

RCS: DD-P&R (AR) 2338

FOR OFFICIAL USE ONLY
Commander/Director Eyes Only

500694

MEMORANDUM FOR COMMANDING OFFICER / ORGANIZATIONAL DIRECTOR

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). You have completed an important step toward understanding and improving the human relations climate in your organization. Your decision to conduct the survey shows your organization's members that you value their input on important human readiness issues. Still, the survey represents the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is optimally employed to help you constructively address organizational issues.

We recommend you employ the DEOCS in conjunction with other assessment strategies, including focus groups, interviews, observations, reviewing written records and reports - and any other method you deem worthwhile - to further characterize your organization's climate.

The report provided to you by DEOMI is supported by a staff of highly qualified people ready to assist you in tailoring training programs, action planning, or problem solving to meet the specific needs of your organization. If you or your staff requires assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/1590 or commercial (321) 494-2675/1590. We are looking forward to the opportunity to work with your organization.

K. Contres

Kathlene Contres
CAPT, USN
Commandant

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I. INTERPRETING YOUR DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. **Look at the demographic breakdown.**
2. **Examine perceptions of discrimination and the complaint process.**
3. **Use subgroup factor comparison to understand the disparities.**
4. **Review the overall unit summary.**
5. **Review locally developed questions, command specific questions, short-answer questions, and written comments, if any.**

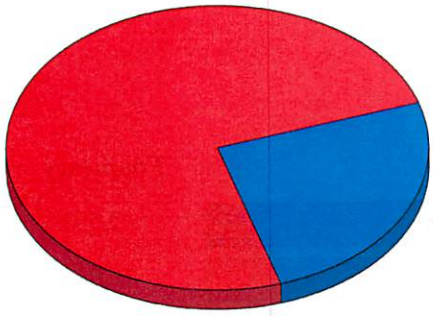
500697

II. REPORT FOR FY 2009 USCG COMPARISON

a. DEMOGRAPHIC BREAKOUT

LOOK AT THE DEMOGRAPHIC BREAKOUT of who in your organization completed the survey. Remember, the data shown in the charts are computer-generated, and based on the inputs received from survey respondents. There may be times when respondents will enter inaccurate information, whether by design or unintentionally, thus creating inaccurate demographic breakouts on the report. Also, in those cases where respondents fail to respond or, when using the paper survey, leave errant pencil marks, the computer will report these as missing cases. The report is broken down into categories that we later use to provide subgroup comparisons within your organization, e.g., minority/majority, women/men, etc. In those cases where fewer than five people in a subgroup complete the survey, you will not receive any comparisons for that subgroup in order to maintain the anonymity of each respondent and to provide statistically meaningful results.

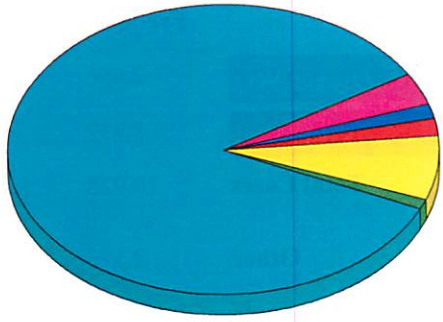
MINORITY vs MAJORITY



	Frequency	Percent
Minority	3,292	25.33
Majority	9,704	74.67
Total Cases	12,996	100.00
Missing Responses	565	

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

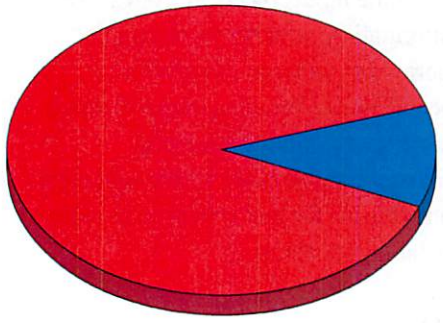
RACE



	Frequency	Percent
American Indian	221	1.79
Asian	230	1.86
Black	884	7.15
Native Hawaiian	145	1.17
White	10,421	84.35
Two or More	454	3.67
Total Cases	12,355	100.00
Missing Responses	1,206	

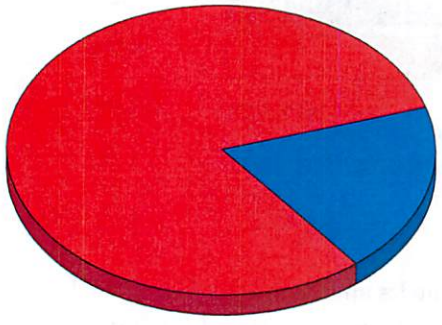
500698

HISPANIC DECLARATION



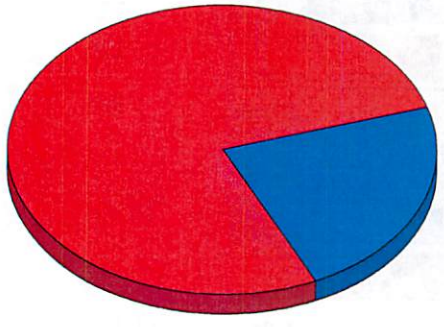
	Frequency	Percent
Hispanic	1,550	11.46
Not Hispanic	11,978	88.54
Total Cases	13,528	100.00
Missing Responses	33	

GENDER



	Frequency	Percent
Women	2,593	19.13
Men	10,960	80.87
Total Cases	13,553	100.00
Missing Respones	8	

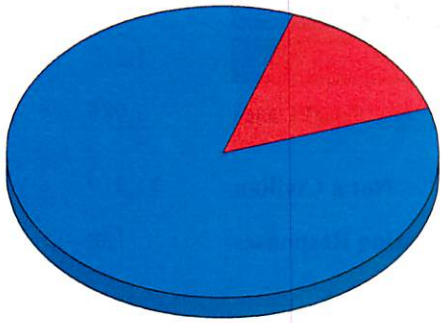
OFFICER vs ENLISTED



	Frequency	Percent
Officer/WO	2,496	22.84
Enlisted	8,432	77.16
Total Cases	10,928	100.00
Other	2,573	
Missing Responses	60	

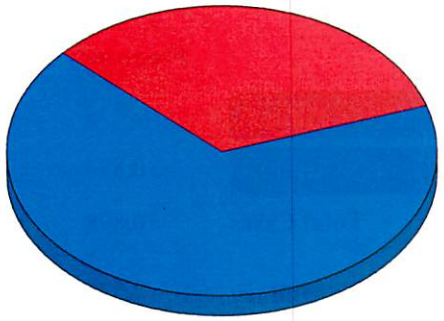
500699

ENLISTED SENIORITY



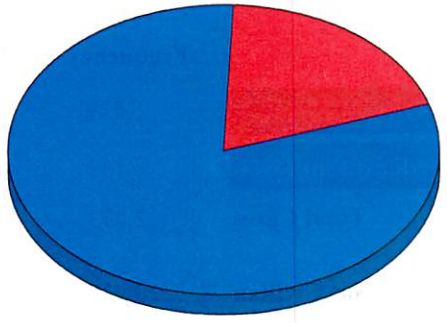
	Frequency	Percent
E1-E6	7,152	85.41
E7-E9	1,222	14.59
Total Cases	8,374	100.00
Not Enlisted	5,129	
Missing Responses	58	

OFFICER SENIORITY



	Frequency	Percent
O1-O3	1,282	66.91
O4 and above	634	33.09
Total Cases	1,916	100.00
Not an Officer	11,489	
Missing Responses	156	

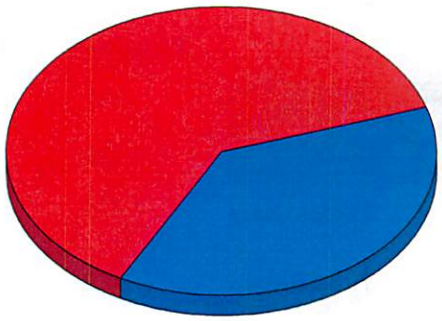
MILITARY vs CIVILIAN



	Frequency	Percent
Military	10,928	80.94
Civilian	2,573	19.06
Total Cases	13,501	100.00
Missing Responses	60	

500709

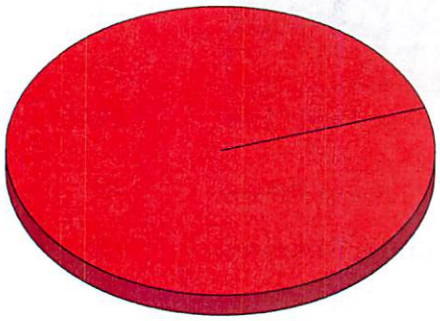
FEDERAL CIVILIAN SENIORITY



	Frequency	Percent
Junior Civilian	749	37.71
Senior Civilian	1,237	62.29
Total Cases	1,986	100.00
Not a Civilian	11,417	
Missing Responses	158	

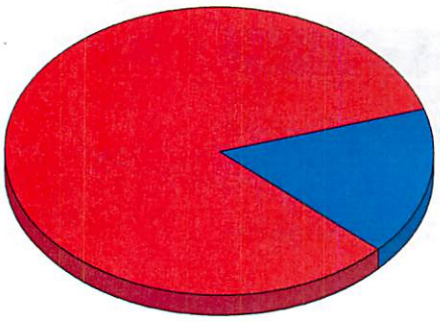
For GS, WG/WL/WS/WB, and SES: Junior = 1 through 8, and Senior = 9 and above. For Non-Supervisory NSPS: Junior = all Pay Band 1, and Pay Band 2 Technician/Support, Fire Protection, Police/Security Guard, and Senior = Pay Bands 3 and 4, and Pay Band 2 Professional pay schedules. For Supervisory NSPS: Junior = Pay Band 1, and Senior = Pay Band 2.

OTHER MILITARY vs U.S. MILITARY



	Frequency	Percent
Other Military	4	0.04
U.S. Military	10,894	99.96
Total Cases	10,898	100.00
Not Military	2,573	
Missing Responses	30	

OTHER CIVILIAN EMPLOYEE vs FEDERAL CIVILIAN EMPLOYEE



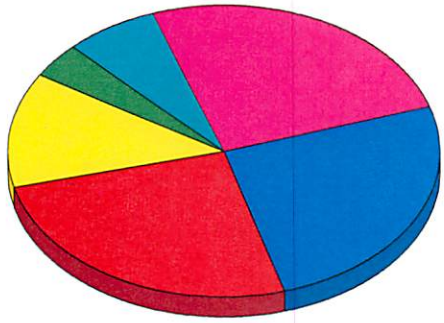
	Frequency	Percent
Other Employee	429	16.67
Federal Employee	2,144	83.33
Total Cases	2,573	100.00
Not Civilian	10,928	
Missing Responses	60	

500701

b. EXPERIENCES OF DISCRIMINATION DURING PAST 12 MONTHS

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

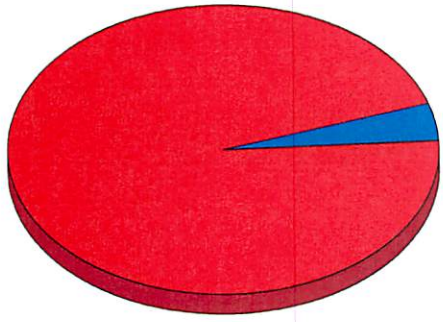
"YES" RESPONSE TO EXPERIENCED AN INCIDENT OF DISCRIMINATION



	Frequency	Percent
Race/Nat Orig/Color	522	25.55
Gender (Sex)	523	25.60
Age	258	12.63
Disability	83	4.06
Religion	143	7.00
Two or More	514	25.16
Total Cases	2,043	100.00
"NO" Response	11,518	
Missing Responses	0	

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MAJORITY

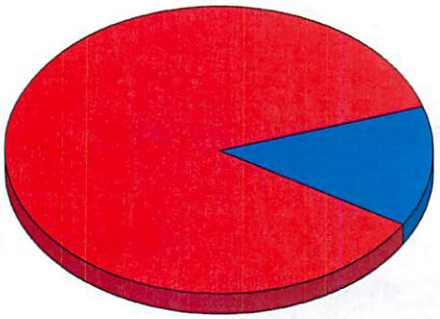


	Frequency	Percent
YES	407	4.19
NO	9,297	95.81
Total Cases	9,704	100.00
Missing Responses	0	

500703

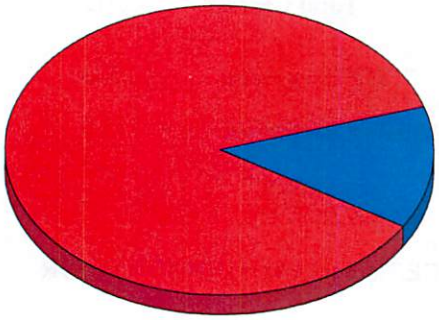
EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MINORITY



	Frequency	Percent
YES	446	13.55
NO	2,846	86.45
Total Cases	3,292	100.00
Missing Responses	0	

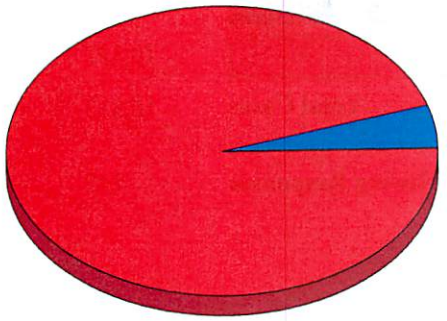
HISPANIC



	Frequency	Percent
YES	211	13.61
NO	1,339	86.39
Total Cases	1,550	100.00
Missing Responses	0	

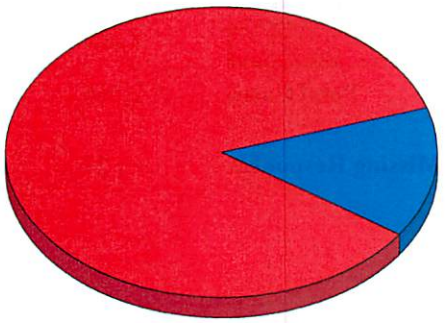
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	514	4.69
NO	10,446	95.31
Total Cases	10,960	100.00
Missing Responses	0	

WOMEN

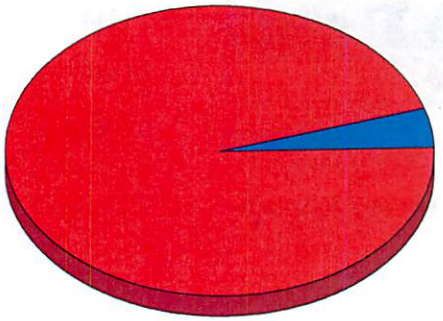


	Frequency	Percent
YES	380	14.65
NO	2,213	85.35
Total Cases	2,593	100.00
Missing Responses	0	

500704

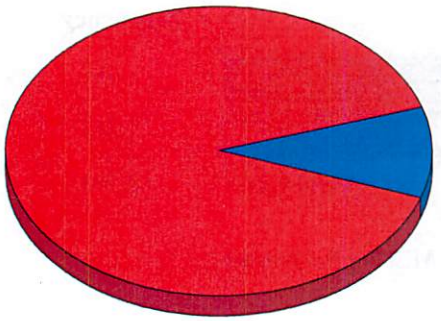
EXPERIENCED *SEXUAL HARASSMENT*

MEN



	Frequency	Percent
YES	491	4.54
NO	10,322	95.46
Total Cases	10,813	100.00
Missing Responses	147	

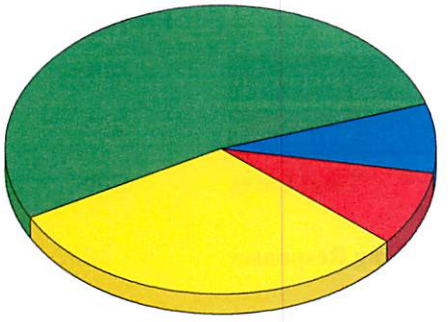
WOMEN



	Frequency	Percent
YES	266	10.37
NO	2,300	89.63
Total Cases	2,566	100.00
Missing Responses	27	

500705

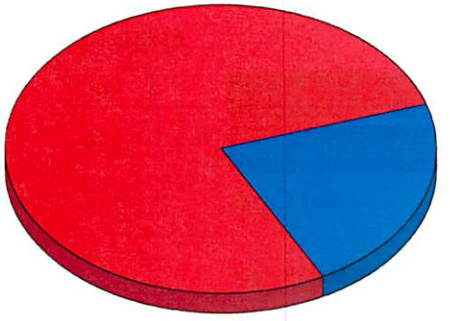
WHAT ACTION DID YOU TAKE FOLLOWING THE INCIDENT OF DISCRIMINATION?



	Frequency	Percent
Filed Formal Complaint	88	7.72
Reported to EO/EEO	97	8.51
Reported to Supervisor	352	30.88
Confronted Individual	603	52.89
Total Cases	1,140	100.00
Did not Report	1,045	
Missing Responses	105	

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MAJORITY

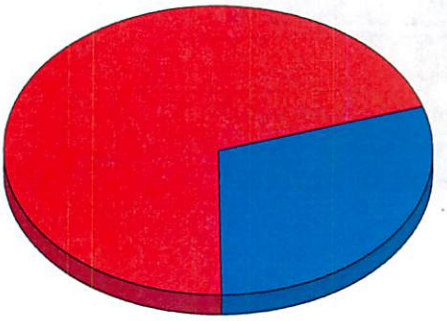


	Frequency	Percent
Reported	297	22.13
Did Not Report	1,045	77.87
Total Cases	1,342	100.00
Missing Responses	57	

500706

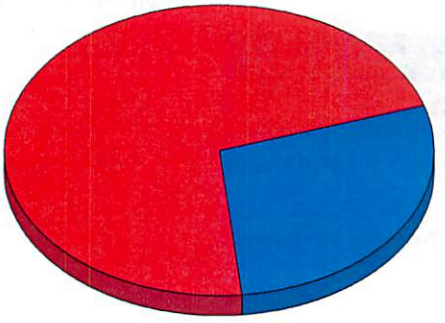
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Reported	208	29.71
Did Not Report	492	70.29
Total Cases	700	100.00
Missing Responses	40	

HISPANIC

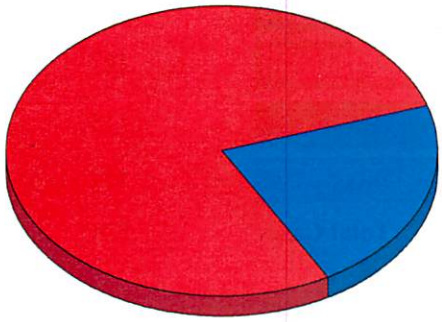


	Frequency	Percent
Reported	94	28.23
Did Not Report	239	71.77
Total Cases	333	100.00
Missing Responses	13	

500707

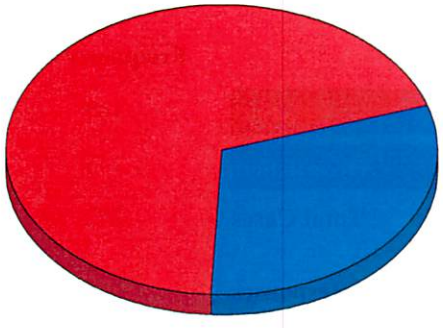
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Reported	348	22.04
Did Not Report	1,231	77.96
Total Cases	1,579	100.00
Missing Responses	89	

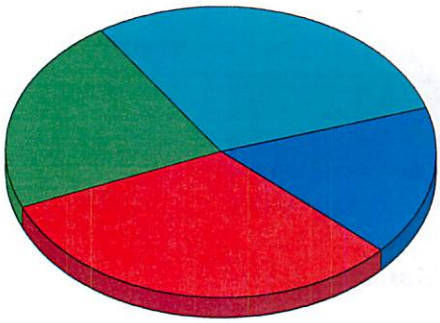
WOMEN



	Frequency	Percent
Reported	187	30.96
Did Not Report	417	69.04
Total Cases	604	100.00
Missing Responses	16	

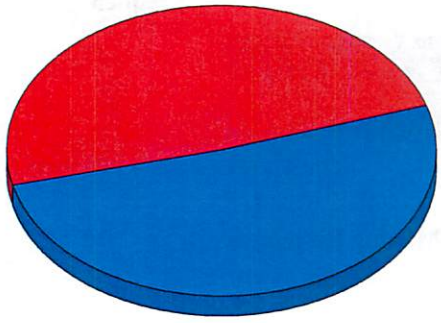
500708

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR



	Frequency	Percent
Very Satisfied	88	16.79
Moderately Satisfied	167	31.87
Moderately Dissatisfied	115	21.95
Very Dissatisfied	154	29.39
Total Cases	524	
Missing Responses	13	

MAJORITY

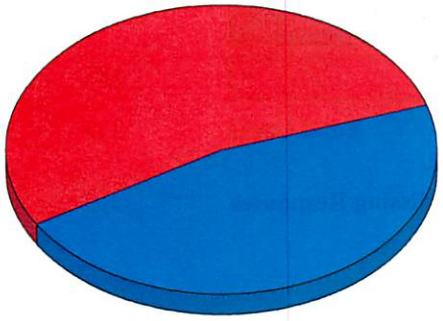


	Frequency	Percent
Satisfied	149	51.03
Dissatisfied	143	48.97
Total Cases	292	100.00
Missing Responses	5	

500709

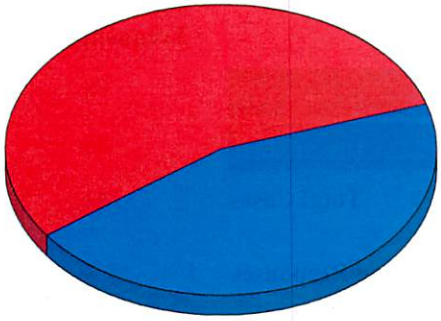
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Satisfied	93	46.27
Dissatisfied	108	53.73
Total Cases	201	0.00
Missing Responses	7	

HISPANIC

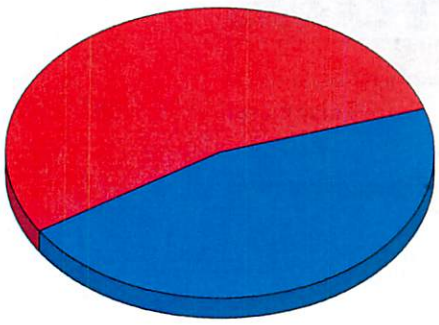


	Frequency	Percent
Satisfied	41	45.05
Dissatisfied	50	54.95
Total Cases	91	0.00
Missing Responses	3	

500710

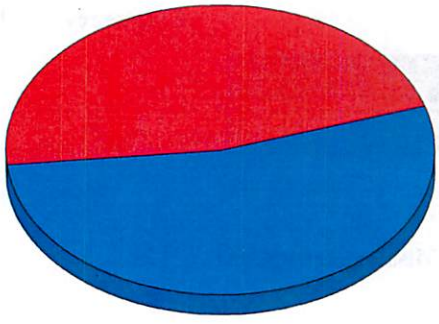
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Satisfied	155	45.86
Dissatisfied	183	54.14
Total Cases	338	0.00
Missing Responses	10	

WOMEN



	Frequency	Percent
Satisfied	98	53.26
Dissatisfied	86	46.74
Total Cases	184	100.00
Missing Responses	3	

500711

c. SUBGROUP FACTOR COMPARISONS

Subgroup factor comparisons will be presented with Equal Opportunity/Equal Employment opportunity (EO/EEO) factors, followed by Organizational Effectiveness factors.

The DEOCS report displays your organization's results in two ways. First, it considers average scores, where higher average scores always indicate more positive perceptions. Second, the degree different groups agree in their perceptions is also an important indicator. The disparity index (DI) is a statistically-derived number that reflects how much two groups agree or disagree in their perceptions. Together, the average and DI provide substantially more information than either score alone. Each of these combined data points is plotted, using the lowest average between the two groups being compared (vertical axis), along with the DI between those two groups (horizontal axis).

GREEN indicates higher averages and levels of agreements. The YELLOW, ORANGE, and RED colored areas reflect progressively greater organizational concerns, indicated by lower averages, higher DIs, or both.

The data point can appear in one of four numbered quadrants:

Quadrant 1 is the most positive, as it reflects higher average scores and lower Disparity Index (i.e., a higher level of agreement) between the two groups.

Quadrant 2 reflects higher average scores, but also a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

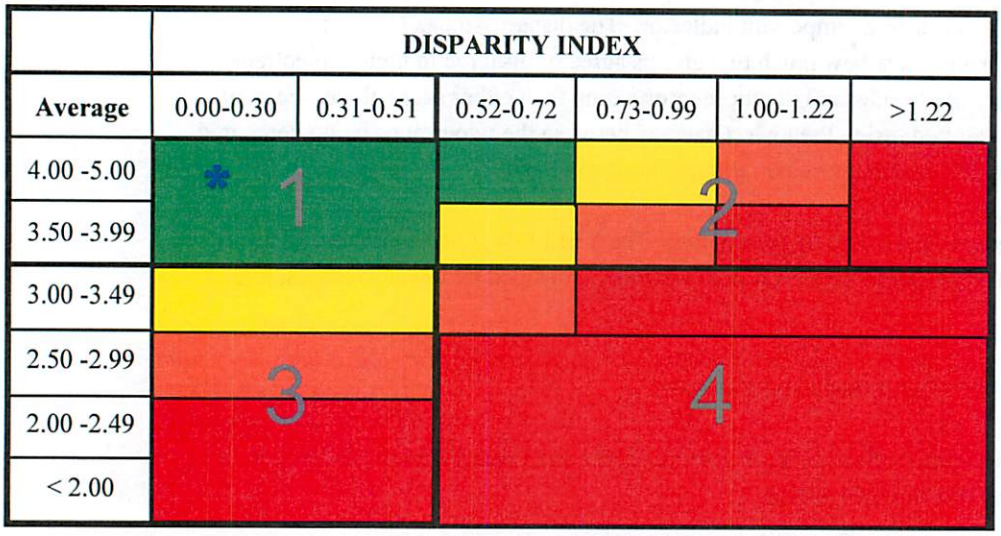
Quadrant 3 reflects lower average scores, with a lower Disparity Index (i.e., a high level of agreement) between the two groups.

Quadrant 4 reflects lower average scores and a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

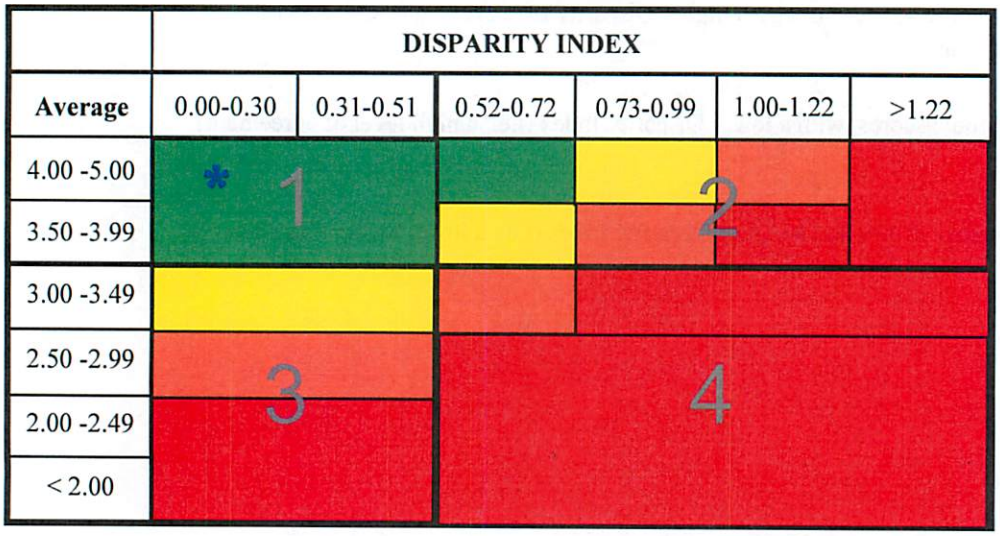
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.19
Majority	4.27
DI:	0.10



	Average
Women	4.17
Men	4.26
DI:	0.11

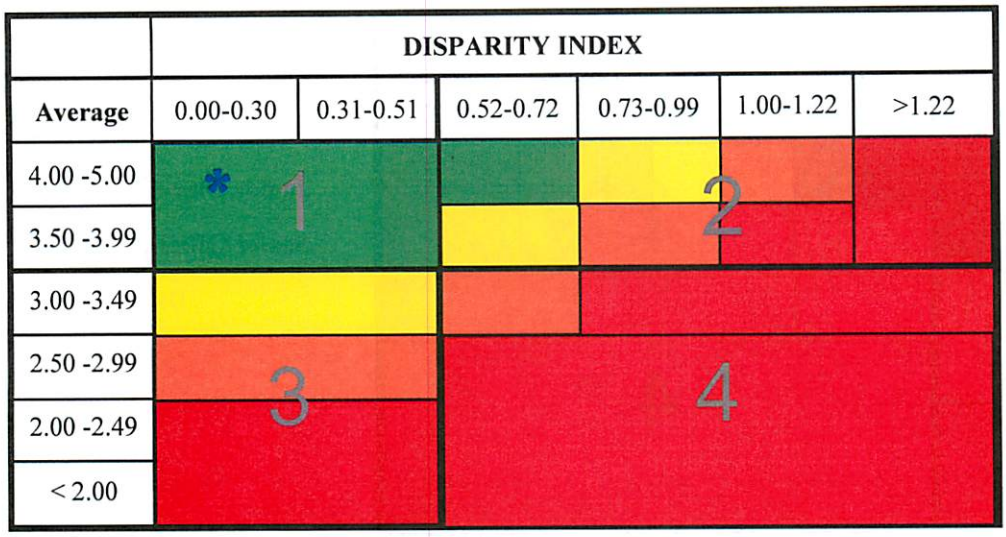
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500713

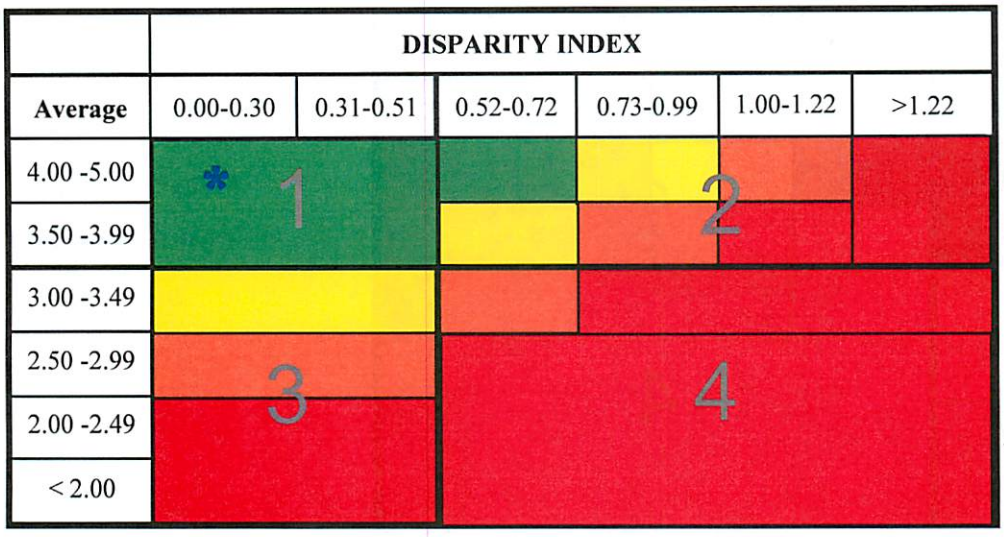
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.31
Enlisted	4.21
DI:	0.13



	Average
Junior Enlisted	4.19
Senior Enlisted	4.38
DI:	0.25

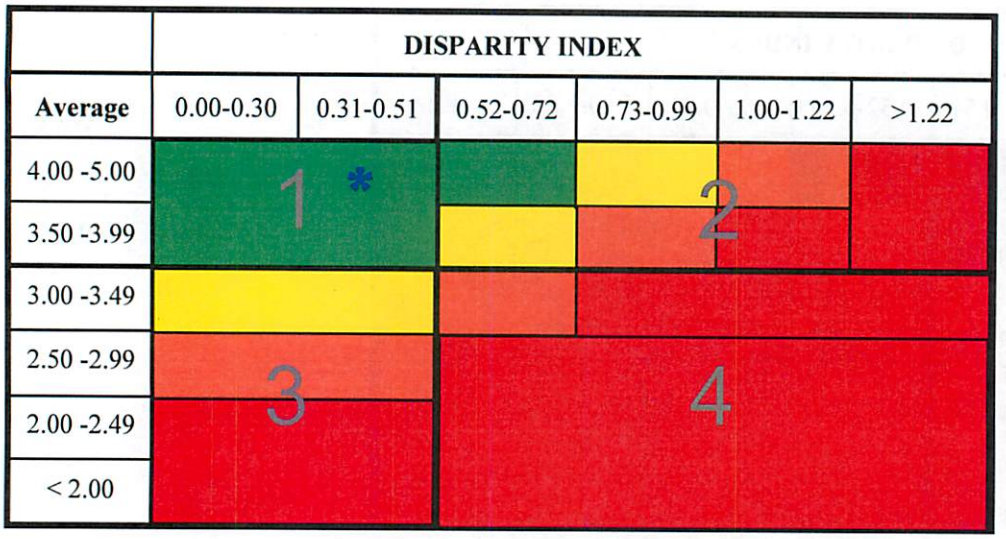
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500714

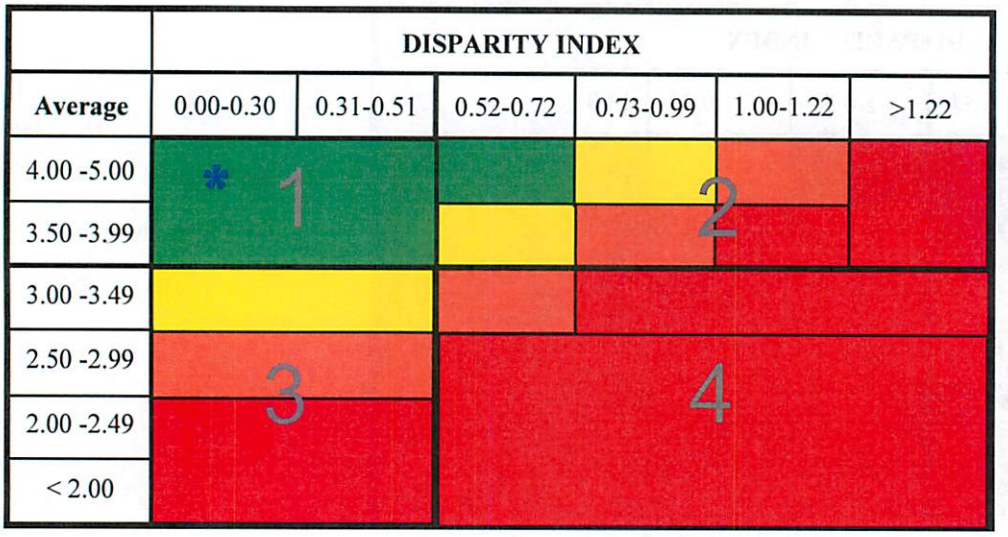
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.21
Senior Officer	4.42
DI:	0.31



	Average
Military	4.24
Civilian	4.28
DI:	0.06

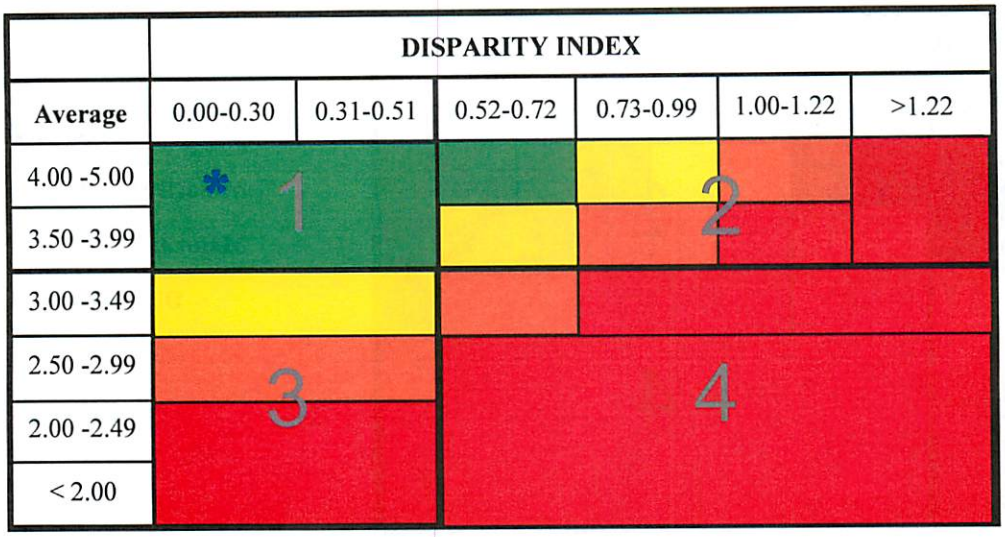
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500715

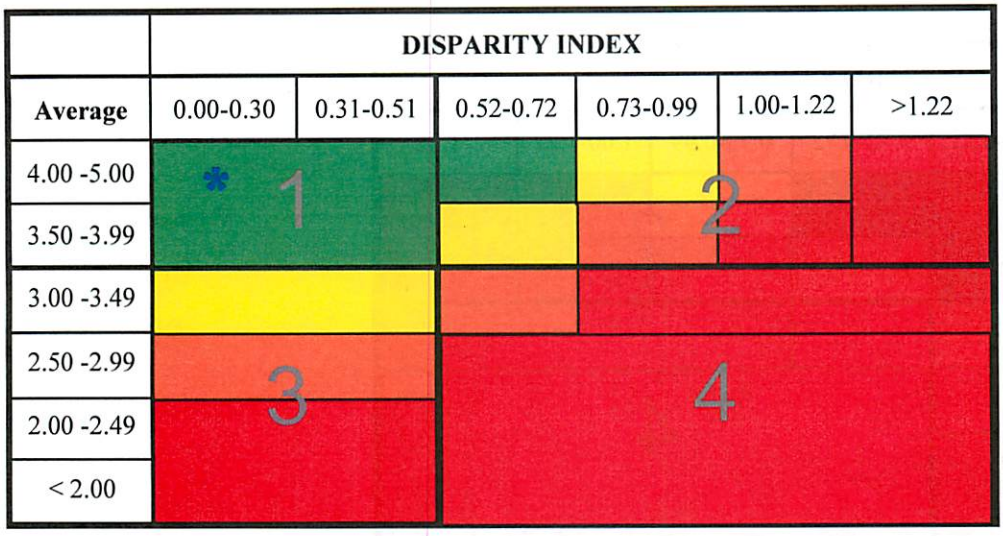
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.36
Senior Civilian	4.28
DI:	0.10



	Average
Other Civilian	4.39
Federal Civilian	4.24
DI:	0.18

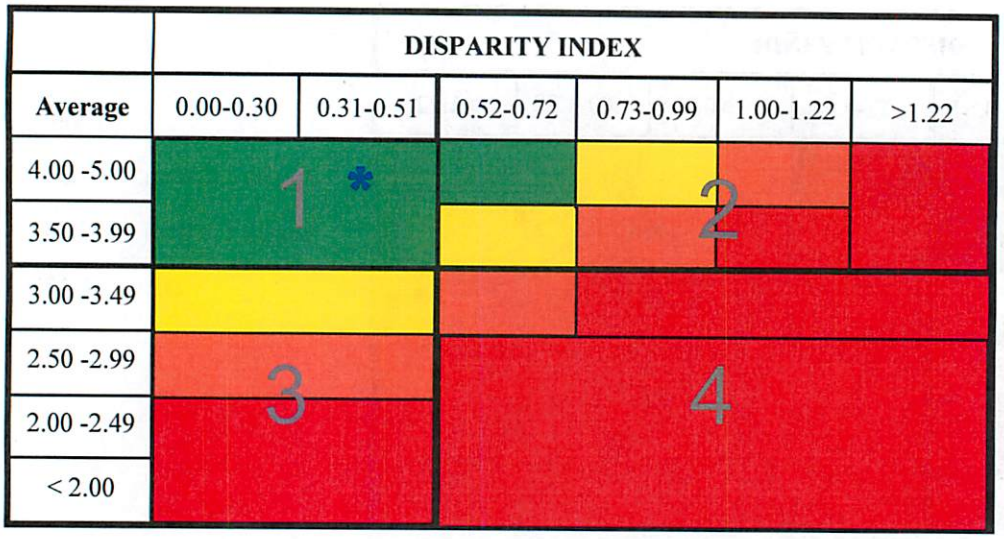
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500716

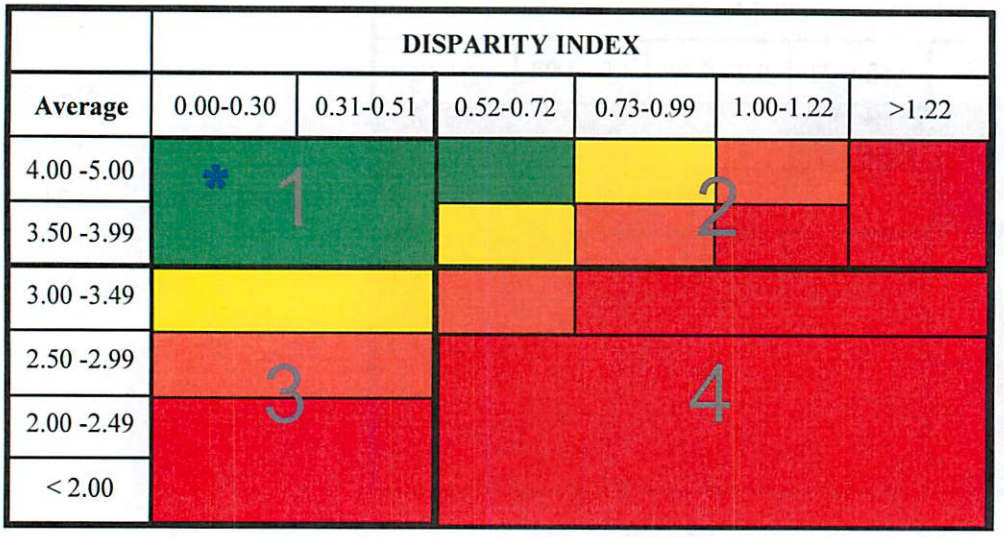
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.52
Majority	4.77
DI:	0.39



	Average
Women	4.64
Men	4.71
DI:	0.11

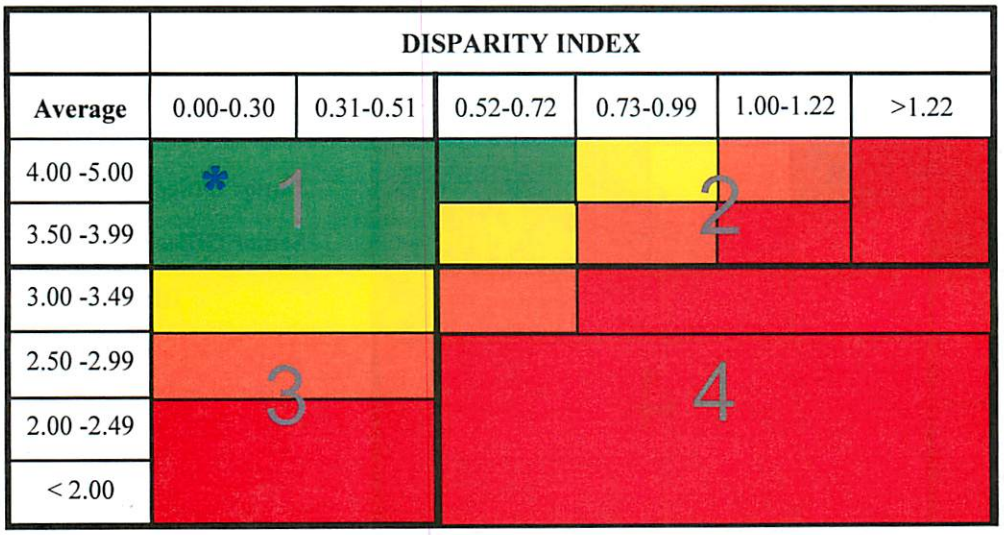
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500717

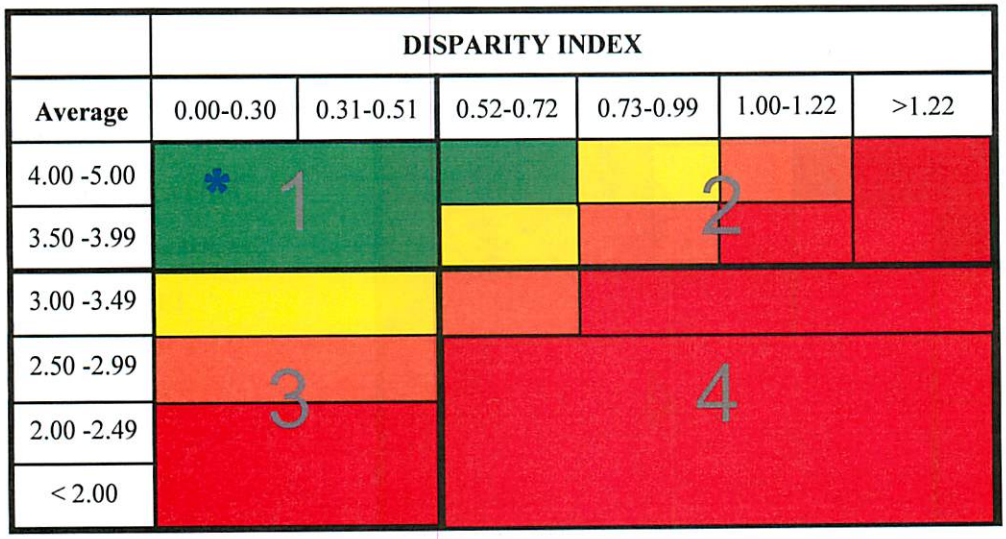
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.79
Enlisted	4.73
DI:	0.12



	Average
Junior Enlisted	4.72
Senior Enlisted	4.81
DI:	0.17

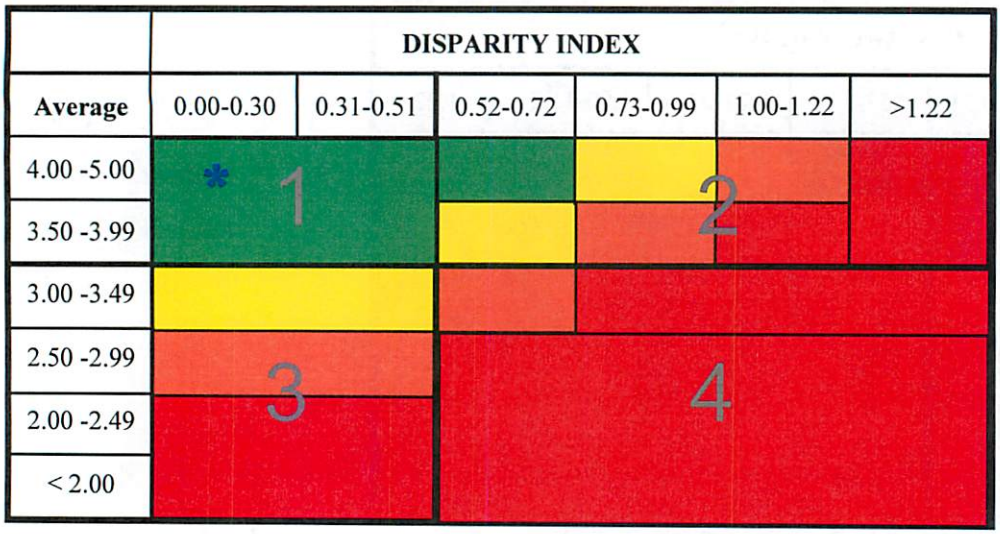
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500718

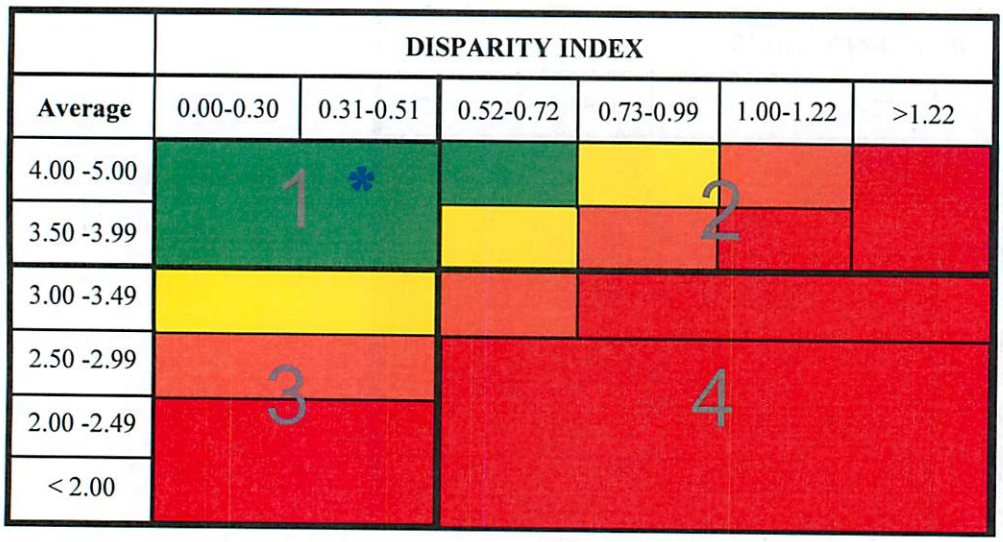
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.78
Senior Officer	4.84
DI:	0.13



	Average
Military	4.75
Civilian	4.52
DI:	0.34

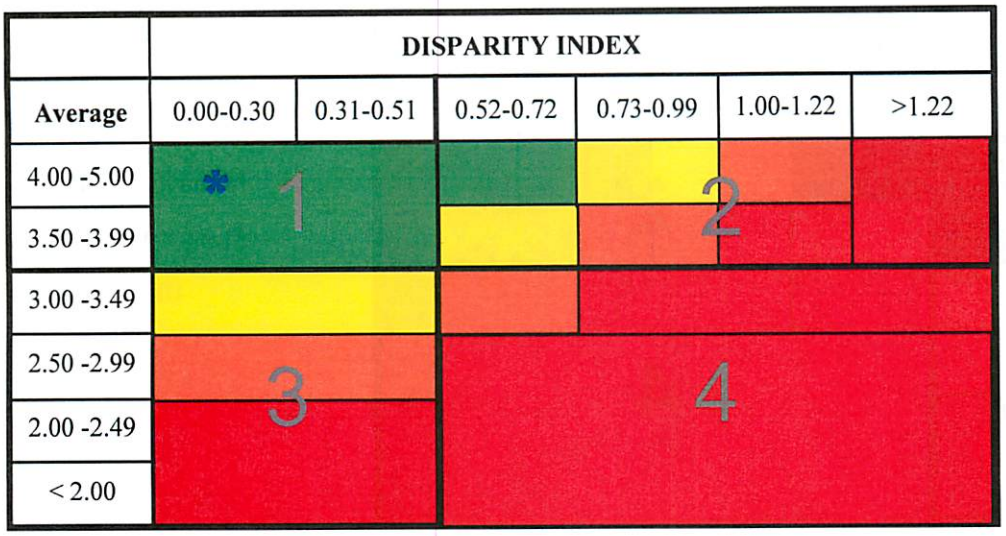
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500719

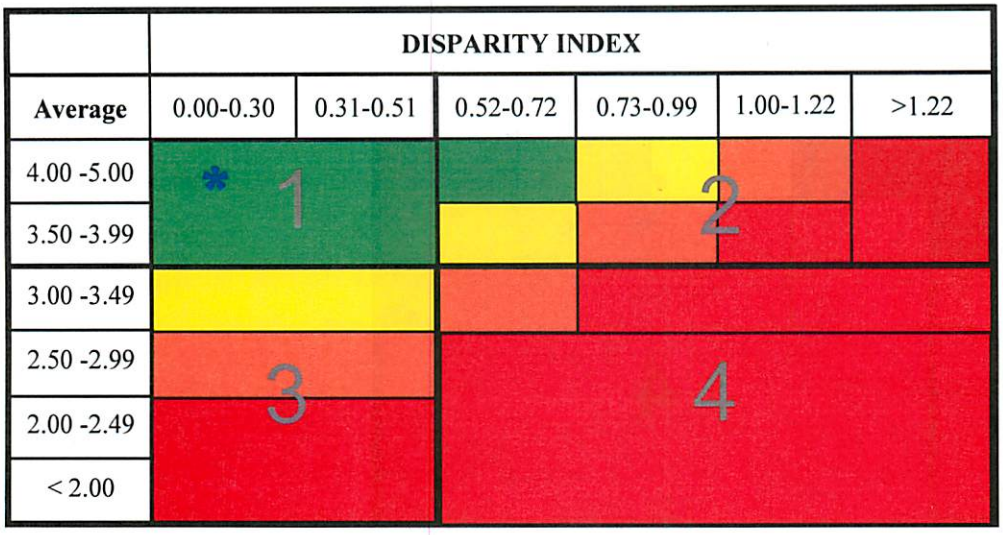
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.47
Senior Civilian	4.59
DI:	0.16



	Average
Other Civilian	4.63
Federal Civilian	4.71
DI:	0.12

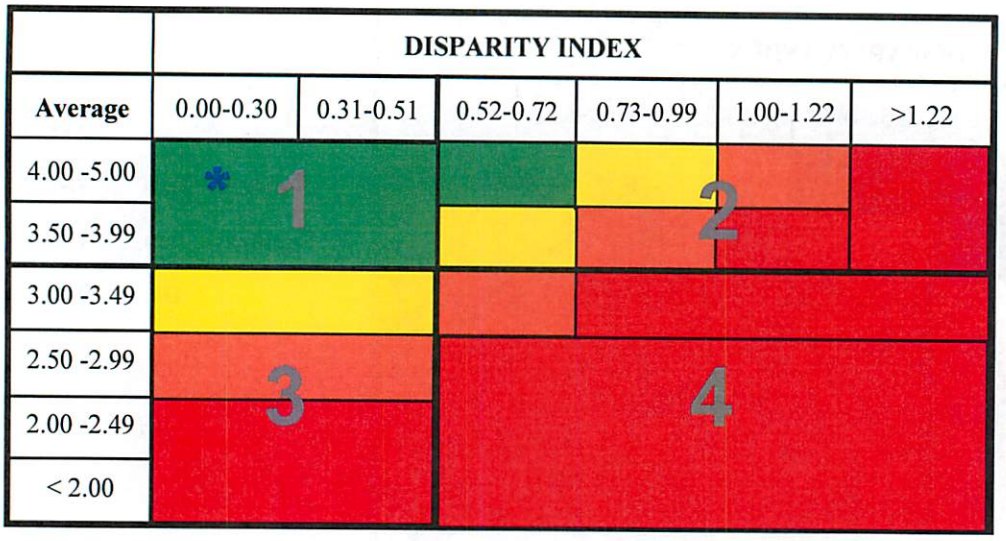
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500720

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.01
Majority	4.14
DI:	0.13

	Average
Women	4.01
Men	4.13
DI:	0.11

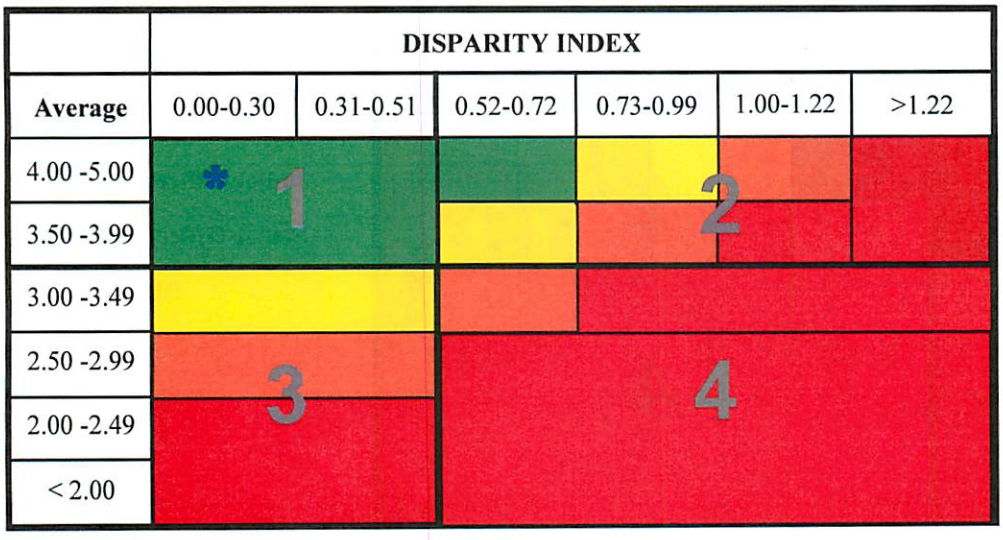
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500721

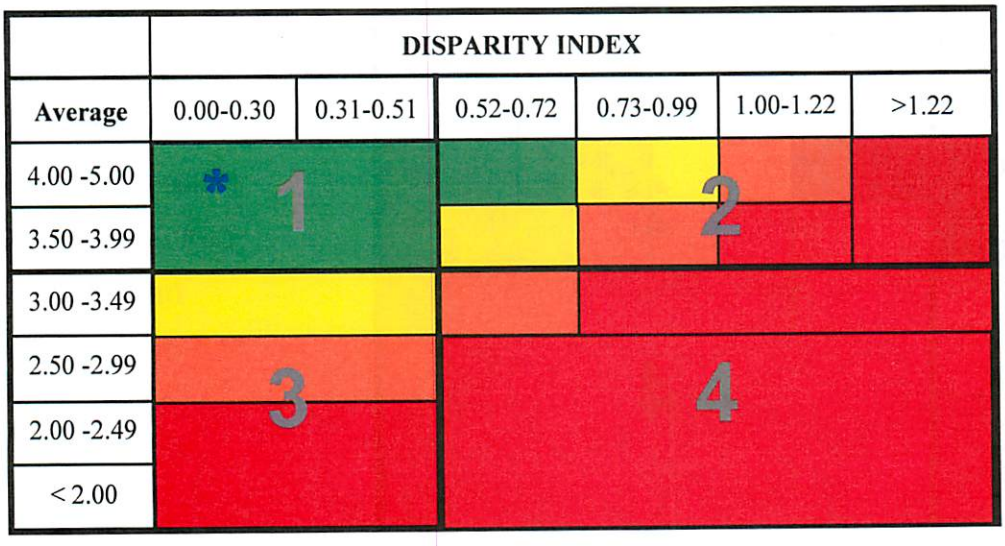
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.33
Enlisted	4.12
DI:	0.23



	Average
Junior Enlisted	4.09
Senior Enlisted	4.27
DI:	0.18

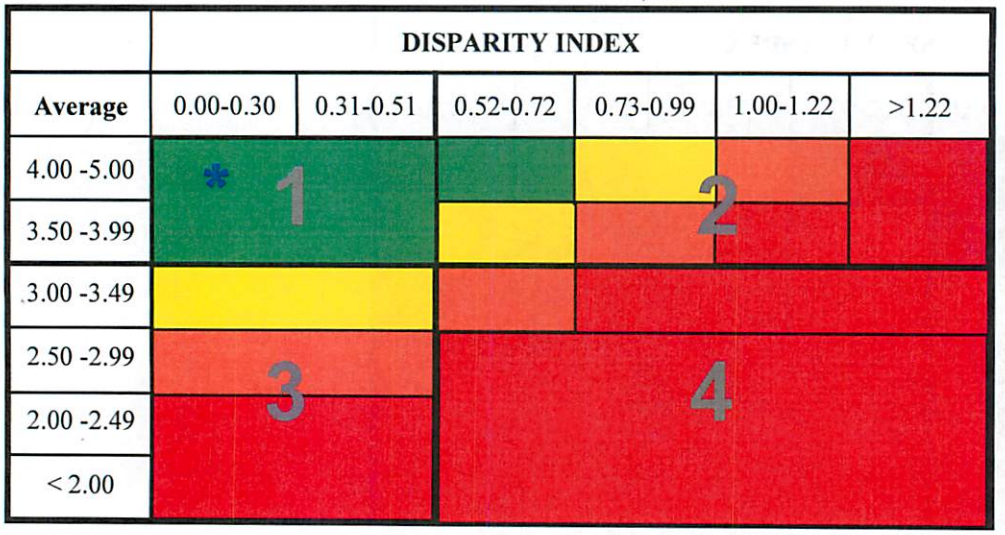
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500722

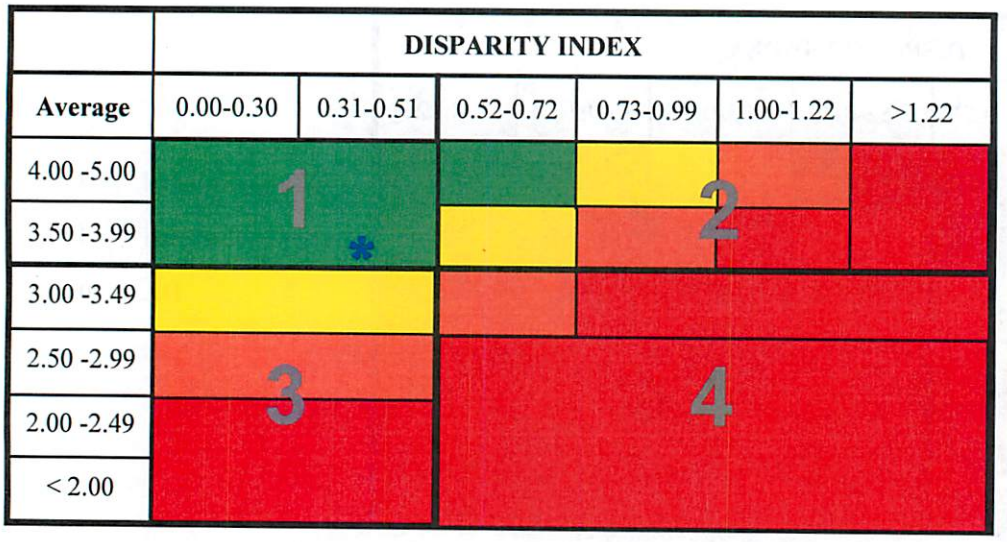
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.34
Senior Officer	4.41
DI:	0.09



	Average
Military	4.17
Civilian	3.84
DI:	0.31

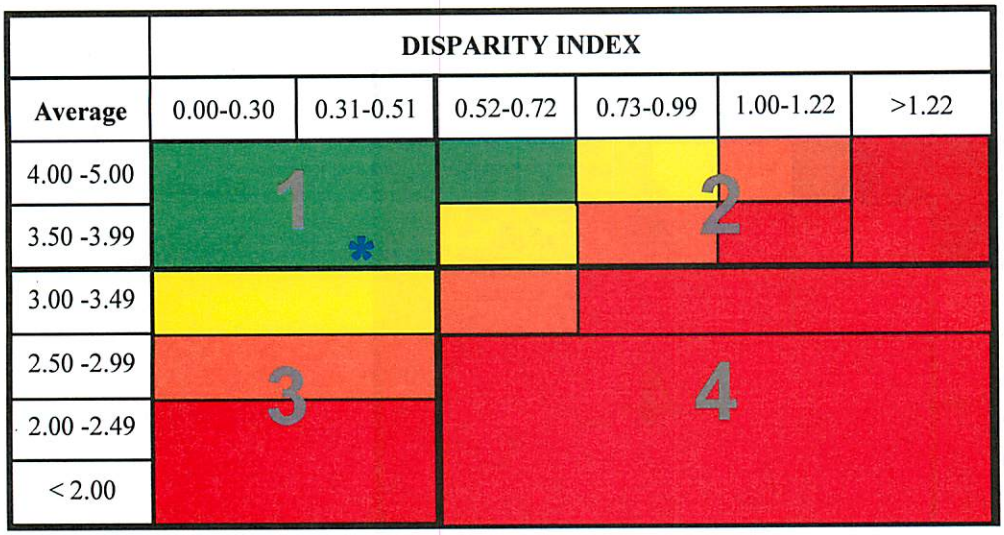
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500723

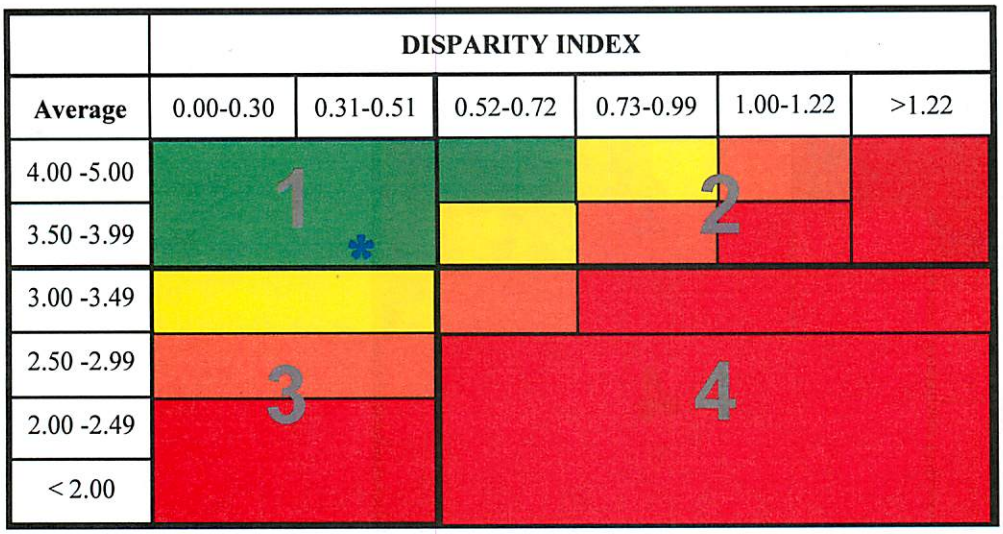
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.62
Senior Civilian	4.04
DI:	0.39



	Average
Other Civilian	3.72
Federal Civilian	4.12
DI:	0.36

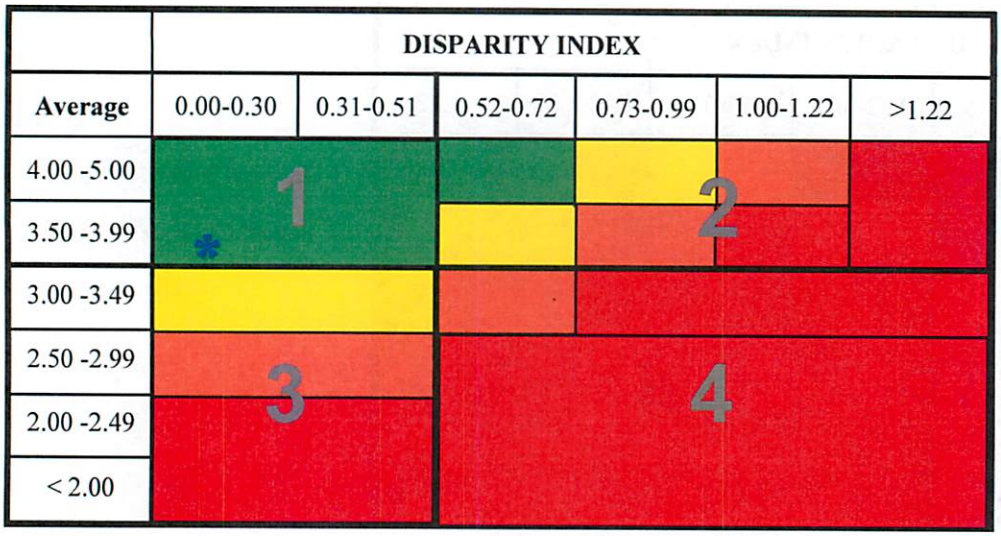
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500724

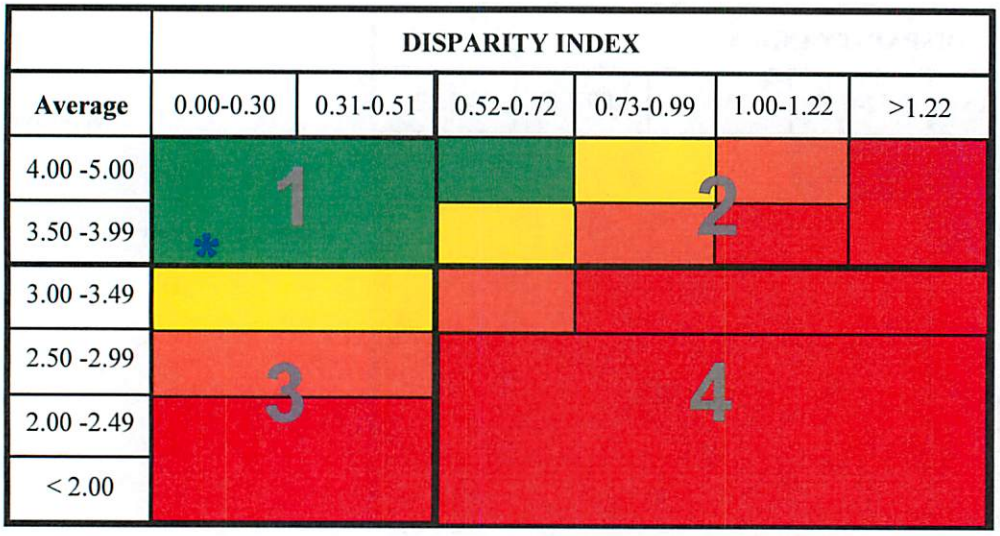
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.82
Majority	4.06
DI:	0.23



	Average
Women	4.09
Men	3.97
DI:	0.13

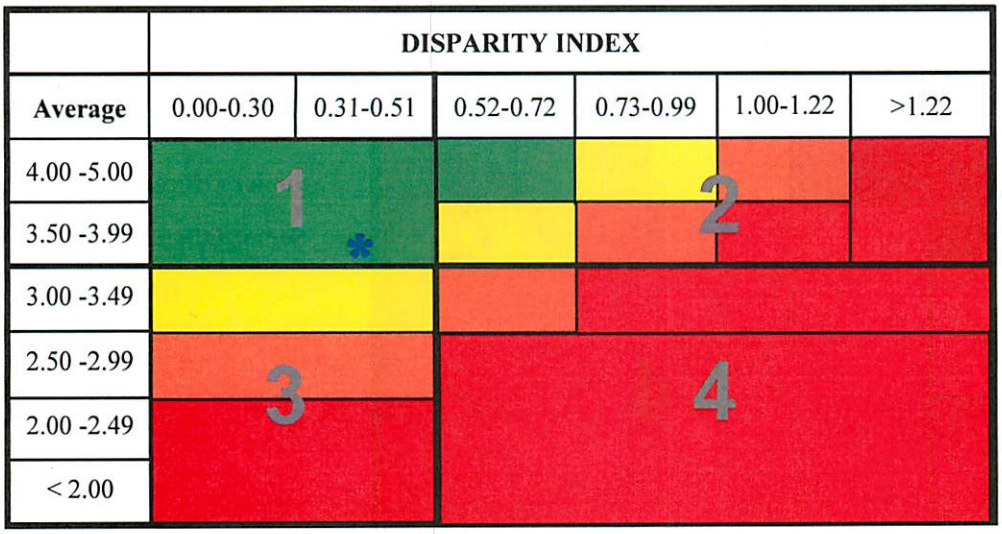
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500725

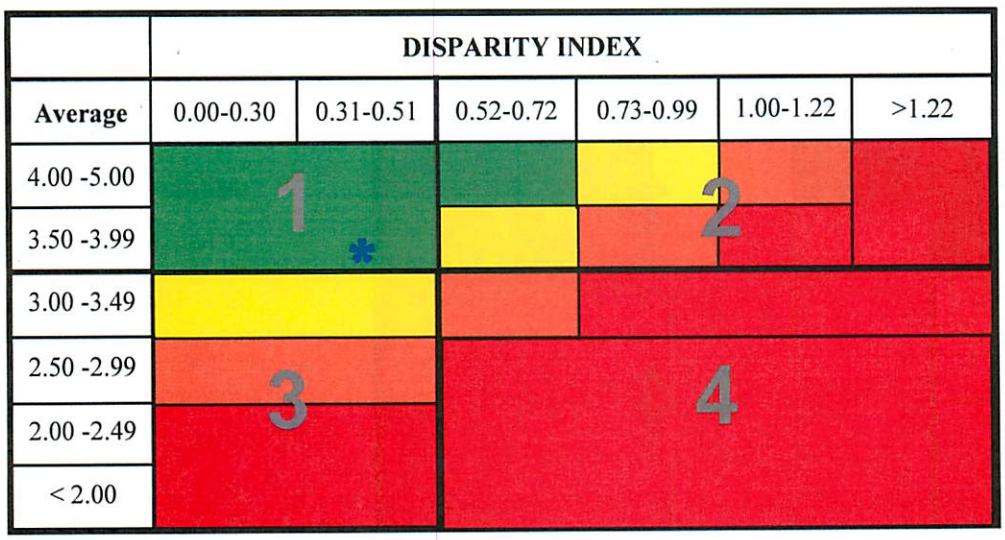
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.21
Enlisted	3.85
DI:	0.38



	Average
Junior Enlisted	3.79
Senior Enlisted	4.22
DI:	0.45

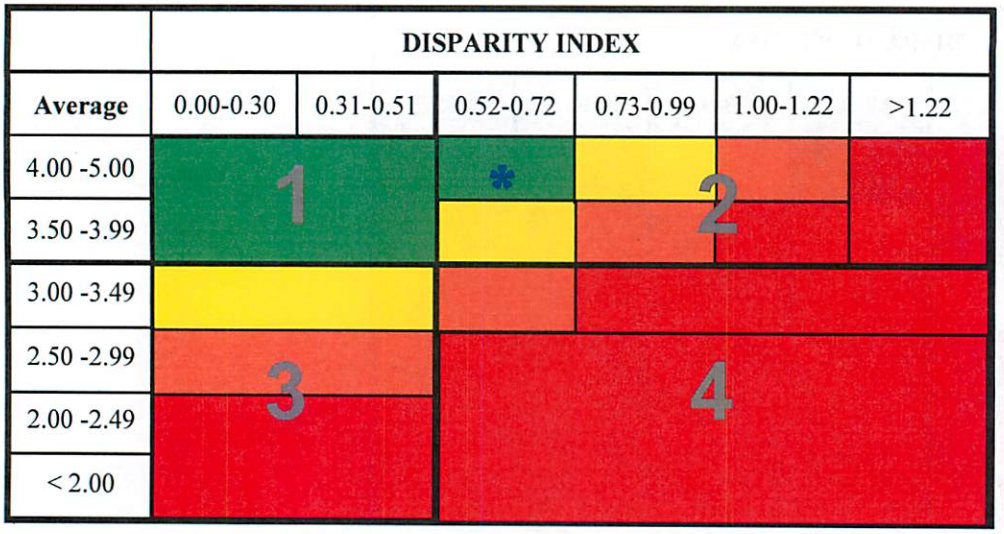
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500726

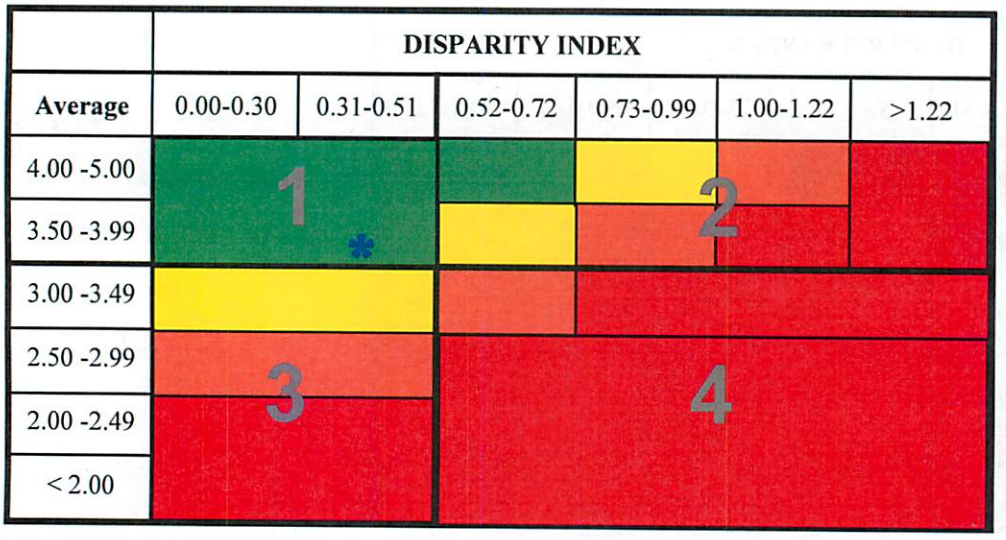
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.02
Senior Officer	4.48
DI:	0.59



	Average
Military	3.93
Civilian	4.25
DI:	0.33

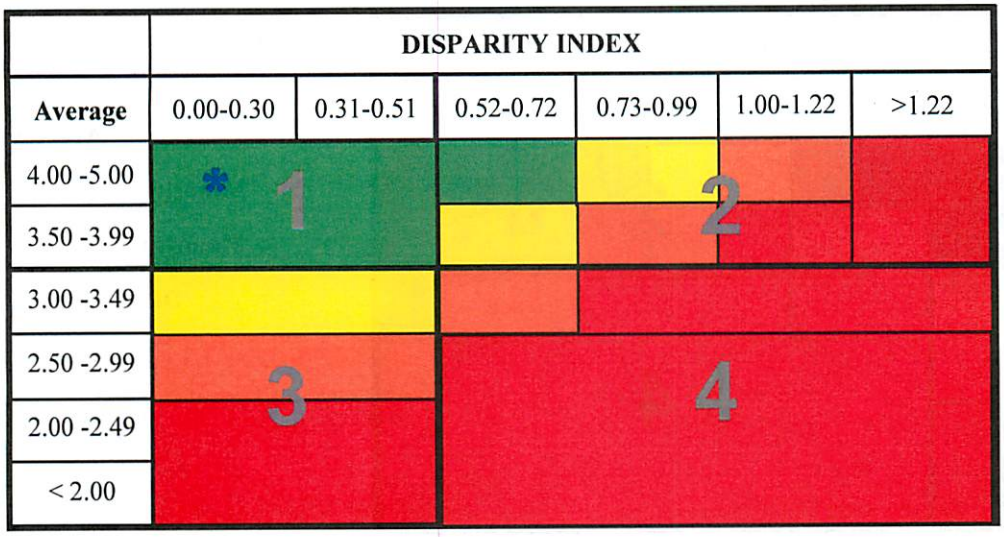
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500727

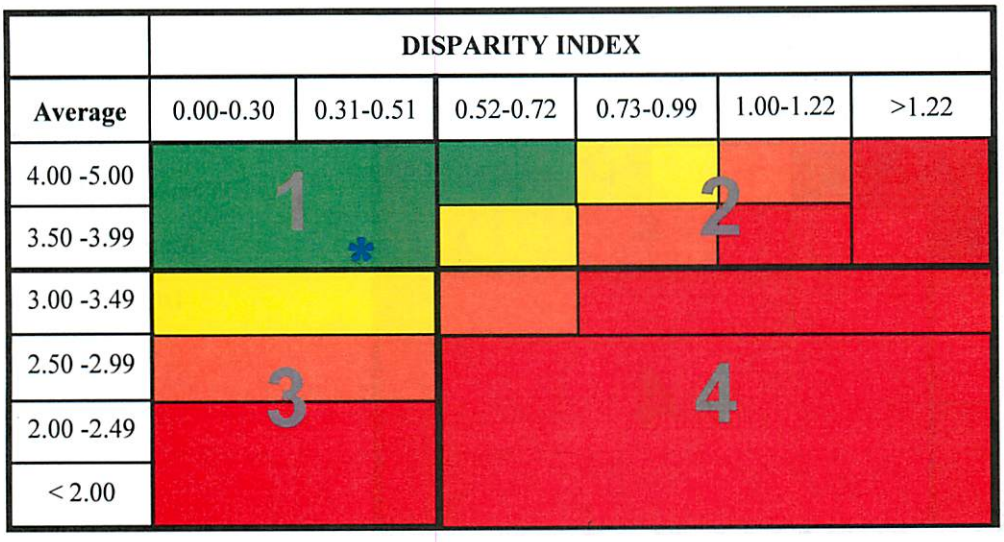
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.29
Senior Civilian	4.29
DI:	0.00



	Average
Other Civilian	4.36
Federal Civilian	3.98
DI:	0.40

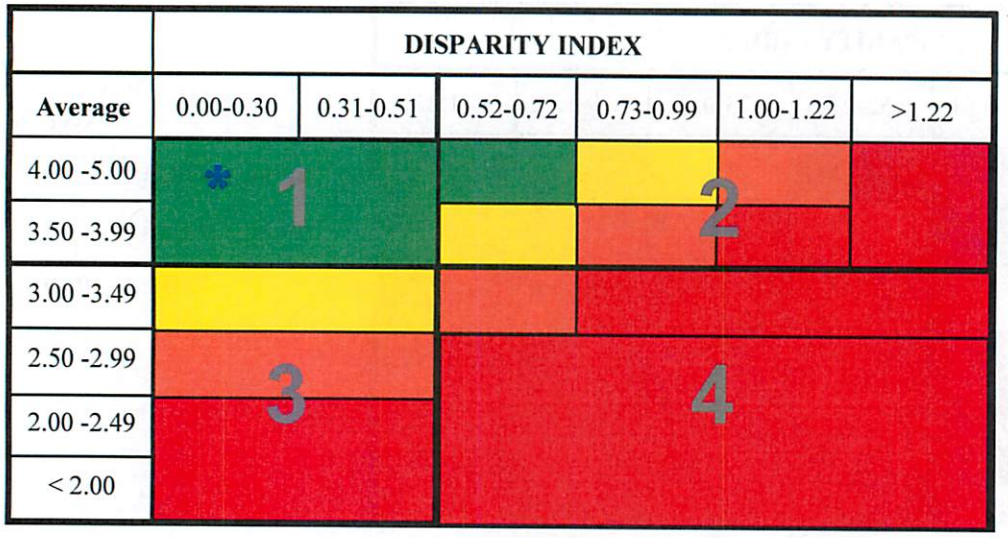
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500728

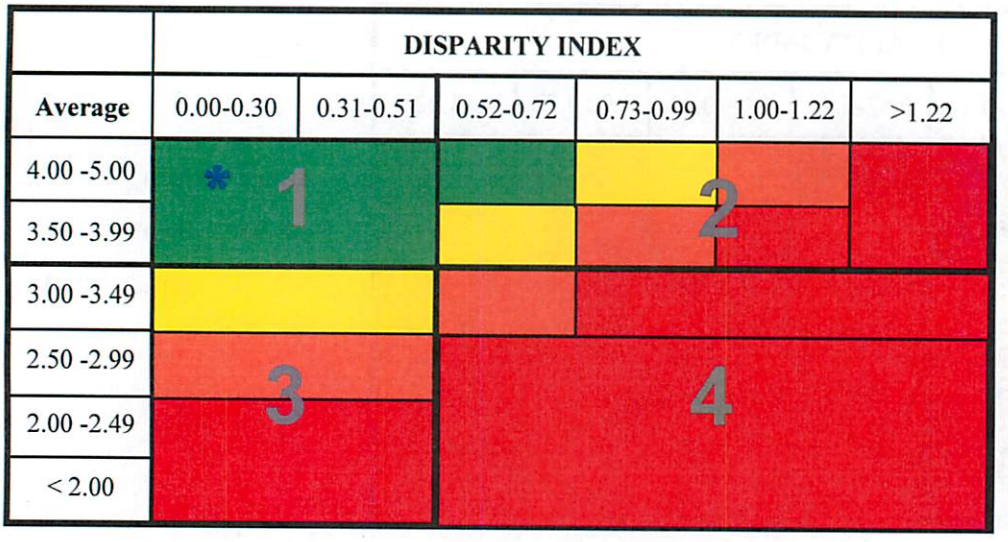
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.35
Majority	4.52
DI:	0.19



	Average
Women	4.39
Men	4.49
DI:	0.12

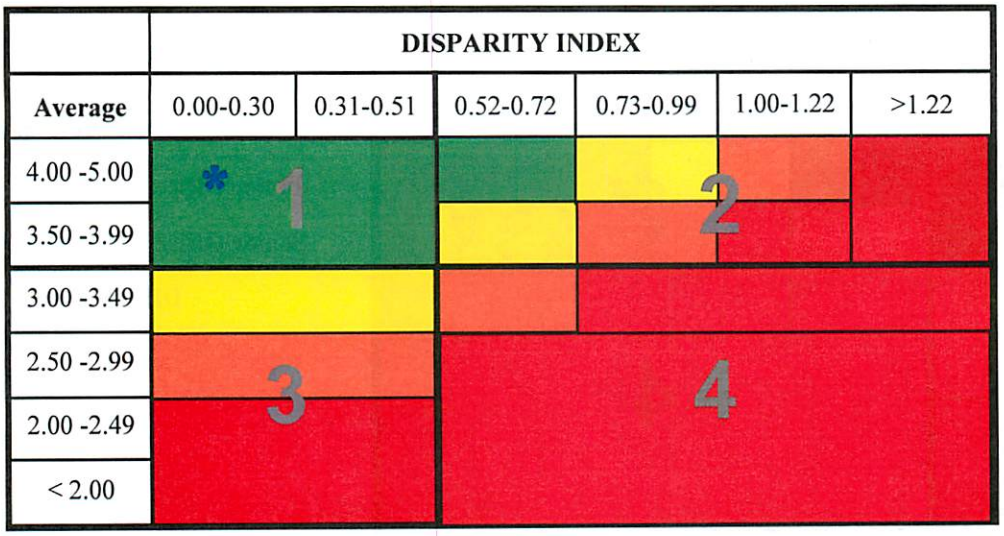
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500729

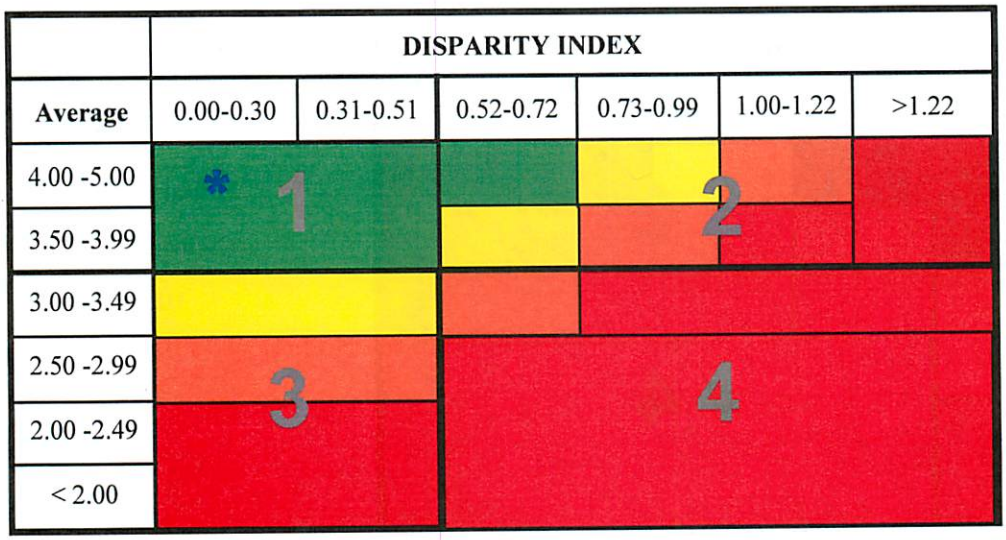
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.58
Enlisted	4.54
DI:	0.06



	Average
Junior Enlisted	4.53
Senior Enlisted	4.60
DI:	0.10

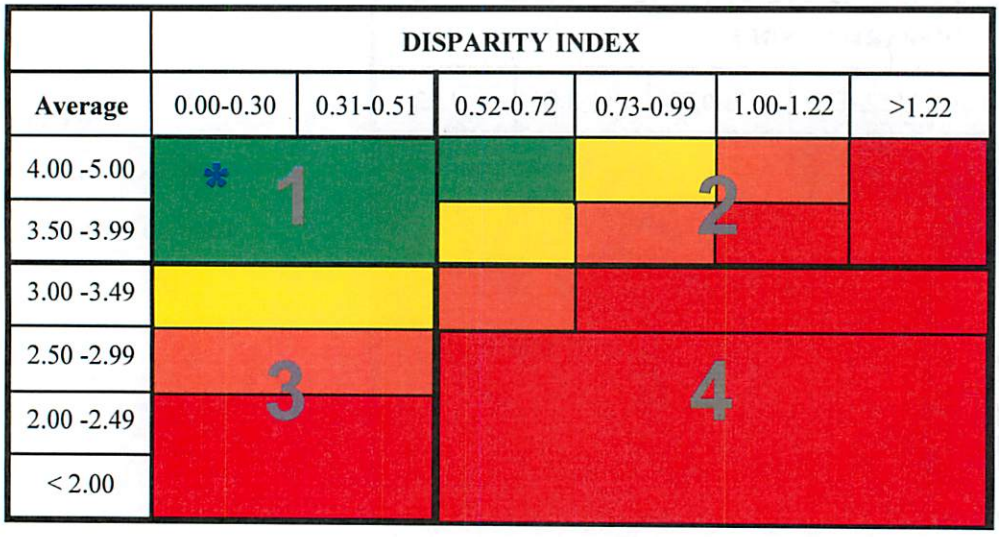
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500730

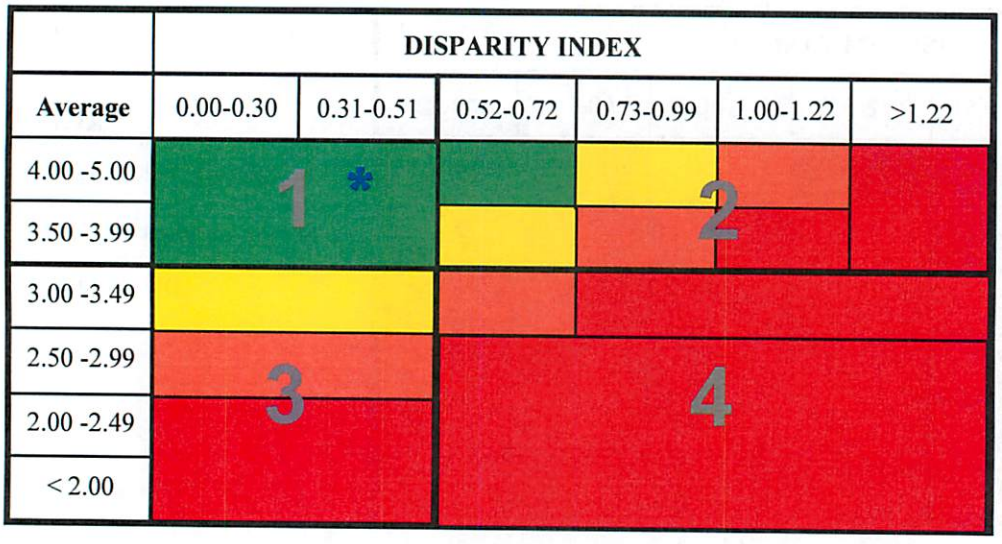
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.58
Senior Officer	4.62
DI:	0.06



	Average
Military	4.55
Civilian	4.14
DI:	0.44

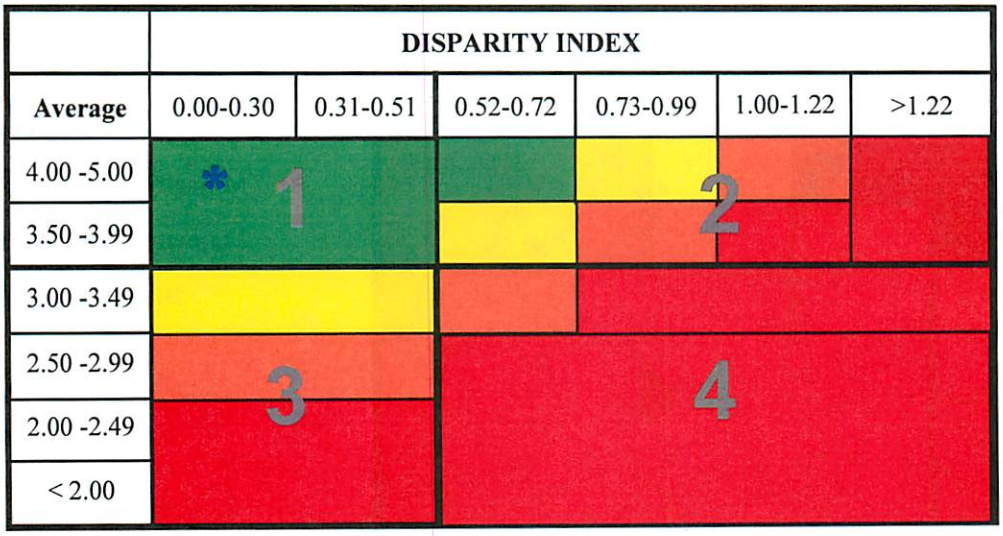
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500731

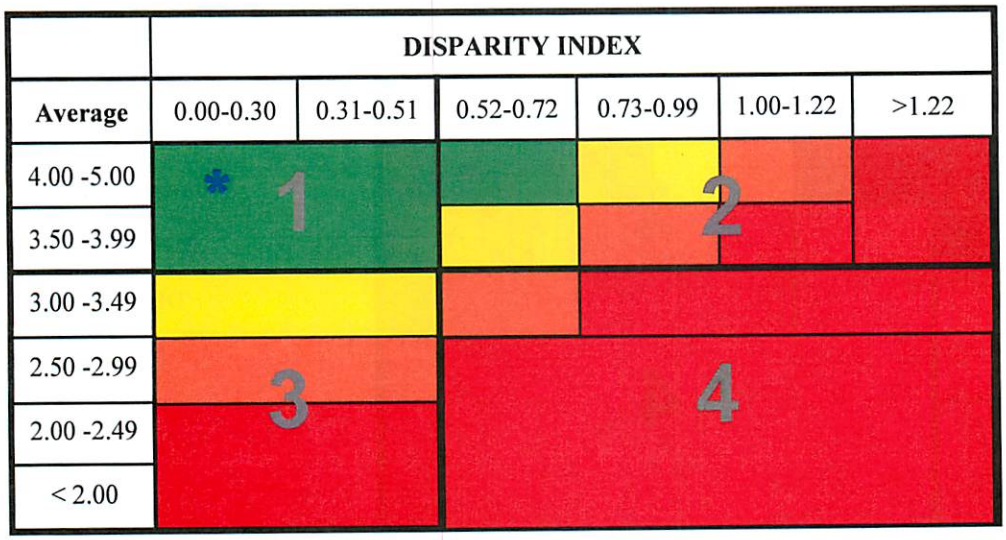
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.17
Senior Civilian	4.14
DI:	0.04



	Average
Other Civilian	4.38
Federal Civilian	4.47
DI:	0.11

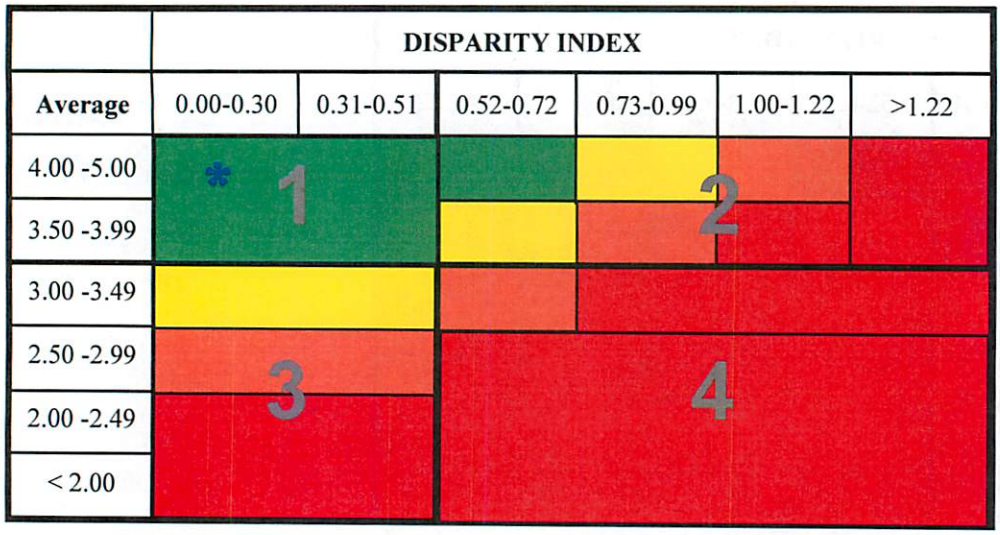
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500732

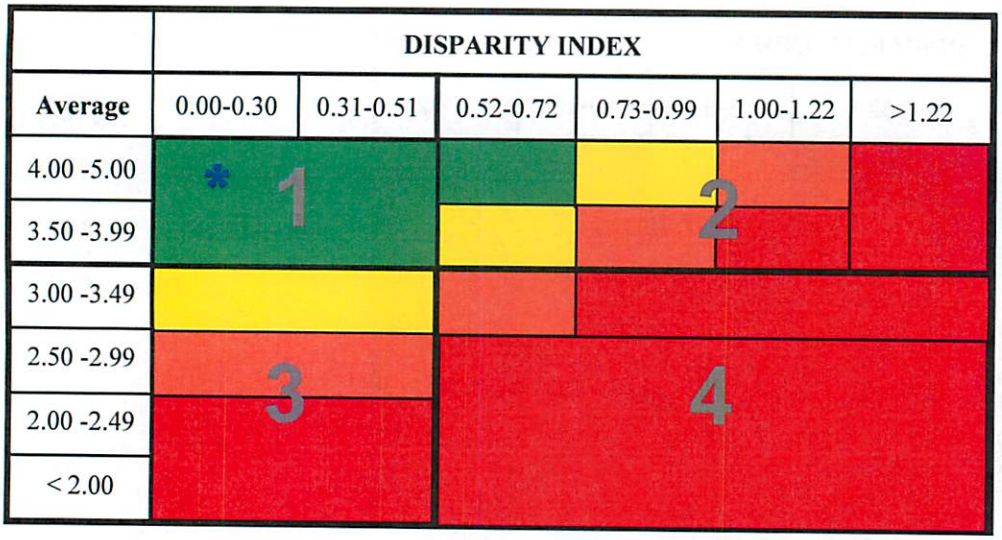
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.46
Majority	4.59
DI:	0.17



	Average
Women	4.55
Men	4.55
DI:	0.01

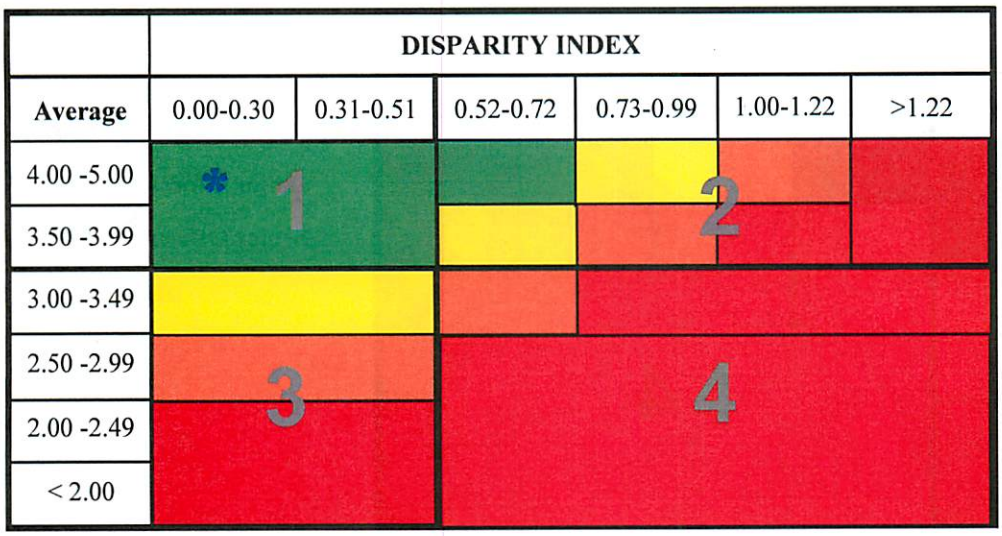
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500733

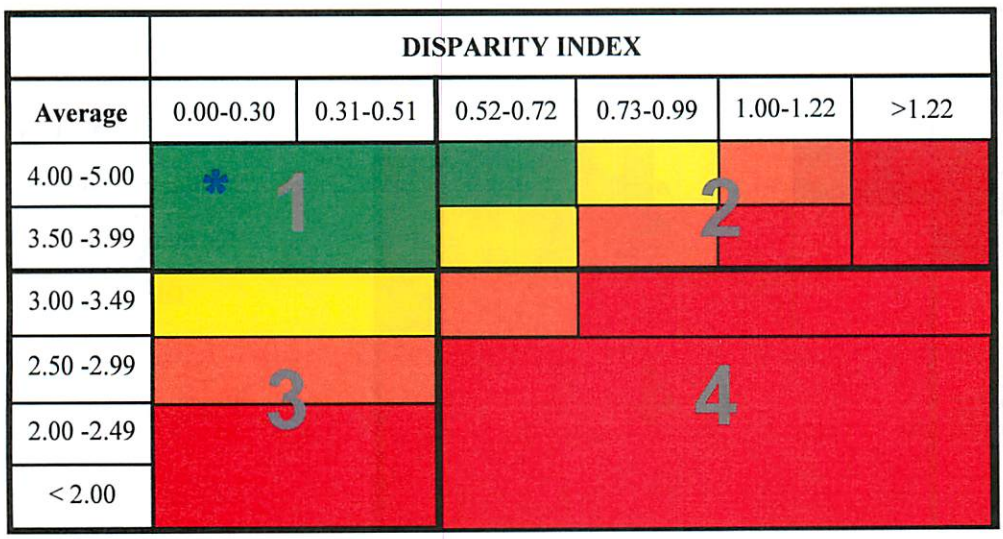
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.60
Enlisted	4.56
DI:	0.06



	Average
Junior Enlisted	4.54
Senior Enlisted	4.65
DI:	0.17

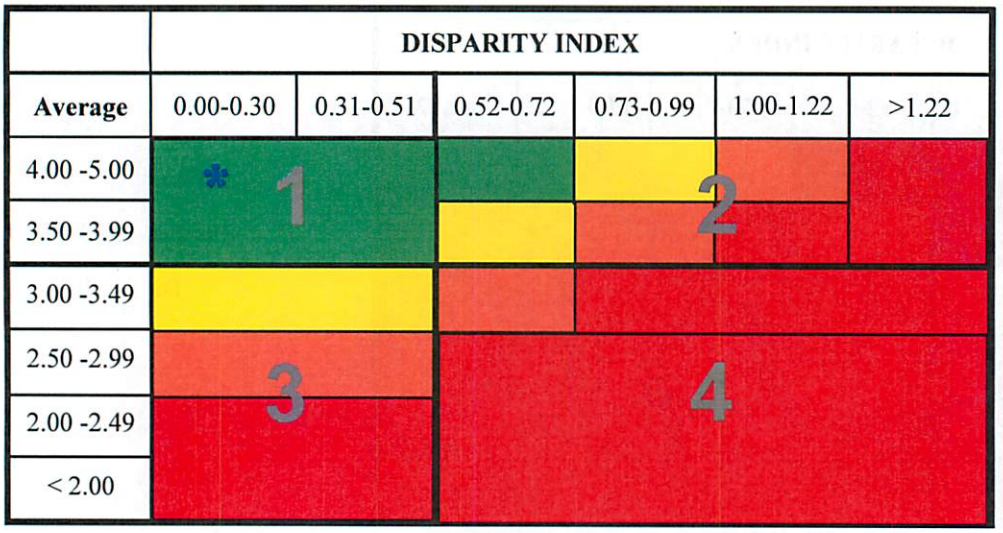
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

590734

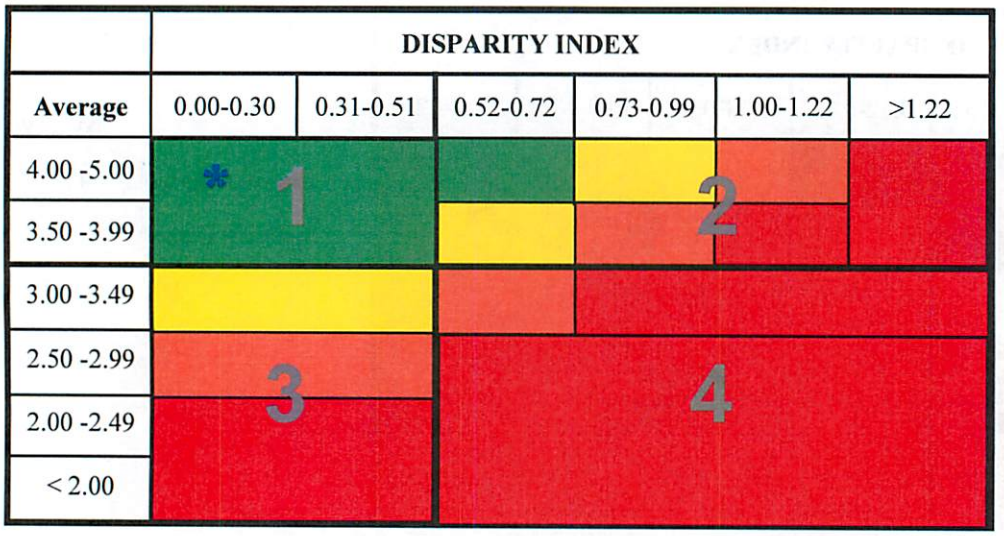
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.54
Senior Officer	4.65
DI:	0.18



	Average
Military	4.56
Civilian	4.47
DI:	0.12

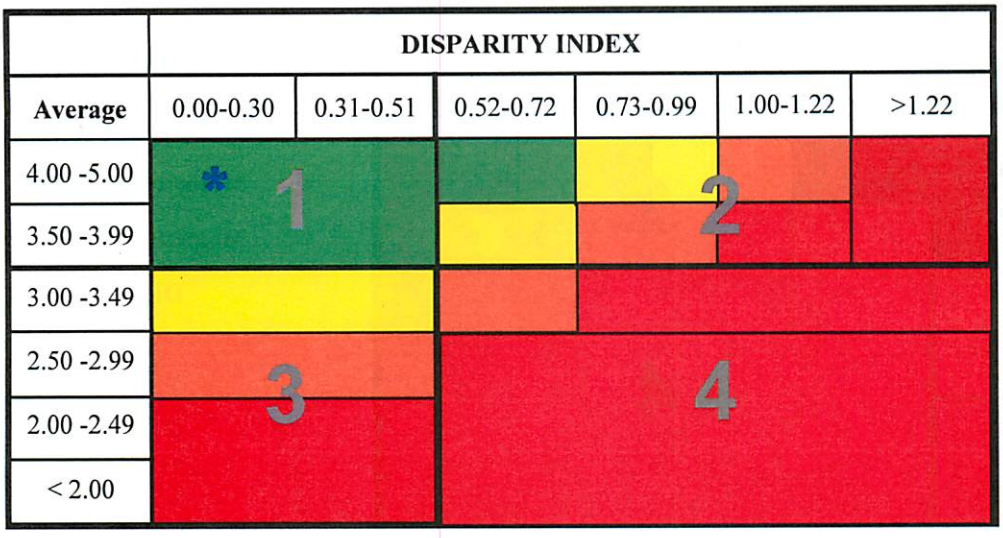
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500735

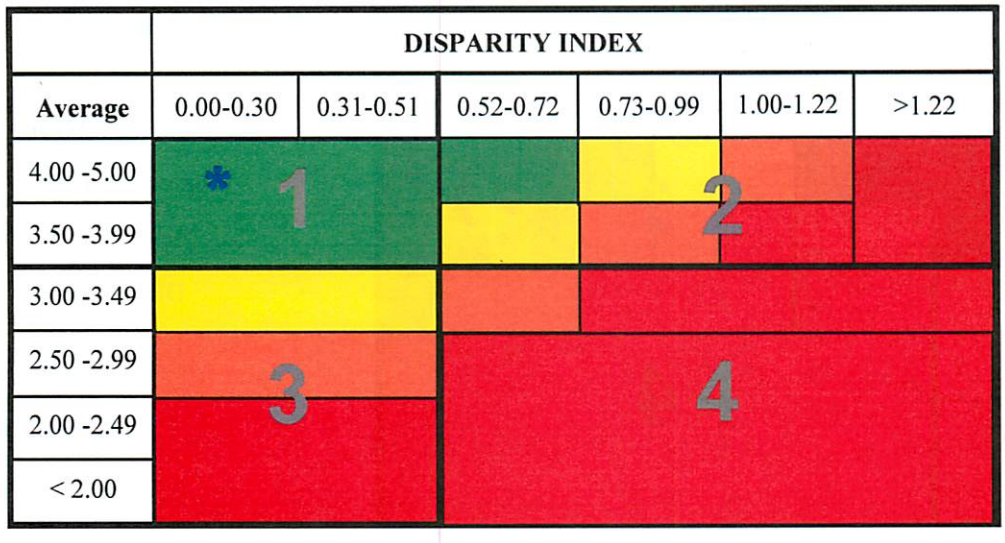
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.53
Senior Civilian	4.47
DI:	0.07



	Average
Other Civilian	4.59
Federal Civilian	4.55
DI:	0.07

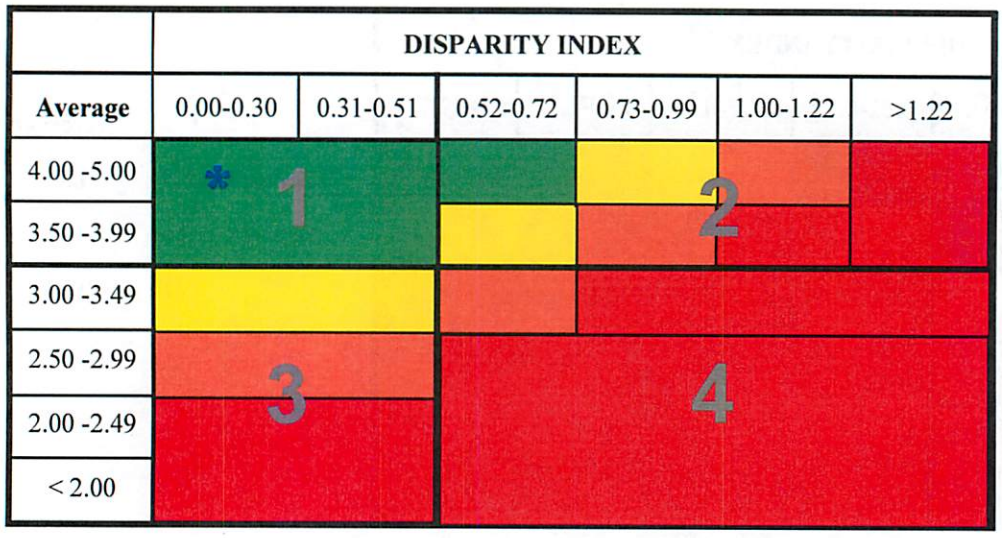
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500736

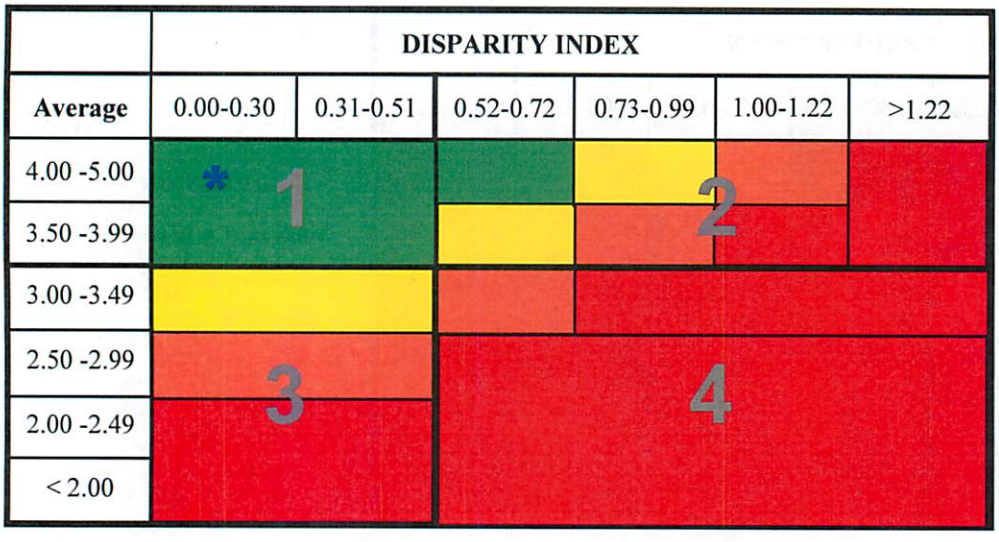
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.48
Majority	4.61
DI:	0.17



	Average
Women	4.55
Men	4.58
DI:	0.04

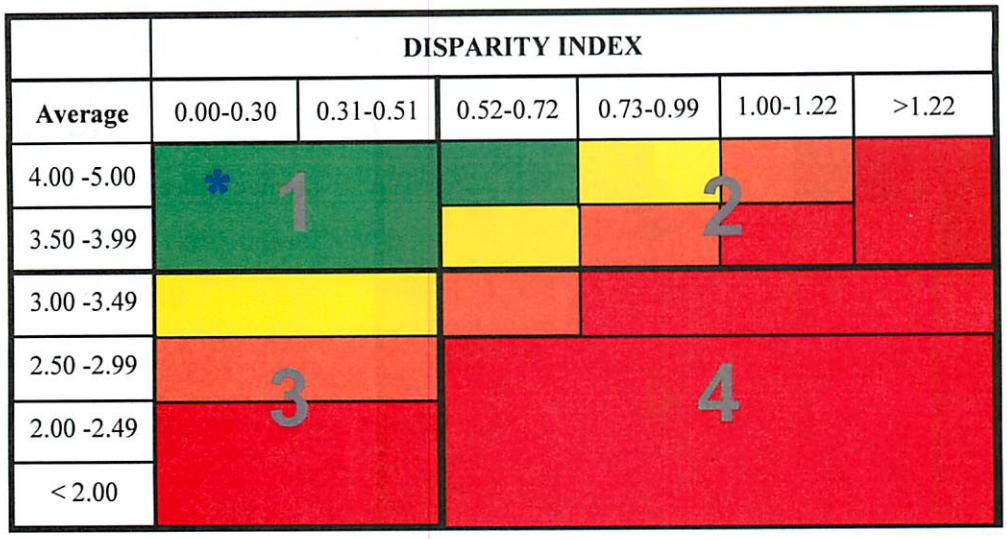
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500737

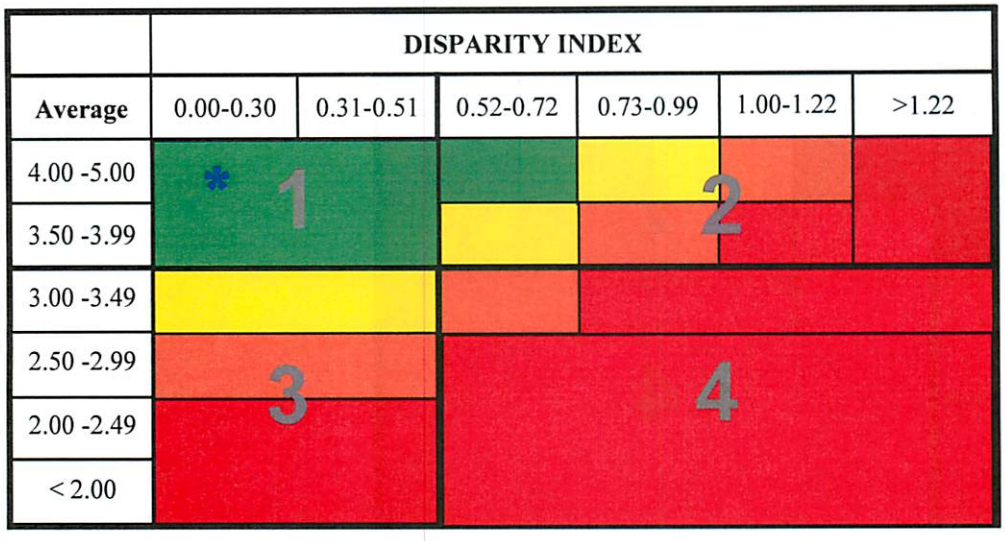
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.69
Enlisted	4.58
DI:	0.17



	Average
Junior Enlisted	4.56
Senior Enlisted	4.70
DI:	0.21

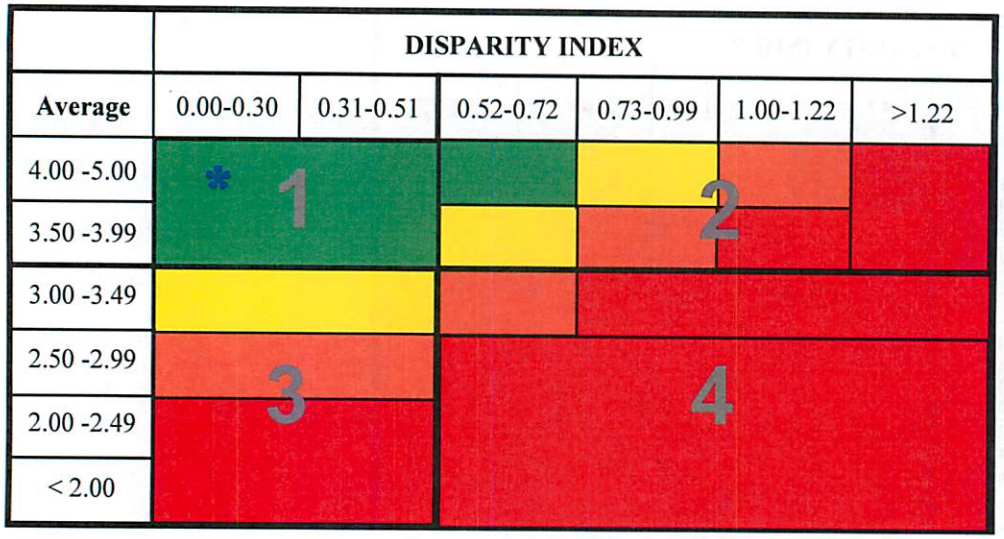
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500738

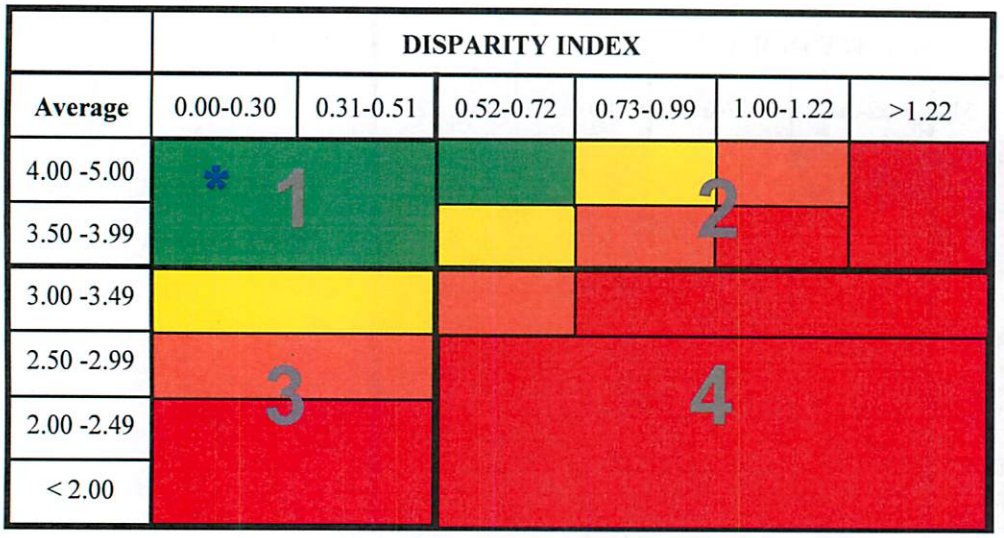
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.65
Senior Officer	4.75
DI:	0.18



	Average
Military	4.60
Civilian	4.45
DI:	0.20

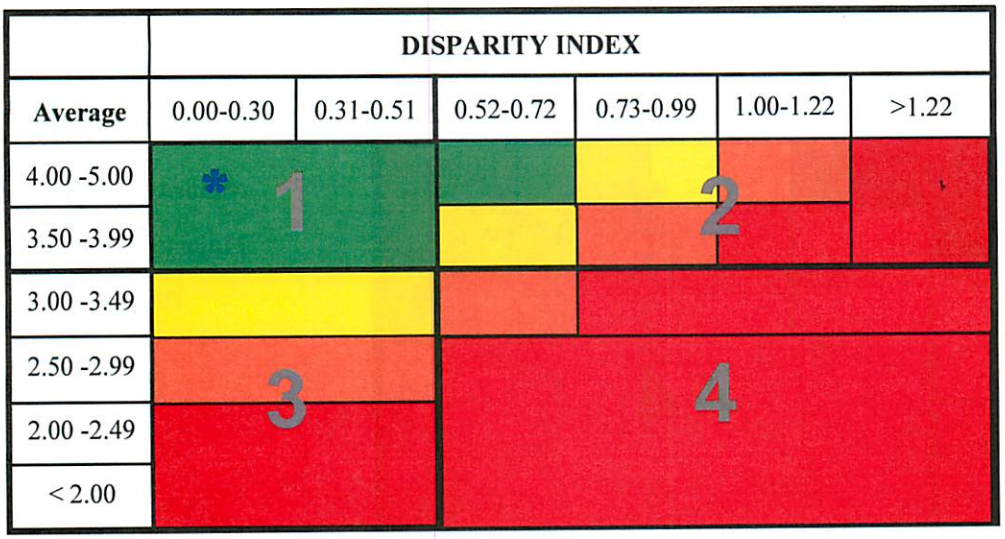
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500779

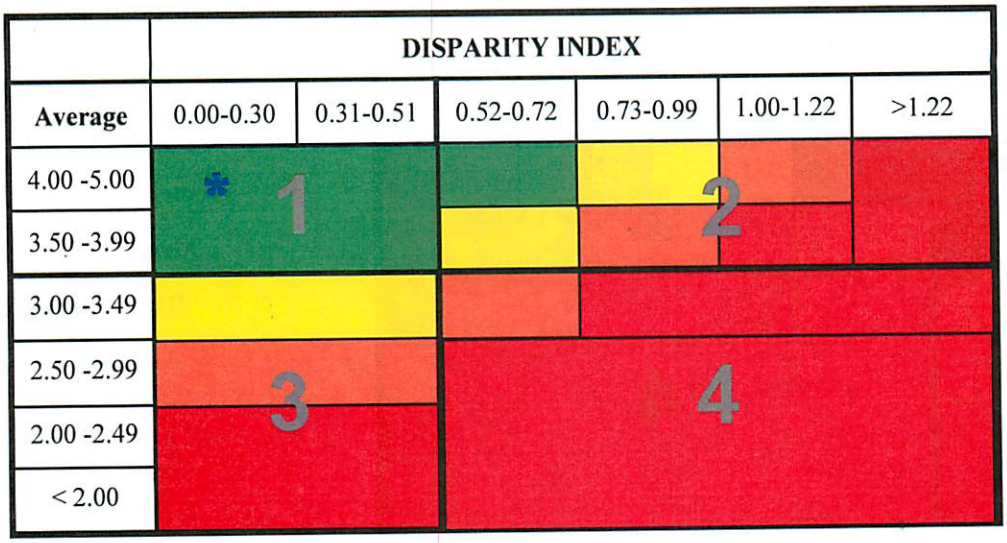
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.42
Senior Civilian	4.49
DI:	0.08



	Average
Other Civilian	4.55
Federal Civilian	4.58
DI:	0.03

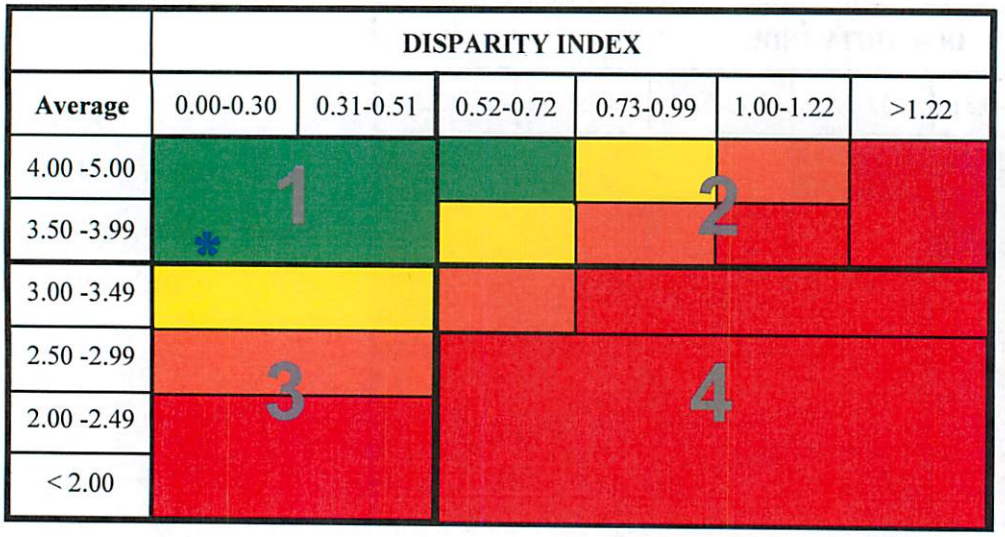
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500749

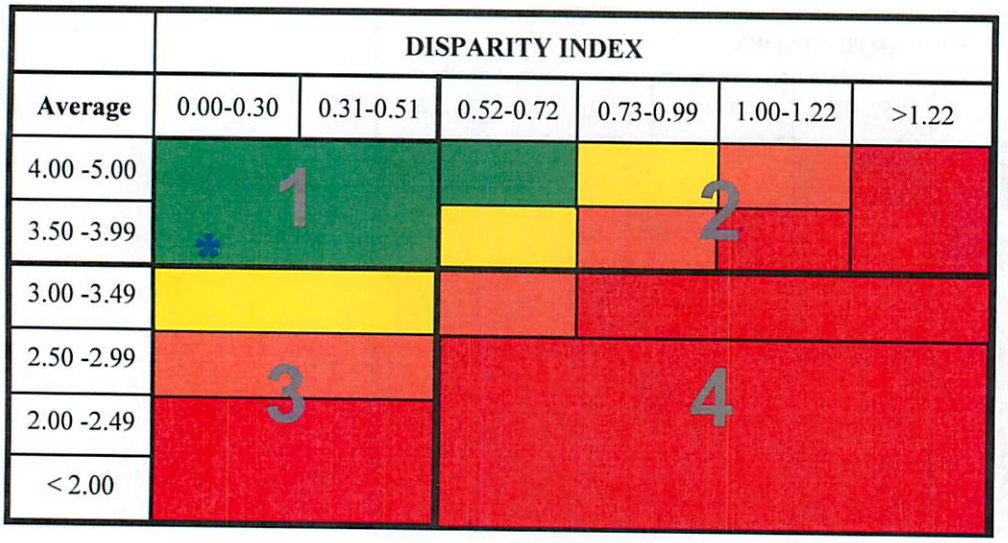
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Minority	3.82
Majority	3.99
DI:	0.20



	Average
Women	3.85
Men	3.95
DI:	0.13

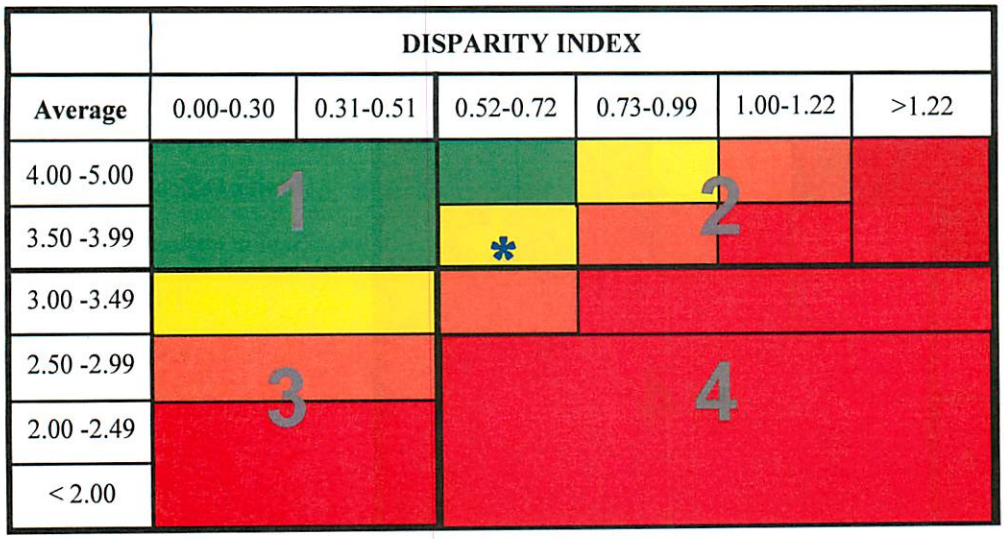
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500741

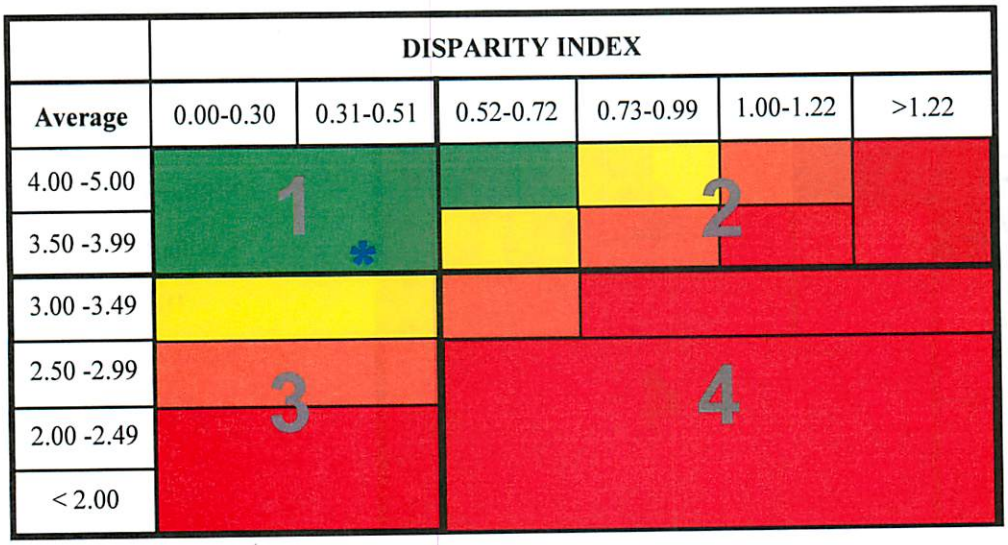
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Officer	4.25
Enlisted	3.85
DI:	0.53



	Average
Junior Enlisted	3.80
Senior Enlisted	4.19
DI:	0.51

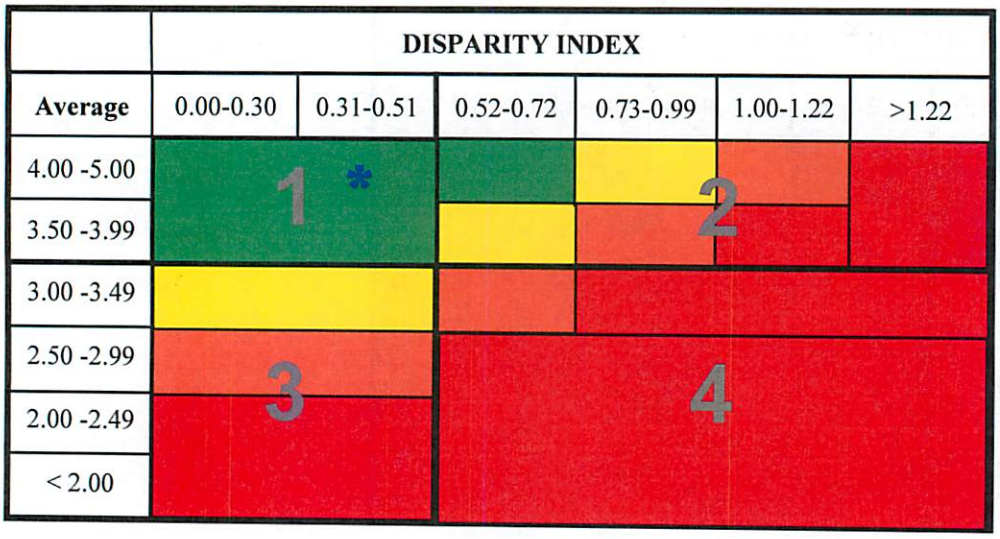
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500745

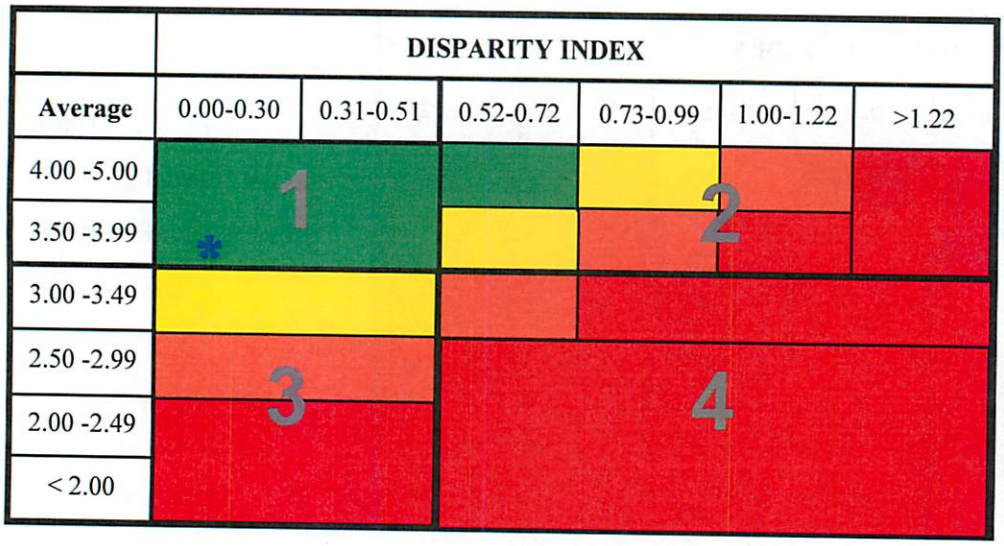
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.17
Senior Officer	4.41
DI:	0.36



	Average
Military	3.94
Civilian	3.89
DI:	0.06

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500743

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *		2			
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Civilian	3.77
Senior Civilian	4.00
DI:	0.26

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *		2			
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Civilian	3.90
Federal Civilian	3.94
DI:	0.04

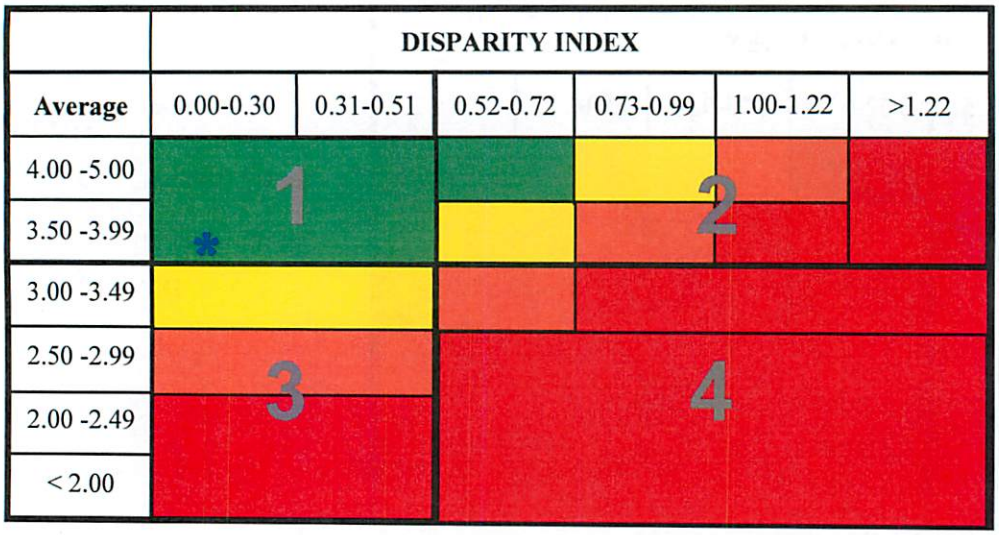
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500747

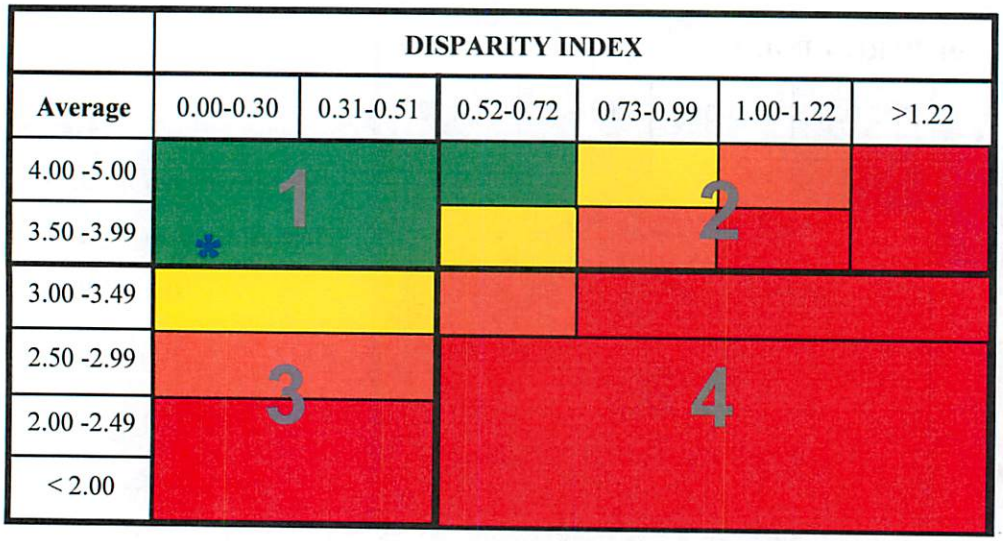
TRUST IN ORGANIZATION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Minority	3.70
Majority	3.80
DI:	0.11



	Average
Women	3.70
Men	3.77
DI:	0.07

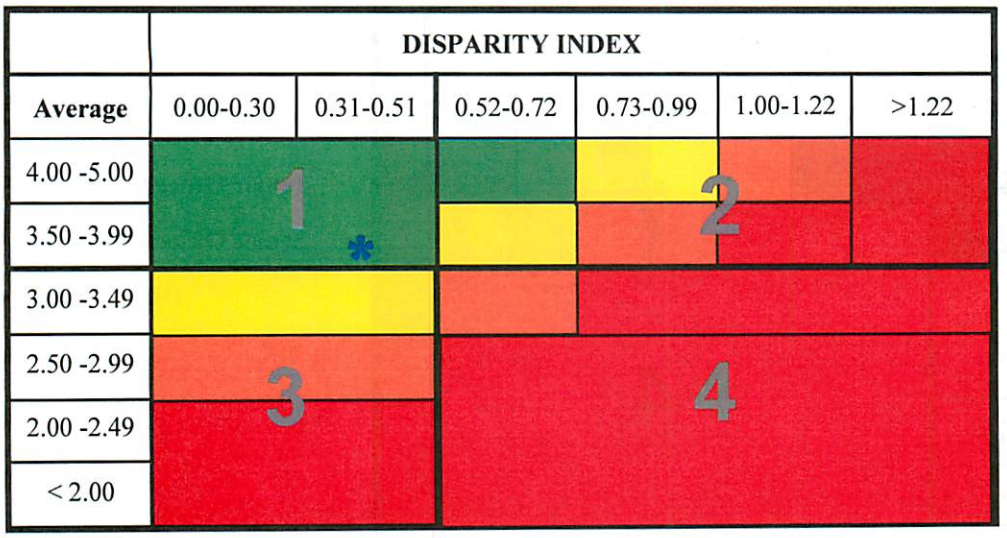
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500745

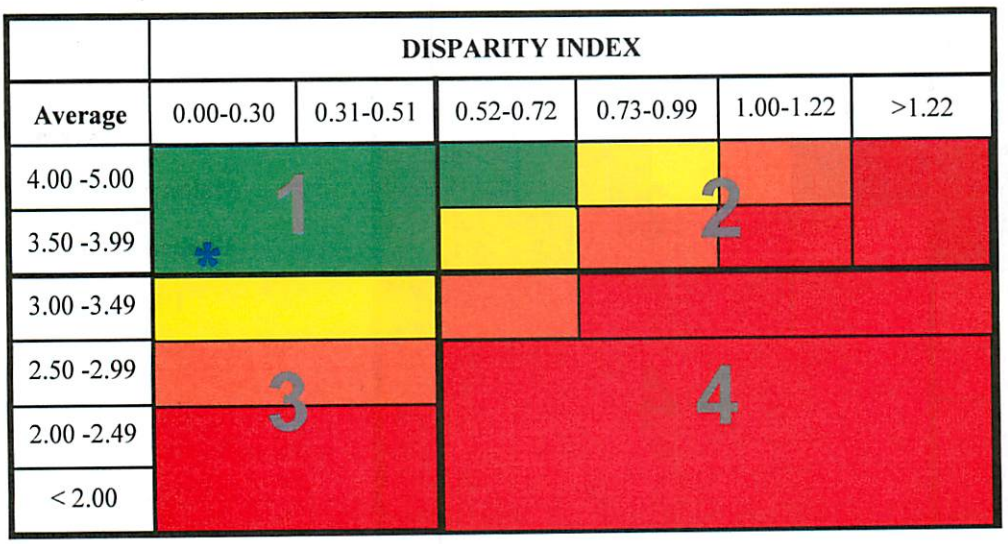
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.04
Enlisted	3.68
DI:	0.42



	Average
Junior Enlisted	3.65
Senior Enlisted	3.89
DI:	0.28

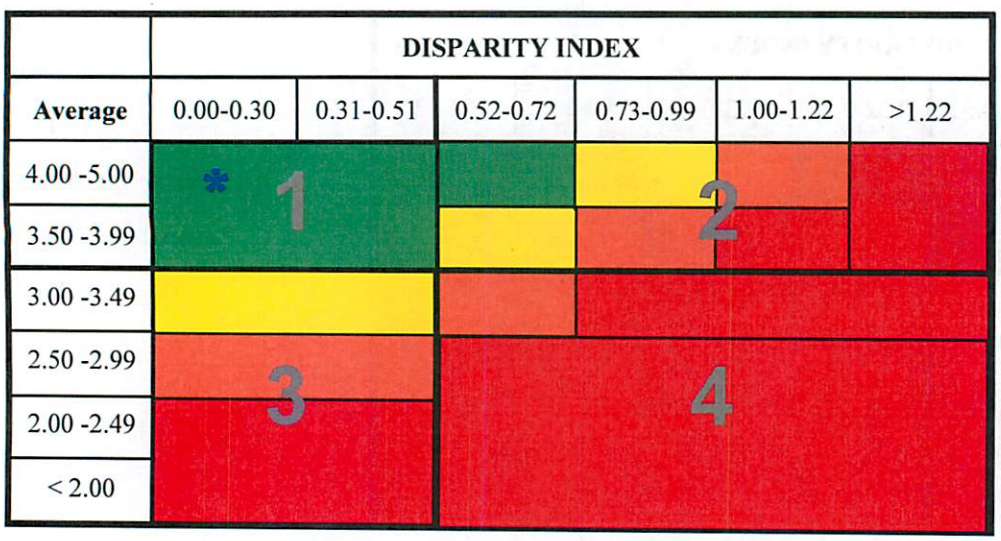
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500746

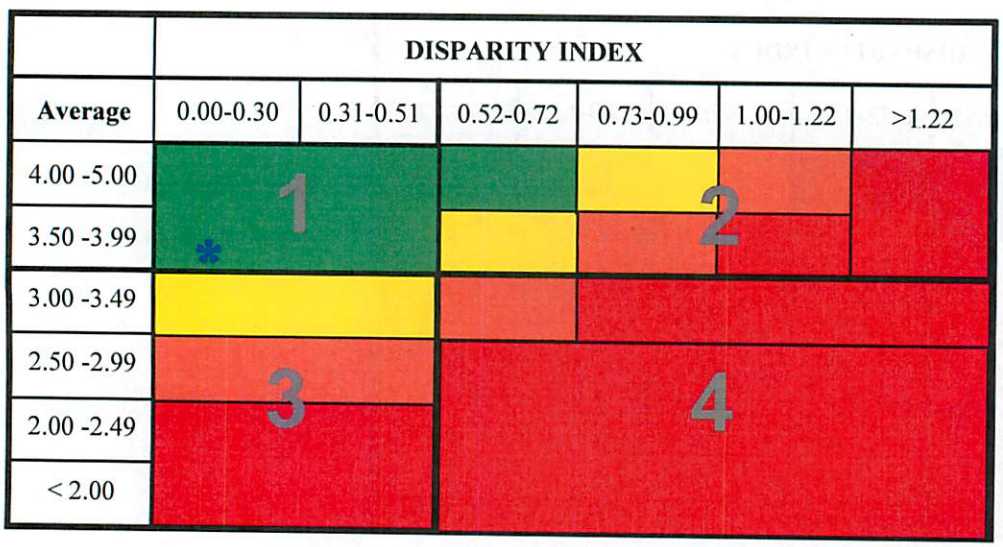
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.00
Senior Officer	4.15
DI:	0.20



	Average
Military	3.76
Civilian	3.71
DI:	0.05

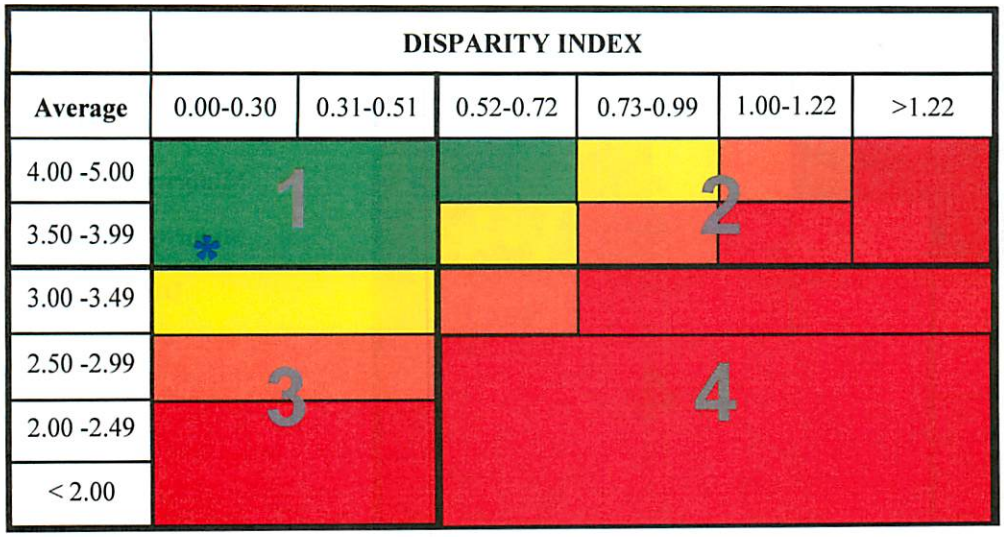
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500747

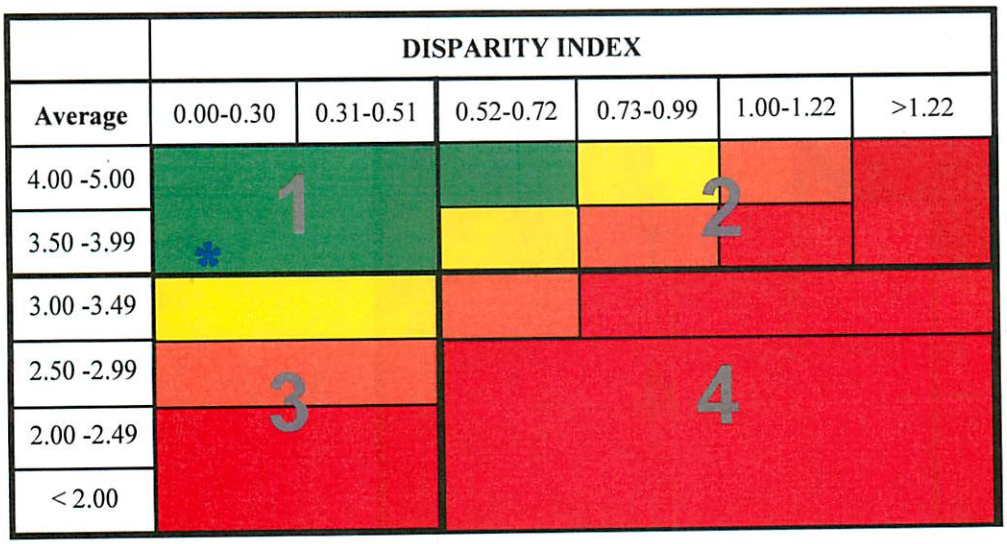
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.63
Senior Civilian	3.80
DI:	0.16



	Average
Other Civilian	3.83
Federal Civilian	3.75
DI:	0.08

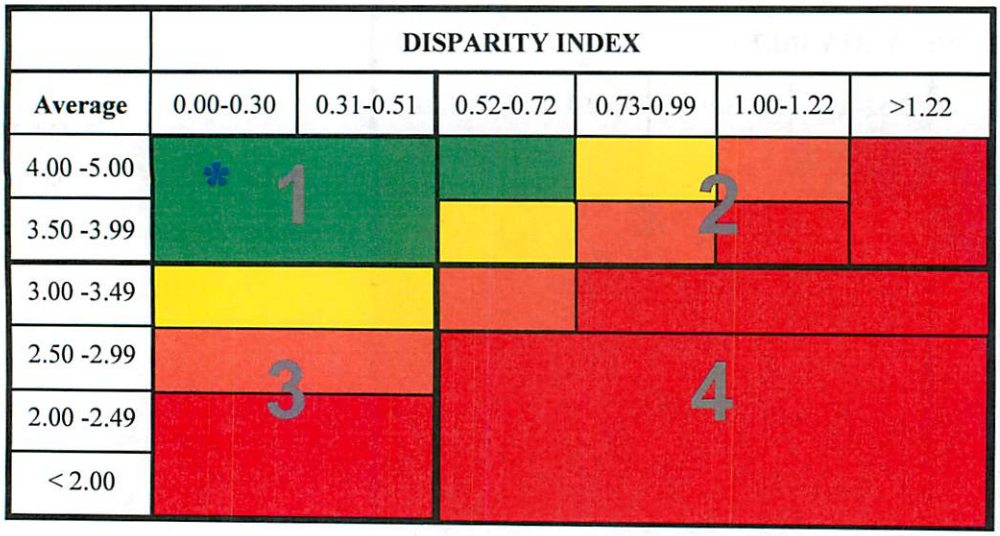
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500748

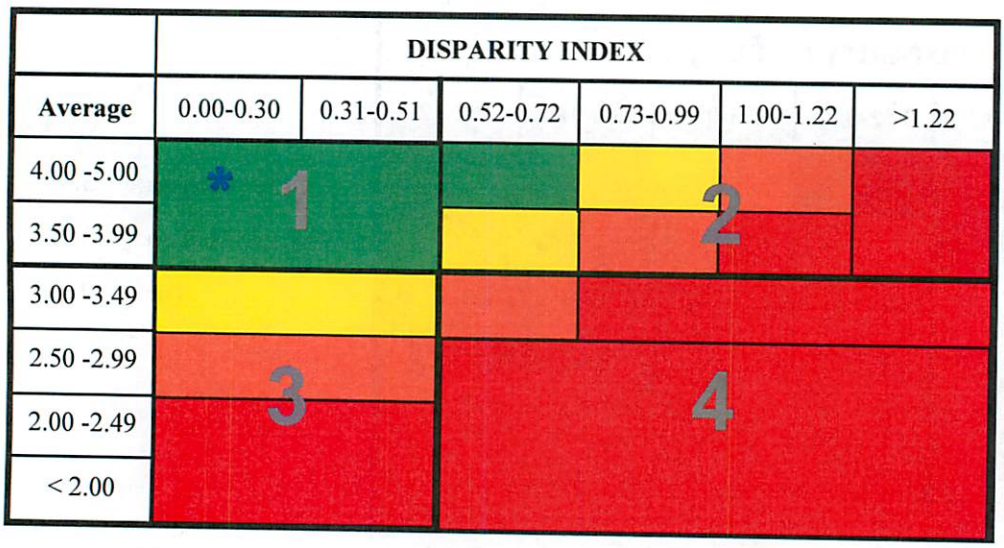
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.32
Majority	4.37
DI:	0.06



	Average
Women	4.32
Men	4.35
DI:	0.04

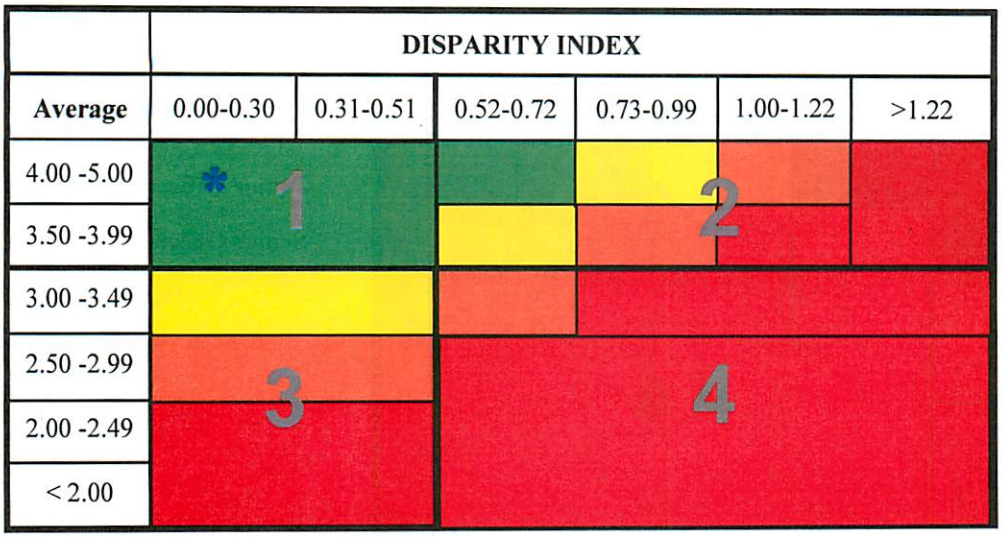
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500749

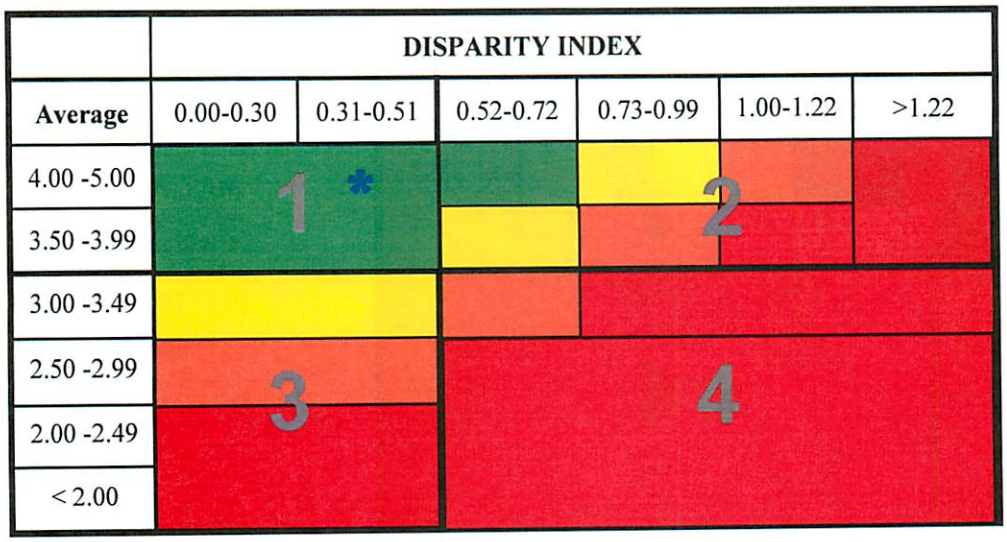
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.50
Enlisted	4.30
DI:	0.29



	Average
Junior Enlisted	4.26
Senior Enlisted	4.51
DI:	0.38

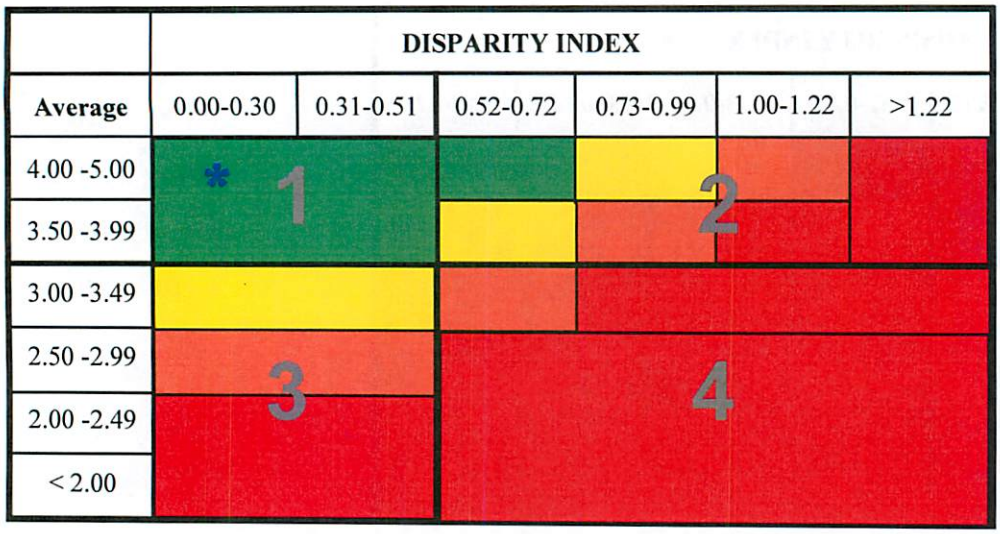
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500750

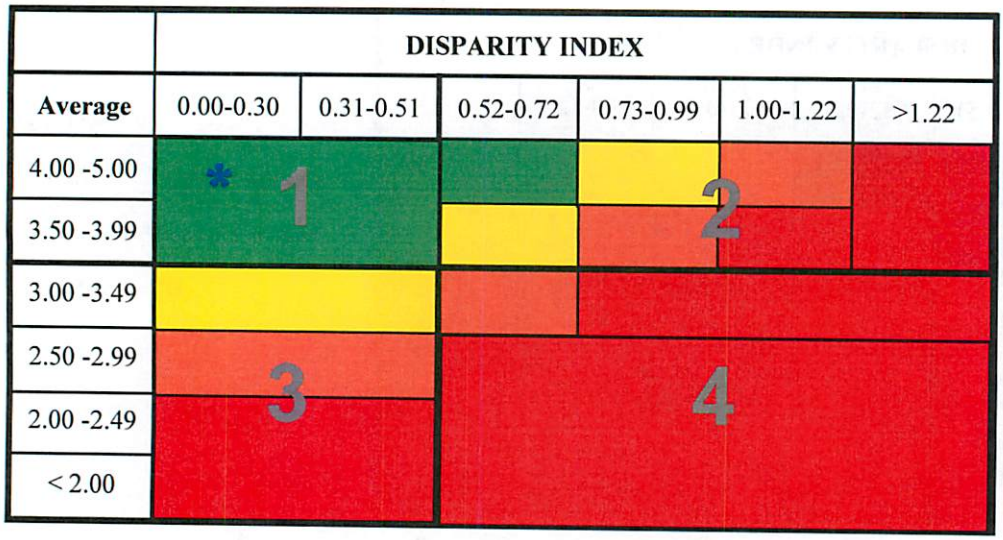
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.42
Senior Officer	4.59
DI:	0.28



	Average
Military	4.34
Civilian	4.38
DI:	0.04

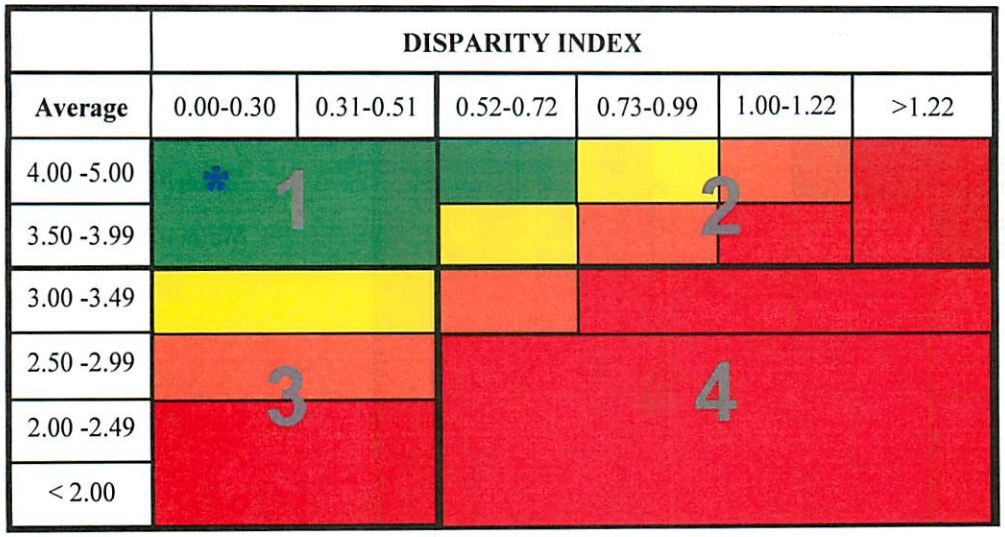
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500751

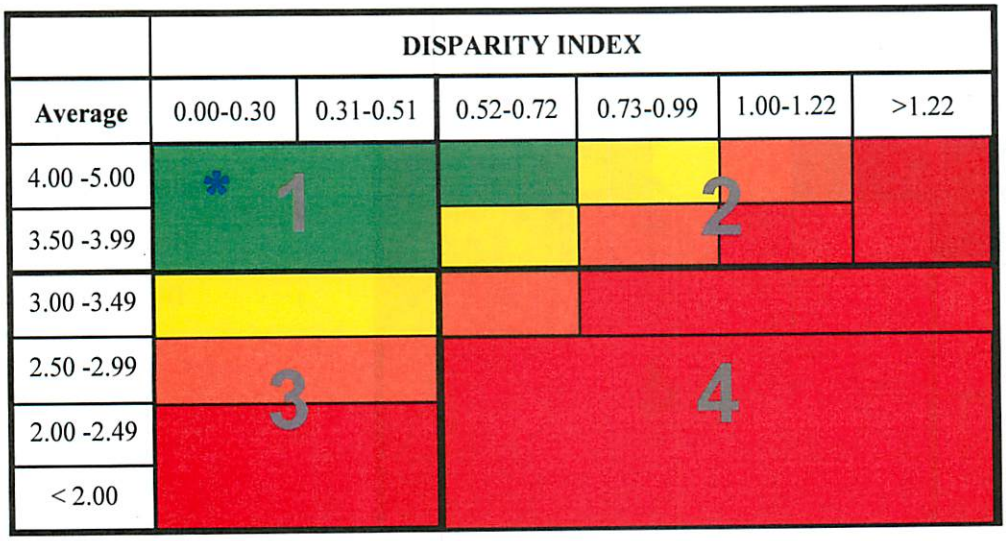
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.38
Senior Civilian	4.42
DI:	0.06



	Average
Other Civilian	4.28
Federal Civilian	4.35
DI:	0.09

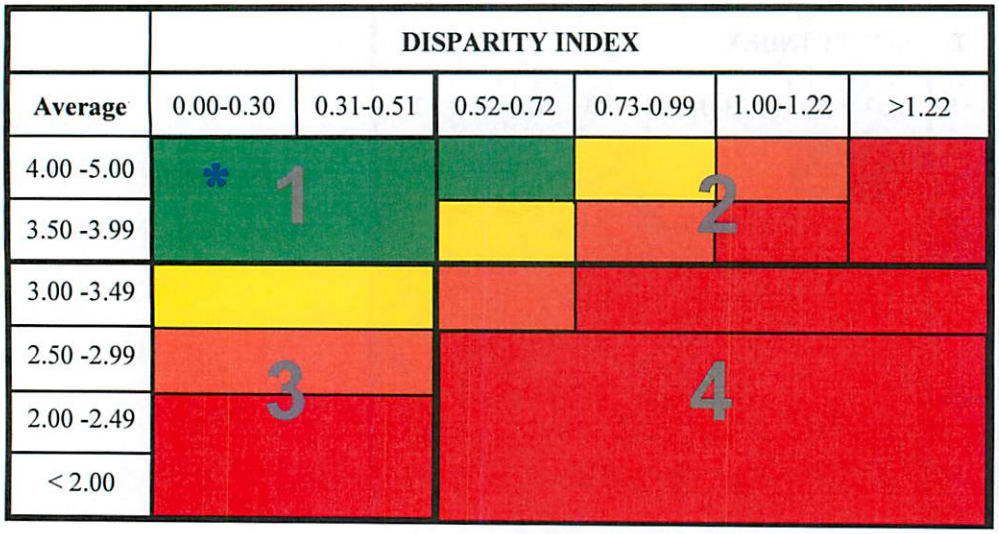
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500757

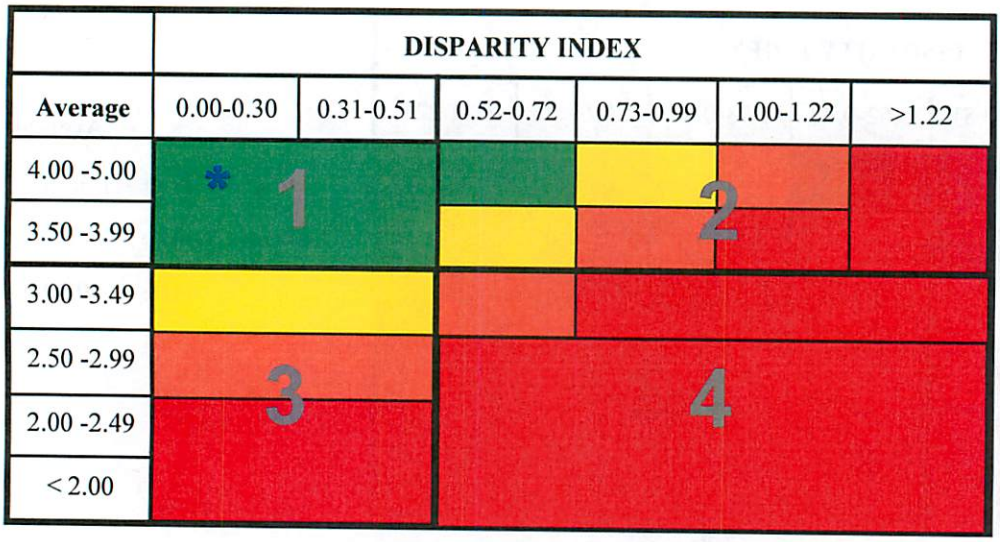
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.13
Majority	4.20
DI:	0.08



	Average
Women	4.08
Men	4.19
DI:	0.13

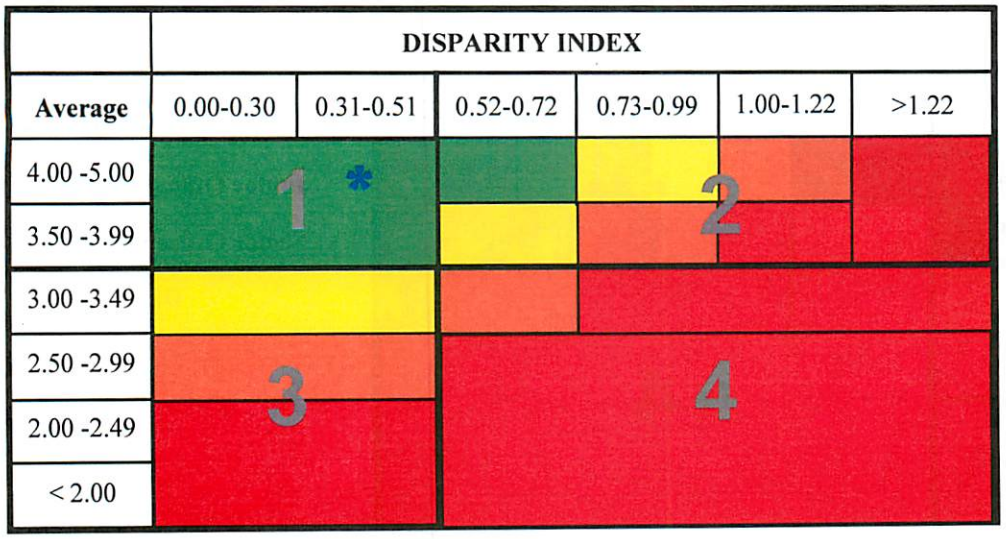
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500753

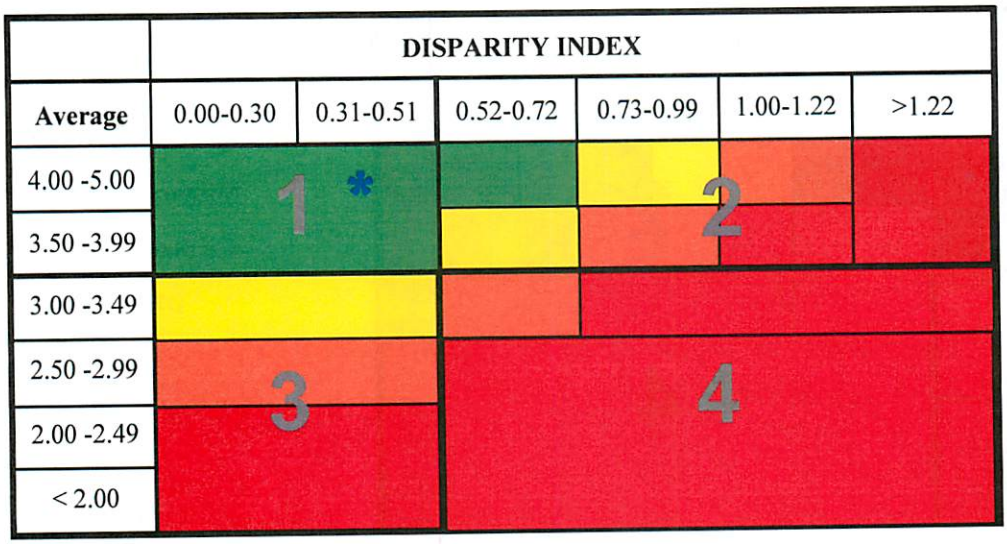
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.38
Enlisted	4.11
DI:	0.35



	Average
Junior Enlisted	4.07
Senior Enlisted	4.38
DI:	0.40

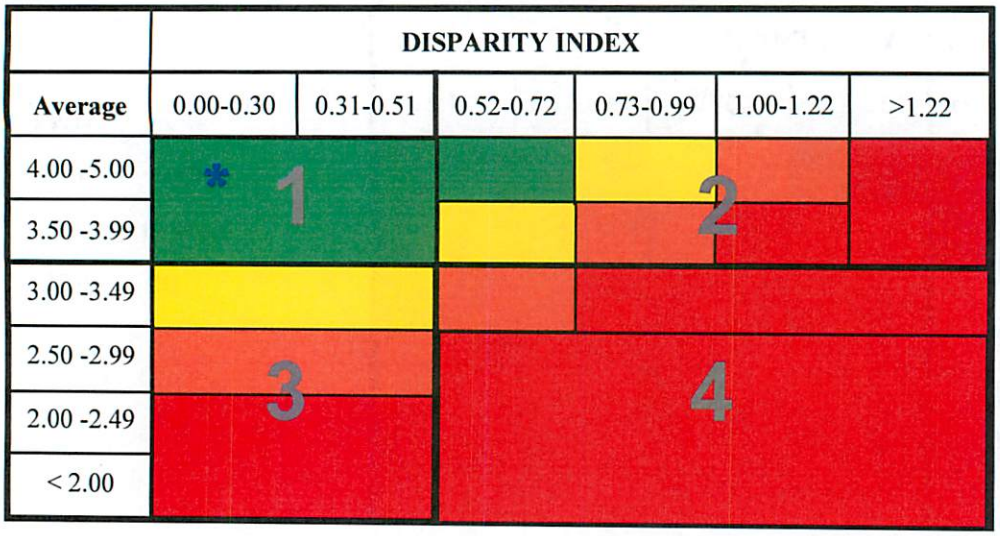
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500754

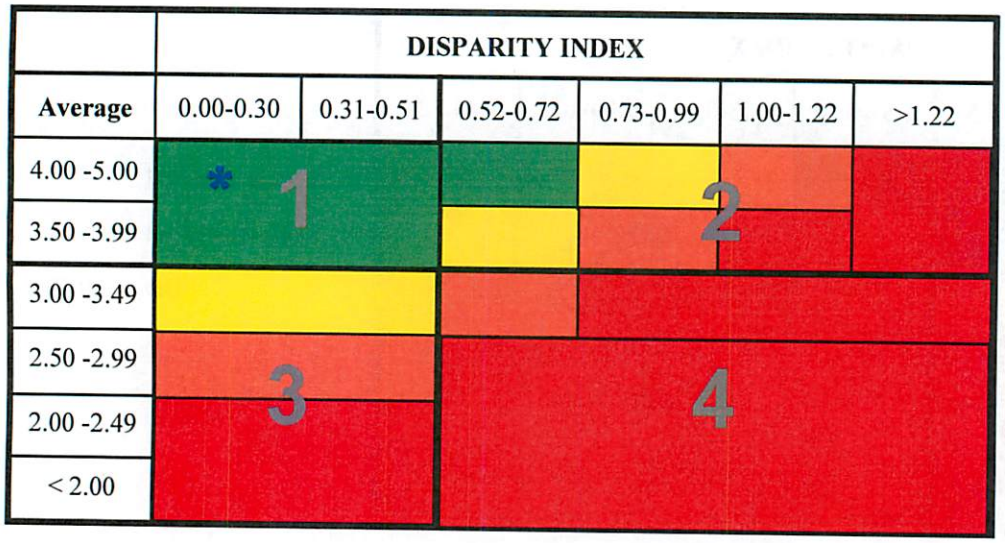
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.32
Senior Officer	4.47
DI:	0.22



	Average
Military	4.17
Civilian	4.16
DI:	0.02

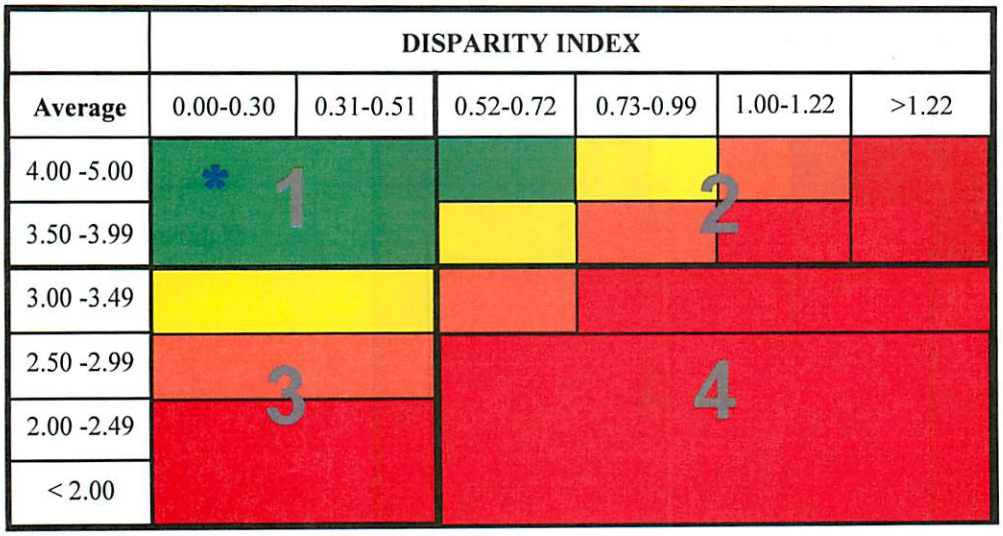
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500755

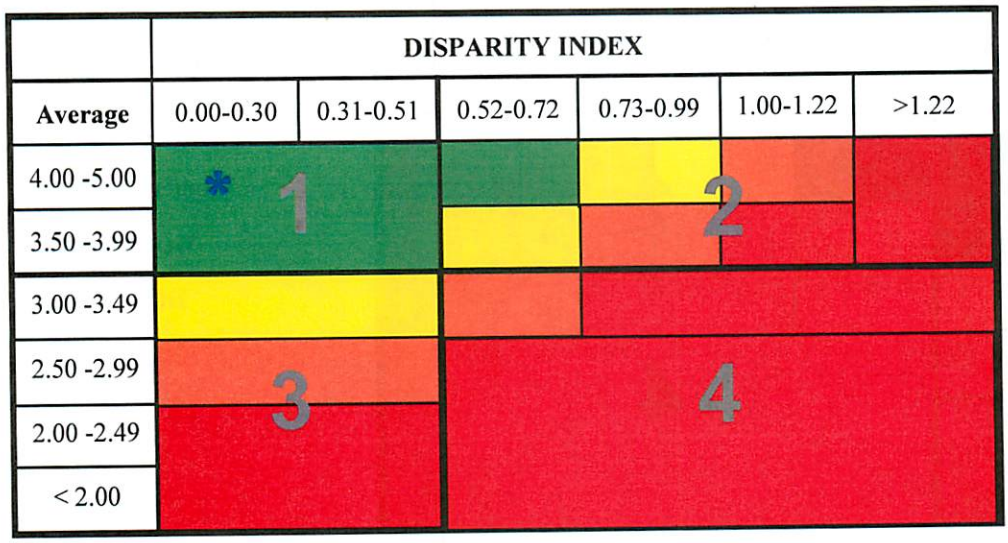
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.17
Senior Civilian	4.16
DI:	0.01



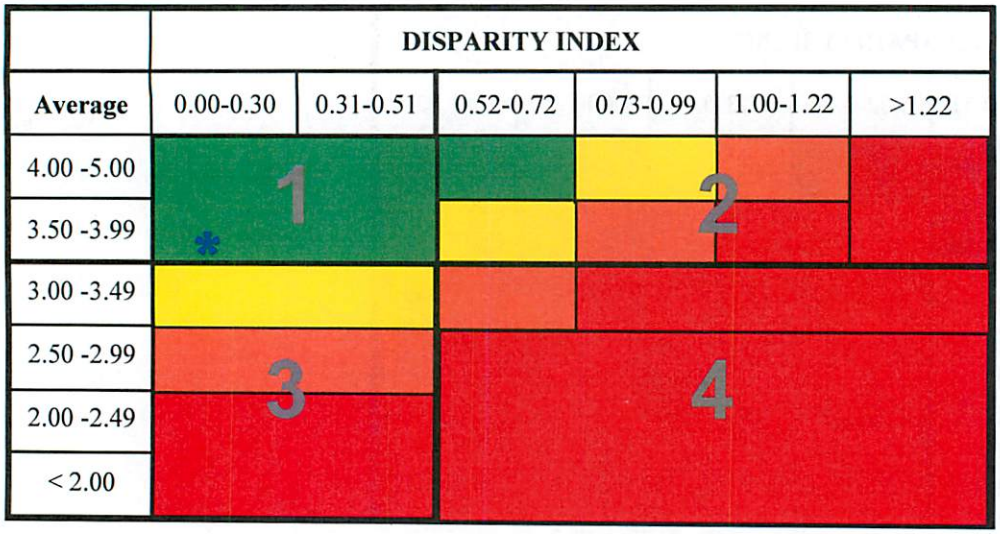
	Average
Other Civilian	4.22
Federal Civilian	4.17
DI:	0.06

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

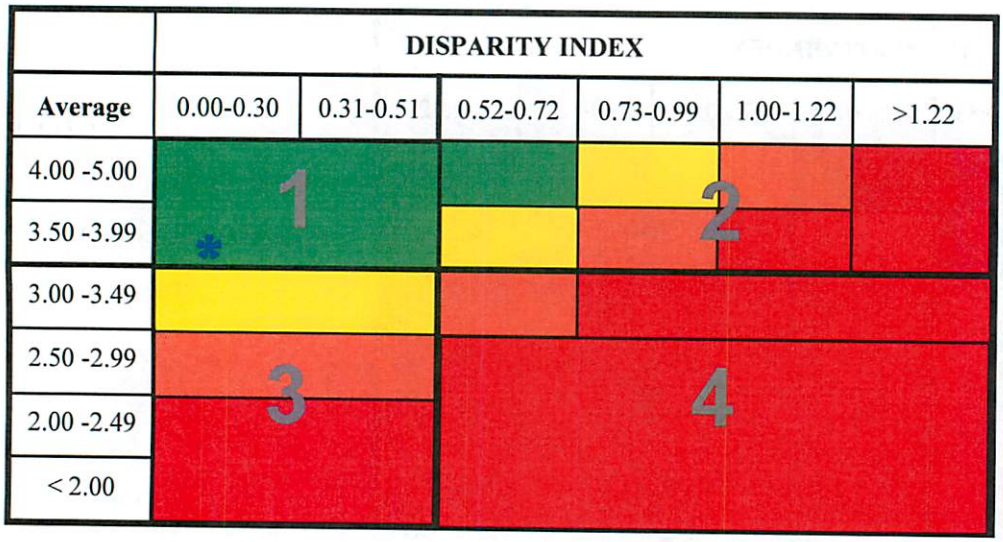
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.69
Majority	3.70
DI:	0.00



	Average
Women	3.66
Men	3.68
DI:	0.02

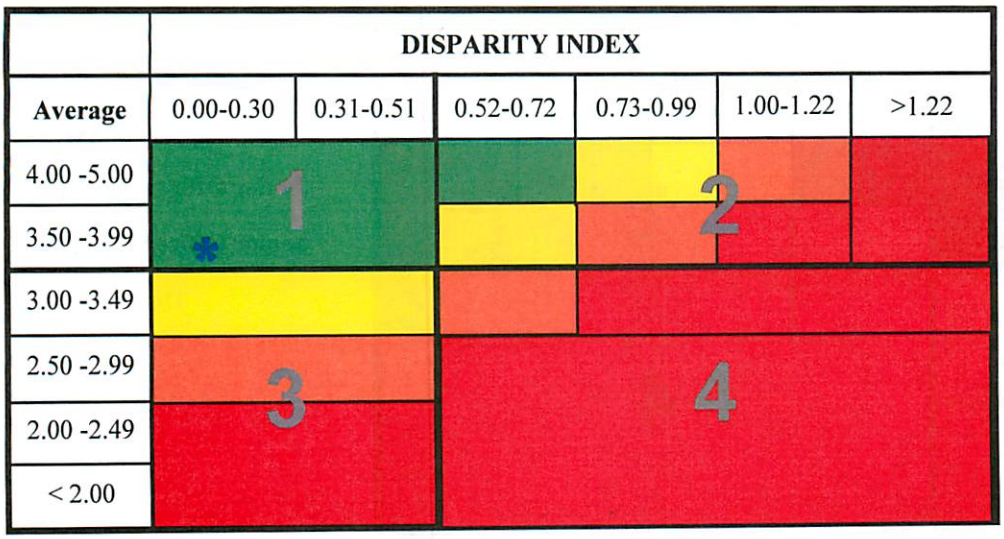
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500757

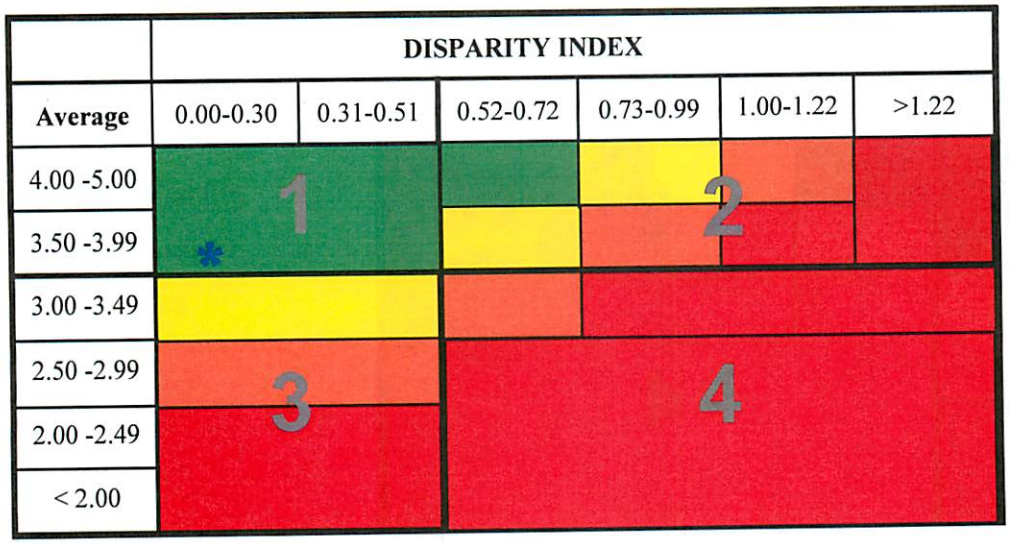
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	3.91
Enlisted	3.62
DI:	0.30



	Average
Junior Enlisted	3.61
Senior Enlisted	3.73
DI:	0.13

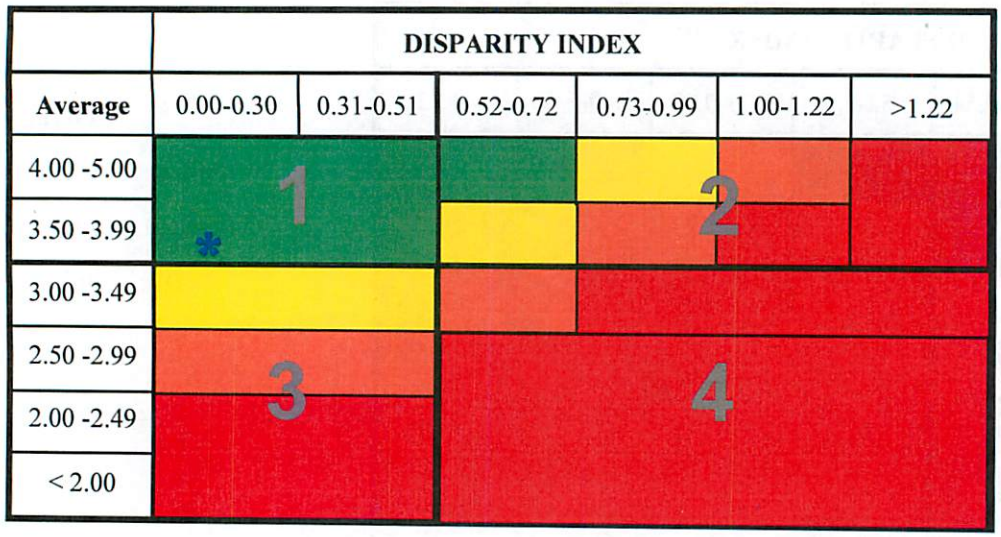
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

S00758

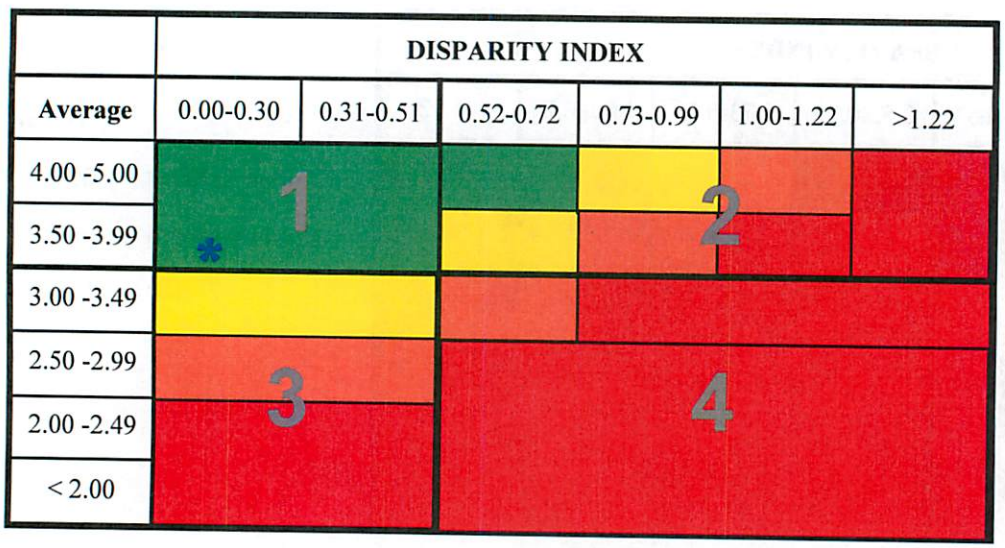
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	3.89
Senior Officer	4.01
DI:	0.14



	Average
Military	3.69
Civilian	3.63
DI:	0.06

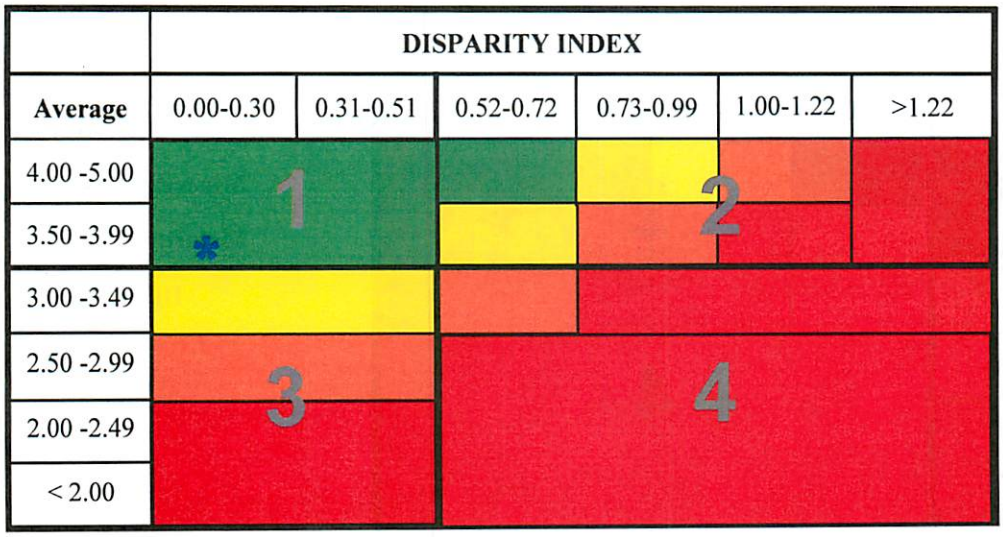
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500759

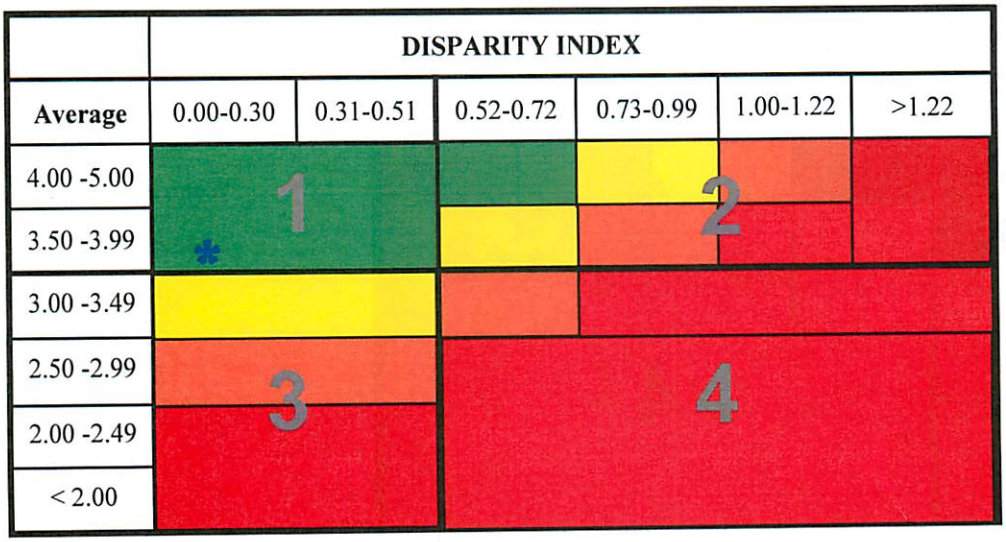
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.64
Senior Civilian	3.61
DI:	0.03



	Average
Other Civilian	3.82
Federal Civilian	3.67
DI:	0.14

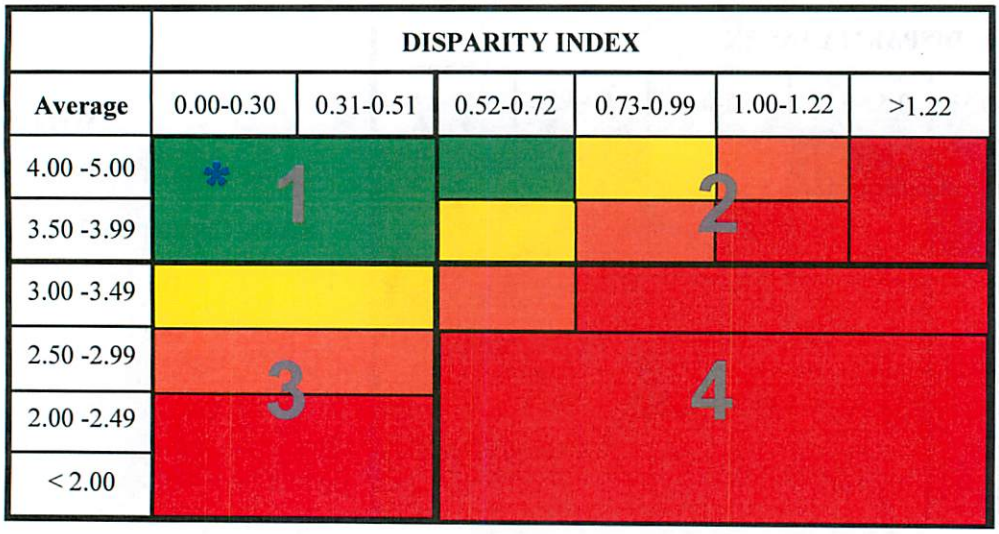
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500760

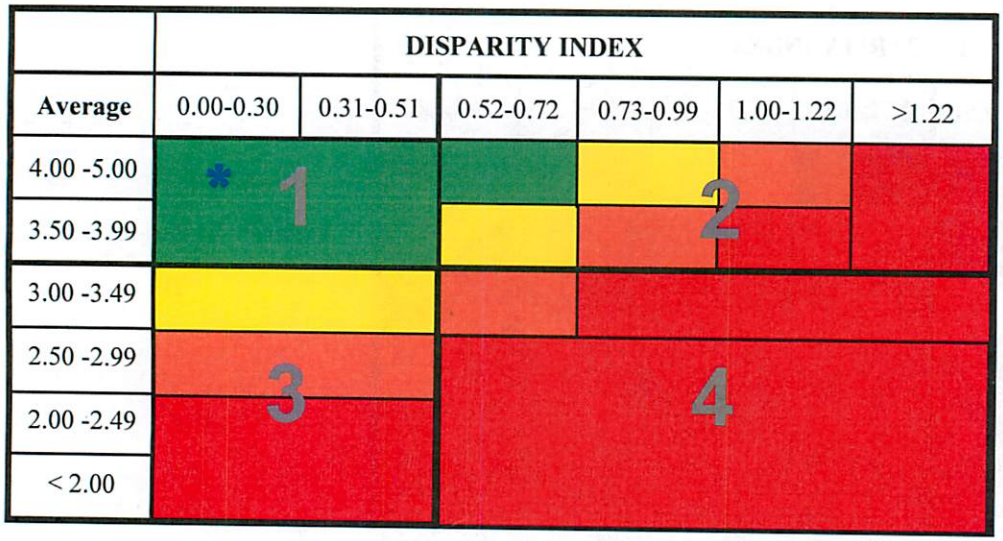
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.09
Majority	4.07
DI:	0.03



	Average
Women	4.01
Men	4.07
DI:	0.09

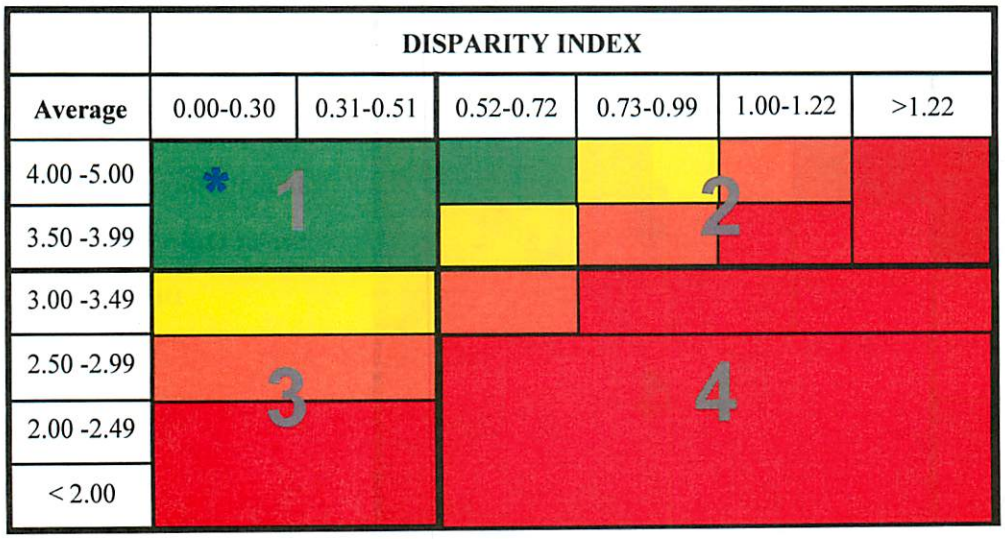
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500761

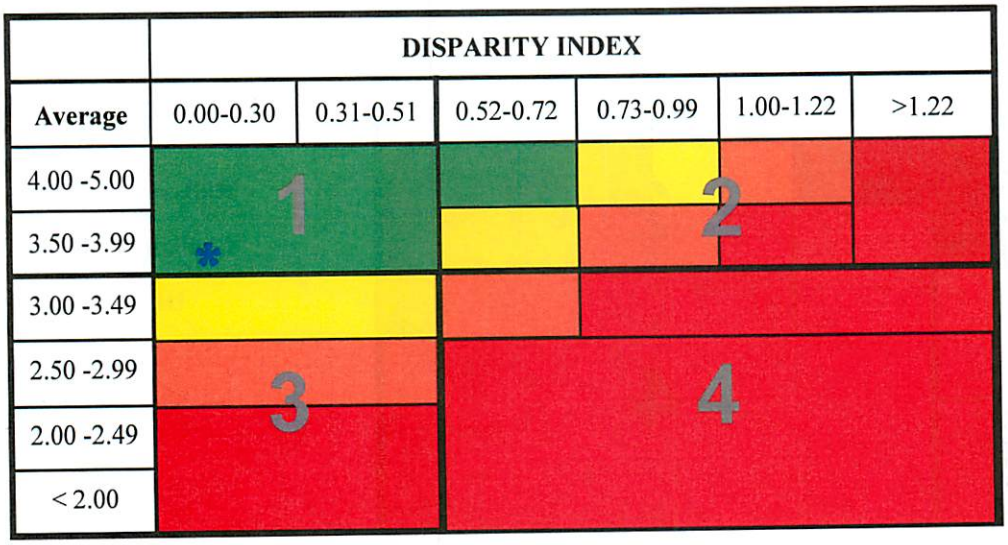
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.23
Enlisted	4.02
DI:	0.29



	Average
Junior Enlisted	3.99
Senior Enlisted	4.17
DI:	0.24

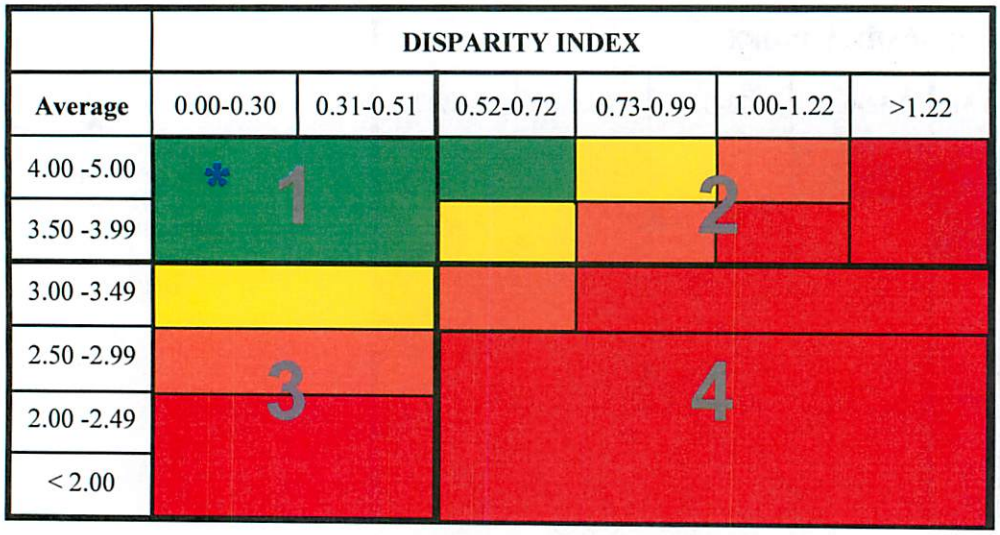
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500762

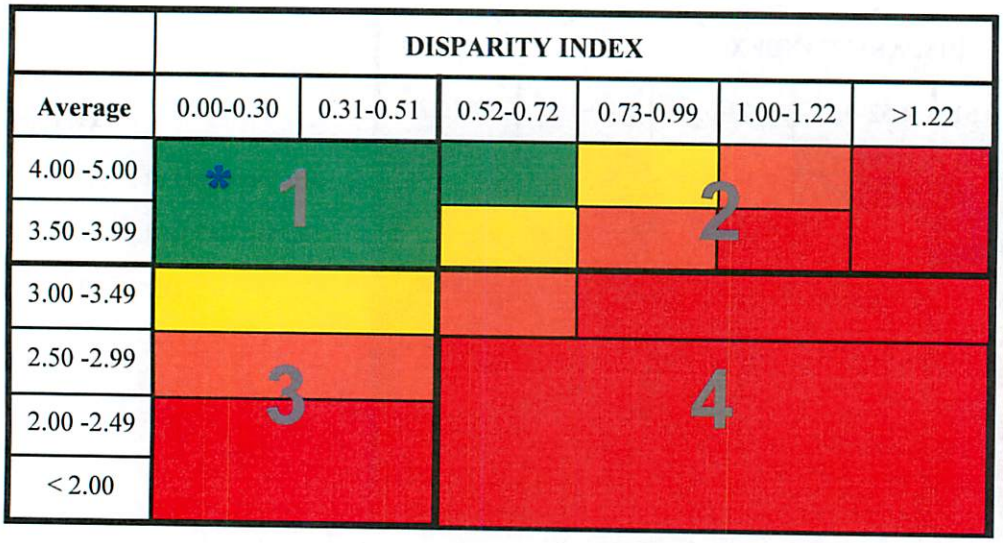
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.19
Senior Officer	4.29
DI:	0.15



	Average
Military	4.06
Civilian	4.05
DI:	0.02

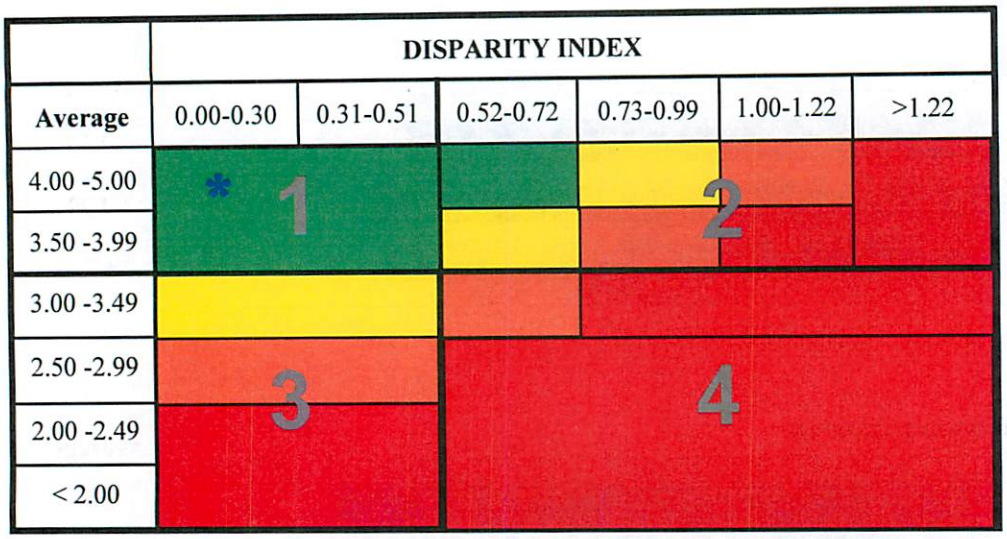
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500763

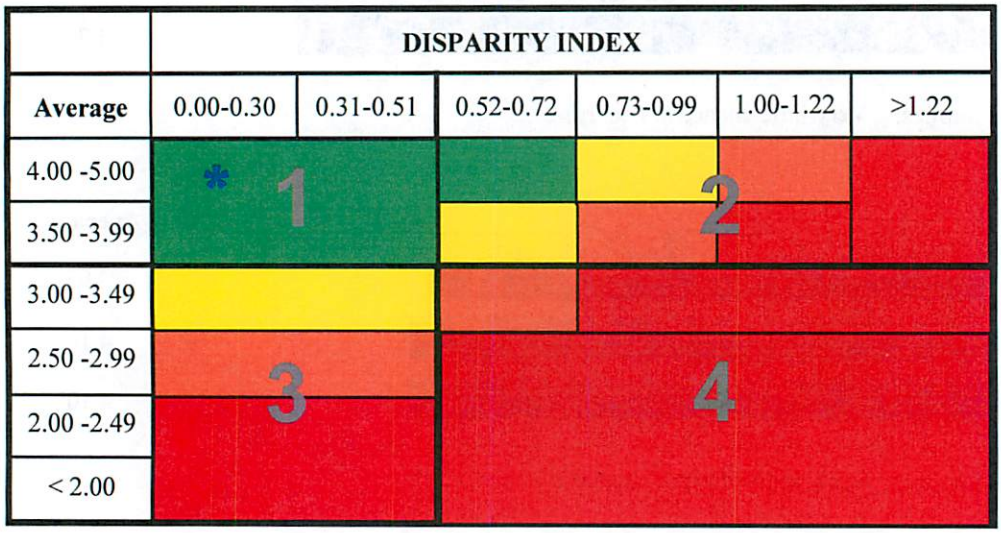
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.05
Senior Civilian	4.04
DI:	0.01



	Average
Other Civilian	4.11
Federal Civilian	4.06
DI:	0.07

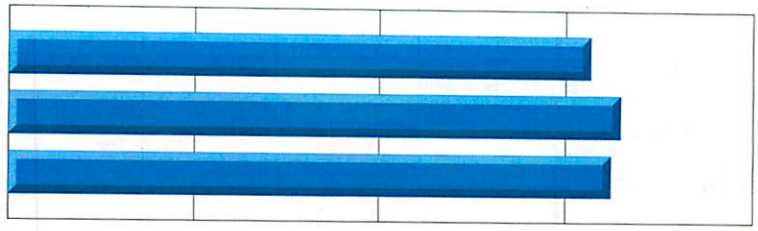
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500764

d. OVERALL UNIT SUMMARY

Below you will find the overall unit summary information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors followed by Organizational Effectiveness (OE) factors.

Sexual Harassment / Discrimination



	Average
ALL SERVICES	4.13
COAST GUARD	4.29
FY 2009 USCG Comparison	4.24

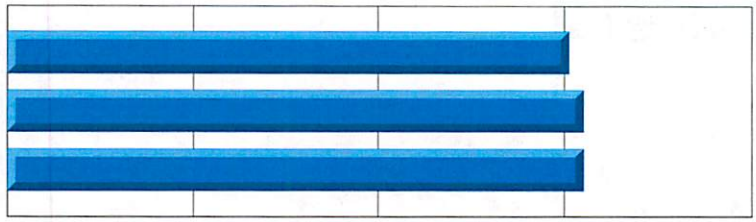
Your units score implies: Small chance of occurring

Differential Command Behavior toward Minorities

	Average
ALL SERVICES	4.49
COAST GUARD	4.74
FY 2009 USCG Comparison	4.70

Your units score implies: Very little chance of occurring

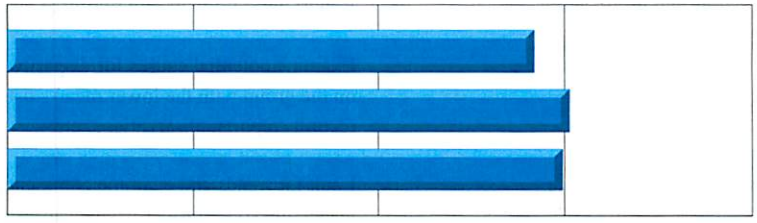
Positive EO Behaviors



	Average
ALL SERVICES	4.03
COAST GUARD	4.10
FY 2009 USCG Comparison	4.10

Your units score implies: Fairly high chance of occurring

Racist Behaviors

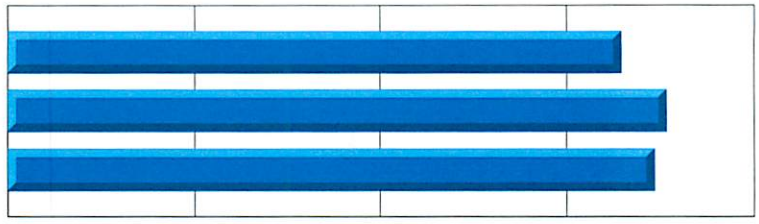


	Average
ALL SERVICES	3.84
COAST GUARD	4.03
FY 2009 USCG Comparison	3.99

Your units score implies: Small chance of occurring

Age Discrimination

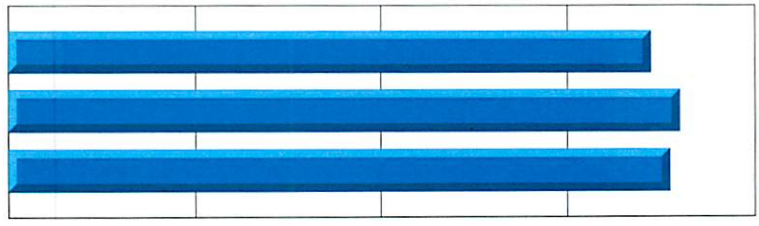
	Average
ALL SERVICES	4.29
COAST GUARD	4.53
FY 2009 USCG Comparison	4.47



Your units score implies: Very little chance of occurring

Religious Discrimination

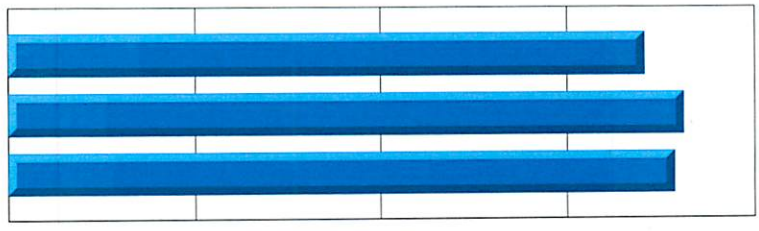
	Average
ALL SERVICES	4.44
COAST GUARD	4.60
FY 2009 USCG Comparison	4.55



Your units score implies: Very little chance of occurring

Disability Discrimination

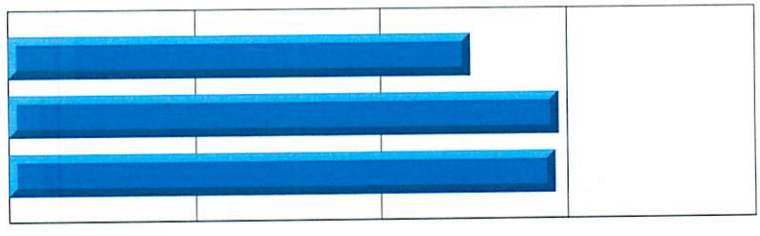
	Average
ALL SERVICES	4.41
COAST GUARD	4.62
FY 2009 USCG Comparison	4.57



Your units score implies: Very little chance of occurring

Organizational Commitment

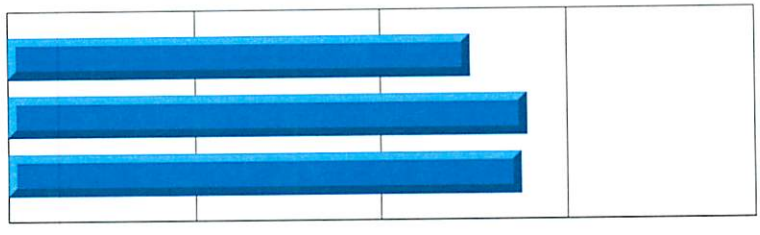
	Average
ALL SERVICES	3.48
COAST GUARD	3.95
FY 2009 USCG Comparison	3.93



Your units score implies: Fairly positive rating

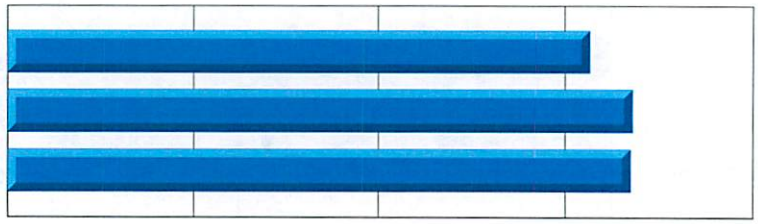
Trust in the Organization

	Average
ALL SERVICES	3.48
COAST GUARD	3.79
FY 2009 USCG Comparison	3.75



Your units score implies: Fairly positive rating

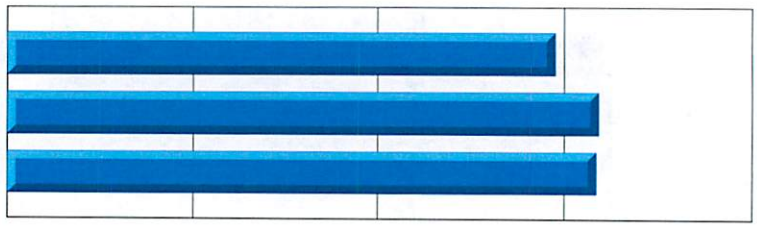
Work Group Effectiveness



	Average
ALL SERVICES	4.13
COAST GUARD	4.36
FY 2009 USCG Comparison	4.35

Your units score implies: Very positive rating

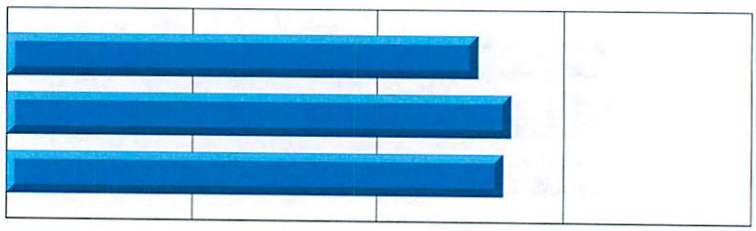
Work Group Cohesion



	Average
ALL SERVICES	3.95
COAST GUARD	4.18
FY 2009 USCG Comparison	4.17

Your units score implies: Fairly positive rating

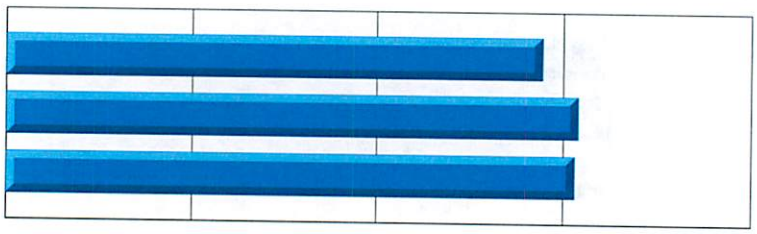
Leadership Cohesion



	Average
ALL SERVICES	3.54
COAST GUARD	3.72
FY 2009 USCG Comparison	3.68

Your units score implies: Somewhat positive rating

Job Satisfaction



	Average
ALL SERVICES	3.89
COAST GUARD	4.08
FY 2009 USCG Comparison	4.06

Your units score implies: Moderately satisfied

500767

III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1.	Share the results with your organization
2.	Validate the results through other sources
3.	Establish an action team
4.	Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.

2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.

3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web age at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/1590; Commercial: (321) 494-2675/1590] or email us a support@deocs.net.

Thank you for using the DEOCS!

USCG 034

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DEOMI

CG DEOCS Data Retrieval System - Rollup Report

Organization: 2010 USCG DEOCS Results

Commander/Director: Captain Faux

Requester: Mr. Delgado

Admin Number: CGDRS10064

Thursday, October 14, 2010

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

RCS: DD-P&R (AR) 2338

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Commander/Director Eyes Only

500770

DEOMI

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

MEMORANDUM FOR COMMANDING OFFICER / ORGANIZATIONAL DIRECTOR

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). You have completed an important step toward understanding and improving the human relations climate in your organization. Your decision to conduct the survey shows that you value your members' input on important human readiness issues. Still, the survey represents the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is optimally employed to help you constructively address organizational issues.

We recommend you employ the DEOCS in conjunction with other assessment strategies, including focus groups, interviews, observations, reviewing written records and reports, and any other method you deem worthwhile to further characterize your organization's climate. The report provided to you by DEOMI is supported by a staff of highly qualified people ready to assist you in tailoring training programs, action planning, or problem solving to meet the specific needs of your organization.

If you or your staff requires assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/1590 or commercial (321) 494-2675/1590. We are looking forward to the opportunity to work with your organization.

Ronald M. Joe
Principal Director

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I. INTERPRETING YOUR DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. **Look at the demographic breakdown.**
2. **Examine perceptions of discrimination and the complaint process.**
3. **Use subgroup factor comparison to understand the disparities.**
4. **Review the overall unit summary.**
5. **Review locally developed questions, command specific questions, short-answer questions, and written comments, if any.**

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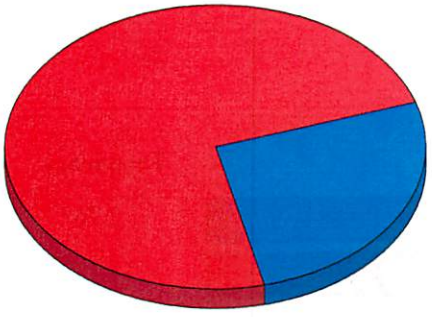
II. REPORT FOR 2010 USCG DEOCS RESULTS

a. DEMOGRAPHIC BREAKOUT

LOOK AT THE DEMOGRAPHIC BREAKOUT of who in your organization completed the survey. Remember, the data shown in the charts are computer-generated, and based on the inputs received from survey respondents. There may be times when respondents will enter inaccurate information, whether by design or unintentionally, thus creating inaccurate demographic breakouts on the report. Also, in those cases where respondents fail to respond or, when using the paper survey, leave errant pencil marks, the computer will report these as missing cases. The report is broken down into categories that we later use to provide subgroup comparisons within your organization, e.g., minority/majority, women/men, etc. In those cases where fewer than five people in a subgroup complete the survey, you will not receive any comparisons for that subgroup in order to maintain the anonymity of each respondent and to provide statistically meaningful results.

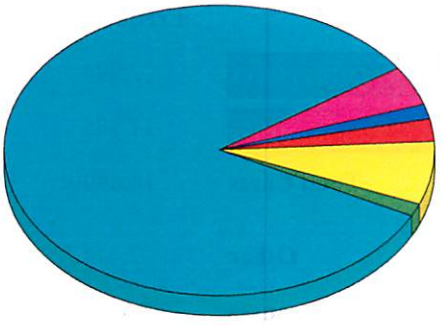
MINORITY vs MAJORITY



	Frequency	Percent
Minority	4,317	26.30
Majority	12,099	73.70
Total Cases	16,416	100.00
Missing Responses	748	

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

RACE



	Frequency	Percent
American Indian	275	1.76
Asian	358	2.29
Black	1,113	7.13
Native Hawaiian	214	1.37
White	12,965	83.00
Two or More	696	4.46
Total Cases	15,621	100.00
Missing Responses	1,543	

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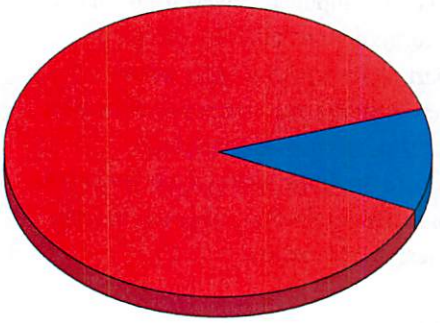
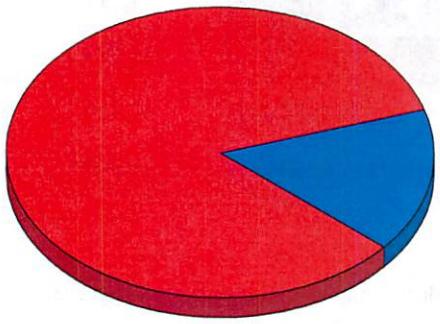
HISPANIC DECLARATION



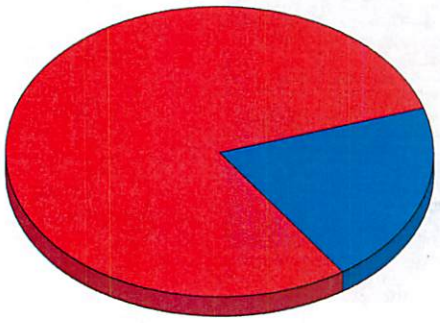
	Frequency	Percent
Hispanic	1,949	11.37
Not Hispanic	15,190	88.63
Total Cases	17,139	100.00
Missing Responses	25	

GENDER



	Frequency	Percent
Women	2,767	16.13
Men	14,388	83.87
Total Cases	17,155	100.00
Missing Respones	9	

OFFICER vs ENLISTED



	Frequency	Percent
Officer/WO	2,994	20.37
Enlisted	11,705	79.63
Total Cases	14,699	100.00
Other	2,444	
Missing Responses	21	

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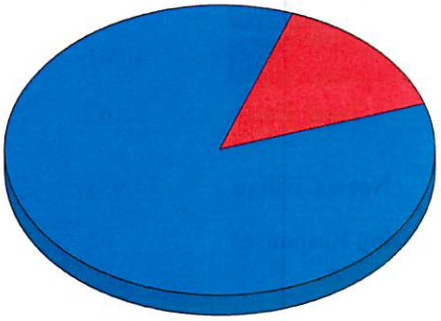
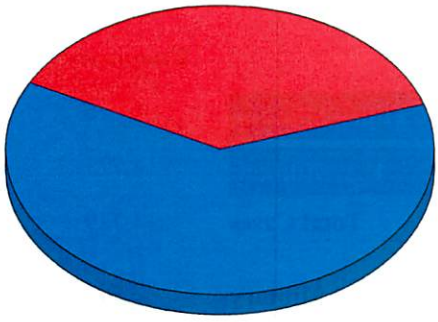
ENLISTED SENIORITY



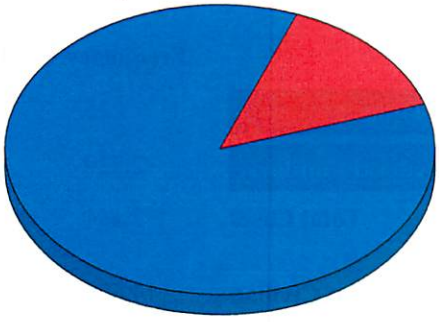
	Frequency	Percent
E1-E6	9,926	85.64
E7-E9	1,665	14.36
Total Cases	11,591	100.00
Not Enlisted	5,459	
Missing Responses	114	

OFFICER SENIORITY



	Frequency	Percent
O1-O3	1,402	62.84
O4 and above	829	37.16
Total Cases	2,231	100.00
Not an Officer	14,744	
Missing Responses	189	

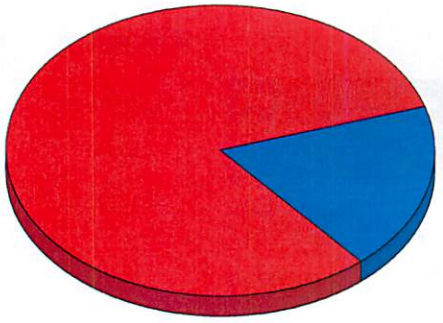
MILITARY vs CIVILIAN



	Frequency	Percent
Military	14,699	85.74
Civilian	2,444	14.26
Total Cases	17,143	100.00
Missing Responses	21	

600776

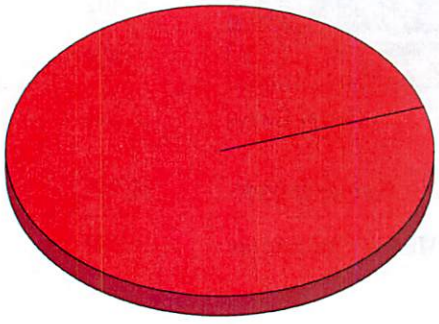
FEDERAL CIVILIAN SENIORITY



	Frequency	Percent
Junior Civilian	406	18.74
Senior Civilian	1,761	81.26
Total Cases	2,167	100.00
Not a Civilian	14,935	
Missing Responses	62	

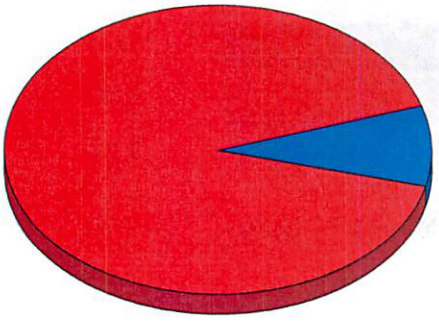
For GS, WG/WL/WS/WB, and SES: Junior = 1 through 8, and Senior = 9 and above. For Non-Supervisory NSPS: Junior = all Pay Band 1, and Pay Band 2 Technician/Support, Fire Protection, Police/Security Guard, and Senior = Pay Bands 3 and 4, and Pay Band 2 Professional pay schedules. For Supervisory NSPS: Junior = Pay Band 1, and Senior = Pay Band 2.

OTHER MILITARY vs U.S. MILITARY



	Frequency	Percent
Other Military	16	0.11
U.S. Military	14,723	99.89
Total Cases	14,739	100.00
Not Military	2,444	
Missing Responses	-40	

OTHER CIVILIAN EMPLOYEE vs FEDERAL CIVILIAN EMPLOYEE



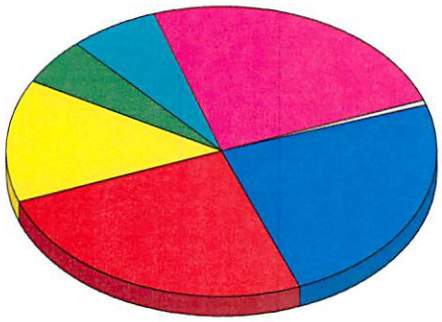
	Frequency	Percent
Other Employee	215	8.80
Federal Employee	2,229	91.20
Total Cases	2,444	100.00
Not Civilian	14,699	
Missing Responses	21	

500777

b. EXPERIENCES OF DISCRIMINATION DURING PAST 12 MONTHS

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

"YES" RESPONSE TO EXPERIENCED AN INCIDENT OF DISCRIMINATION

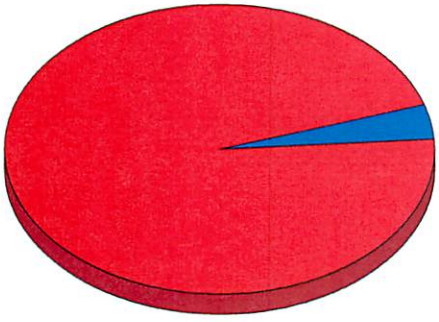


	Frequency	Percent
Race/Nat Orig/Color	607	24.15
Gender (Sex)	635	25.27
Age	343	13.65
Disability	132	5.25
Religion	167	6.65
Two or More	613	24.39
Not Classified *	16	0.64
Total Cases	2,513	100.00
"NO" Response	14,651	
Missing Responses	0	

* Not Classified: Data not available in earlier versions of the survey.

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MAJORITY

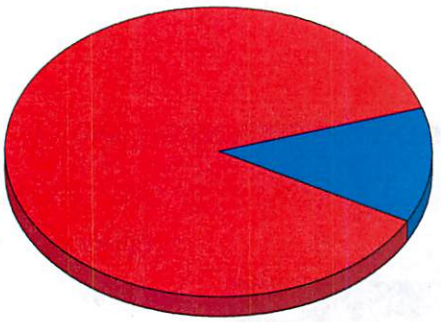


	Frequency	Percent
YES	472	3.90
NO	11,627	96.10
Total Cases	12,099	100.00
Missing Responses	0	

C0778

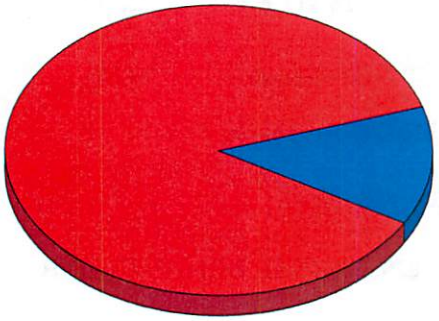
EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MINORITY



	Frequency	Percent
YES	547	12.67
NO	3,770	87.33
Total Cases	4,317	100.00
Missing Responses	0	

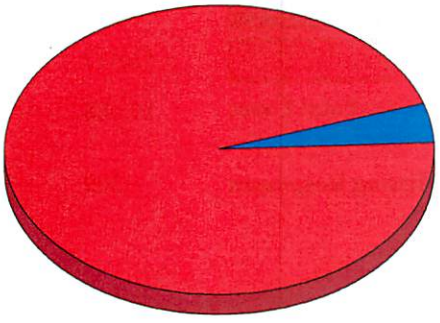
HISPANIC



	Frequency	Percent
YES	262	13.44
NO	1,687	86.56
Total Cases	1,949	100.00
Missing Responses	0	

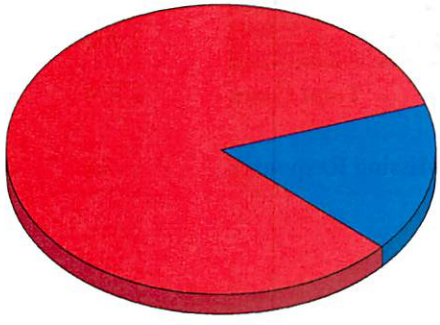
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	653	4.54
NO	13,735	95.46
Total Cases	14,388	100.00
Missing Responses	0	

WOMEN

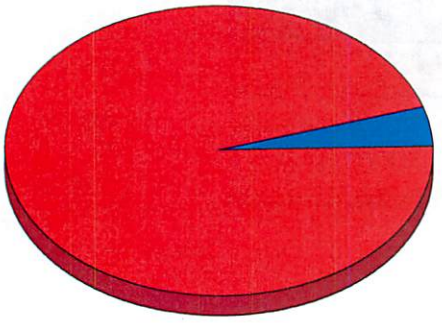


	Frequency	Percent
YES	462	16.70
NO	2,305	83.30
Total Cases	2,767	100.00
Missing Responses	0	

500780

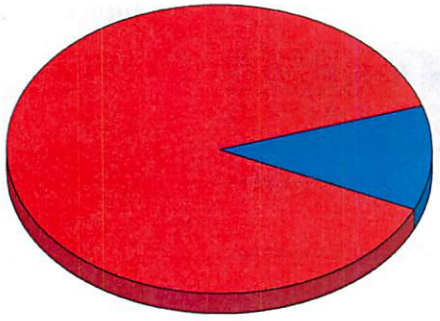
EXPERIENCED *SEXUAL HARASSMENT*

MEN



	Frequency	Percent
YES	635	4.51
NO	13,453	95.49
Total Cases	14,088	100.00
Missing Responses	300	

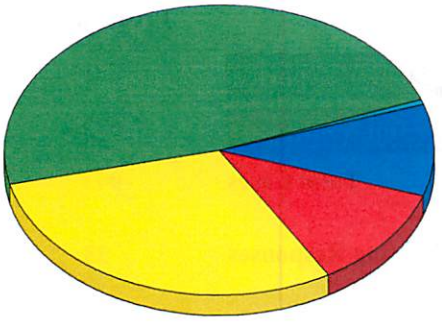
WOMEN



	Frequency	Percent
YES	317	11.66
NO	2,402	88.34
Total Cases	2,719	100.00
Missing Responses	48	

560781

WHAT ACTION DID YOU TAKE FOLLOWING THE INCIDENT OF DISCRIMINATION?

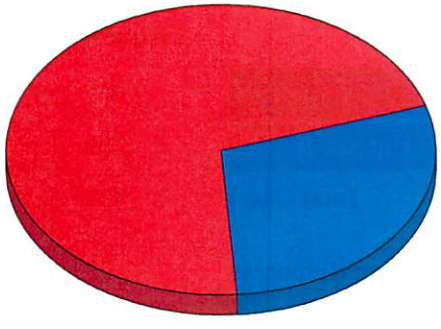


	Frequency	Percent
Filed Formal Complaint	153	10.18
Reported to EO/EEO	171	11.38
Reported to Supervisor	450	29.94
Confronted Individual	722	48.04
Not Classified *	7	0.47
Total Cases	1,503	100.00
Did not Report	1,236	
Missing Responses	80	

* Not Classified: Data not available in earlier versions of the survey.

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MAJORITY

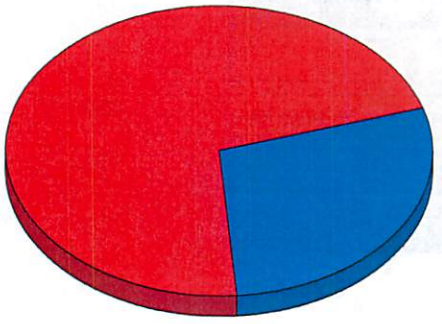


	Frequency	Percent
Reported	471	28.77
Did Not Report	1,166	71.23
Total Cases	1,637	100.00
Missing Responses	38	

500782

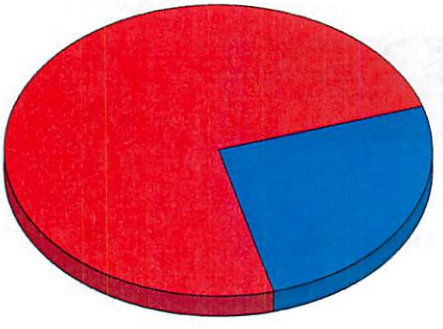
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Reported	271	28.74
Did Not Report	672	71.26
Total Cases	943	100.00
Missing Responses	38	

HISPANIC

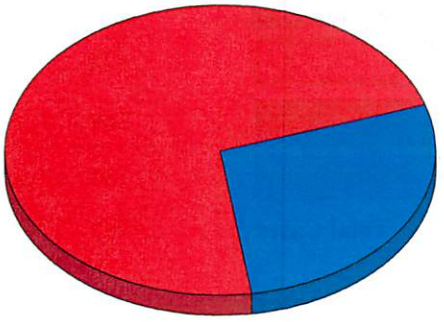


	Frequency	Percent
Reported	107	25.91
Did Not Report	306	74.09
Total Cases	413	100.00
Missing Responses	21	

500783

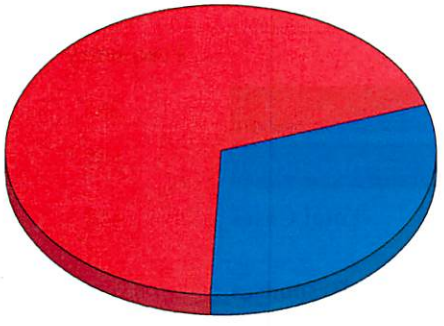
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Reported	562	27.67
Did Not Report	1,469	72.33
Total Cases	2,031	100.00
Missing Responses	69	

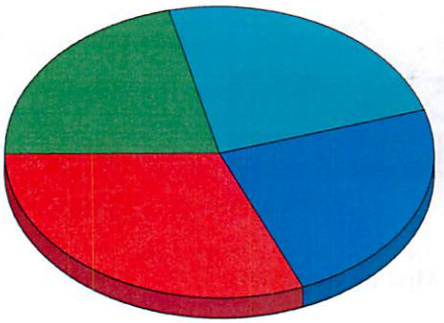
WOMEN



	Frequency	Percent
Reported	217	30.74
Did Not Report	489	69.26
Total Cases	706	100.00
Missing Responses	11	

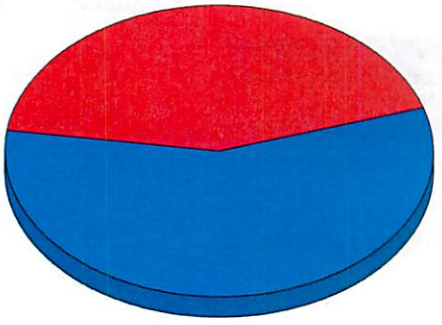
00734

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR



	Frequency	Percent
Very Satisfied	181	23.60
Moderately Satisfied	238	31.03
Moderately Dissatisfied	164	21.38
Very Dissatisfied	184	23.99
Total Cases	767	
Missing Responses	14	

MAJORITY

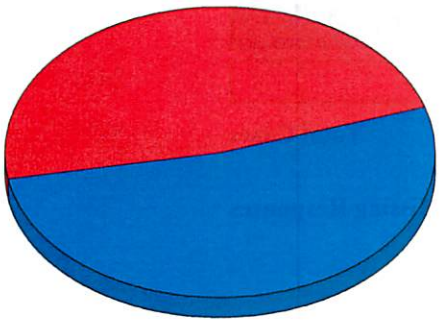


	Frequency	Percent
Satisfied	265	57.36
Dissatisfied	197	42.64
Total Cases	462	100.00
Missing Responses	9	

500785

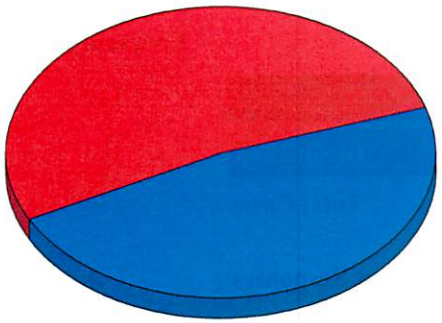
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Satisfied	139	52.26
Dissatisfied	127	47.74
Total Cases	266	0.00
Missing Responses	5	

HISPANIC

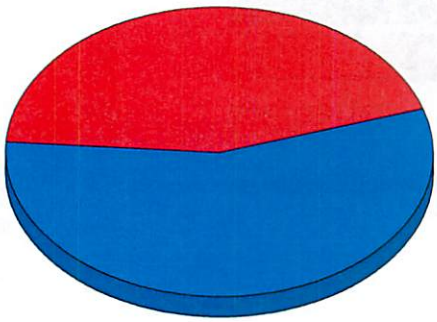


	Frequency	Percent
Satisfied	50	47.62
Dissatisfied	55	52.38
Total Cases	105	0.00
Missing Responses	2	

500786

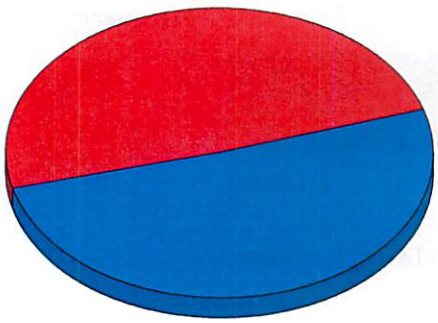
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Satisfied	308	56.10
Dissatisfied	241	43.90
Total Cases	549	0.00
Missing Responses	13	

WOMEN



	Frequency	Percent
Satisfied	110	50.93
Dissatisfied	106	49.07
Total Cases	216	100.00
Missing Responses	1	

580787

c. SUBGROUP FACTOR COMPARISONS

Subgroup factor comparisons will be presented with Equal Opportunity/Equal Employment opportunity (EO/EEO) factors, followed by Organizational Effectiveness factors.

The DEOCS report displays your organization's results in two ways. First, it considers average scores, where higher average scores always indicate more positive perceptions. Second, the degree different groups agree in their perceptions is also an important indicator. The disparity index (DI) is a statistically-derived number that reflects how much two groups agree or disagree in their perceptions. Together, the average and DI provide substantially more information than either score alone. Each of these combined data points is plotted, using the lowest average between the two groups being compared (vertical axis), along with the DI between those two groups (horizontal axis).

GREEN indicates higher averages and levels of agreements. The YELLOW, ORANGE, and RED colored areas reflect progressively greater organizational concerns, indicated by lower averages, higher DIs, or both.

The data point can appear in one of four numbered quadrants:

Quadrant 1 is the most positive, as it reflects higher average scores and lower Disparity Index (i.e., a higher level of agreement) between the two groups.

Quadrant 2 reflects higher average scores, but also a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

Quadrant 3 reflects lower average scores, with a lower Disparity Index (i.e., a high level of agreement) between the two groups.

Quadrant 4 reflects lower average scores and a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Minority	4.19
Majority	4.30
DI:	0.14

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Women	4.14
Men	4.29
DI:	0.19

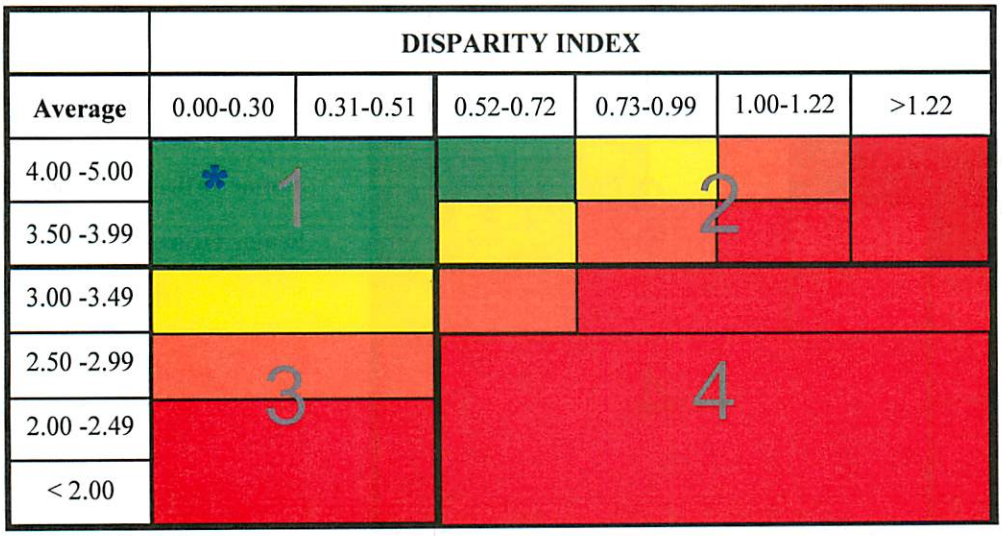
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500789

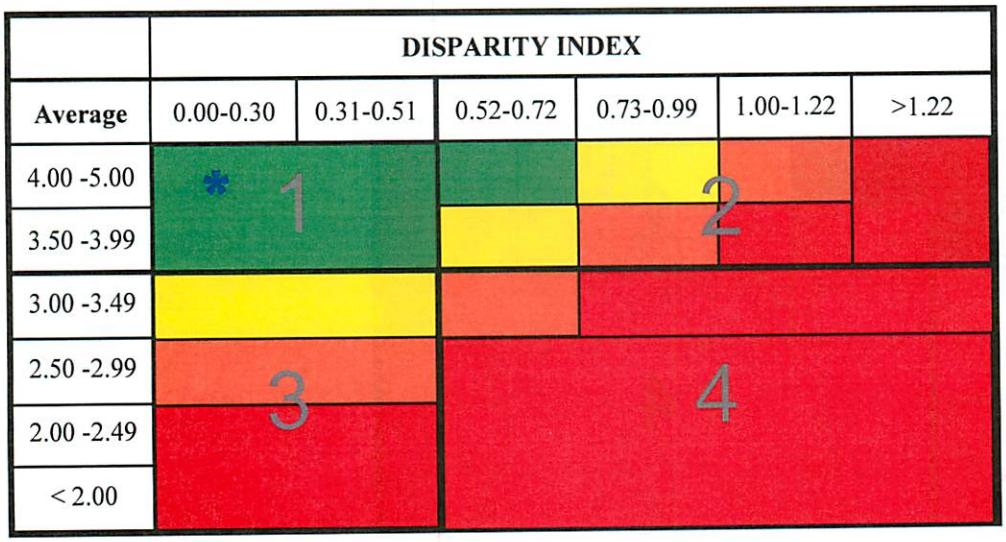
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.40
Enlisted	4.23
DI:	0.23



	Average
Junior Enlisted	4.20
Senior Enlisted	4.42
DI:	0.30

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500790

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Officer	4.30
Senior Officer	4.50
DI:	0.30

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Military	4.26
Civilian	4.30
DI:	0.05

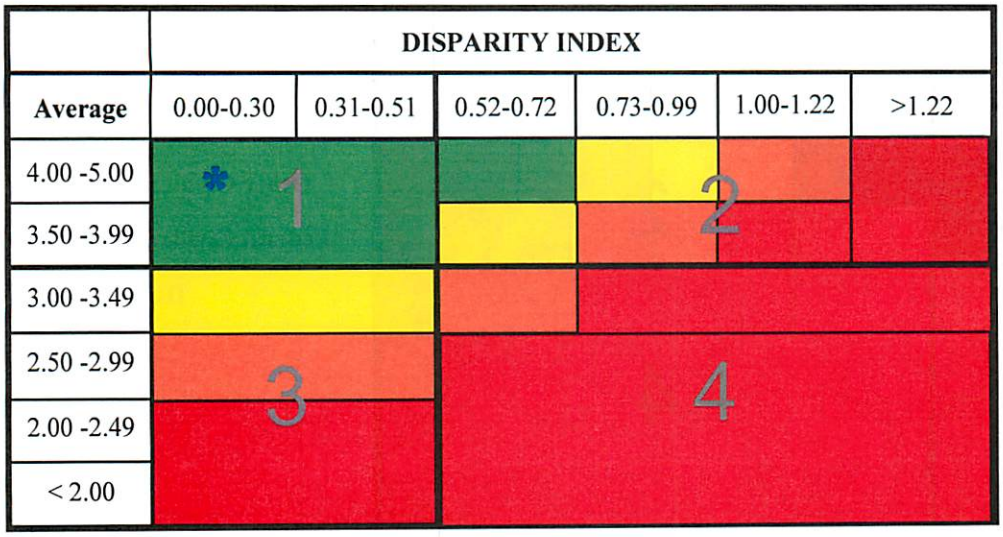
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

506791

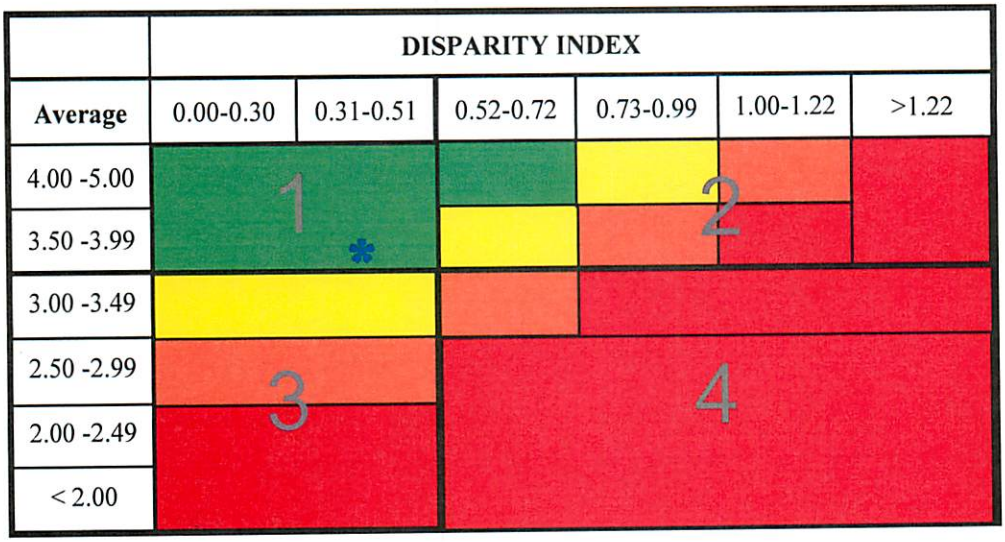
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.30
Senior Civilian	4.32
DI:	0.02



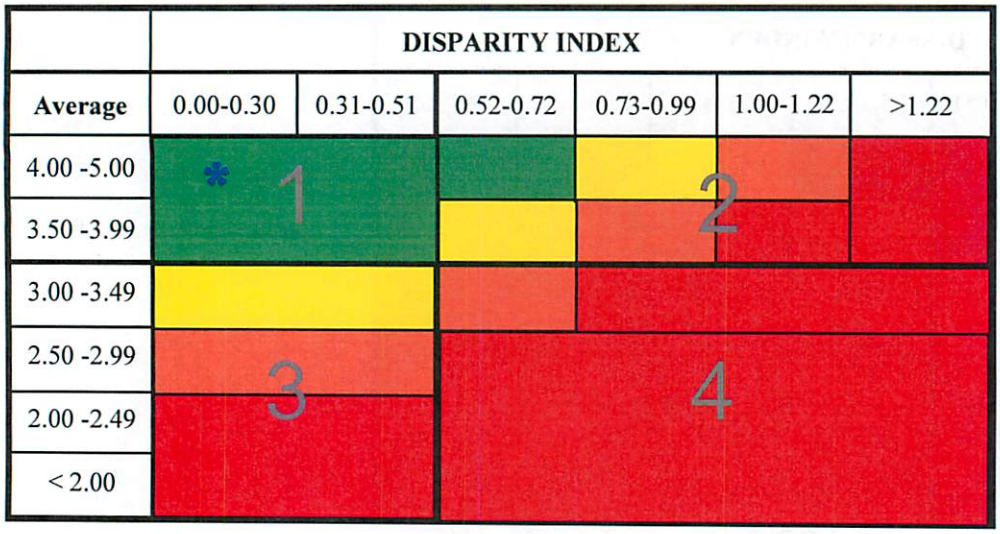
	Average
Other Military	3.83
U.S. Military	4.26
DI:	0.36

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.29
Federal Civilian	4.27
DI:	0.03

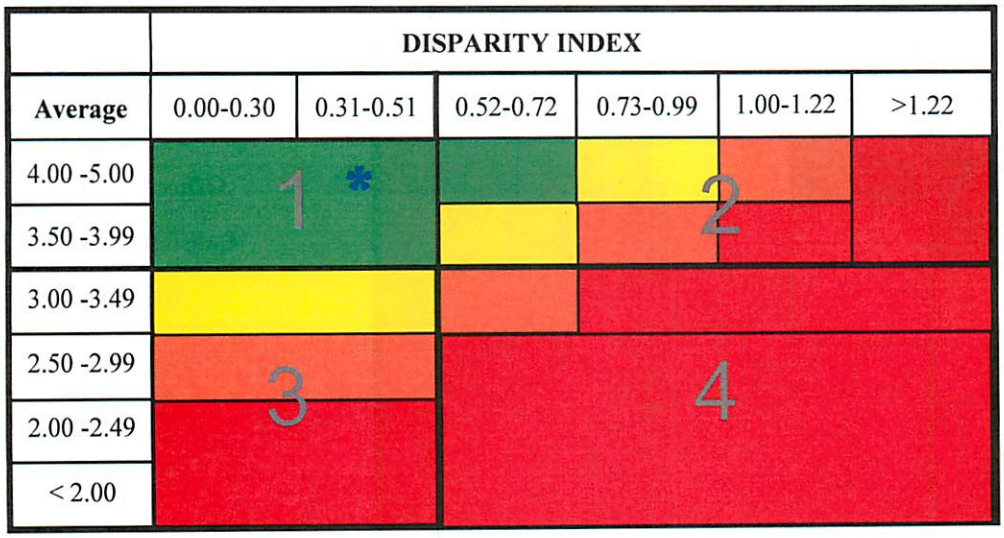
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500793

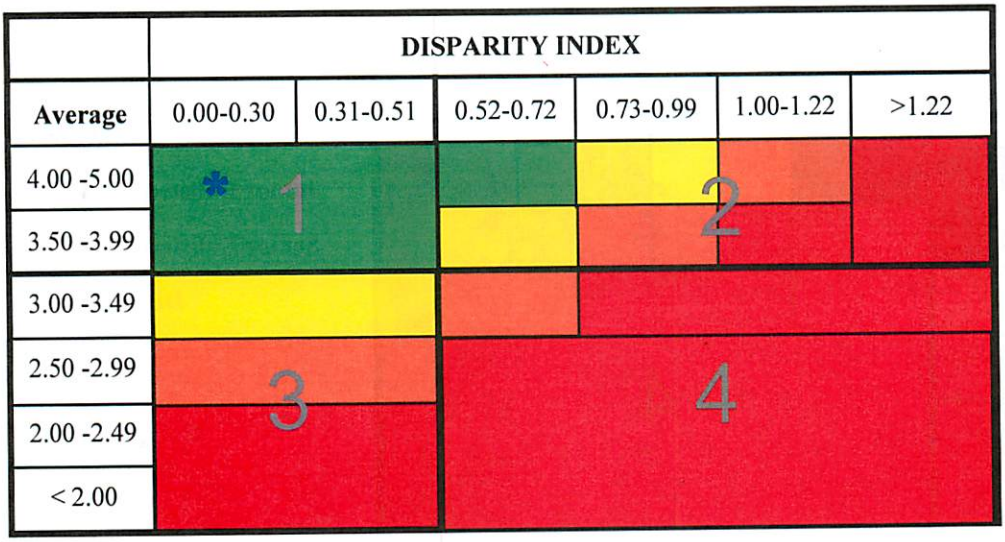
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.54
Majority	4.79
DI:	0.39



	Average
Women	4.70
Men	4.73
DI:	0.05

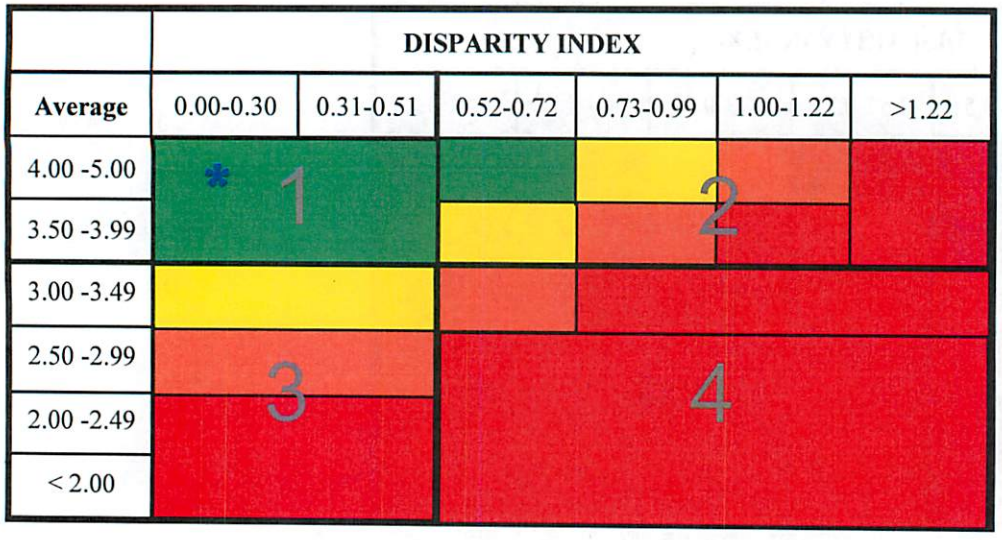
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500794

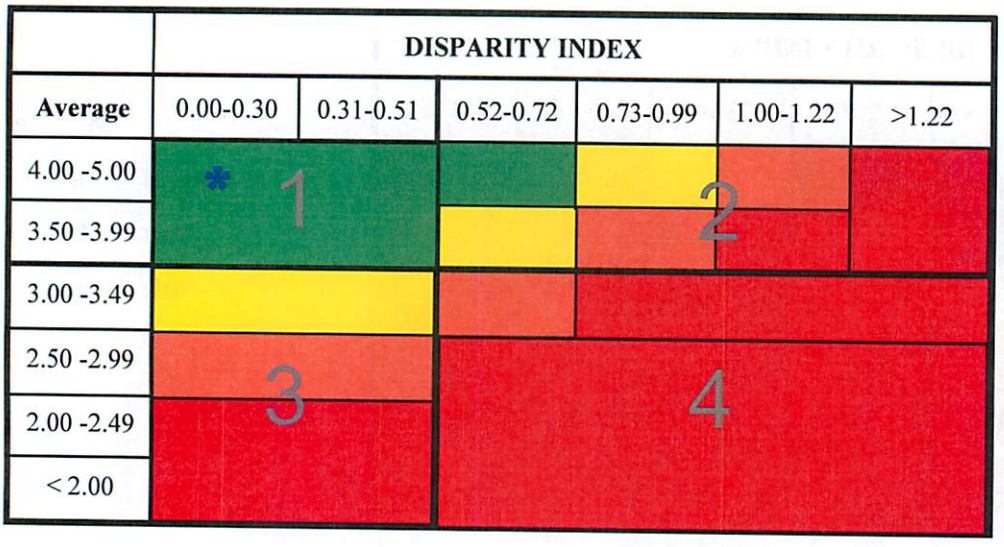
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.81
Enlisted	4.74
DI:	0.13



	Average
Junior Enlisted	4.73
Senior Enlisted	4.85
DI:	0.25

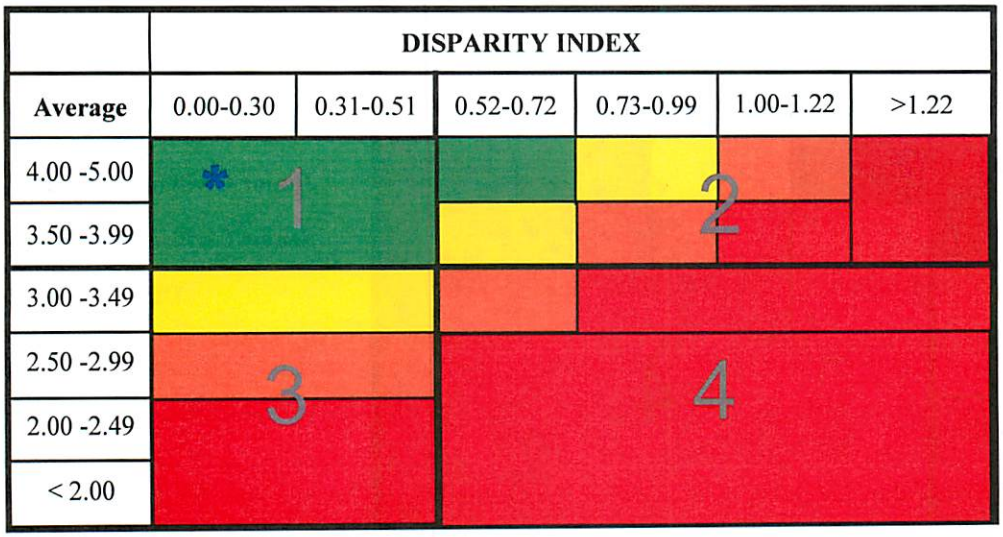
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500795

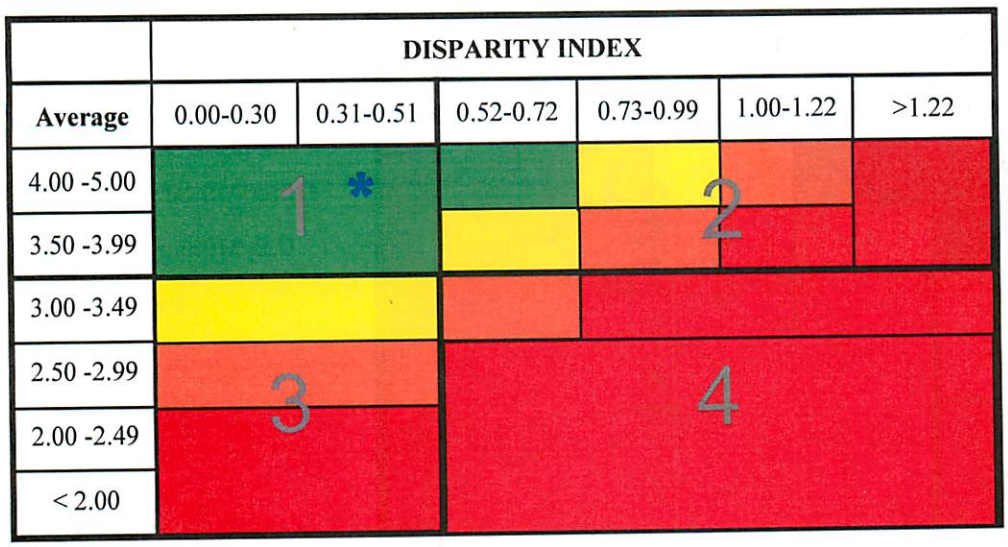
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Junior Officer	4.83
Senior Officer	4.84
DI:	0.04



	Average
Military	4.75
Civilian	4.52
DI:	0.35

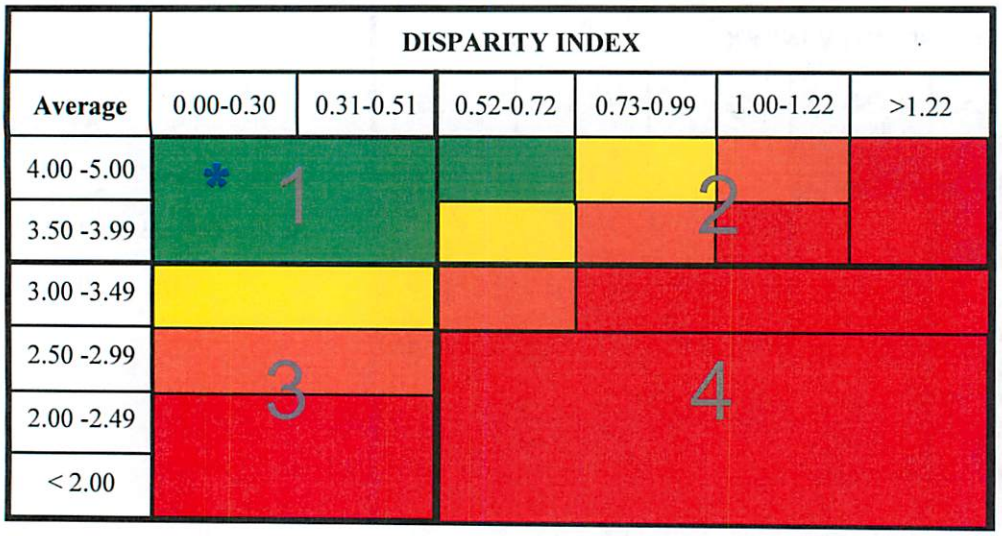
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500796

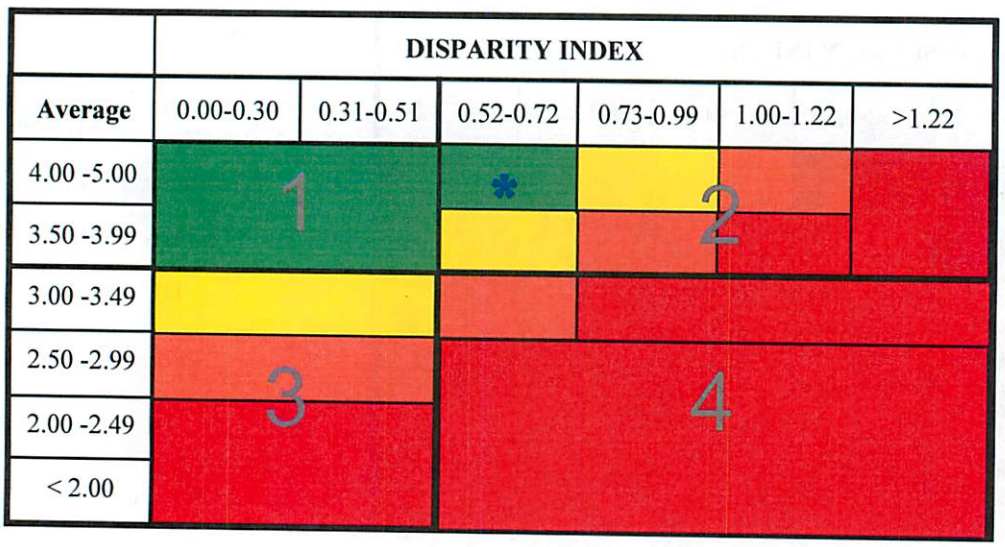
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.46
Senior Civilian	4.55
DI:	0.11



	Average
Other Military	4.17
U.S. Military	4.75
DI:	0.58

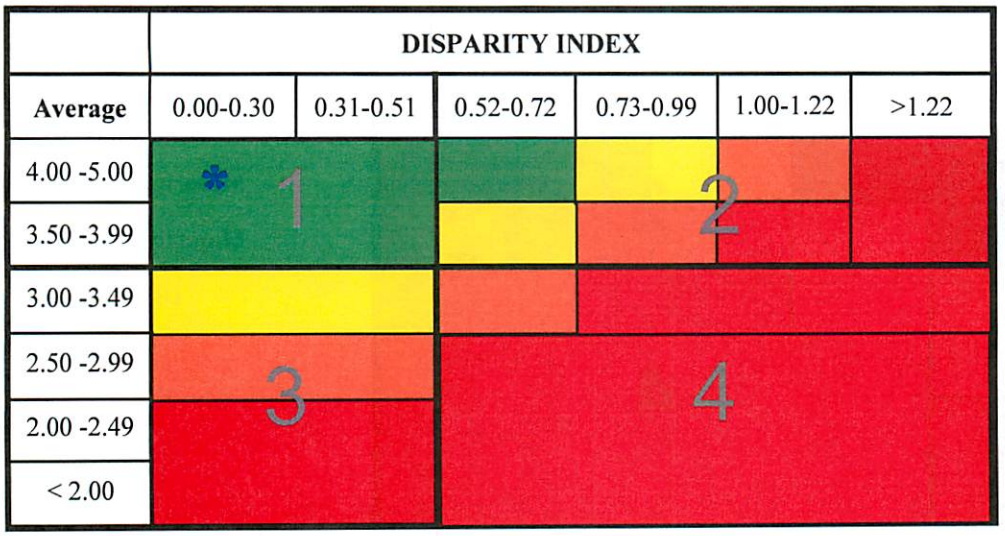
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500797

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

✻ **You are here.**



	Average
Other Civilian	4.53
Federal Civilian	4.72
DI:	0.28

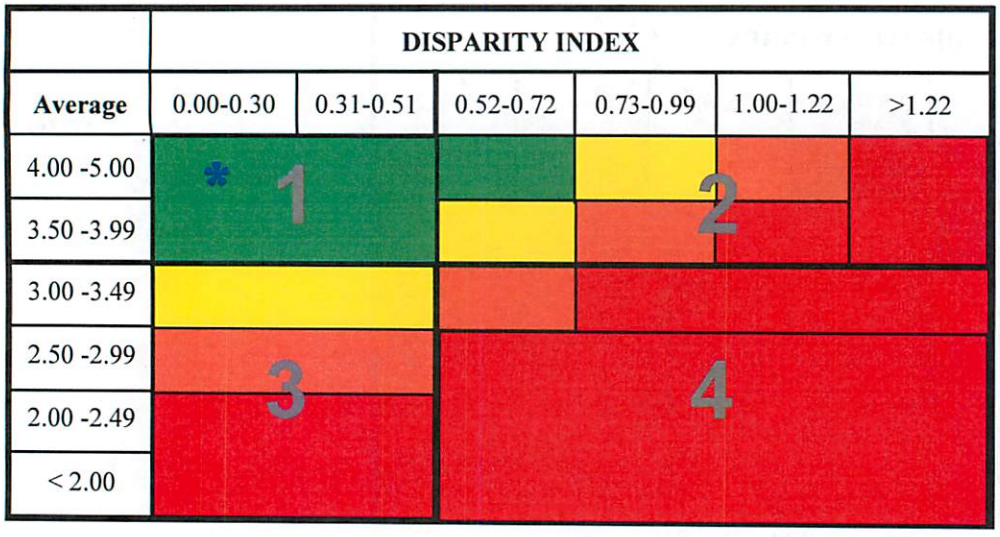
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500798

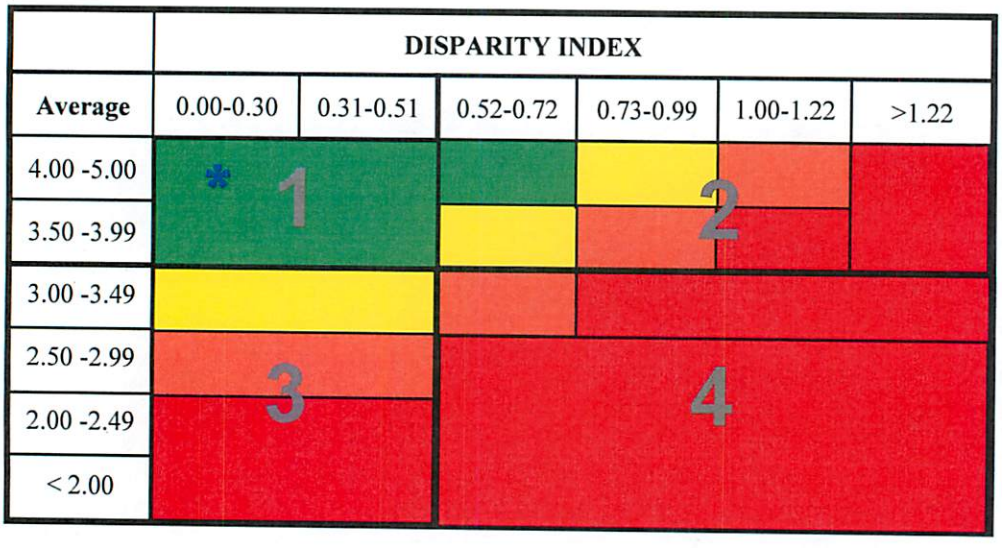
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.03
Majority	4.17
DI:	0.14



	Average
Women	4.13
Men	4.14
DI:	0.01

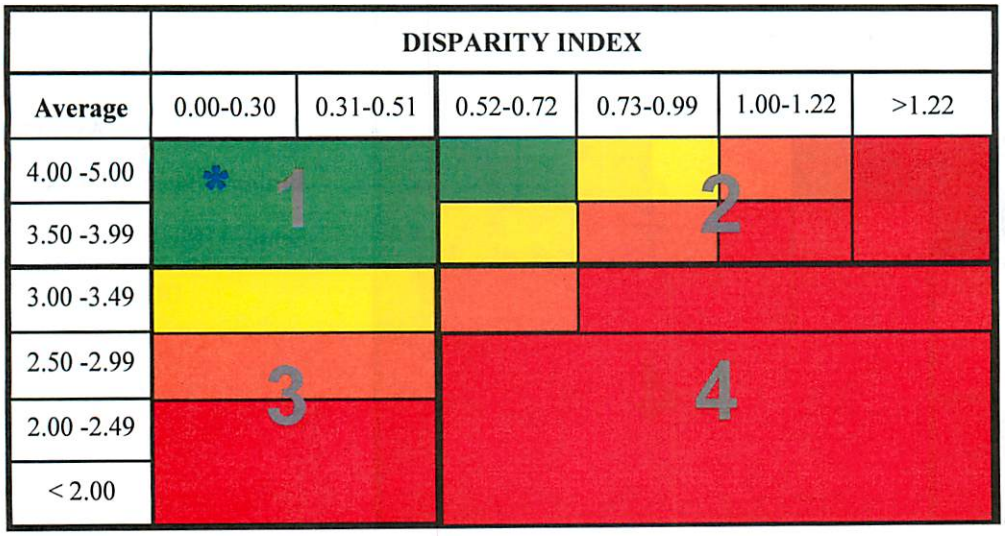
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500799

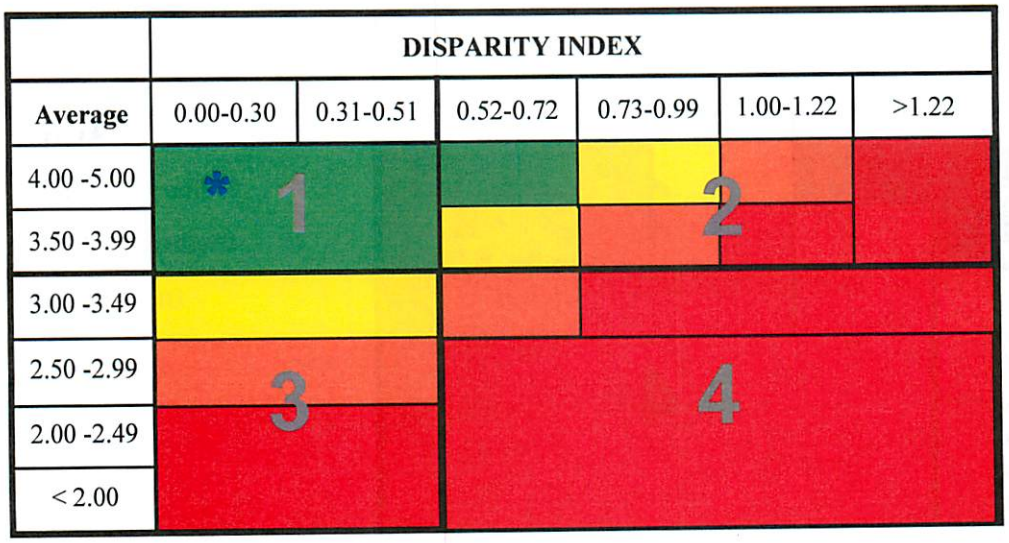
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.33
Enlisted	4.14
DI:	0.20



	Average
Junior Enlisted	4.13
Senior Enlisted	4.27
DI:	0.15

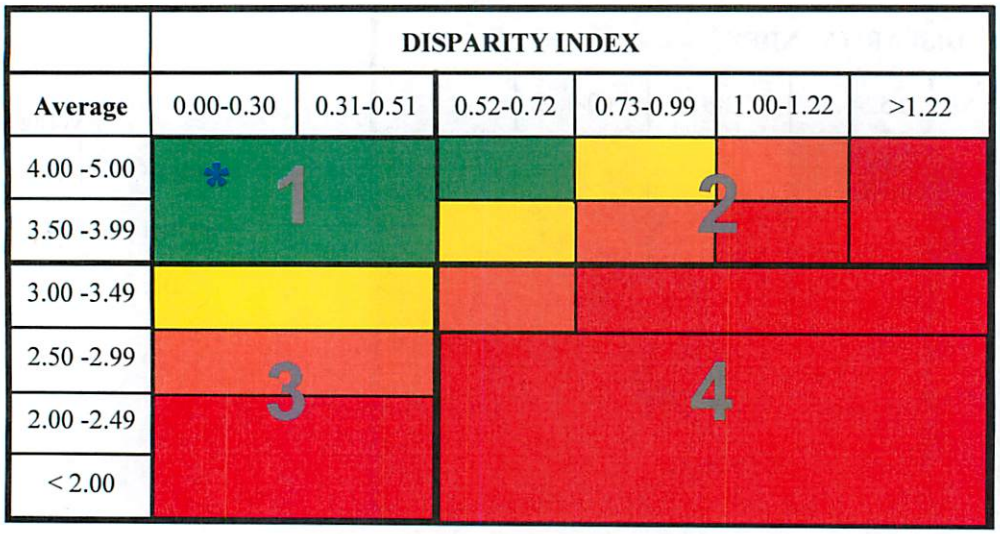
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500809

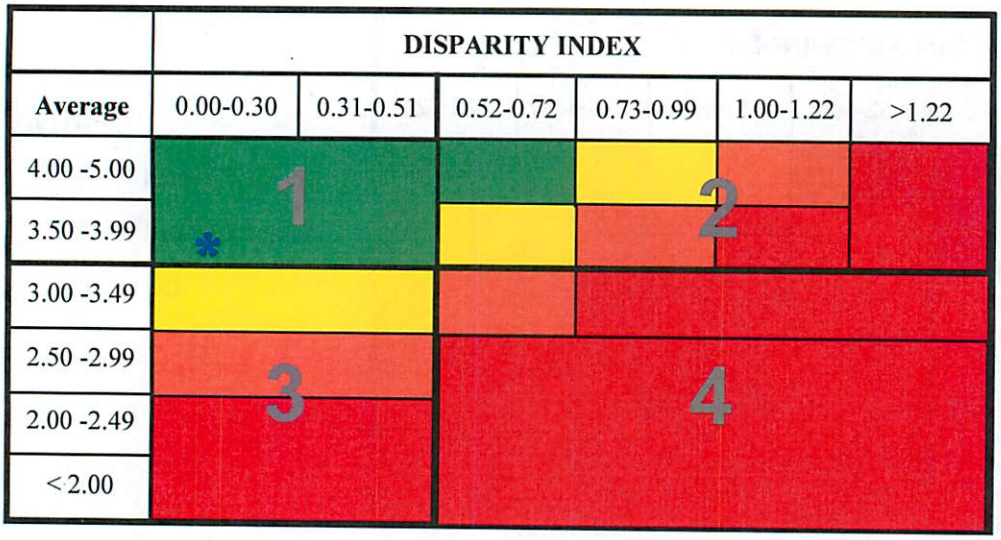
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.36
Senior Officer	4.42
DI:	0.07



	Average
Military	4.18
Civilian	3.89
DI:	0.28

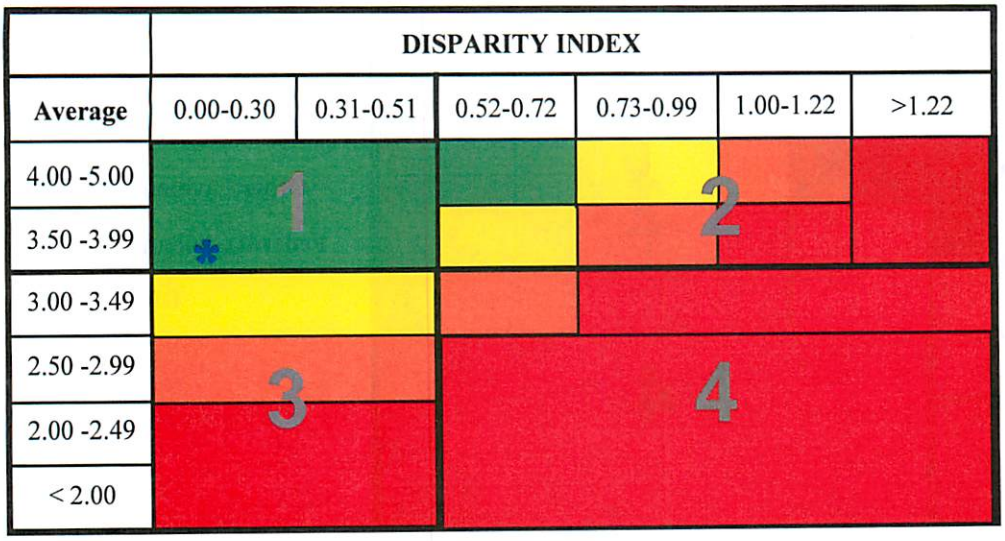
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500501

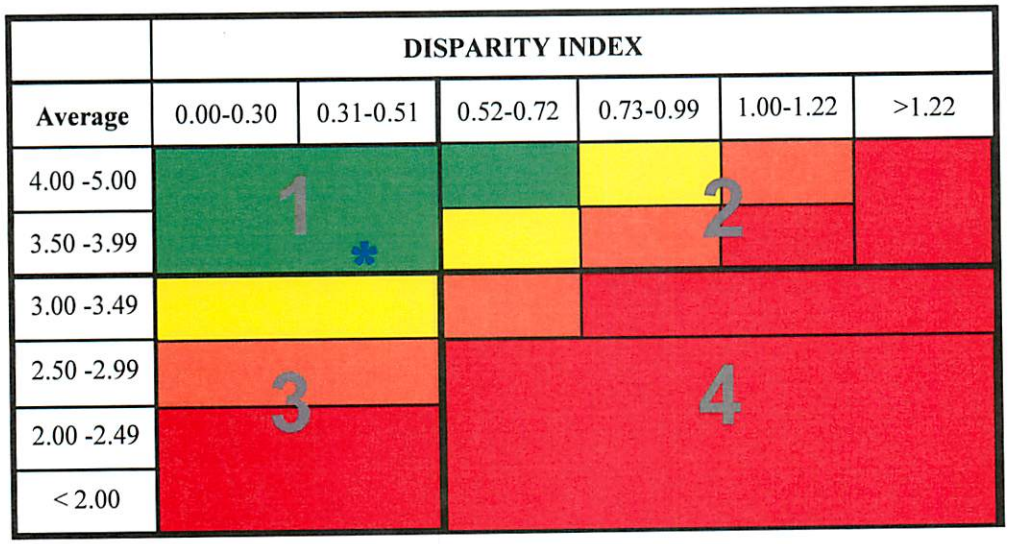
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.87
Senior Civilian	3.92
DI:	0.04



	Average
Other Military	3.63
U.S. Military	4.18
DI:	0.42

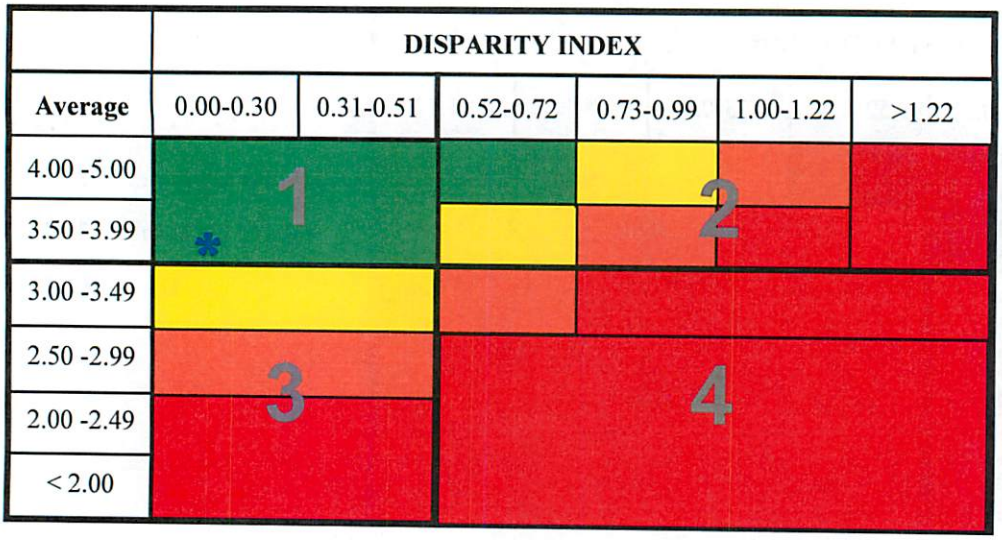
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500803

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	3.96
Federal Civilian	4.14
DI:	0.18

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500803

RACIST BEHAVIORS

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* **You are here.**

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Minority	3.78
Majority	4.07
DI:	0.29

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

		Average
Women		4.03
Men		3.98
DI:		0.05

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500601

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99		*				
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Officer	4.31
Enlisted	3.84
DI:	0.51

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99			*			
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Enlisted	3.77
Senior Enlisted	4.28
DI:	0.53

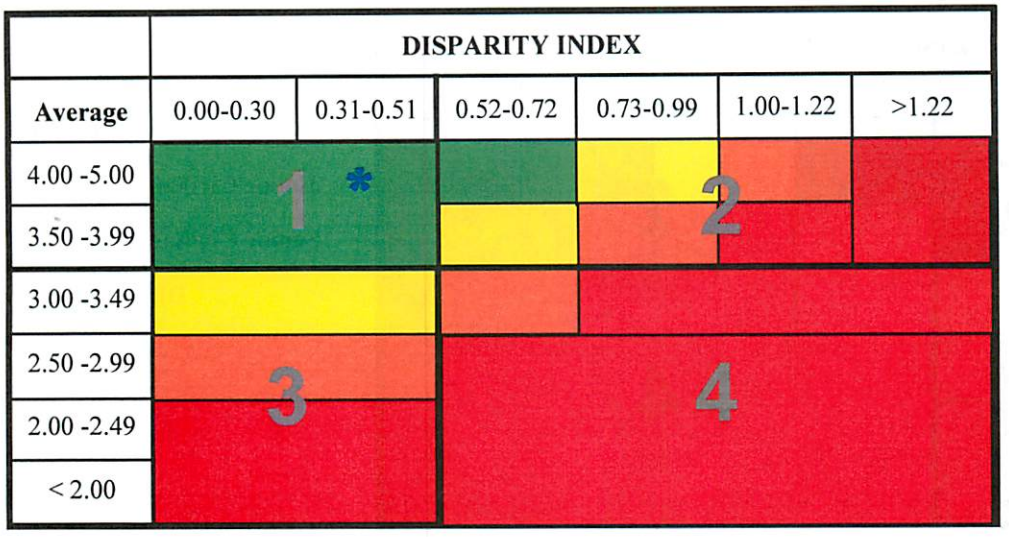
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500805

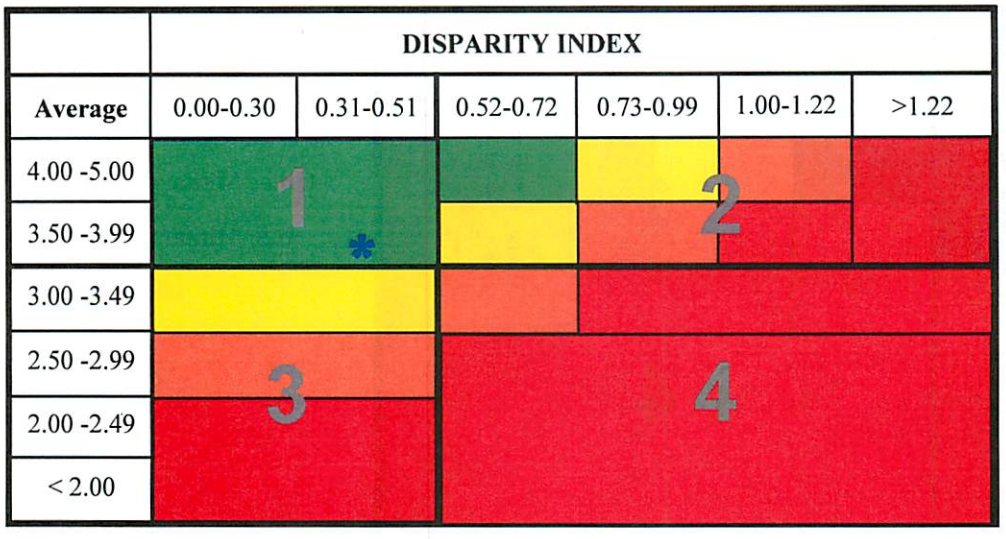
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.13
Senior Officer	4.50
DI:	0.49



	Average
Military	3.94
Civilian	4.33
DI:	0.42

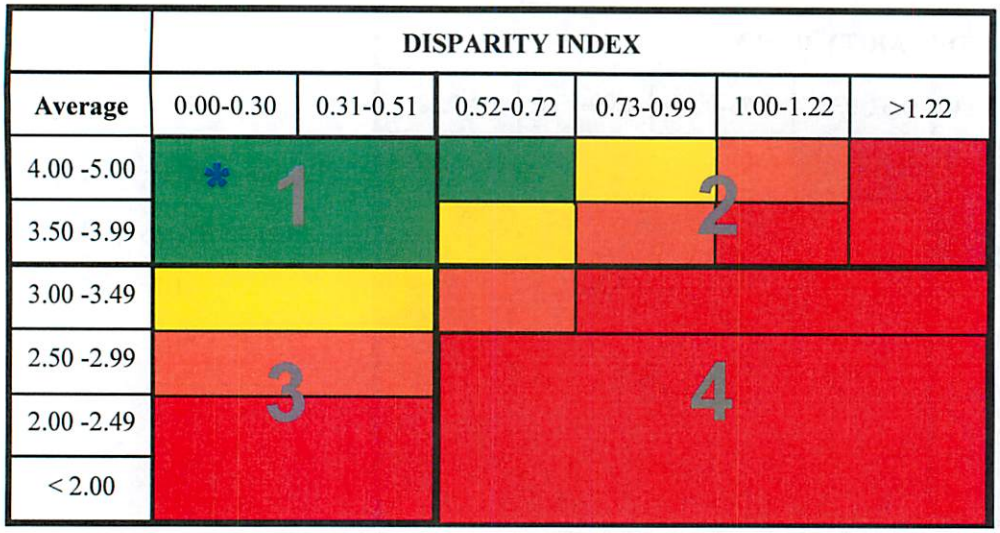
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500506

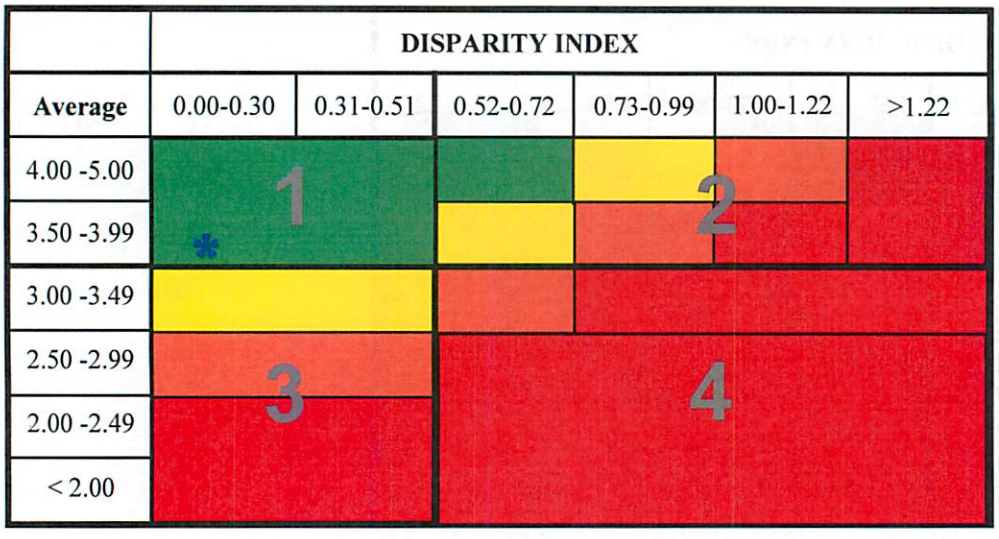
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.24
Senior Civilian	4.36
DI:	0.13



	Average
Other Military	3.65
U.S. Military	3.94
DI:	0.23

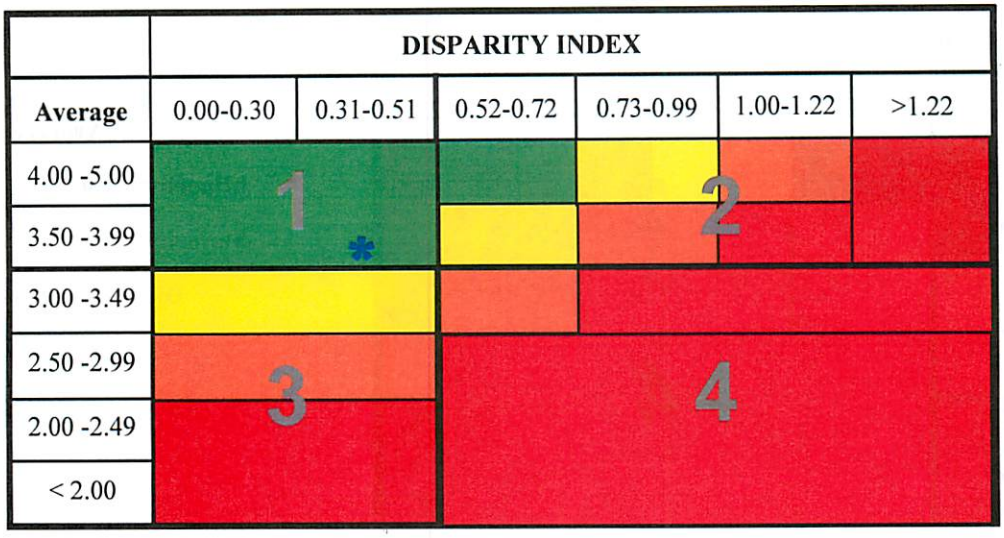
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500807

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.31
Federal Civilian	3.99
DI:	0.34

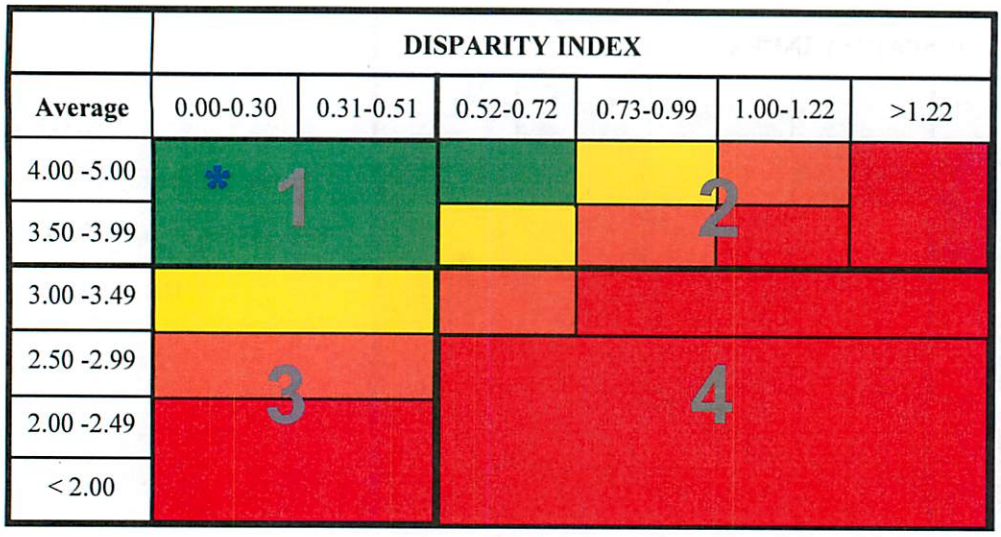
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500808

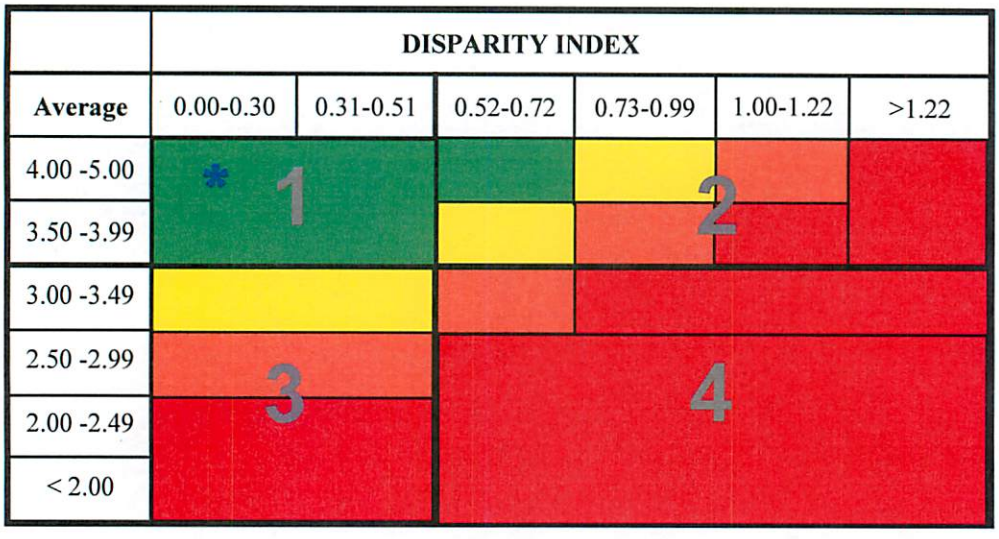
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.40
Majority	4.55
DI:	0.18



	Average
Women	4.43
Men	4.52
DI:	0.10

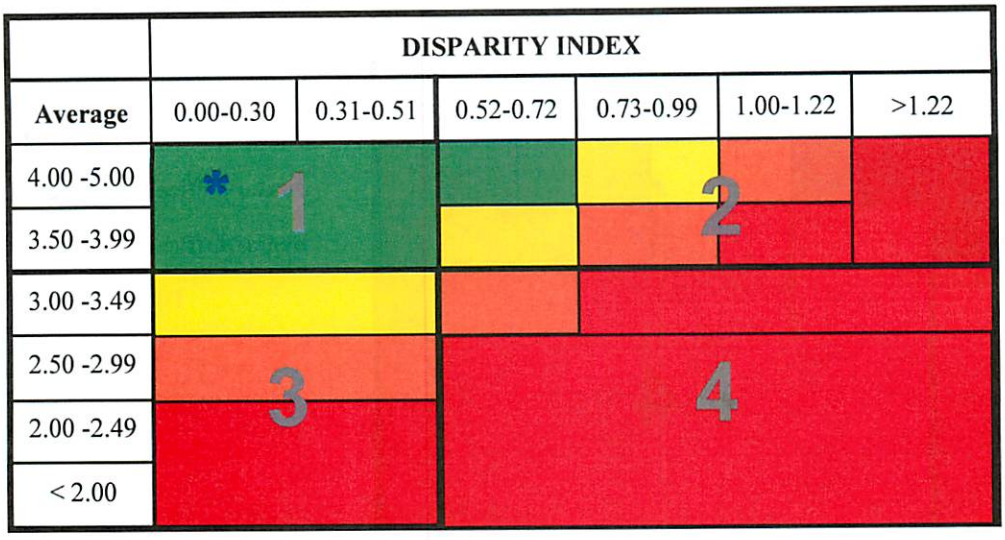
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500809

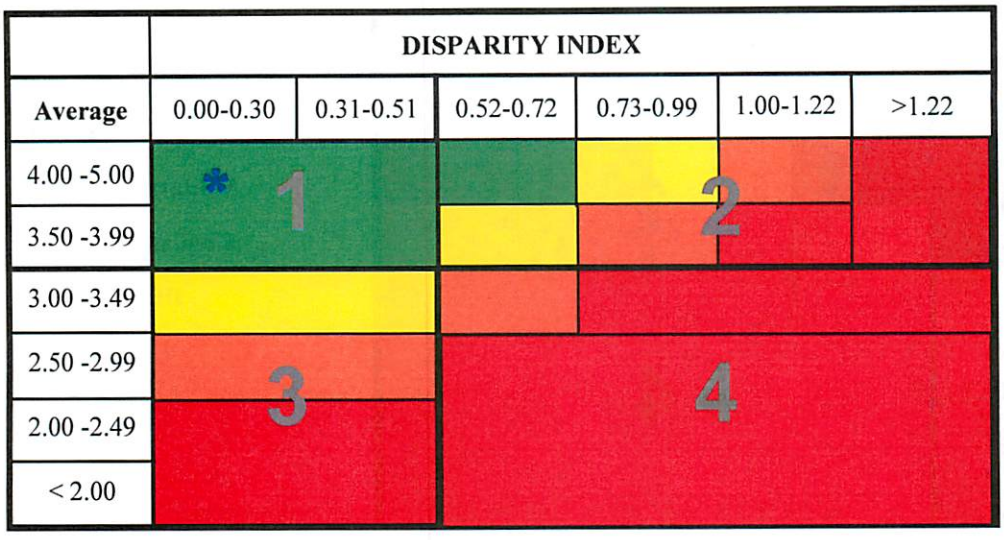
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.62
Enlisted	4.55
DI:	0.10



	Average
Junior Enlisted	4.55
Senior Enlisted	4.63
DI:	0.12

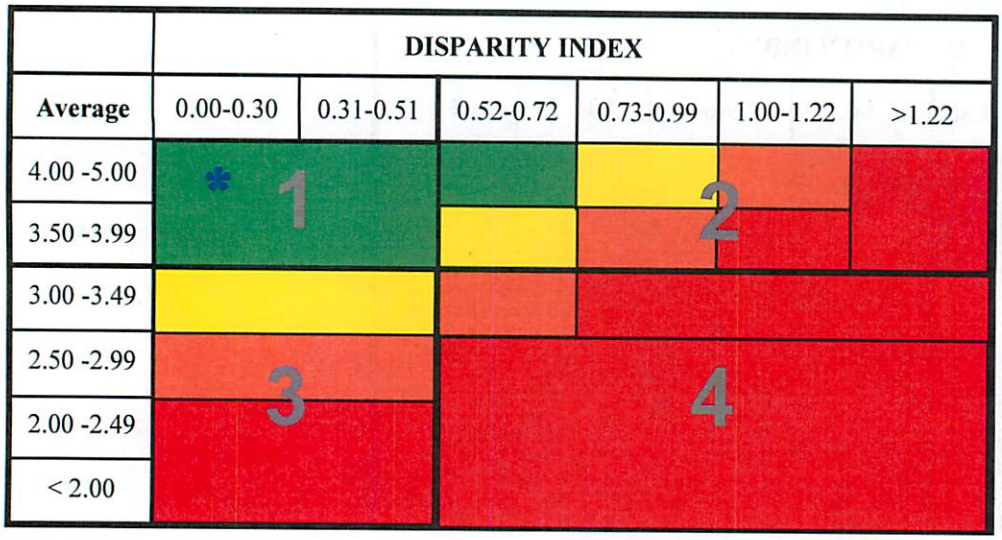
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500810

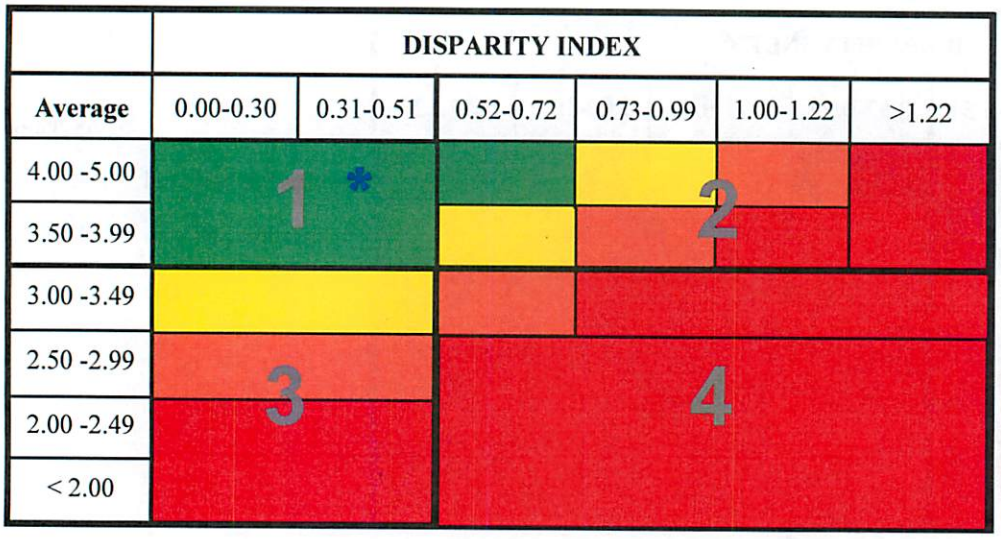
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.63
Senior Officer	4.64
DI:	0.02



	Average
Military	4.57
Civilian	4.13
DI:	0.49

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500811

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Civilian	4.23
Senior Civilian	4.11
DI:	0.11

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

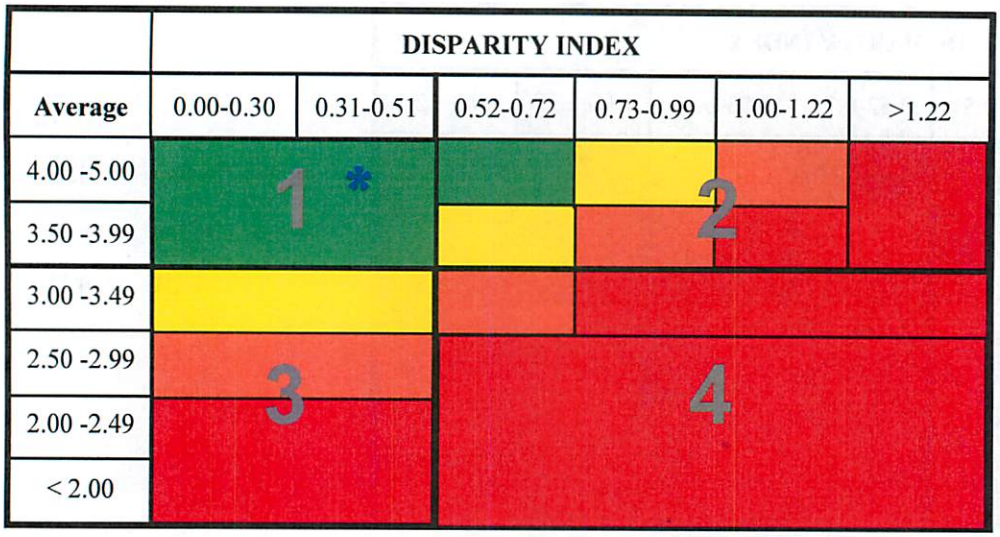
	Average
Other Military	4.11
U.S. Military	4.57
DI:	0.42

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.21
Federal Civilian	4.51
DI:	0.33

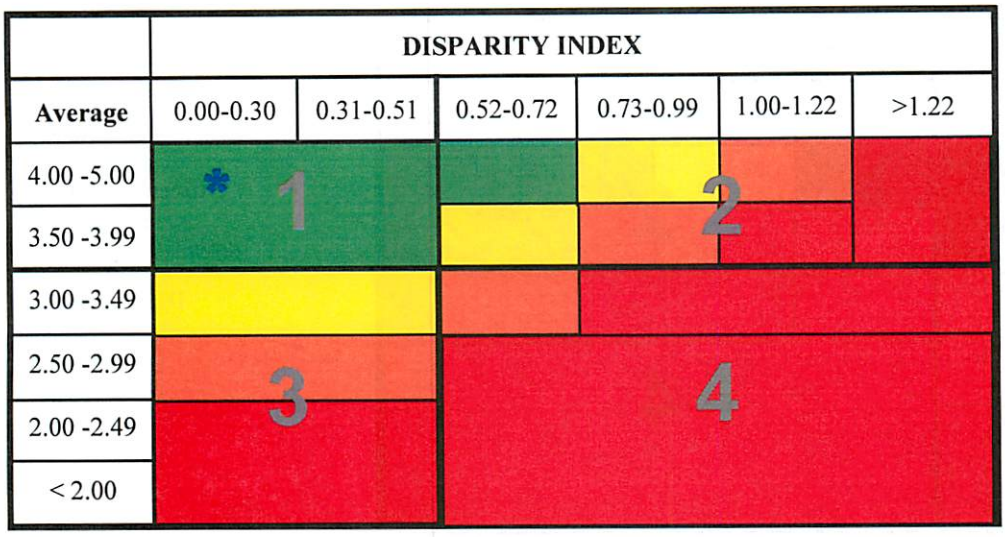
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500813

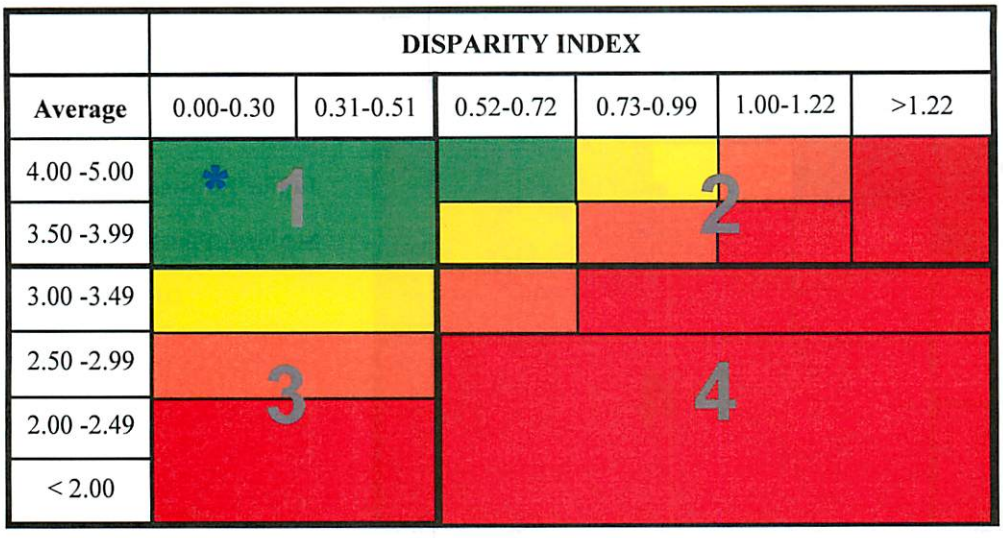
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.48
Majority	4.61
DI:	0.19



	Average
Women	4.58
Men	4.57
DI:	0.01

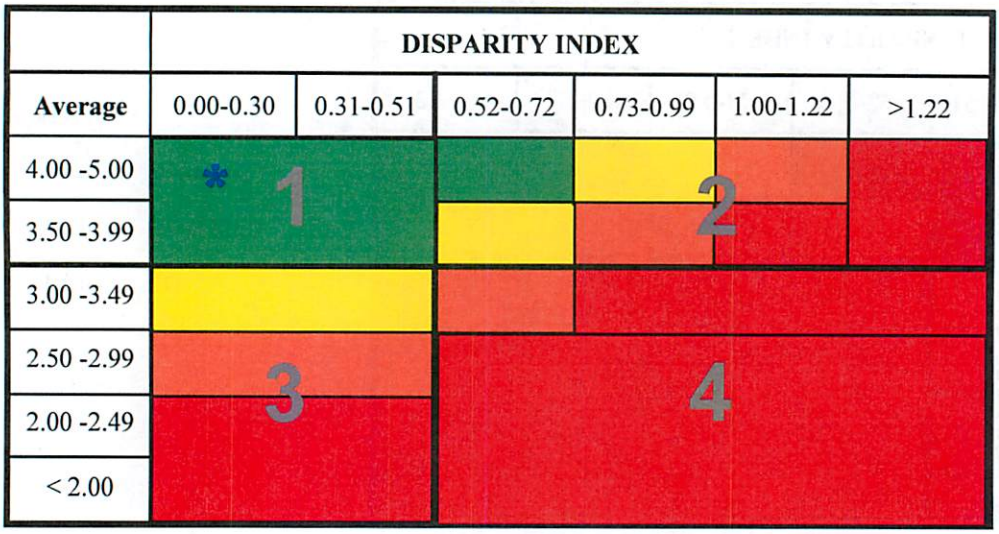
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500814

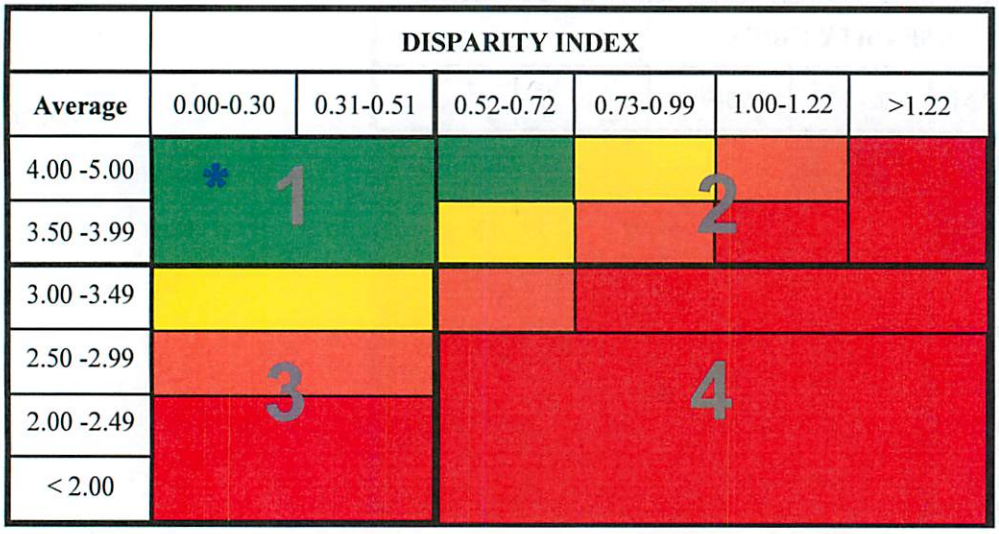
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.63
Enlisted	4.57
DI:	0.09



	Average
Junior Enlisted	4.56
Senior Enlisted	4.68
DI:	0.19

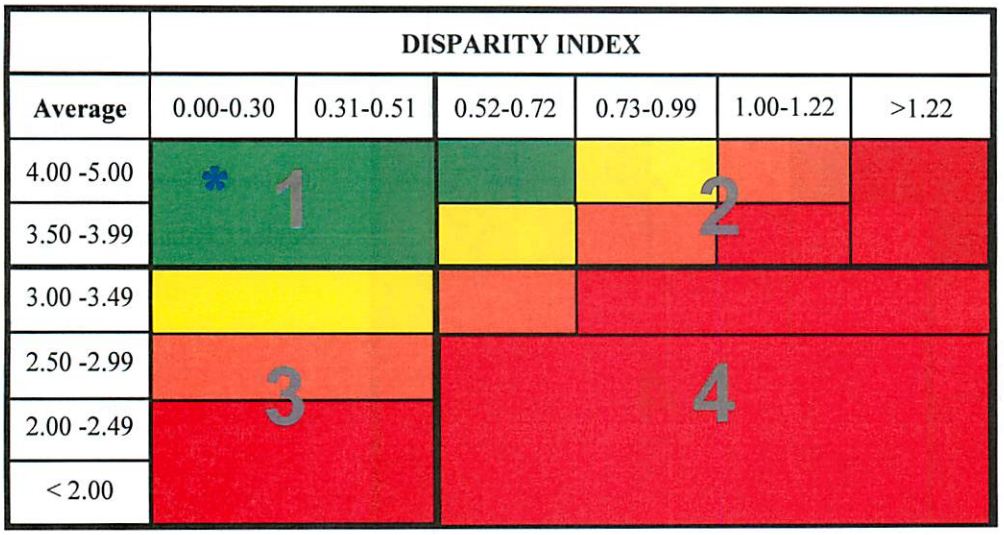
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500815

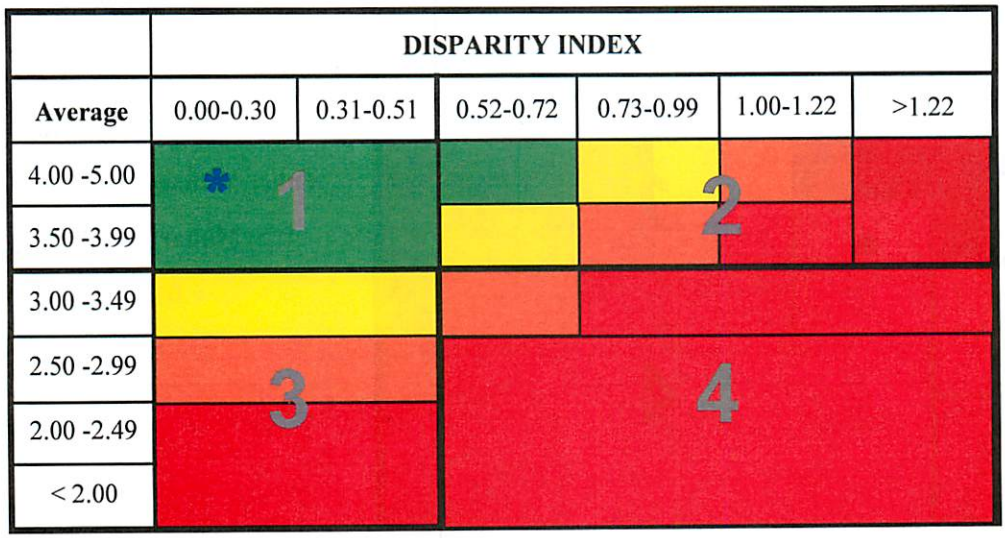
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

✻ You are here.



	Average
Junior Officer	4.58
Senior Officer	4.67
DI:	0.17



	Average
Military	4.58
Civilian	4.47
DI:	0.16

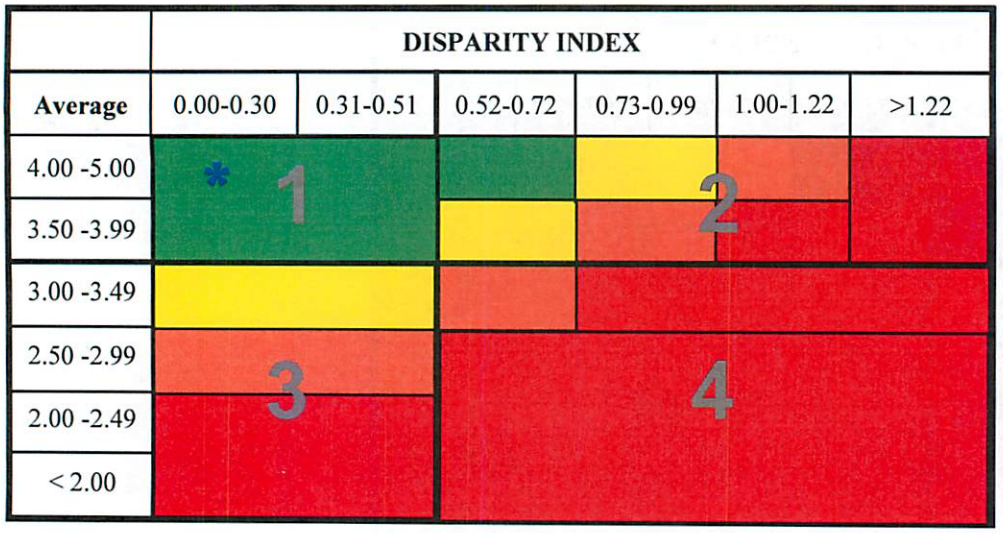
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

000316

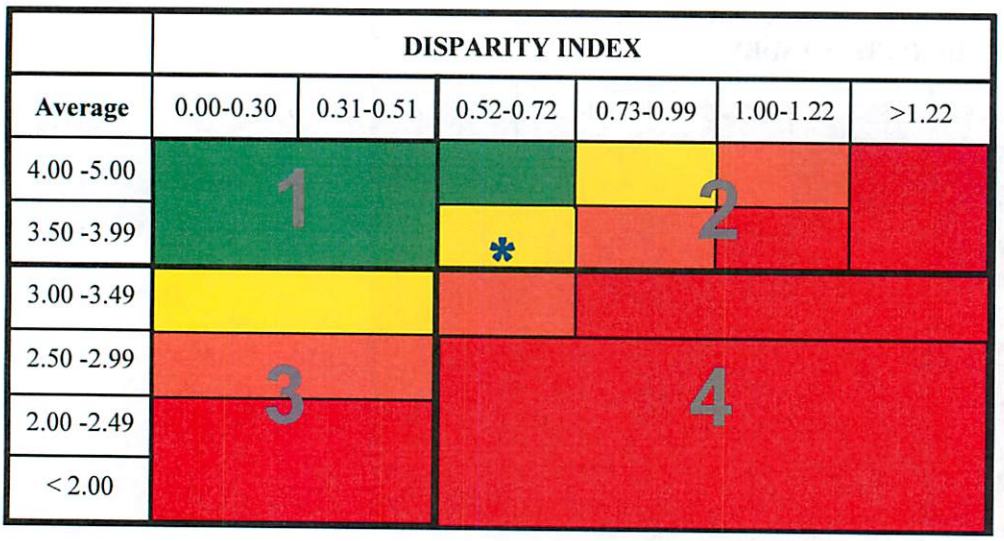
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.51
Senior Civilian	4.48
DI:	0.04



	Average
Other Military	3.92
U.S. Military	4.58
DI:	0.57

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500317

RELIGIOUS DISCRIMINATION

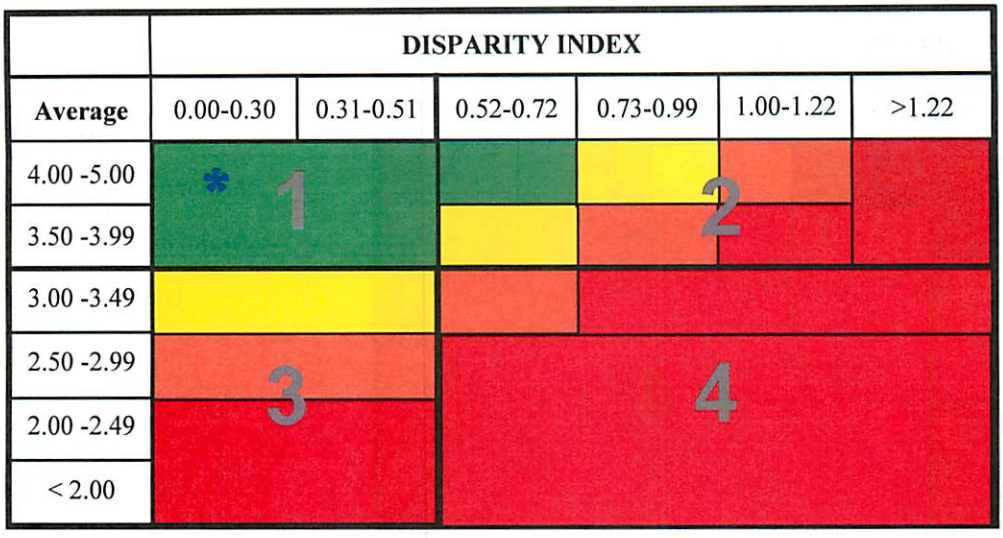
Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* **You are here.**



	Average
Other Civilian	4.49
Federal Civilian	4.57
DI:	0.10

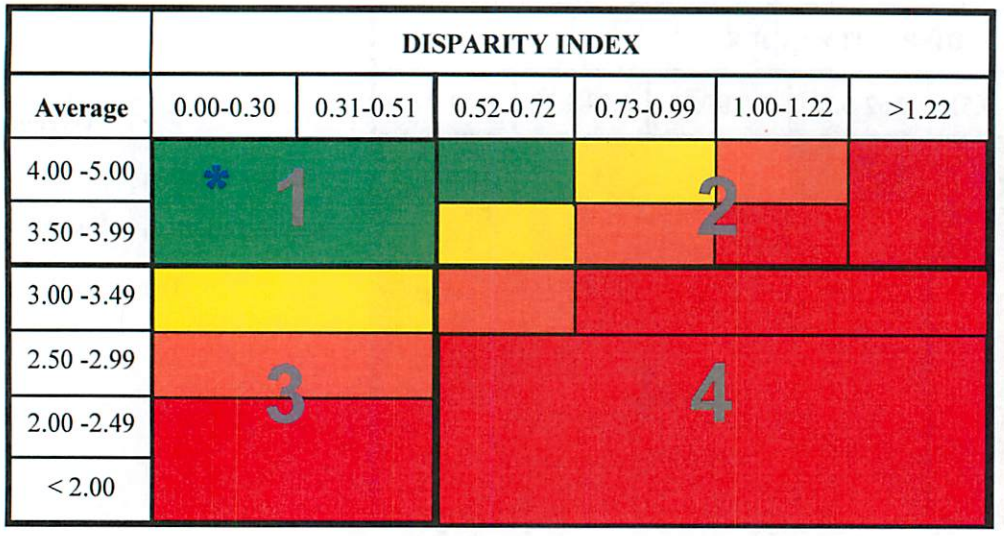
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

EC0818

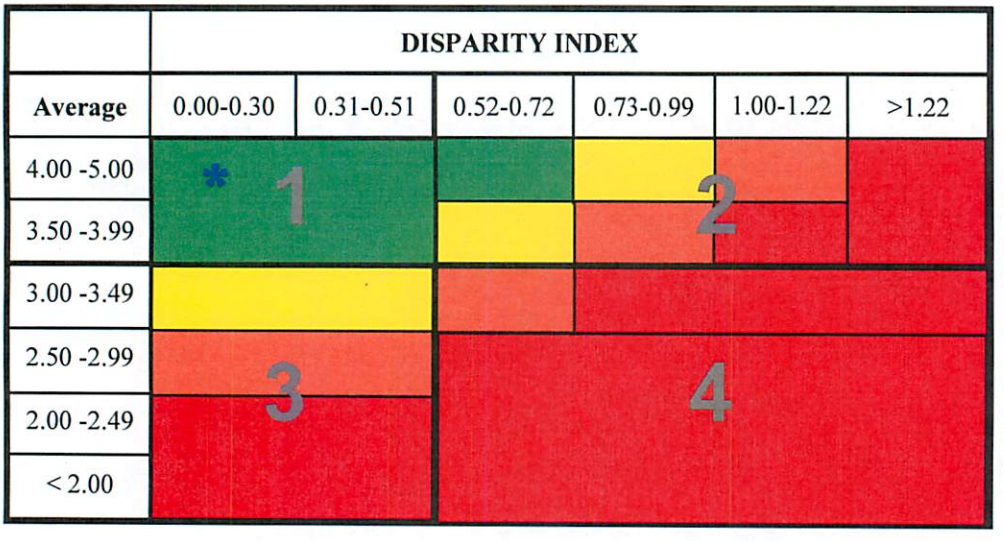
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.48
Majority	4.64
DI:	0.22



	Average
Women	4.57
Men	4.60
DI:	0.03

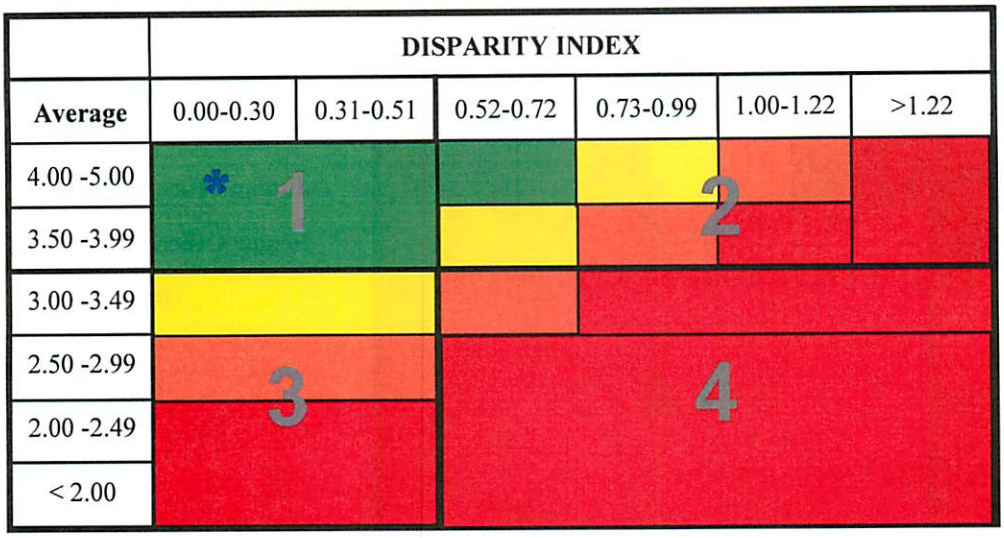
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500819

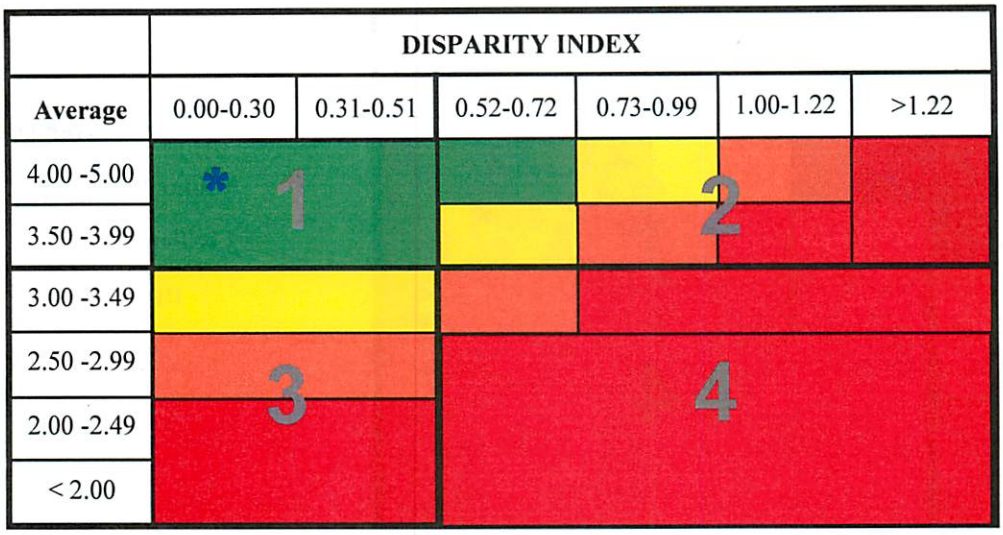
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.72
Enlisted	4.60
DI:	0.19



	Average
Junior Enlisted	4.59
Senior Enlisted	4.73
DI:	0.23

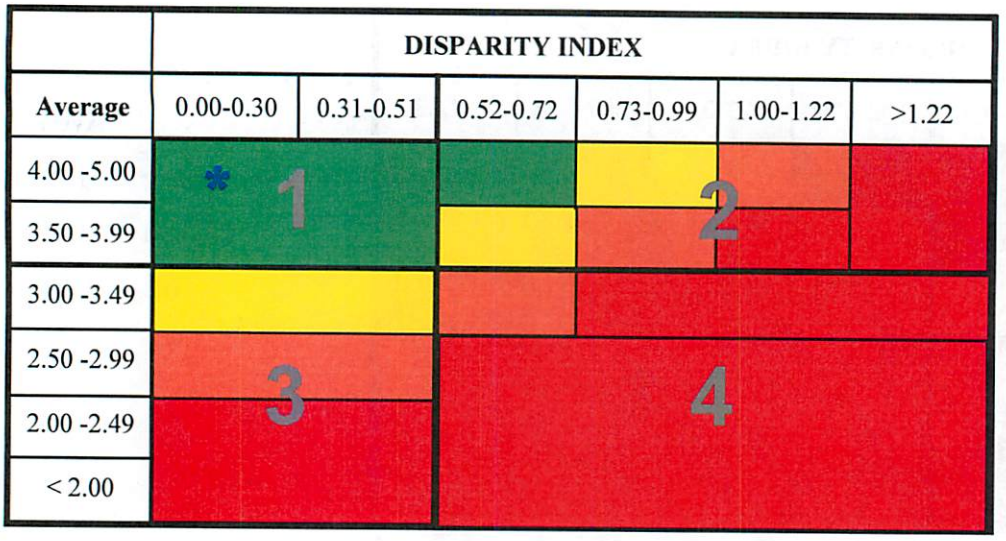
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

580320

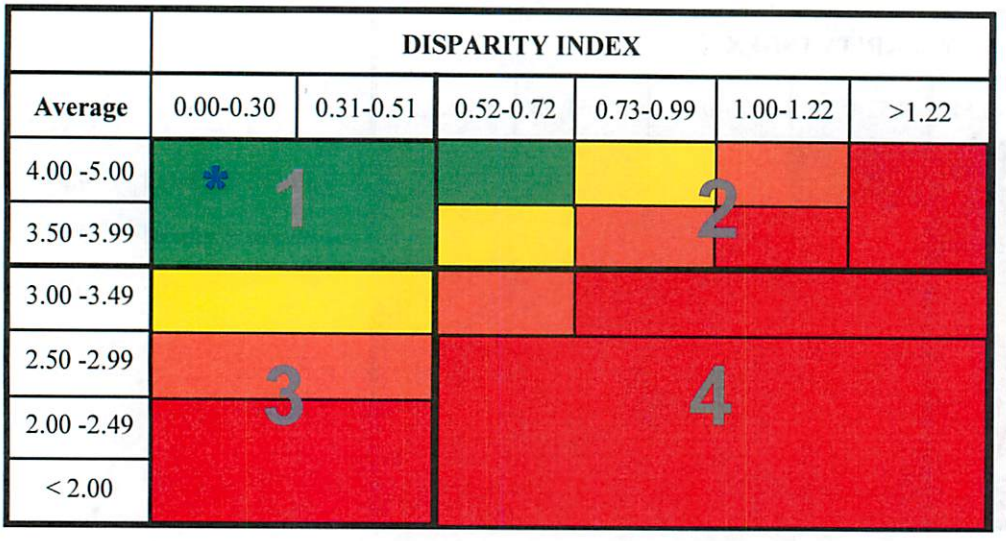
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.71
Senior Officer	4.78
DI:	0.15



	Average
Military	4.62
Civilian	4.42
DI:	0.26

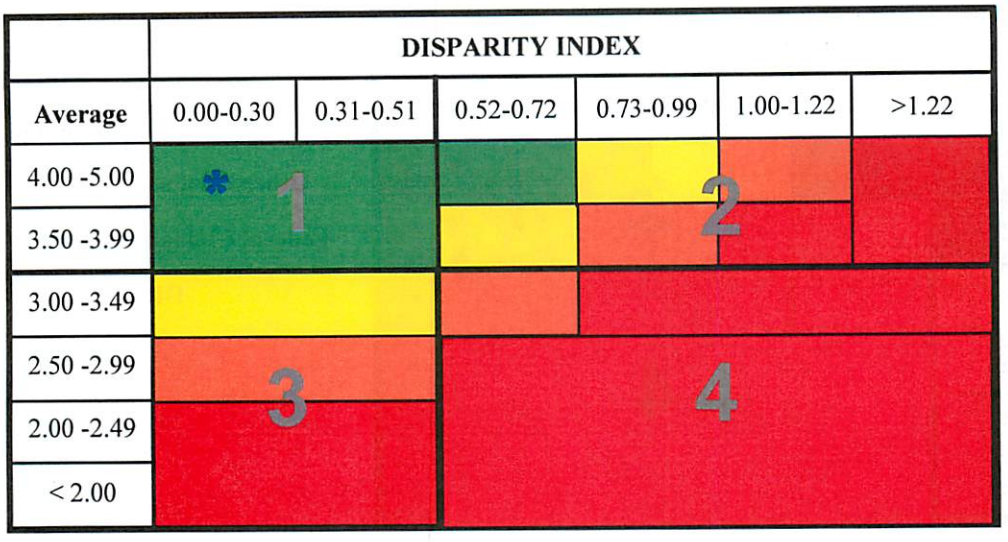
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

590821

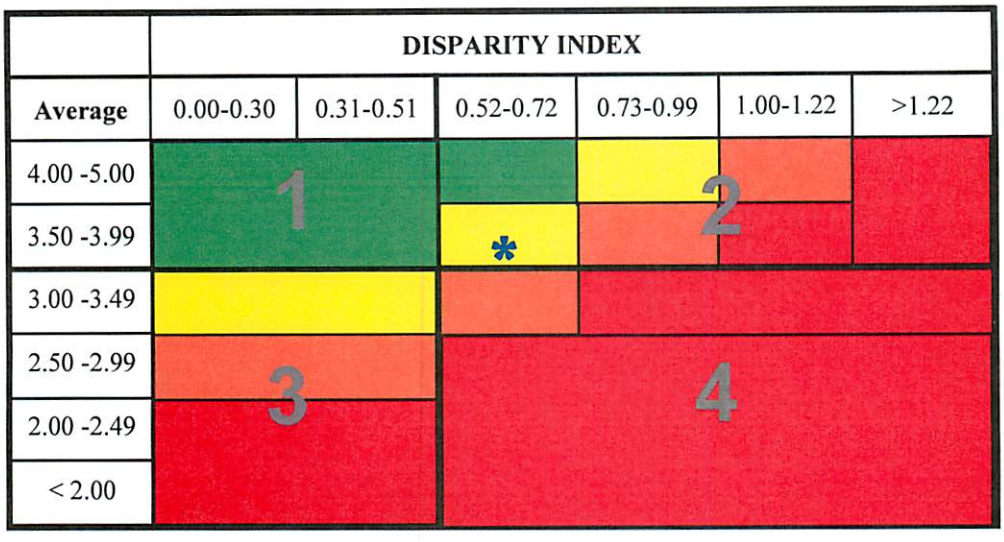
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.46
Senior Civilian	4.43
DI:	0.04



	Average
Other Military	3.98
U.S. Military	4.62
DI:	0.56

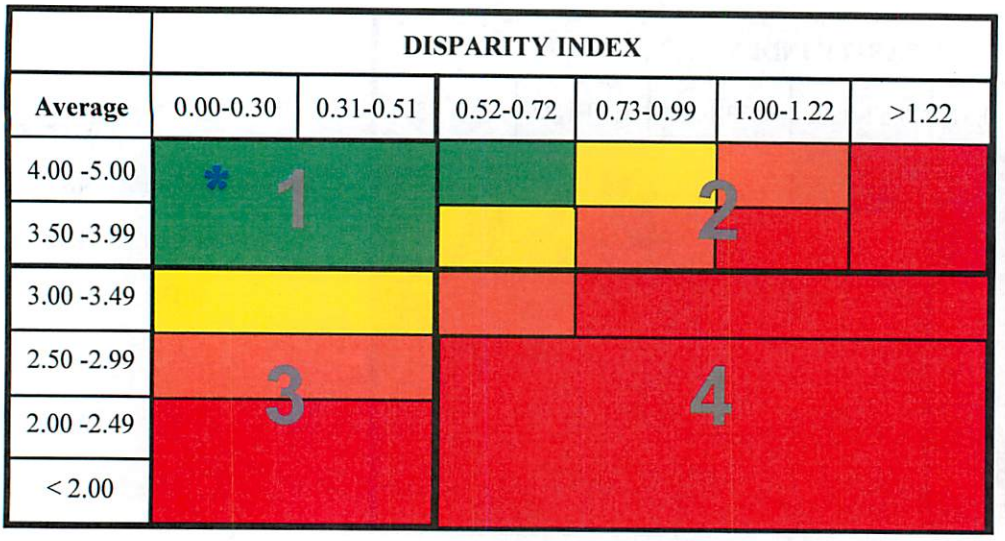
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500822

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.52
Federal Civilian	4.60
DI:	0.11

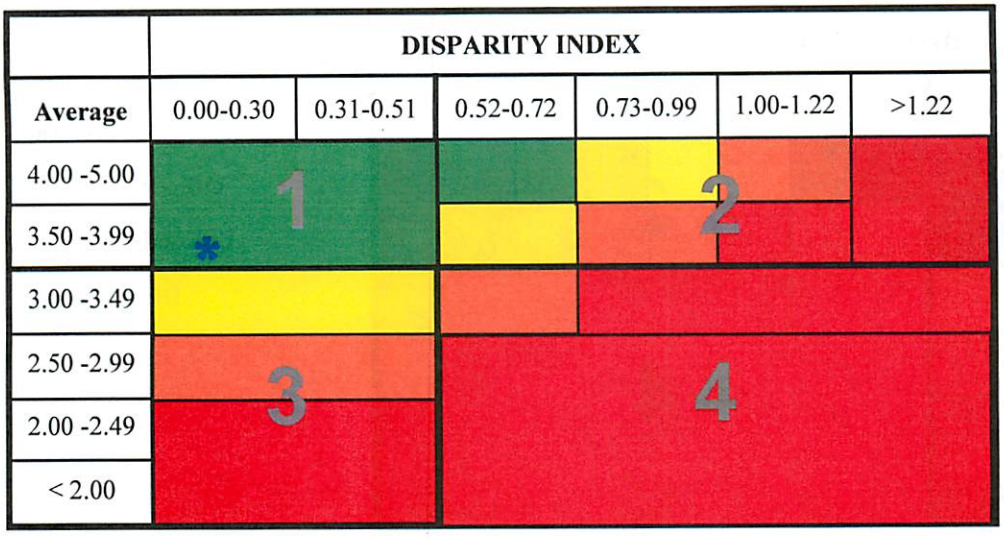
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

560823

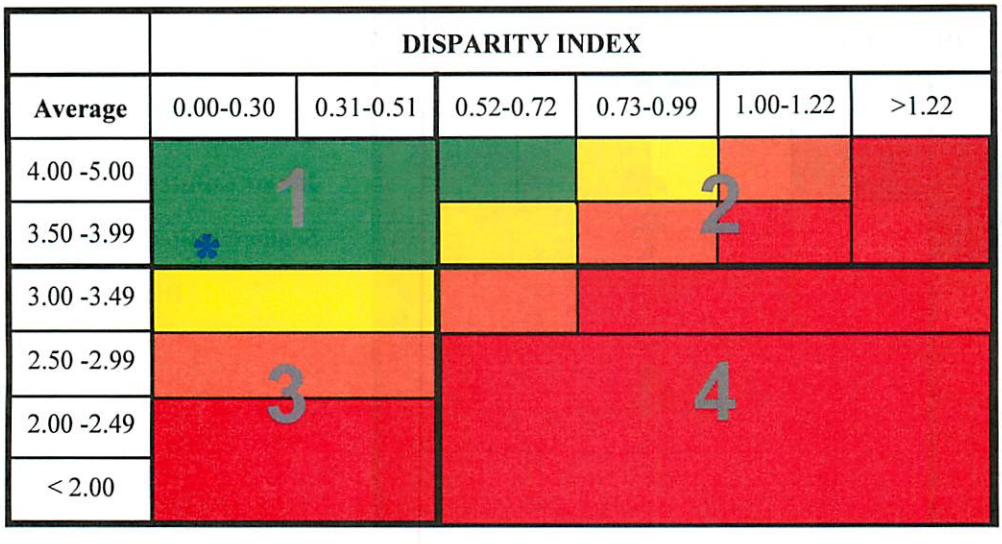
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.80
Majority	3.97
DI:	0.21



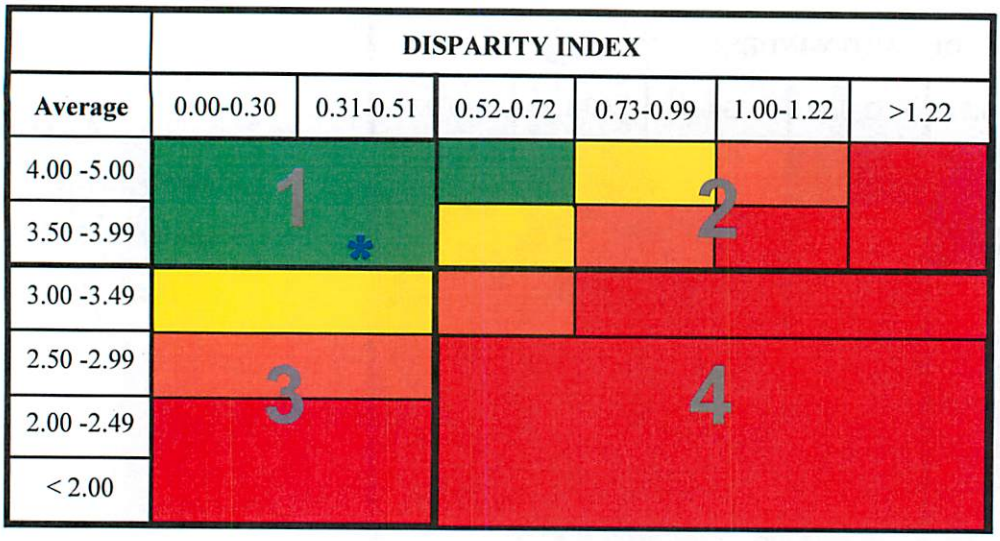
	Average
Women	3.86
Men	3.92
DI:	0.08

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

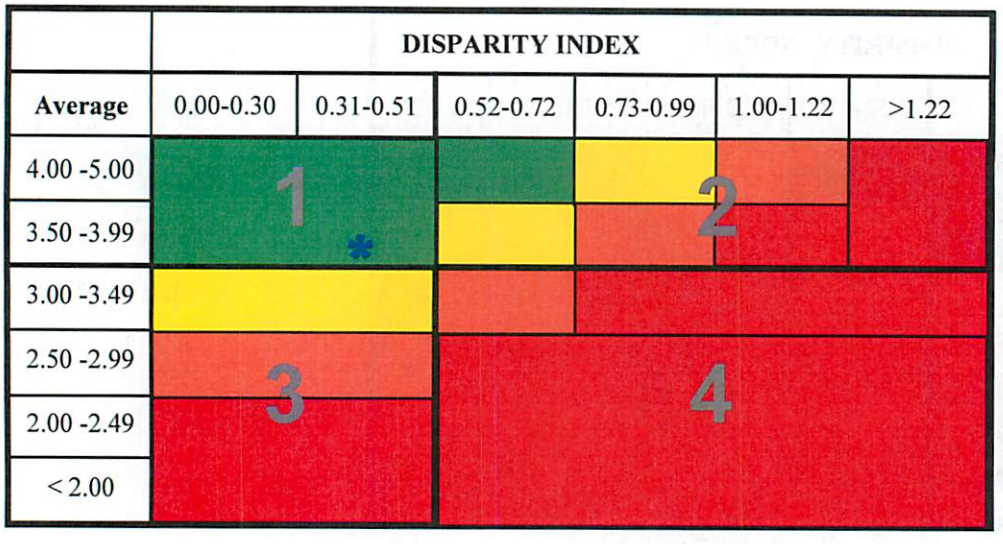
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.20
Enlisted	3.86
DI:	0.44



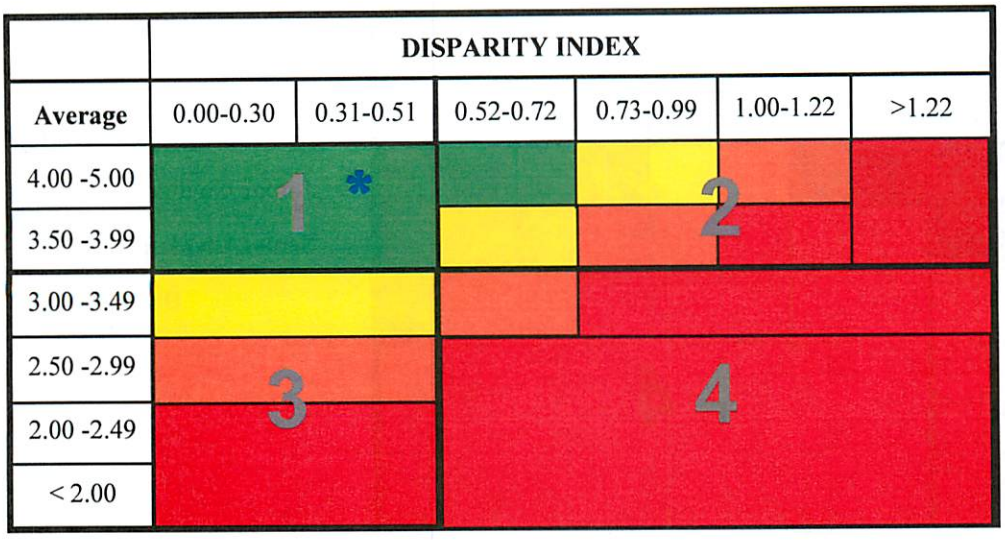
	Average
Junior Enlisted	3.81
Senior Enlisted	4.17
DI:	0.47

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

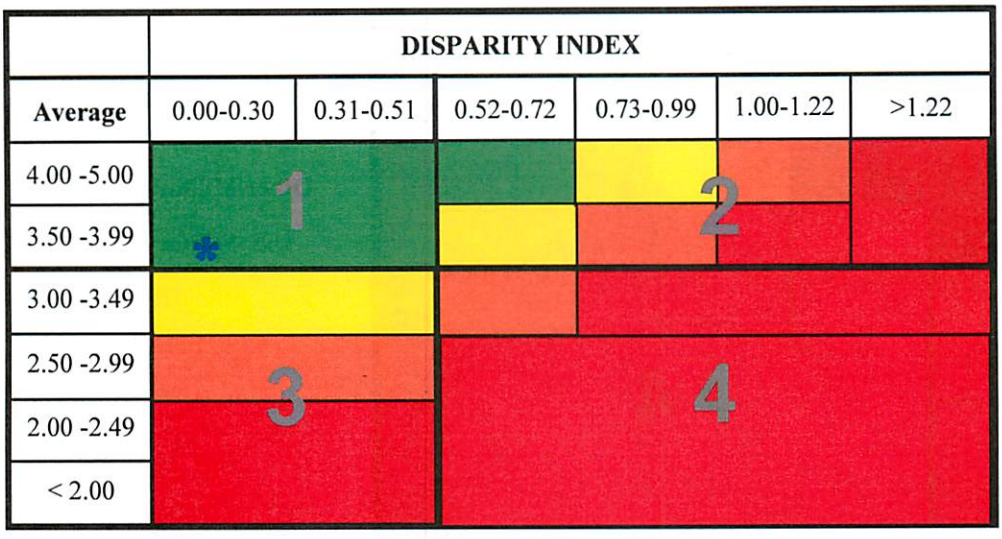
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.13
Senior Officer	4.37
DI:	0.34



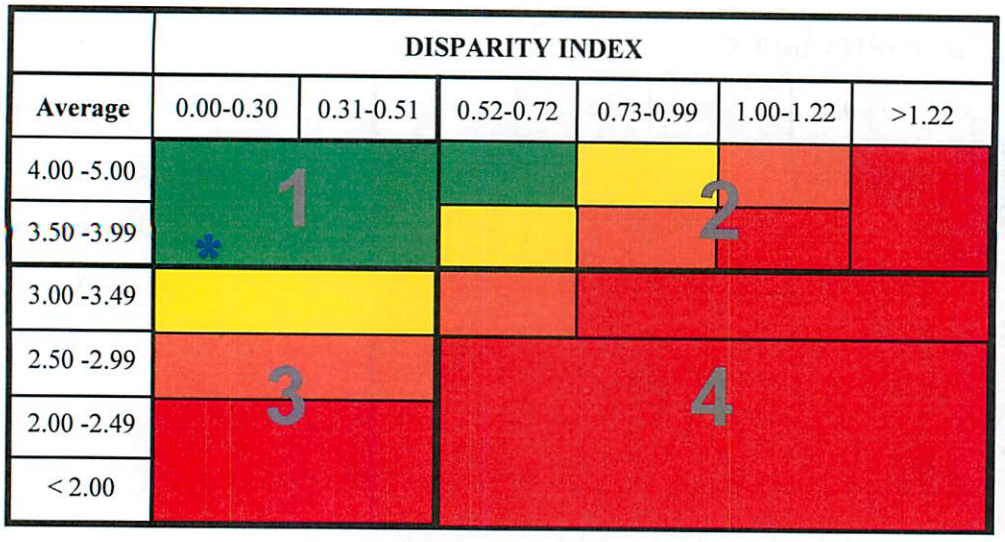
	Average
Military	3.93
Civilian	3.84
DI:	0.11

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

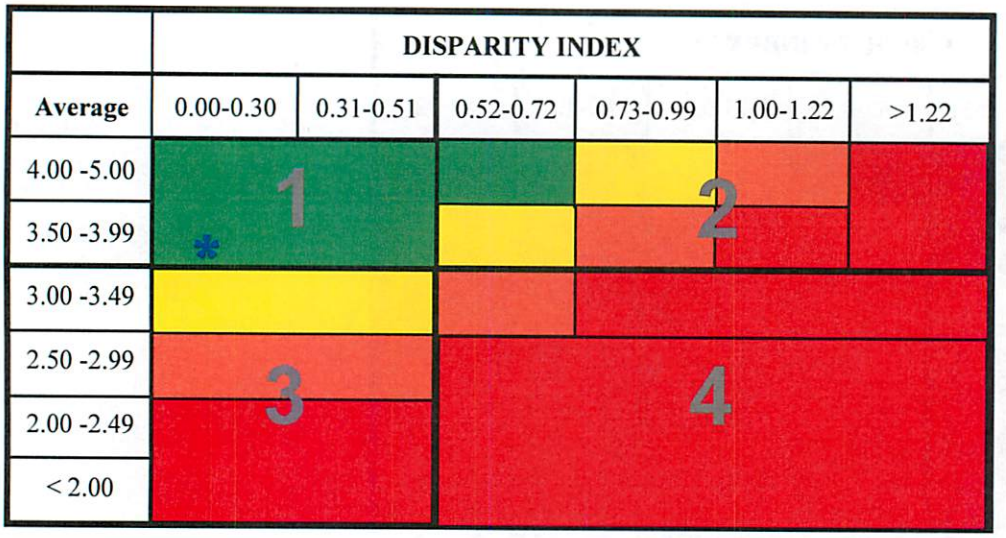
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.83
Senior Civilian	3.86
DI:	0.04



	Average
Other Military	3.90
U.S. Military	3.93
DI:	0.03

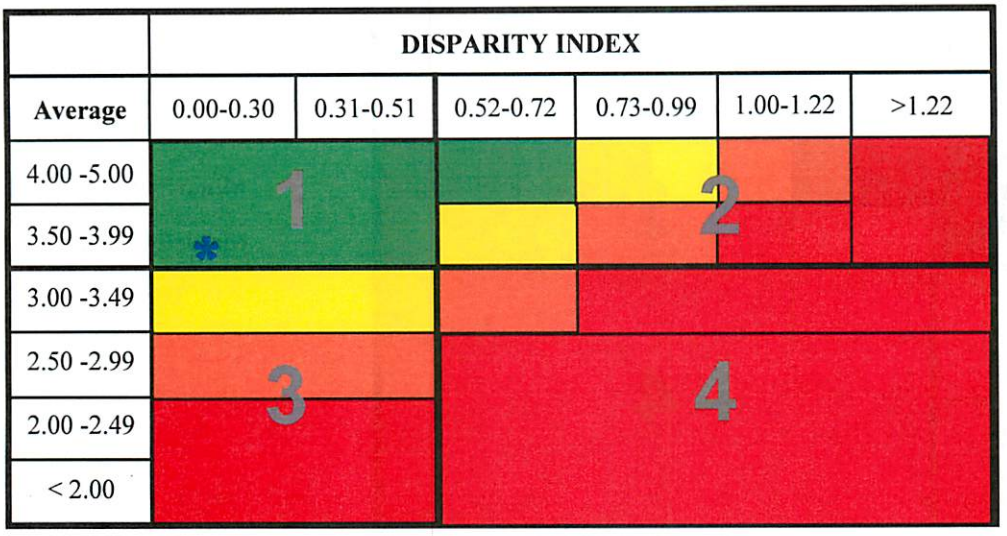
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500827

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Other Civilian	3.80
Federal Civilian	3.92
DI:	0.13

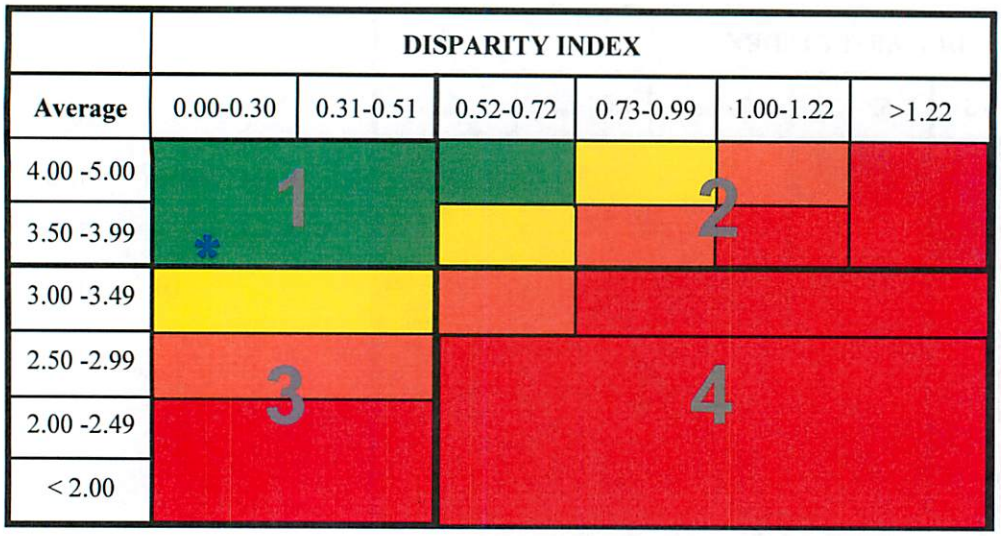
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500828

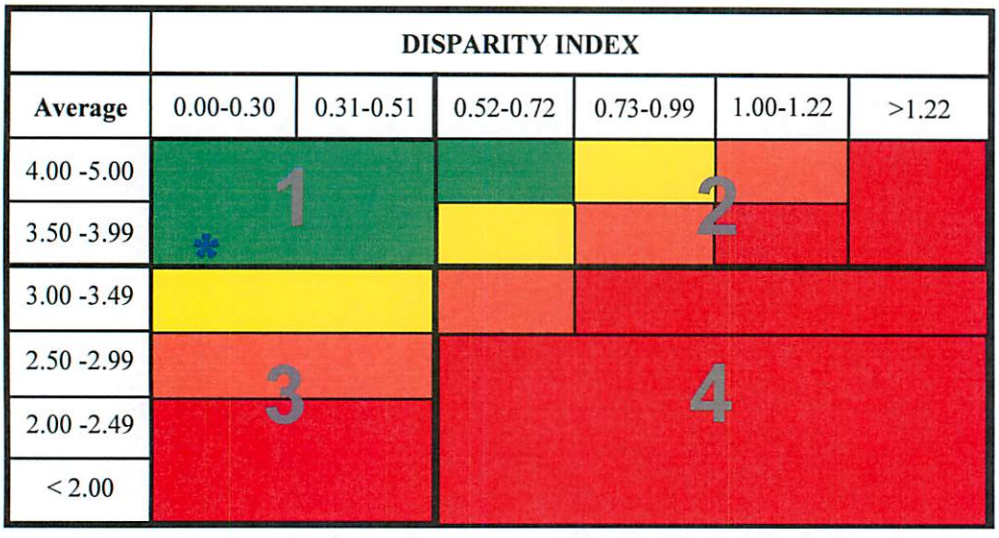
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.70
Majority	3.80
DI:	0.11



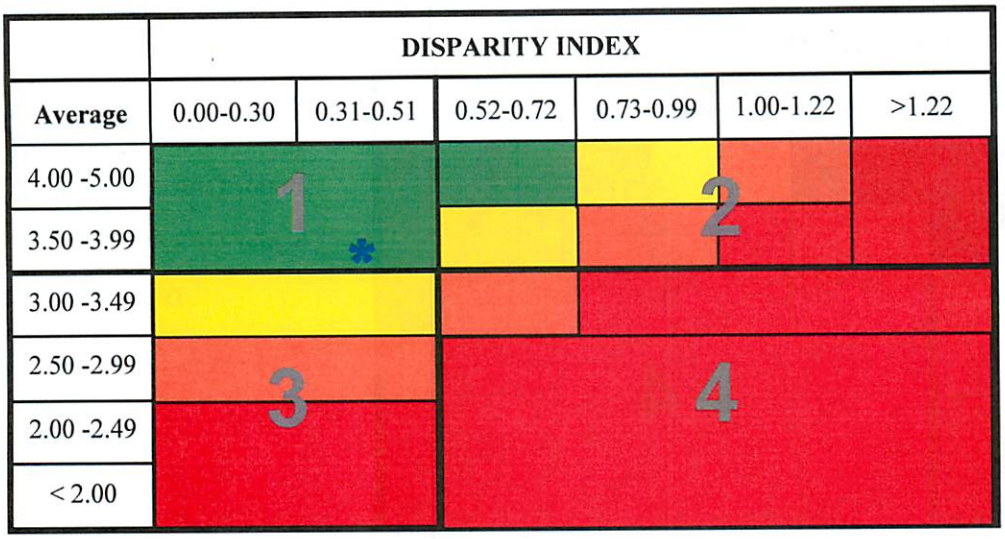
	Average
Women	3.69
Men	3.77
DI:	0.08

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

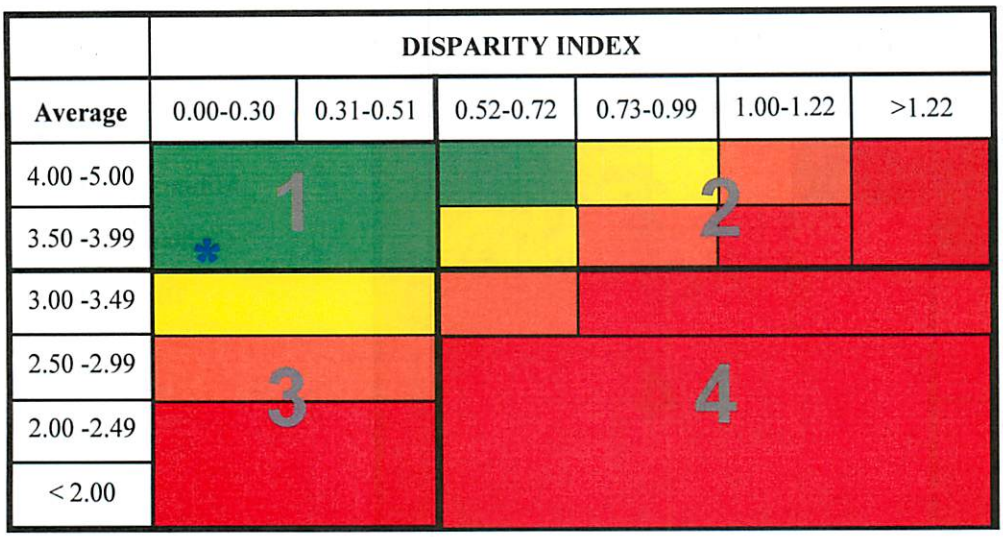
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.03
Enlisted	3.68
DI:	0.40



	Average
Junior Enlisted	3.65
Senior Enlisted	3.90
DI:	0.29

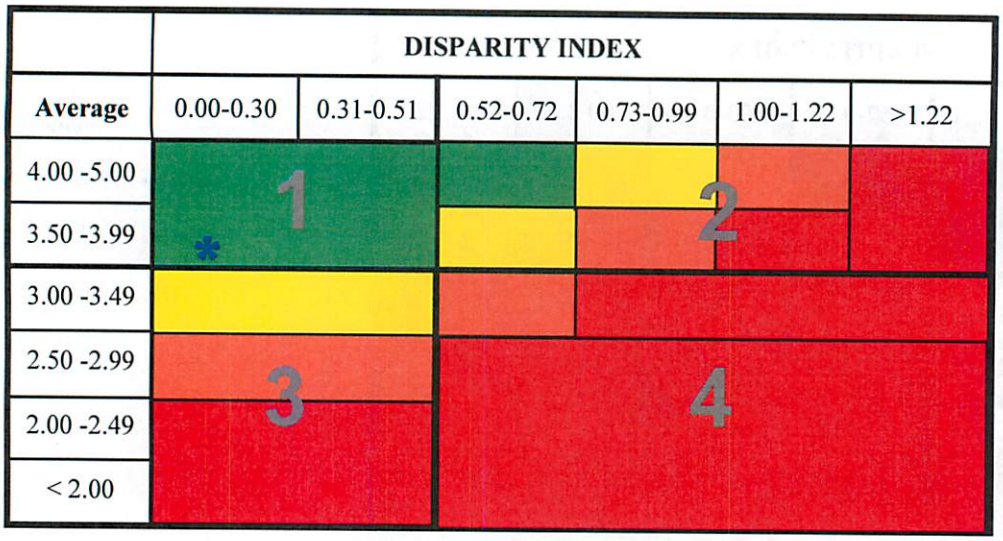
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500530

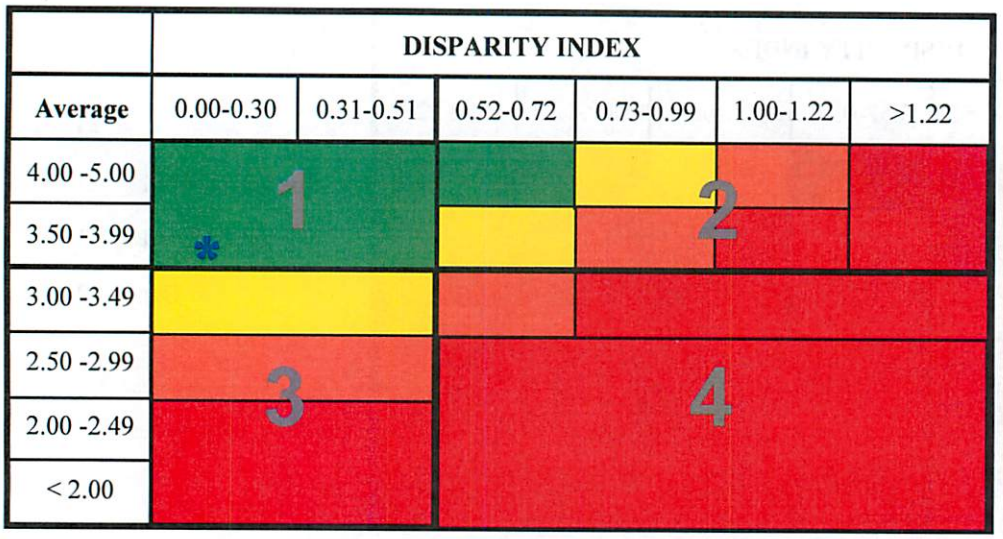
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	3.99
Senior Officer	4.12
DI:	0.17



	Average
Military	3.75
Civilian	3.76
DI:	0.00

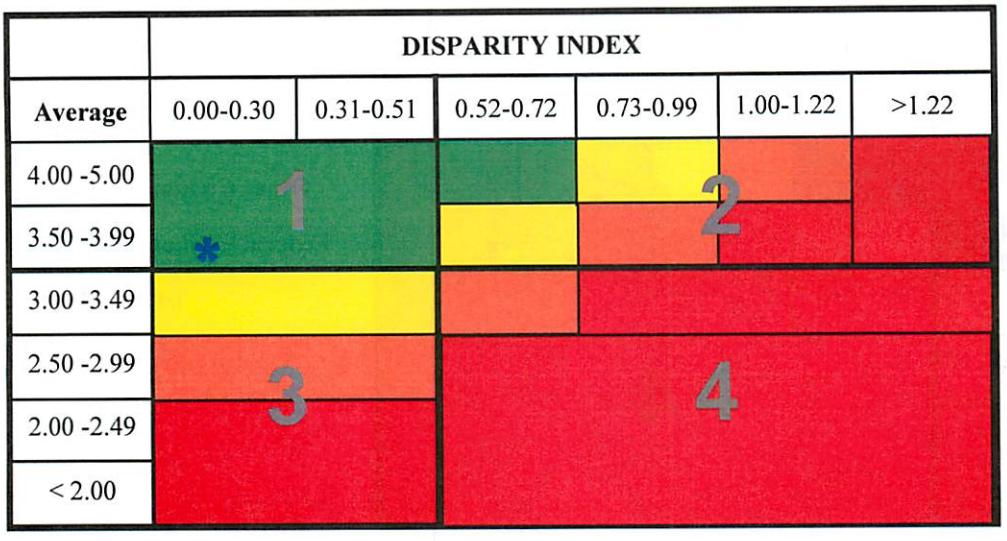
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500861

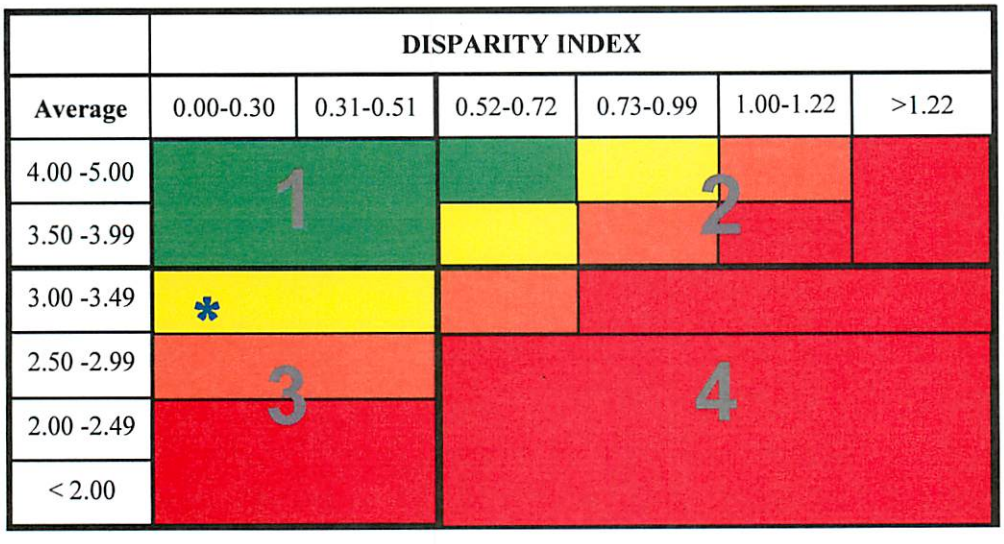
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.81
Senior Civilian	3.75
DI:	0.05



	Average
Other Military	3.46
U.S. Military	3.75
DI:	0.26

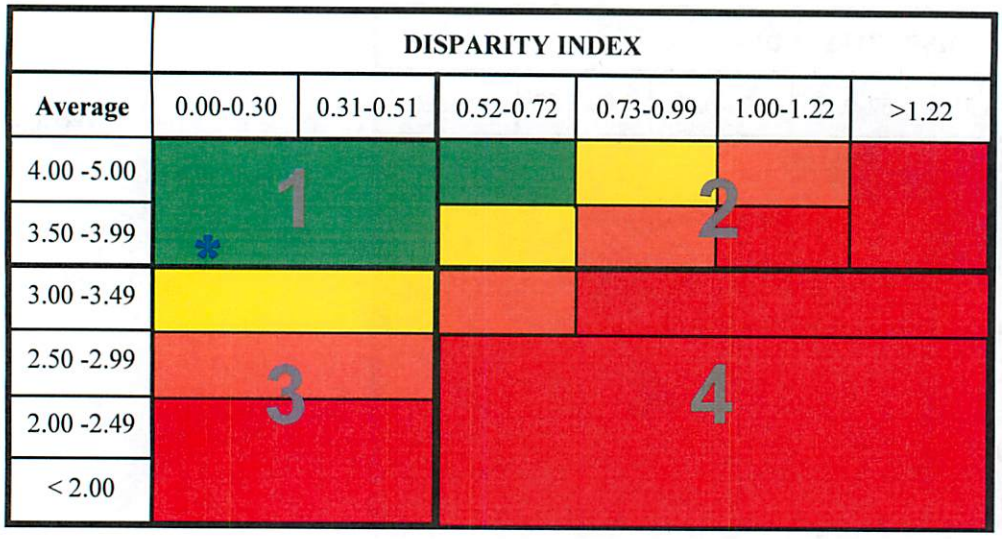
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500332

TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	3.64
Federal Civilian	3.76
DI:	0.11

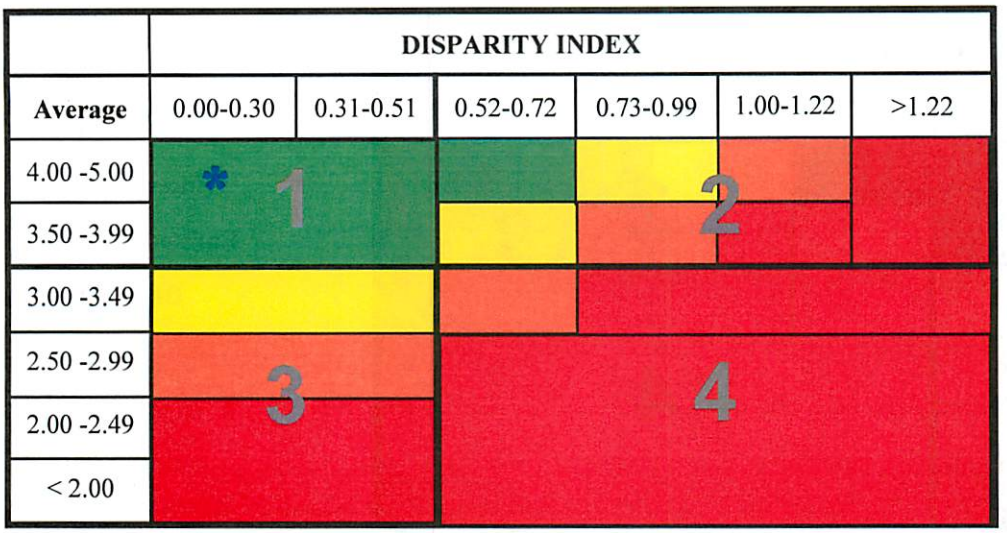
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500533

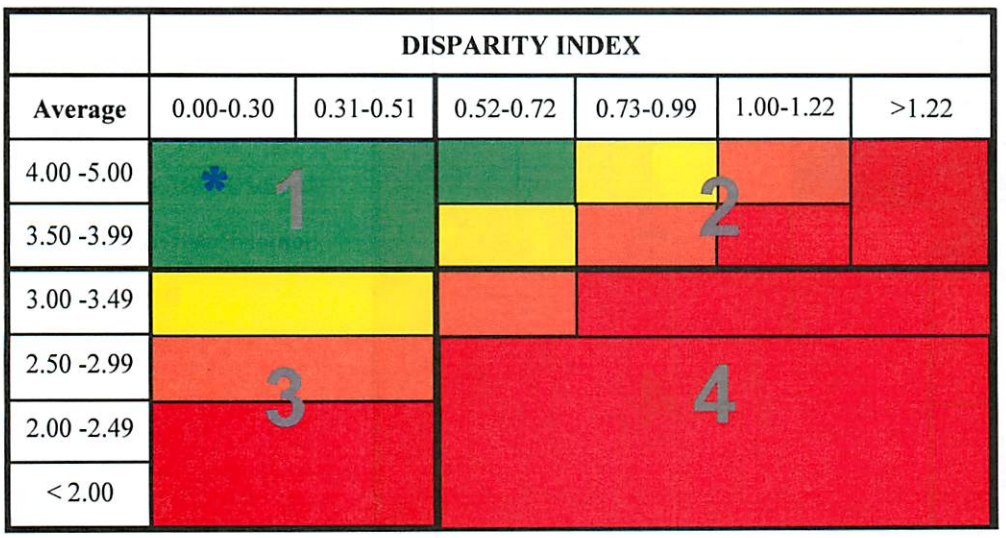
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.28
Majority	4.36
DI:	0.11



	Average
Women	4.31
Men	4.34
DI:	0.04

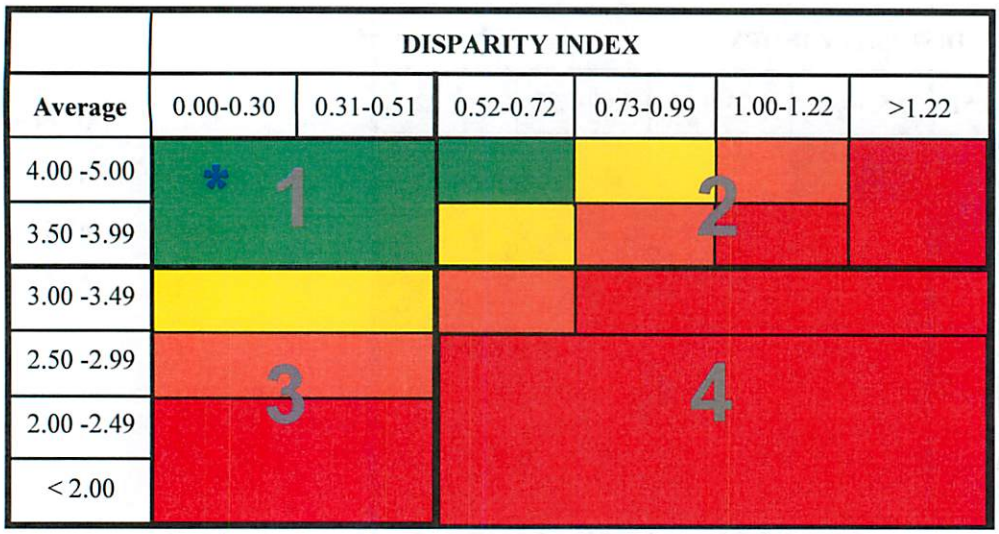
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500834

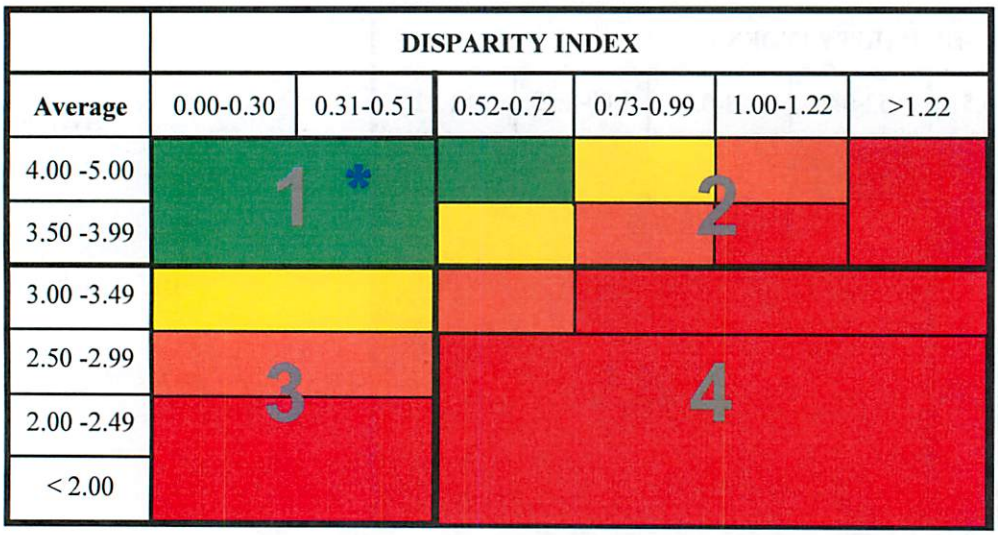
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.49
Enlisted	4.29
DI:	0.29



	Average
Junior Enlisted	4.26
Senior Enlisted	4.49
DI:	0.34

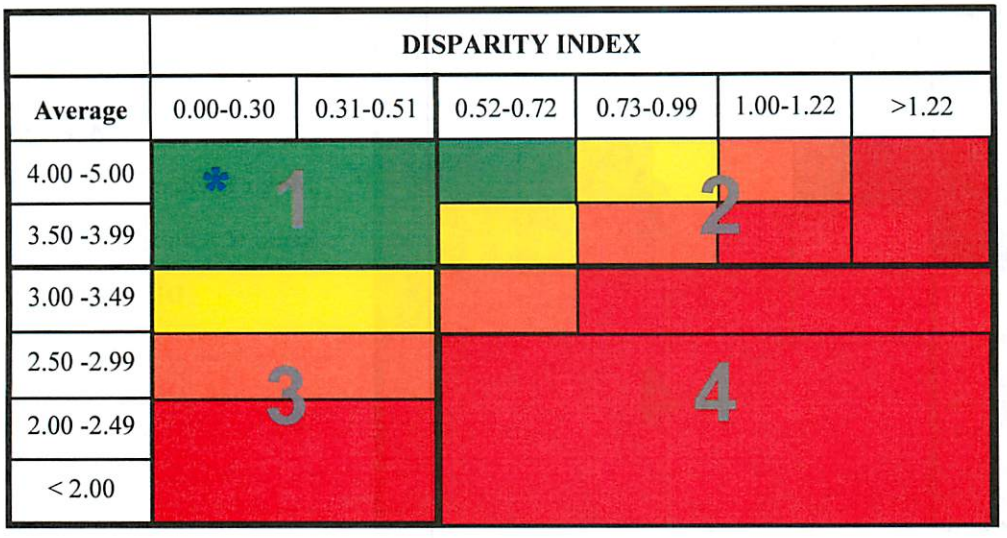
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500835

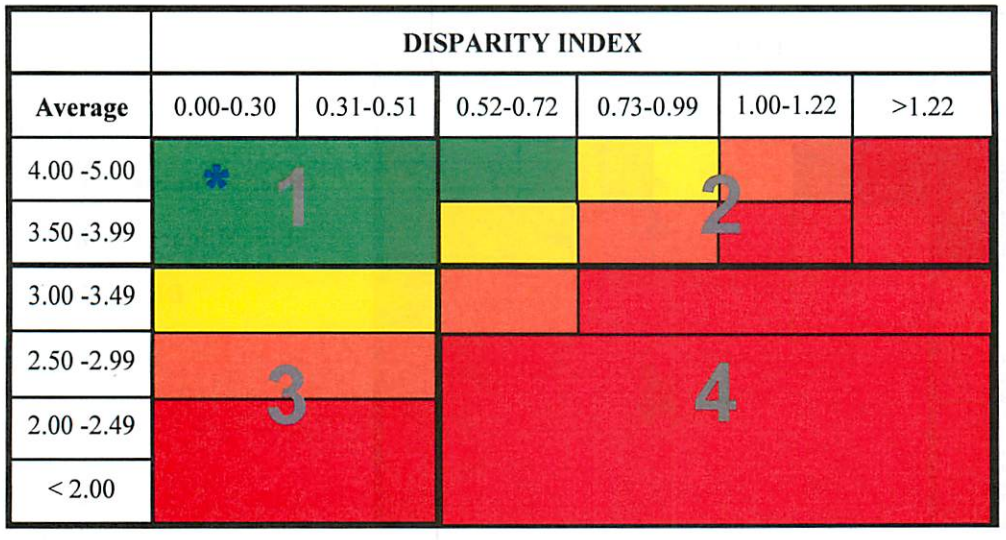
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.42
Senior Officer	4.59
DI:	0.29



	Average
Military	4.33
Civilian	4.34
DI:	0.01

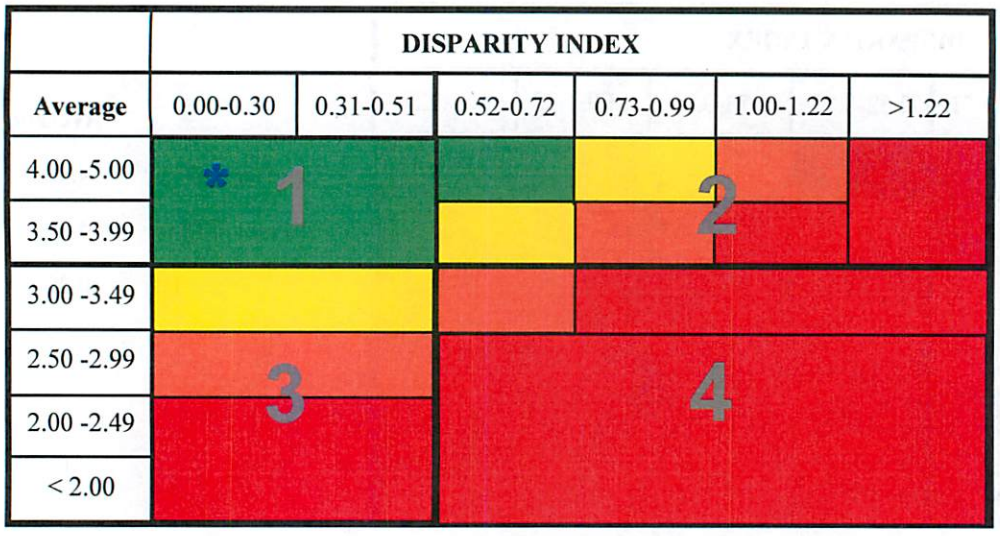
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500836

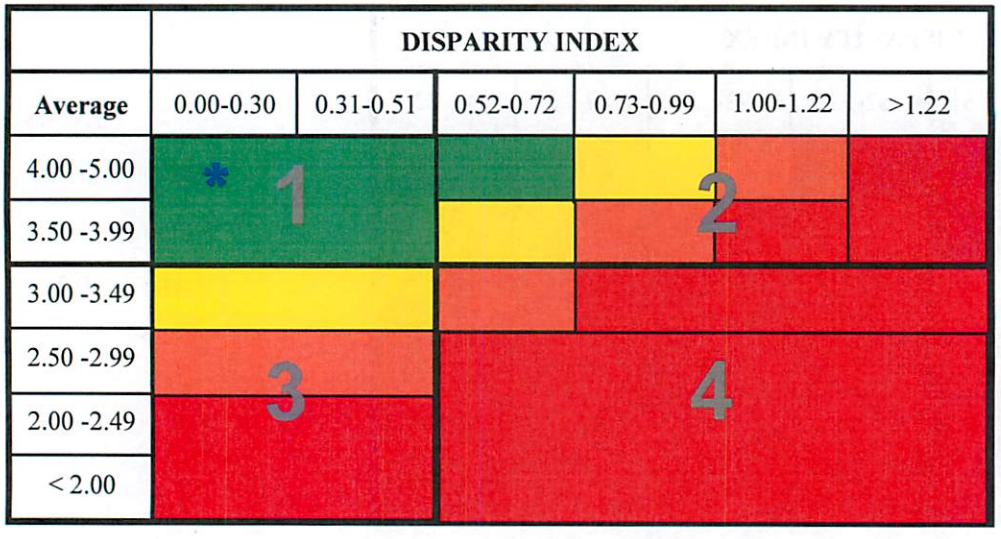
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.37
Senior Civilian	4.36
DI:	0.01



	Average
Other Military	4.22
U.S. Military	4.33
DI:	0.12

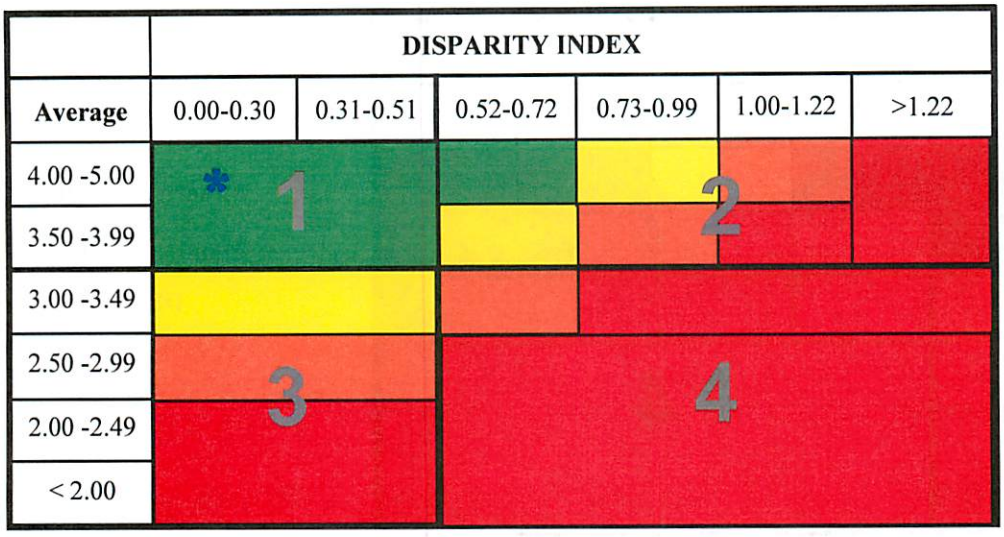
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500837

WORK GROUP EFFECTIVENESS

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Other Civilian	4.25
Federal Civilian	4.33
DI:	0.10

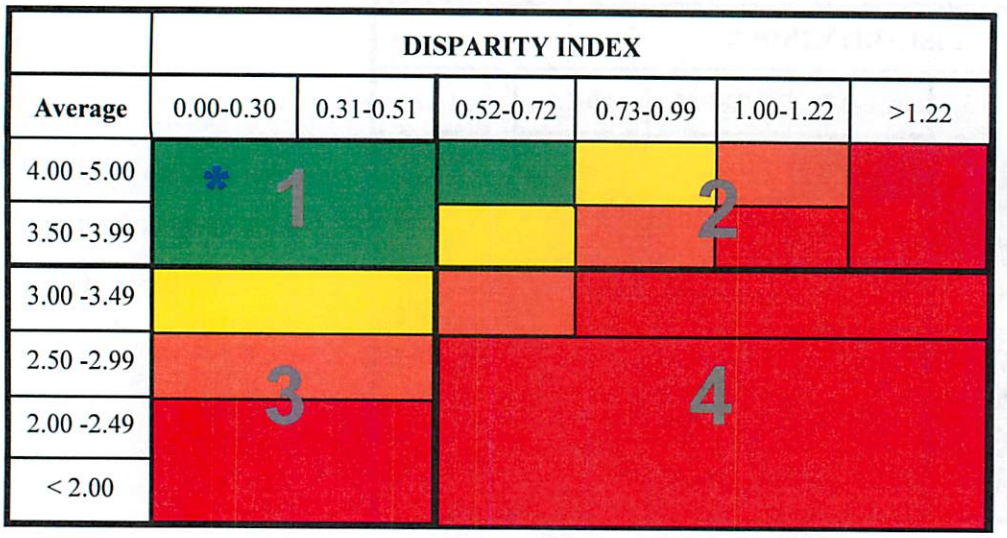
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500838

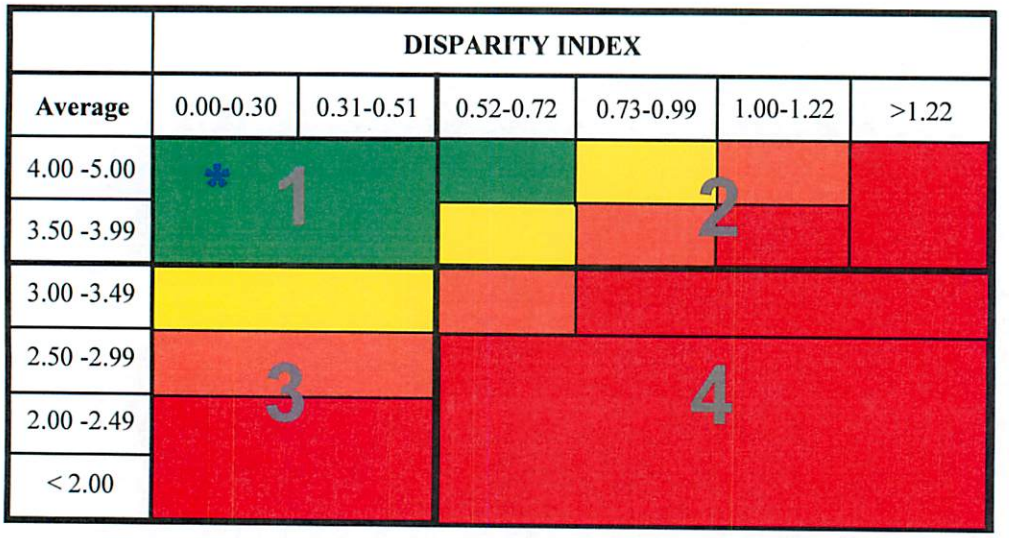
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.06
Majority	4.18
DI:	0.15



	Average
Women	4.03
Men	4.16
DI:	0.15

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500839

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Officer	4.37
Enlisted	4.10
DI:	0.34

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Enlisted	4.06
Senior Enlisted	4.36
DI:	0.37

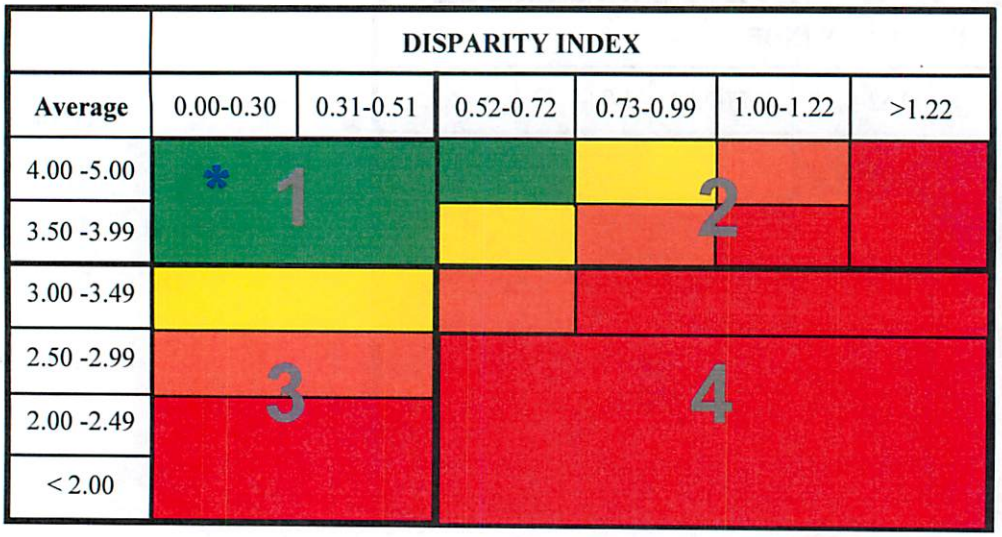
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500840

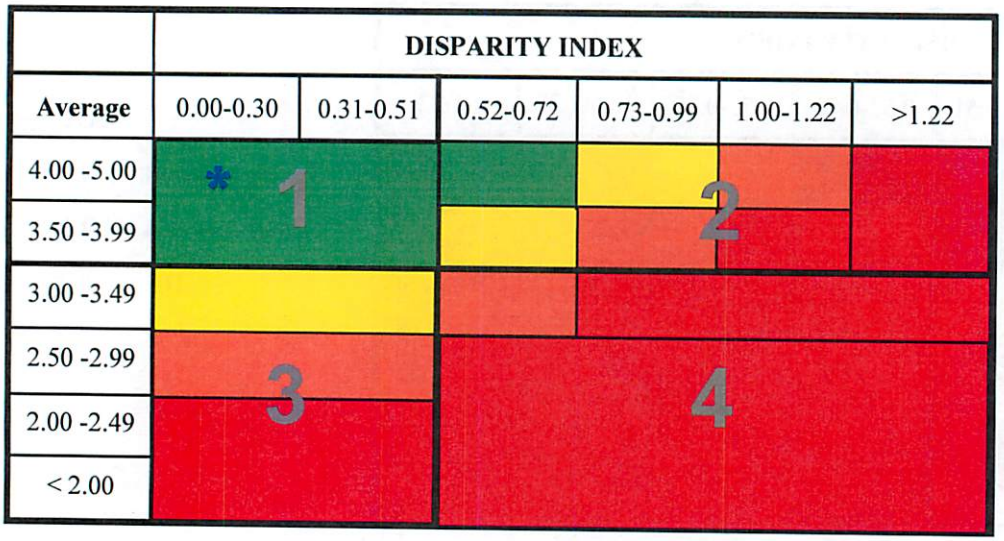
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.30
Senior Officer	4.49
DI:	0.28



	Average
Military	4.15
Civilian	4.06
DI:	0.11

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500841

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Civilian	4.03
Senior Civilian	4.09
DI:	0.06

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Military	4.03
U.S. Military	4.16
DI:	0.13

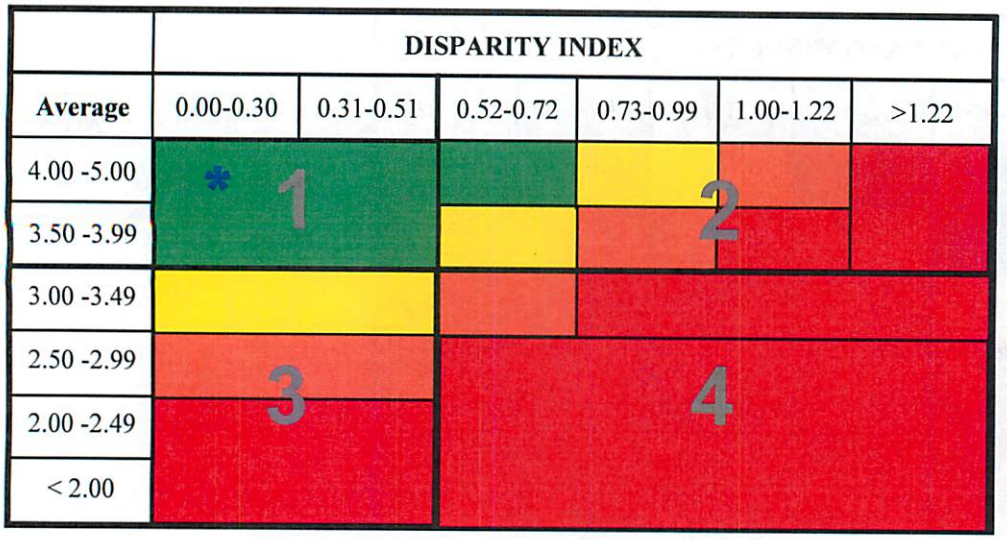
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500842

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	4.01
Federal Civilian	4.14
DI:	0.14

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500843

LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	*					
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Minority	3.66
Majority	3.68
DI:	0.01

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	*					
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Women	3.59
Men	3.67
DI:	0.08

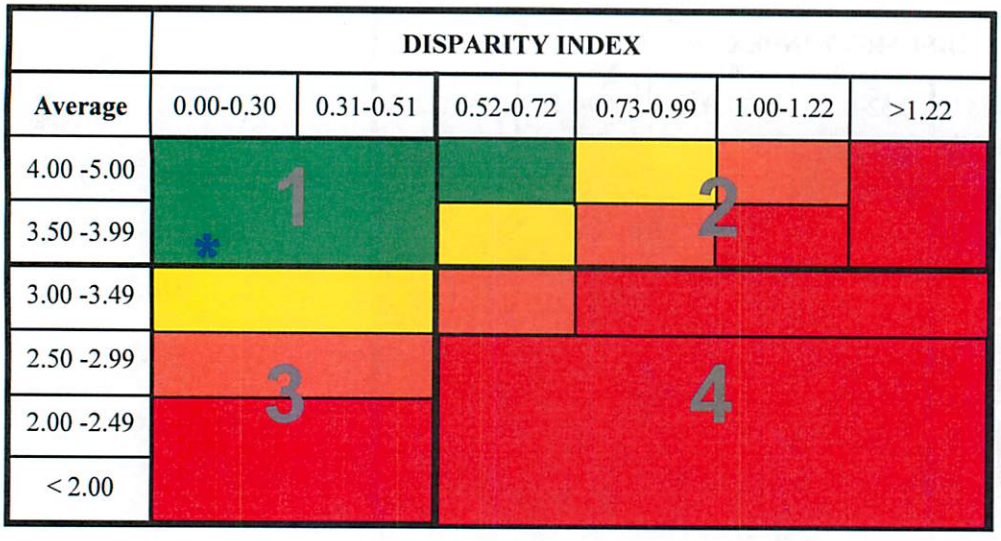
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500844

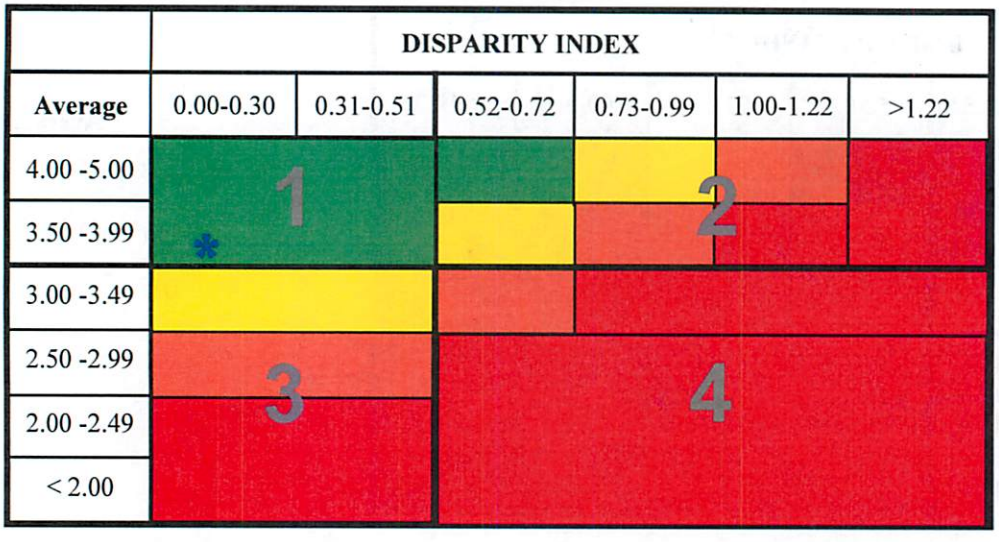
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	3.85
Enlisted	3.63
DI:	0.22



	Average
Junior Enlisted	3.61
Senior Enlisted	3.75
DI:	0.14

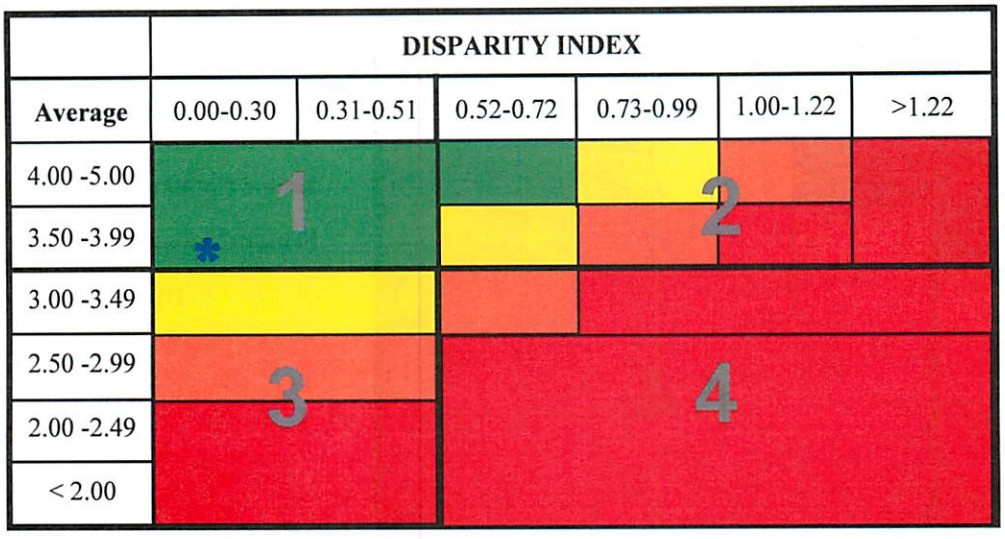
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500845

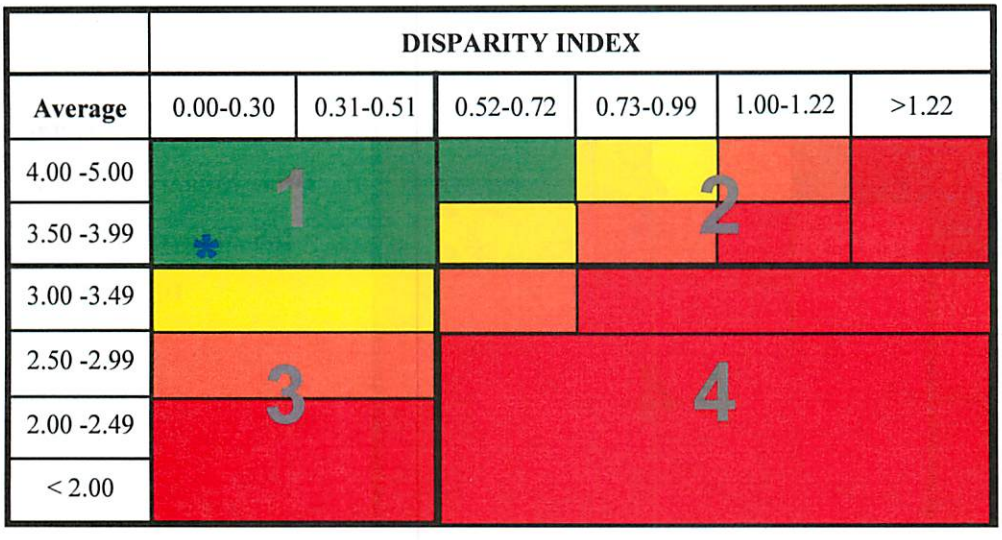
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	3.81
Senior Officer	3.94
DI:	0.13



	Average
Military	3.67
Civilian	3.54
DI:	0.12

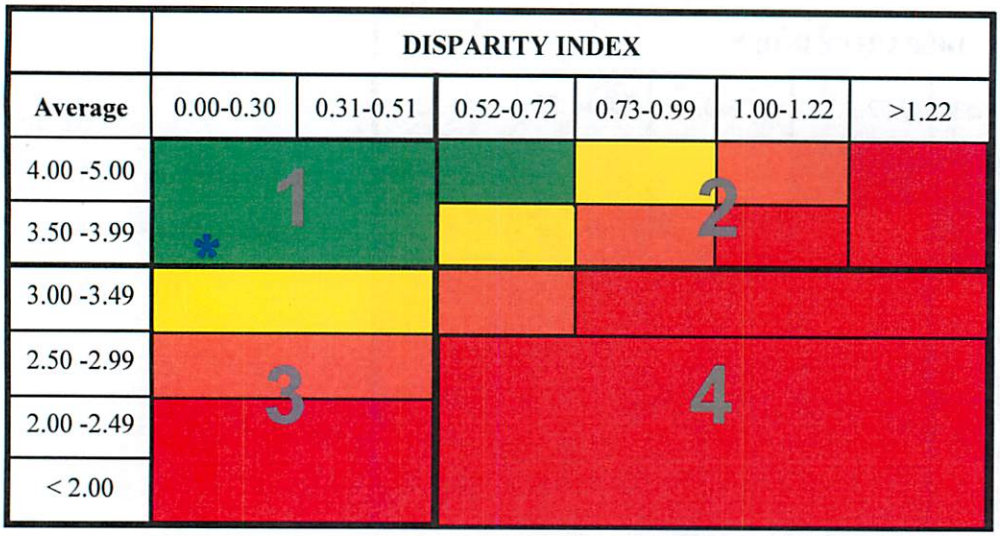
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500346

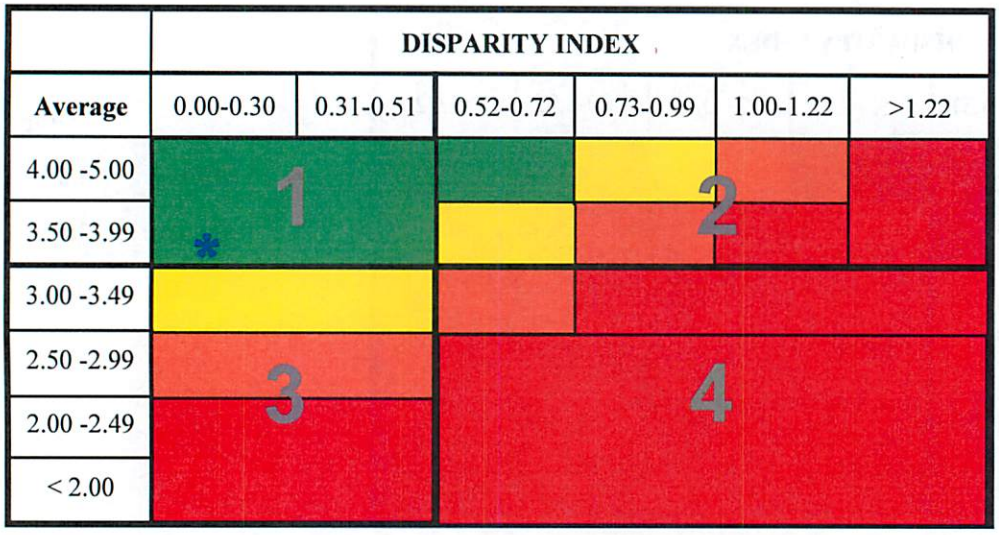
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.70
Senior Civilian	3.51
DI:	0.17



	Average
Other Military	3.78
U.S. Military	3.67
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500847

LEADERSHIP COHESION

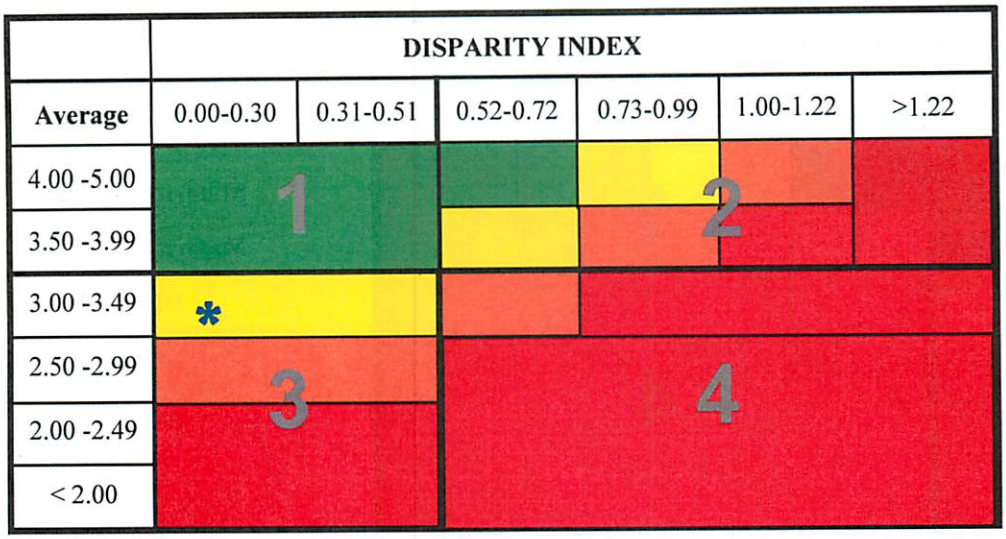
Green = Organization Strength

Yellow = Slight Organization Concern

Orange = Moderate Organization Concern

Red = High Organization Concern

* **You are here.**



	Average
Other Civilian	3.49
Federal Civilian	3.66
DI:	0.15

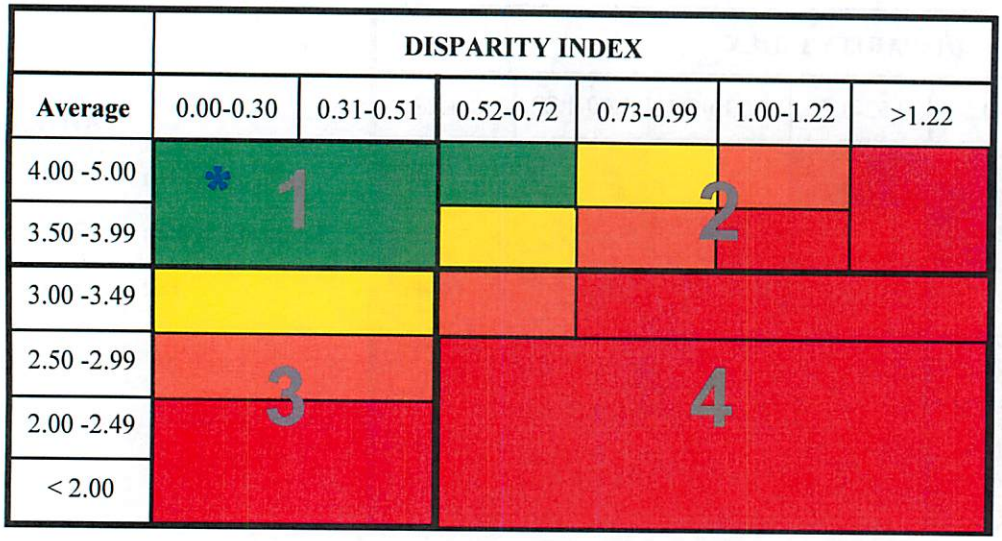
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

5C0848

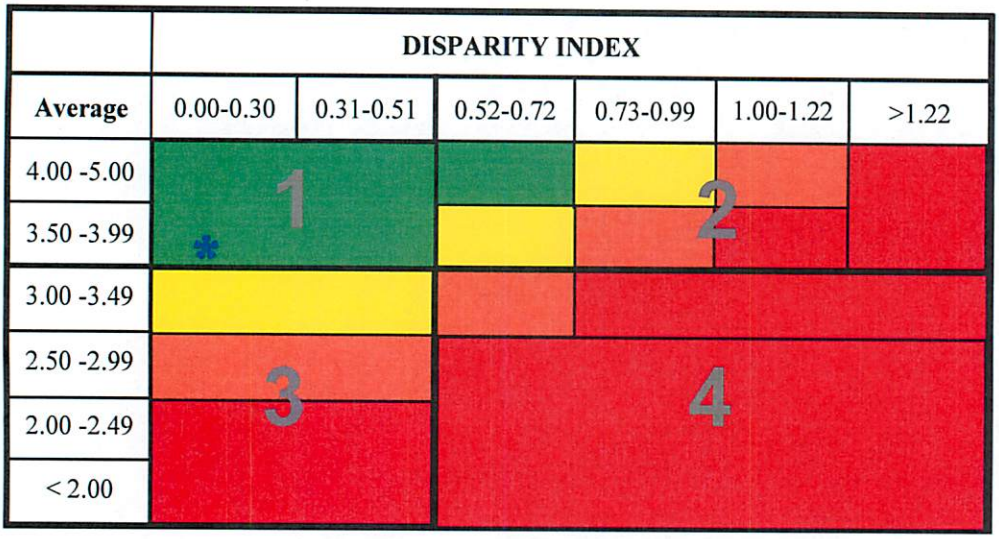
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.06
Majority	4.05
DI:	0.02



	Average
Women	3.99
Men	4.05
DI:	0.07

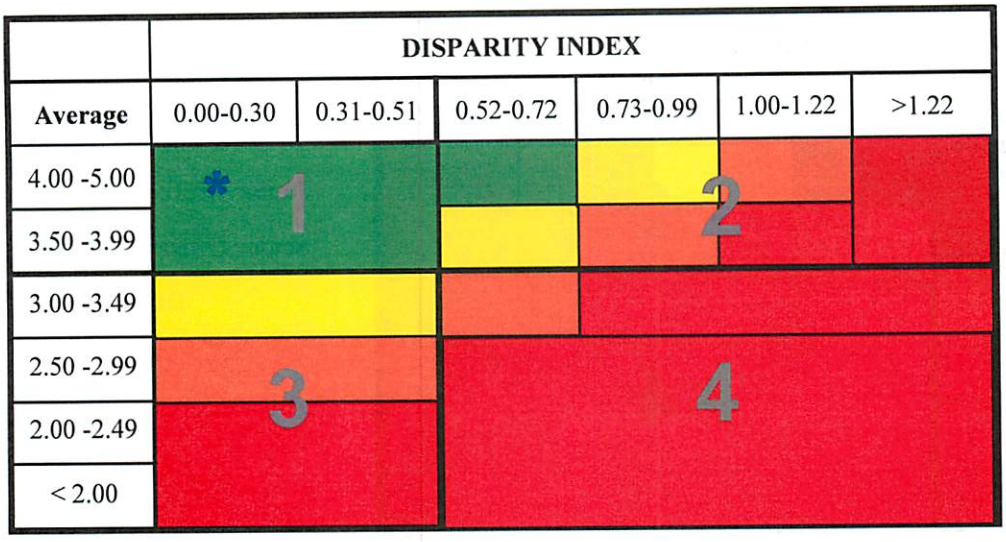
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500849

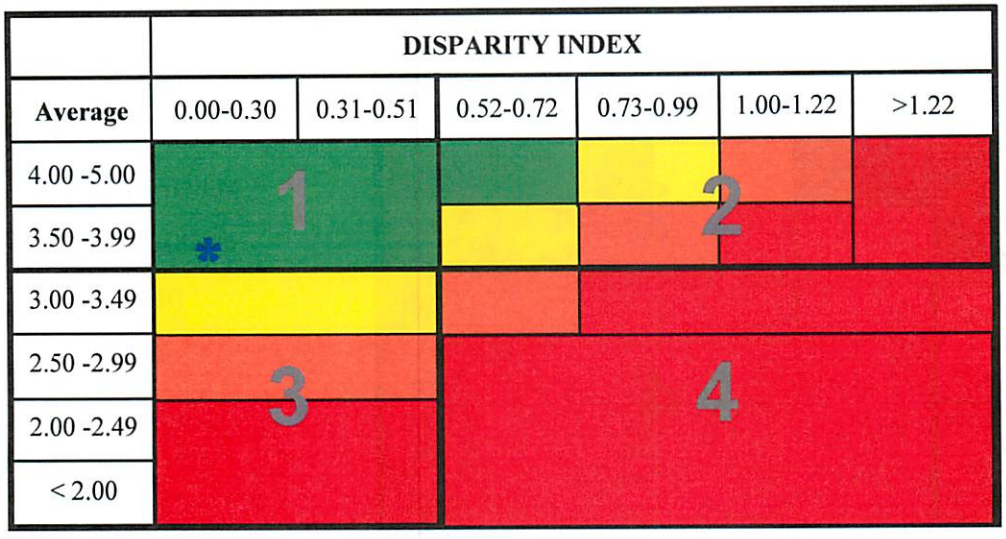
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.18
Enlisted	4.01
DI:	0.23



	Average
Junior Enlisted	3.99
Senior Enlisted	4.17
DI:	0.25

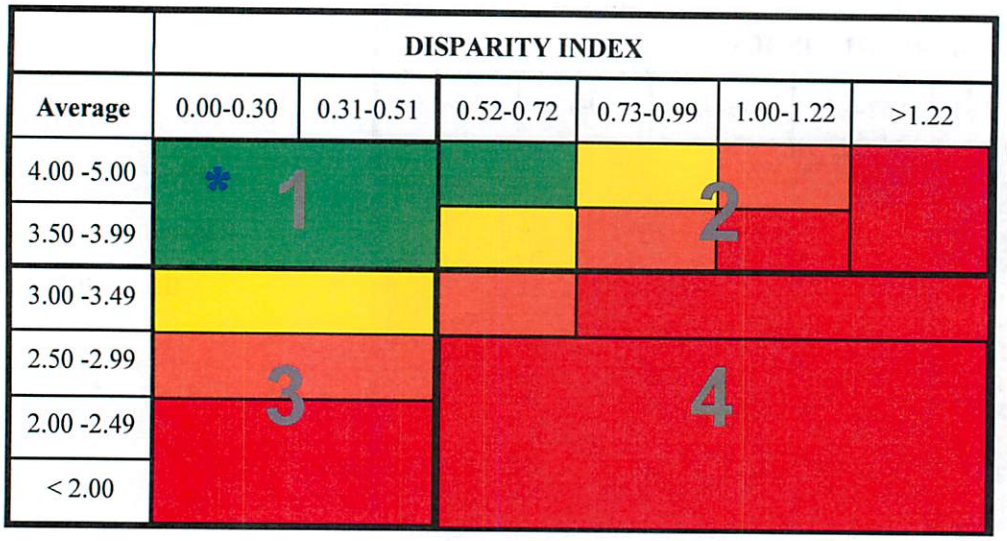
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500850

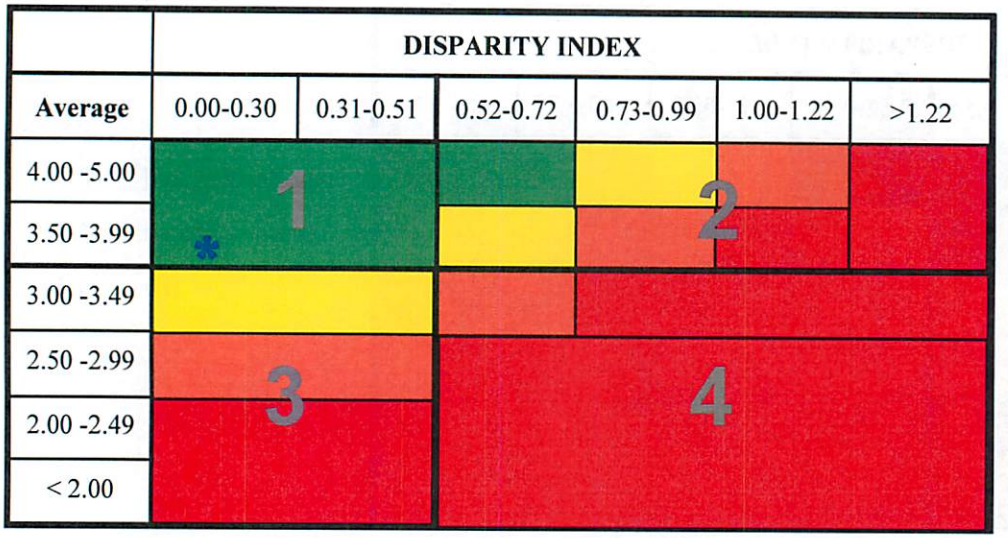
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.12
Senior Officer	4.26
DI:	0.20



	Average
Military	4.05
Civilian	3.98
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

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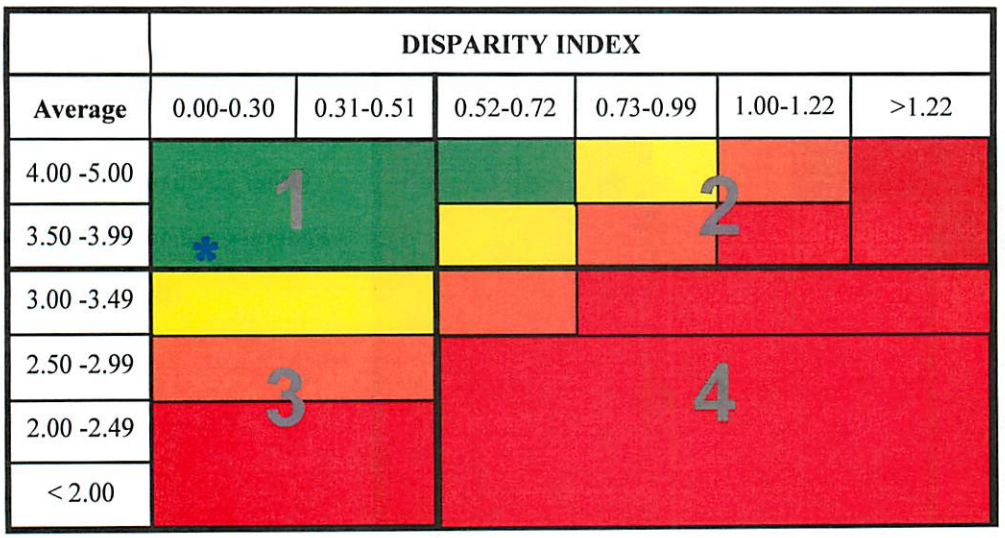
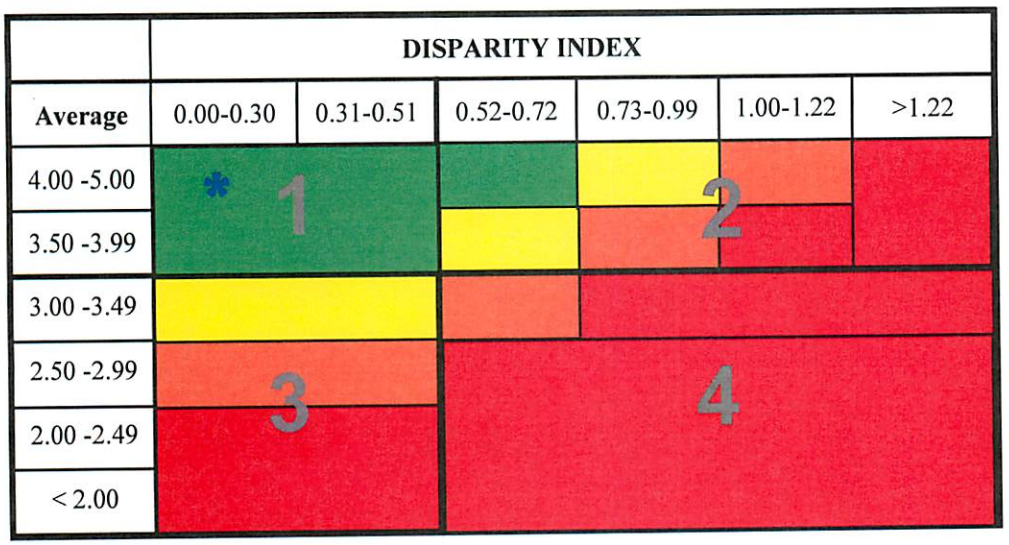
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.02
Senior Civilian	3.97
DI:	0.06



	Average
Other Military	4.03
U.S. Military	4.05
DI:	0.02

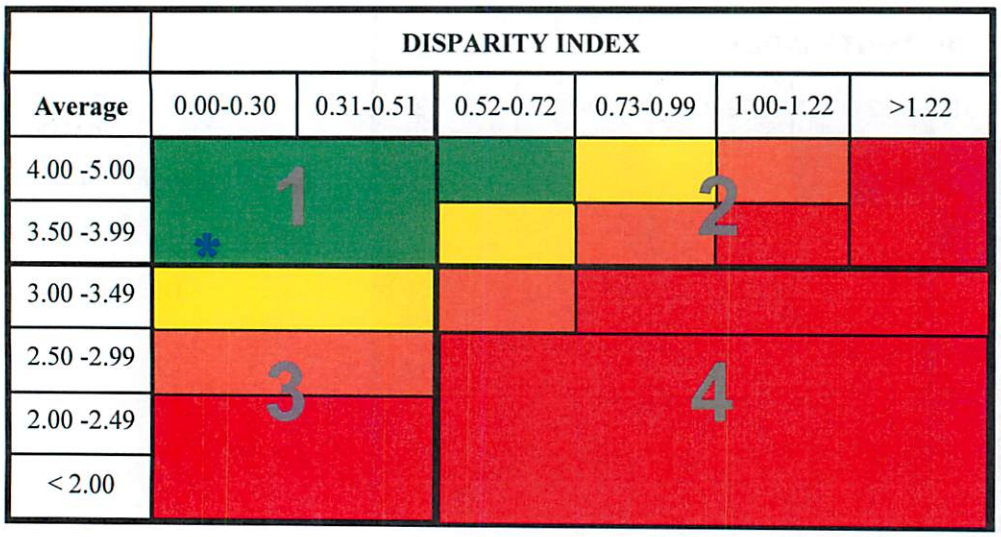
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500852

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Other Civilian	3.96
Federal Civilian	4.04
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

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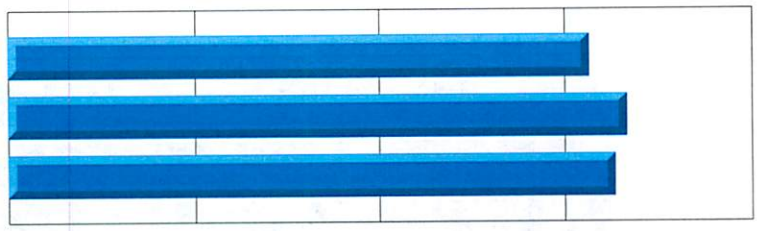
d. OVERALL UNIT SUMMARY

Below you will find the overall unit summary information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors followed by Organizational Effectiveness (OE) factors.

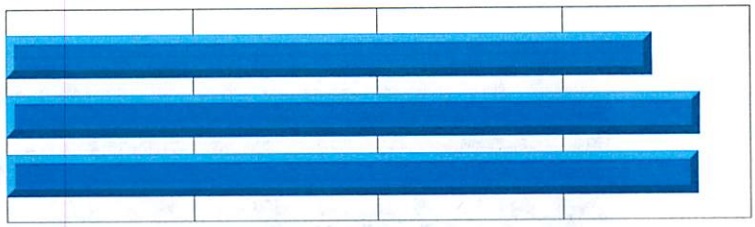
Sexual Harassment / Discrimination



	Average
ALL SERVICES	4.13
COAST GUARD	4.33
2010 USCG DEOCS Results	4.27

Your units score implies: Very little chance of occurring

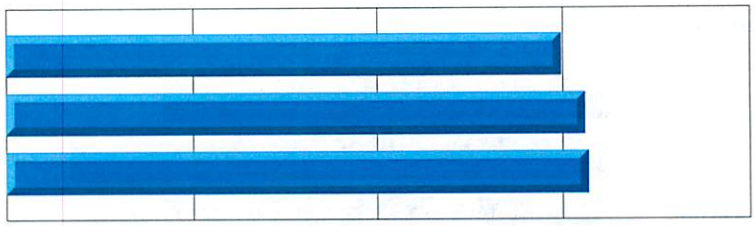
Differential Command Behavior toward Minorities



	Average
ALL SERVICES	4.47
COAST GUARD	4.73
2010 USCG DEOCS Results	4.72

Your units score implies: Very little chance of occurring

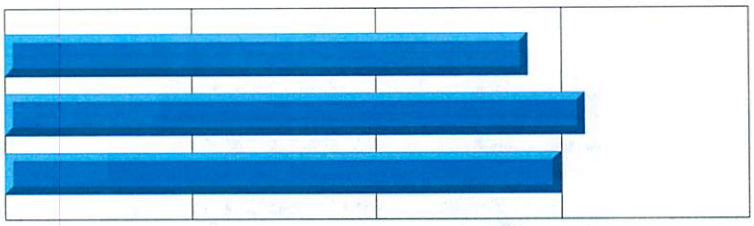
Positive EO Behaviors



	Average
ALL SERVICES	3.99
COAST GUARD	4.12
2010 USCG DEOCS Results	4.13

Your units score implies: Fairly high chance of occurring

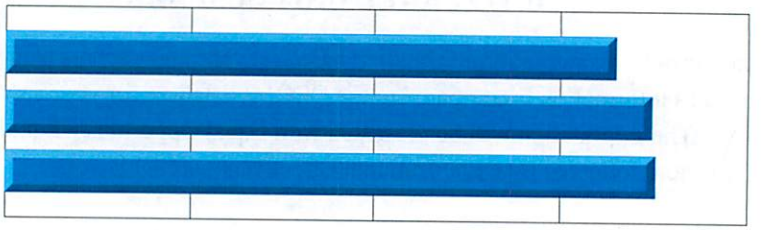
Racist Behaviors



	Average
ALL SERVICES	3.82
COAST GUARD	4.12
2010 USCG DEOCS Results	3.99

Your units score implies: Small chance of occurring

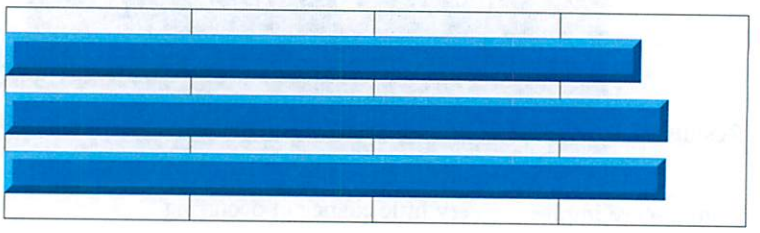
Age Discrimination



	Average
ALL SERVICES	4.29
COAST GUARD	4.48
2010 USCG DEOCS Results	4.50

Your units score implies: Very little chance of occurring

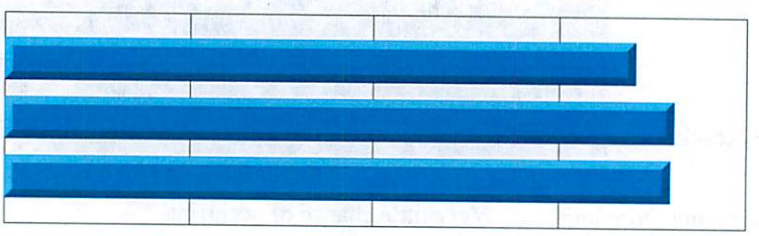
Religious Discrimination



	Average
ALL SERVICES	4.43
COAST GUARD	4.58
2010 USCG DEOCS Results	4.57

Your units score implies: Very little chance of occurring

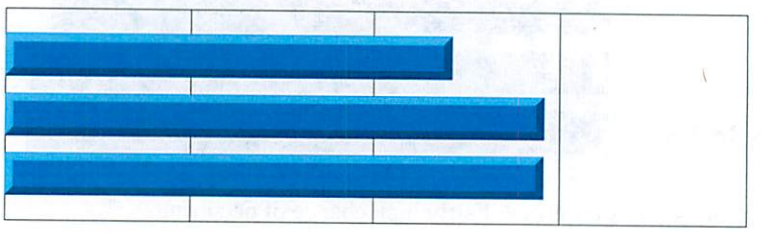
Disability Discrimination



	Average
ALL SERVICES	4.41
COAST GUARD	4.61
2010 USCG DEOCS Results	4.59

Your units score implies: Very little chance of occurring

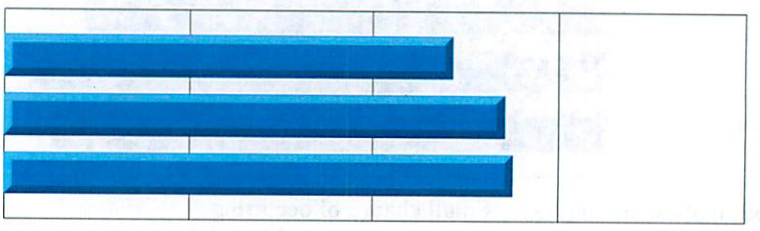
Organizational Commitment



	Average
ALL SERVICES	3.42
COAST GUARD	3.92
2010 USCG DEOCS Results	3.91

Your units score implies: Fairly positive rating

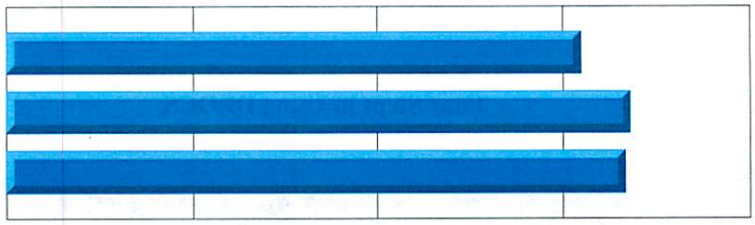
Trust in the Organization



	Average
ALL SERVICES	3.43
COAST GUARD	3.71
2010 USCG DEOCS Results	3.75

Your units score implies: Fairly positive rating

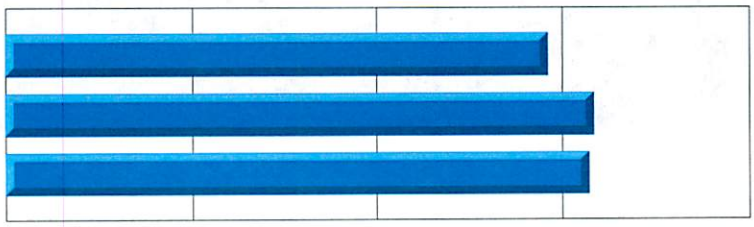
Work Group Effectiveness



	Average
ALL SERVICES	4.10
COAST GUARD	4.36
2010 USCG DEOCS Results	4.33

Your units score implies: Very positive rating

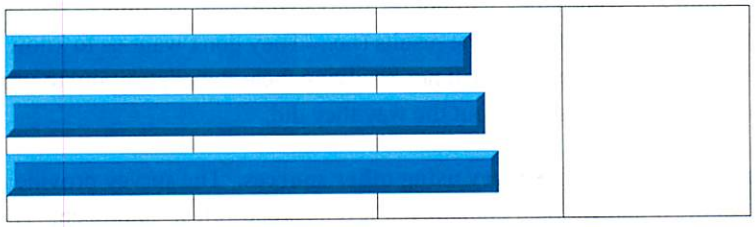
Work Group Cohesion



	Average
ALL SERVICES	3.92
COAST GUARD	4.17
2010 USCG DEOCS Results	4.14

Your units score implies: Fairly positive rating

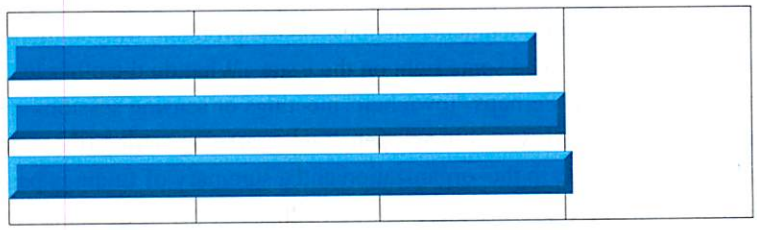
Leadership Cohesion



	Average
ALL SERVICES	3.51
COAST GUARD	3.58
2010 USCG DEOCS Results	3.65

Your units score implies: Somewhat positive rating

Job Satisfaction



	Average
ALL SERVICES	3.85
COAST GUARD	4.00
2010 USCG DEOCS Results	4.04

Your units score implies: Moderately satisfied

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III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1.	Share the results with your organization
2.	Validate the results through other sources
3.	Establish an action team
4.	Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.

2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.

3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web age at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/4217; Commercial: (321) 494-2675/4217] or email us a support@deocs.net.

Thank you for using the DEOCS!

USCG 034

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DEOMI

CG DEOCS Data Retrieval System - Rollup Report

Organization: 2011 USCG DEOCS Program

Commander/Director: Capt Paul Boinay

Requester: GS12 Marty Delgado

Admin Number: CGDRS11078

Tuesday, October 04, 2011

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

RCS: DD-P&R (AR) 2338

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Commander/Director Eyes Only

500859

DEOMI

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

MEMORANDUM FOR COMMANDING OFFICER / ORGANIZATIONAL DIRECTOR

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). You have completed an important step toward understanding and improving the human relations climate in your organization. Your decision to conduct the survey shows that you value your members' input on important human readiness issues. Still, the survey represents the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is optimally employed to help you constructively address organizational issues.

We recommend you employ the DEOCS in conjunction with other assessment strategies, including focus groups, interviews, observations, reviewing written records and reports, and any other method you deem worthwhile to further characterize your organization's climate. The report provided to you by DEOMI is supported by a staff of highly qualified people ready to assist you in tailoring training programs, action planning, or problem solving to meet the specific needs of your organization.

If you or your staff requires assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/1590 or commercial (321) 494-2675/1590. We are looking forward to the opportunity to work with your organization.

Ronald M. Joe
Principal Director

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I. INTERPRETING YOUR DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. **Look at the demographic breakdown.**
2. **Examine perceptions of discrimination and the complaint process.**
3. **Use subgroup factor comparison to understand the disparities.**
4. **Review the overall unit summary.**
5. **Review locally developed questions, command specific questions, short-answer questions, and written comments, if any.**

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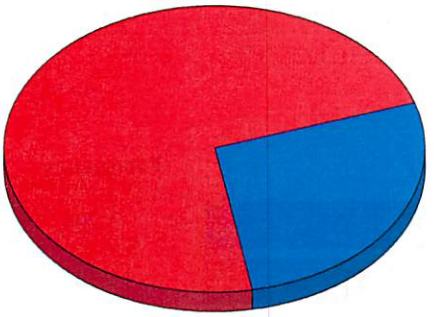
II. REPORT FOR 2011 USCG DEOCS PROGRAM

a. DEMOGRAPHIC BREAKOUT

LOOK AT THE DEMOGRAPHIC BREAKOUT of who in your organization completed the survey. Remember, the data shown in the charts are computer-generated, and based on the inputs received from survey respondents. There may be times when respondents will enter inaccurate information, whether by design or unintentionally, thus creating inaccurate demographic breakouts on the report. Also, in those cases where respondents fail to respond or, when using the paper survey, leave errant pencil marks, the computer will report these as missing cases. The report is broken down into categories that we later use to provide subgroup comparisons within your organization, e.g., minority/majority, women/men, etc. In those cases where fewer than five people in a subgroup complete the survey, you will not receive any comparisons for that subgroup in order to maintain the anonymity of each respondent and to provide statistically meaningful results.

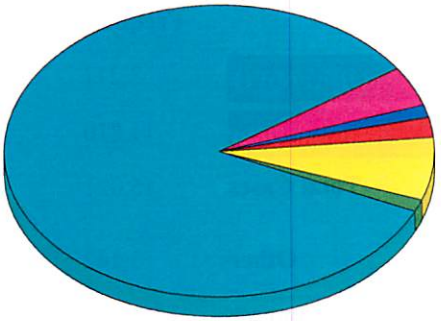
MINORITY vs MAJORITY



	Frequency	Percent
Minority	4,745	27.36
Majority	12,599	72.64
Total Cases	17,344	100.00
Missing Responses	864	

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

RACE



	Frequency	Percent
American Indian	229	1.39
Asian	362	2.20
Black	1,149	6.98
Native Hawaiian	228	1.38
White	13,788	83.71
Two or More	716	4.35
Total Cases	16,472	100.00
Missing Responses	1,736	

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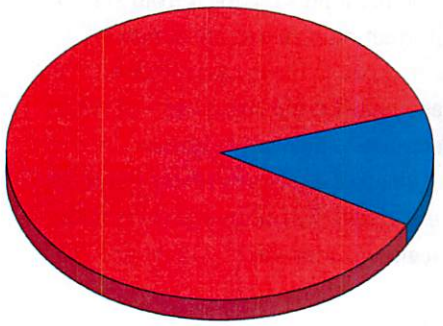
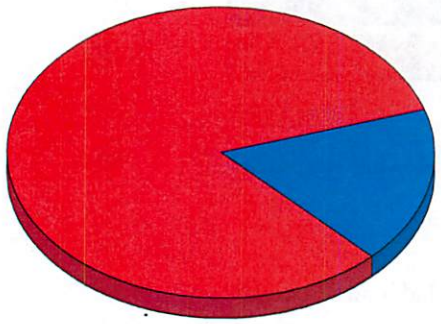
HISPANIC DECLARATION



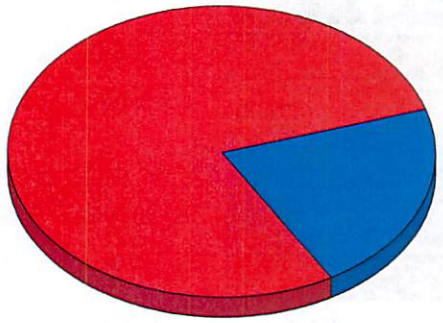
	Frequency	Percent
Hispanic	2,375	13.08
Not Hispanic	15,785	86.92
Total Cases	18,160	100.00
Missing Responses	48	

GENDER



	Frequency	Percent
Women	3,204	17.62
Men	14,981	82.38
Total Cases	18,185	100.00
Missing Respones	23	

OFFICER vs ENLISTED



	Frequency	Percent
Officer/WO	3,211	21.38
Enlisted	11,810	78.62
Total Cases	15,021	100.00
Other	3,142	
Missing Responses	45	

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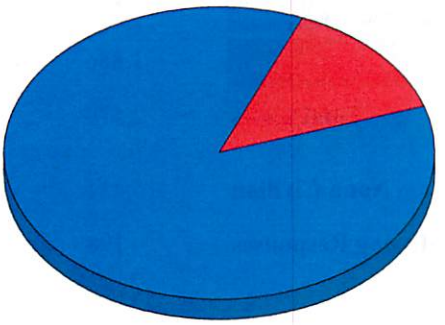
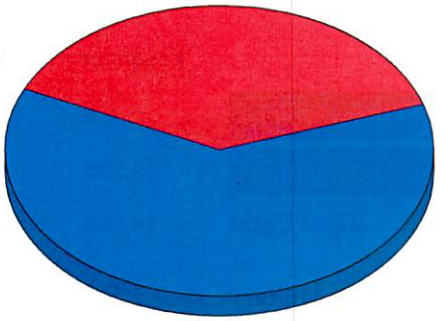
ENLISTED SENIORITY



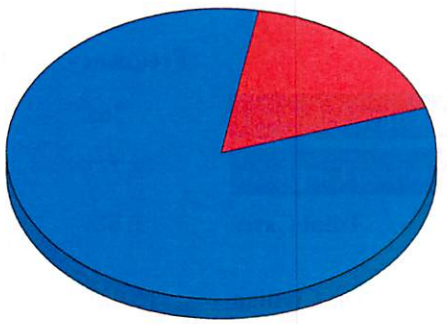
	Frequency	Percent
E1-E6	10,143	86.37
E7-E9	1,601	13.63
Total Cases	11,744	100.00
Not Enlisted	6,398	
Missing Responses	66	

OFFICER SENIORITY



	Frequency	Percent
O1-O3	1,592	61.97
O4 and above	977	38.03
Total Cases	2,569	100.00
Not an Officer	15,610	
Missing Responses	29	

MILITARY vs CIVILIAN



	Frequency	Percent
Military	15,021	82.70
Civilian	3,142	17.30
Total Cases	18,163	100.00
Missing Responses	45	

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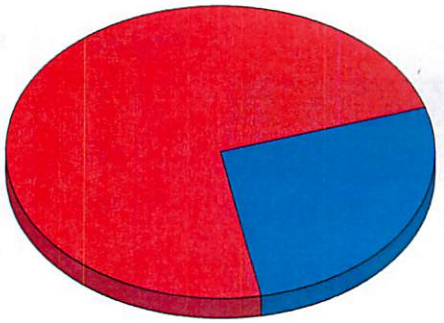
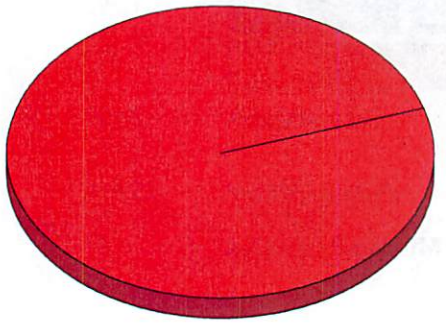
FEDERAL CIVILIAN SENIORITY



	Frequency	Percent
Junior Civilian	693	26.87
Senior Civilian	1,886	73.13
Total Cases	2,579	100.00
Not a Civilian	15,431	
Missing Responses	198	

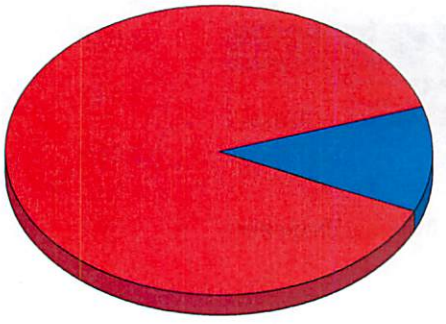
For GS, WG/WL/WS/WB, and SES: Junior = 1 through 8, and Senior = 9 and above. For Non-Supervisory NSPS: Junior = all Pay Band 1, and Pay Band 2 Technician/Support, Fire Protection, Police/Security Guard, and Senior = Pay Bands 3 and 4, and Pay Band 2 Professional pay schedules. For Supervisory NSPS: Junior = Pay Band 1, and Senior = Pay Band 2.

OTHER MILITARY vs U.S. MILITARY



	Frequency	Percent
Other Military	0	0.00
U.S. Military	14,988	100.00
Total Cases	14,988	100.00
Not Military	3,142	
Missing Responses	33	

OTHER CIVILIAN EMPLOYEE vs FEDERAL CIVILIAN EMPLOYEE



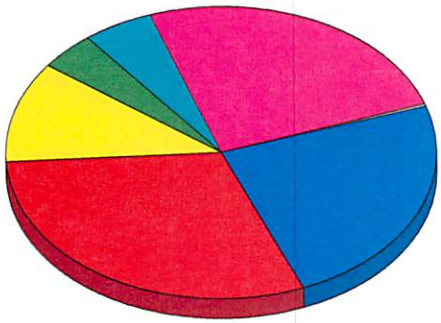
	Frequency	Percent
Other Employee	365	11.62
Federal Employee	2,777	88.38
Total Cases	3,142	100.00
Not Civilian	15,021	
Missing Responses	45	

500866

b. EXPERIENCES OF DISCRIMINATION DURING PAST 12 MONTHS

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

"YES" RESPONSE TO EXPERIENCED AN INCIDENT OF DISCRIMINATION

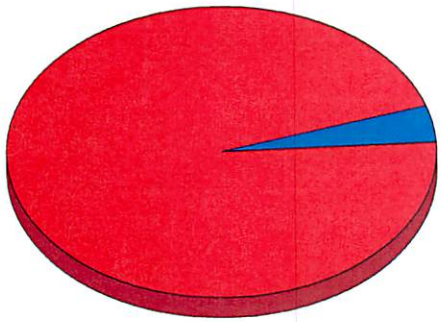


	Frequency	Percent
Race/Nat Orig/Color	644	23.90
Gender (Sex)	815	30.25
Age	296	10.99
Disability	118	4.38
Religion	141	5.23
Two or More	676	25.09
Not Classified *	4	0.15
Total Cases	2,694	100.00
"NO" Response	15,514	
Missing Responses	0	

* Not Classified: Data not available in earlier versions of the survey.

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MAJORITY

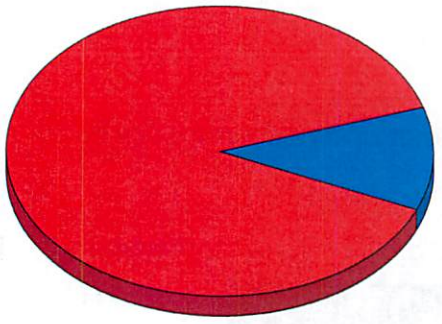


	Frequency	Percent
YES	526	4.17
NO	12,073	95.83
Total Cases	12,599	100.00
Missing Responses	0	

500867

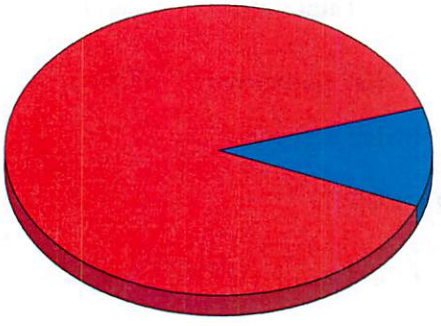
EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MINORITY



	Frequency	Percent
YES	545	11.49
NO	4,200	88.51
Total Cases	4,745	100.00
Missing Responses	0	

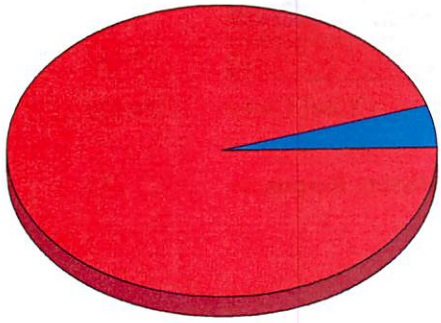
HISPANIC



	Frequency	Percent
YES	264	11.12
NO	2,111	88.88
Total Cases	2,375	100.00
Missing Responses	0	

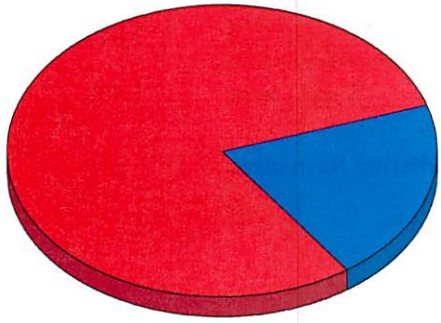
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	700	4.67
NO	14,281	95.33
Total Cases	14,981	100.00
Missing Responses	0	

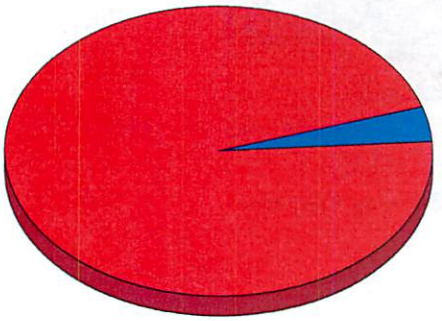
WOMEN



	Frequency	Percent
YES	647	20.19
NO	2,557	79.81
Total Cases	3,204	100.00
Missing Responses	0	

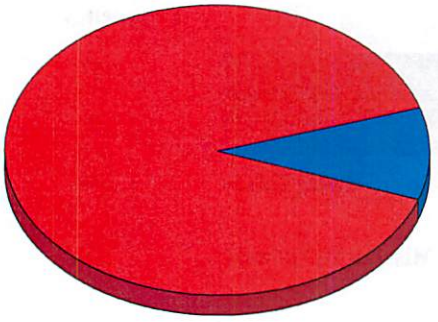
EXPERIENCED *SEXUAL HARASSMENT*

MEN



	Frequency	Percent
YES	568	3.86
NO	14,132	96.14
Total Cases	14,700	100.00
Missing Responses	281	

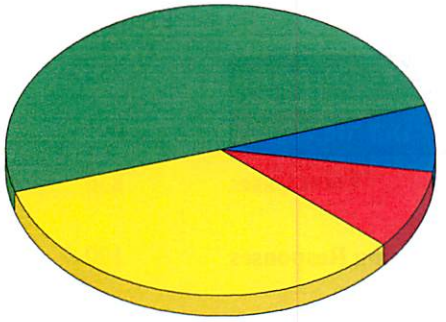
WOMEN



	Frequency	Percent
YES	296	10.18
NO	2,612	89.82
Total Cases	2,908	100.00
Missing Responses	296	

500870

WHAT ACTION DID YOU TAKE FOLLOWING THE INCIDENT OF DISCRIMINATION?

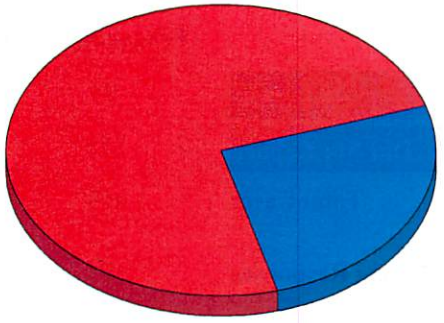


	Frequency	Percent
Filed Formal Complaint	100	7.43
Reported to EO/EEO	119	8.84
Reported to Supervisor	457	33.95
Confronted Individual	669	49.70
Not Classified *	1	0.07
Total Cases	1,346	100.00
Did not Report	1,200	
Missing Responses	429	

* Not Classified: Data not available in earlier versions of the survey.

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MAJORITY

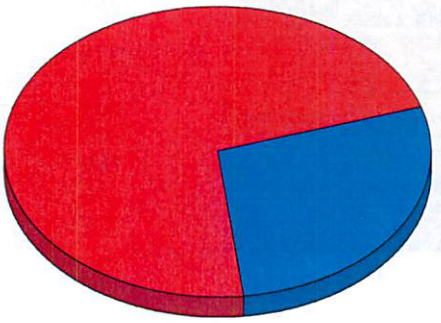


	Frequency	Percent
Reported	396	25.92
Did Not Report	1,132	74.08
Total Cases	1,528	100.00
Missing Responses	222	

500871

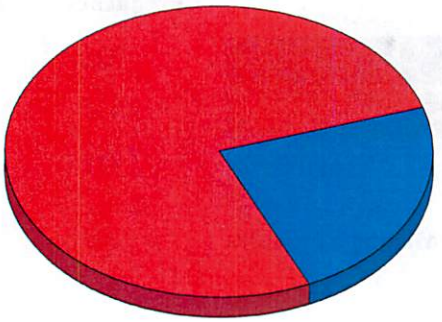
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Reported	235	28.11
Did Not Report	601	71.89
Total Cases	836	100.00
Missing Responses	190	

HISPANIC

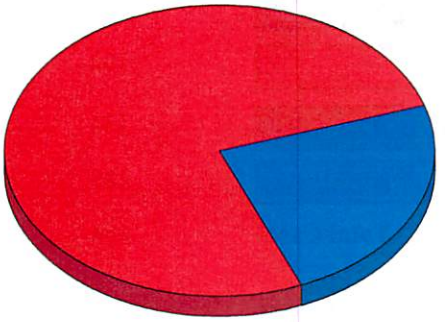


	Frequency	Percent
Reported	94	22.98
Did Not Report	315	77.02
Total Cases	409	100.00
Missing Responses	106	

500872

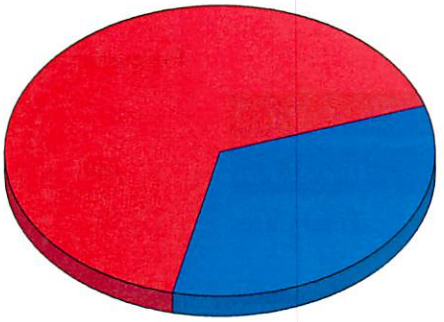
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Reported	443	23.78
Did Not Report	1,420	76.22
Total Cases	1,863	100.00
Missing Responses	174	

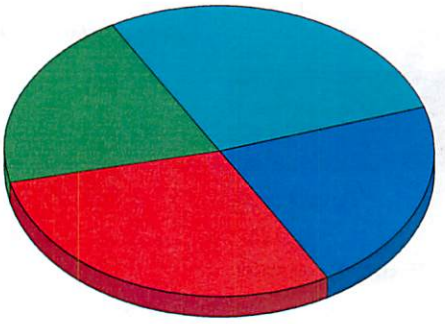
WOMEN



	Frequency	Percent
Reported	226	33.53
Did Not Report	448	66.47
Total Cases	674	100.00
Missing Responses	253	

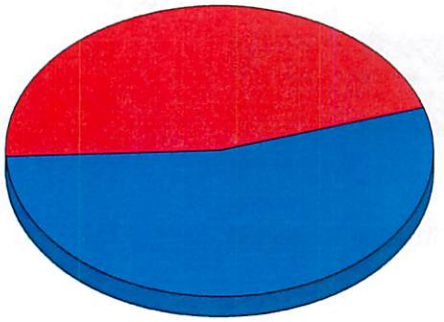
500873

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR



	Frequency	Percent
Very Satisfied	143	21.54
Moderately Satisfied	198	29.82
Moderately Dissatisfied	134	20.18
Very Dissatisfied	189	28.46
Total Cases	664	100.00
Missing Responses	13	

MAJORITY

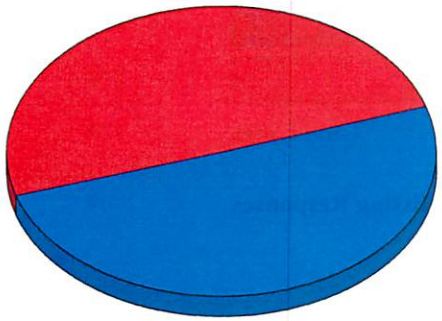


	Frequency	Percent
Satisfied	212	54.08
Dissatisfied	180	45.92
Total Cases	392	100.00
Missing Responses	4	

500874

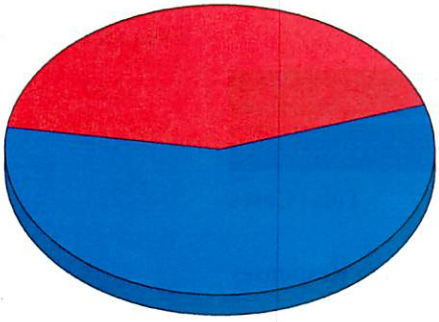
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Satisfied	115	50.22
Dissatisfied	114	49.78
Total Cases	229	100.00
Missing Responses	6	

HISPANIC

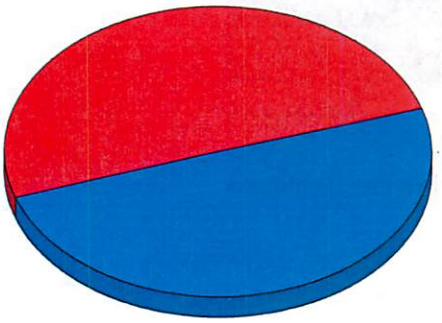


	Frequency	Percent
Satisfied	54	57.45
Dissatisfied	40	42.55
Total Cases	94	100.00
Missing Responses	0	

500875

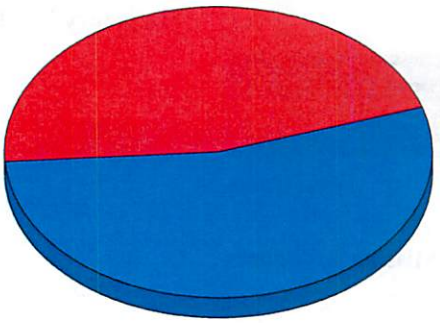
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Satisfied	216	49.77
Dissatisfied	218	50.23
Total Cases	434	100.00
Missing Responses	9	

WOMEN



	Frequency	Percent
Satisfied	120	53.81
Dissatisfied	103	46.19
Total Cases	223	100.00
Missing Responses	3	

500876

c. SUBGROUP FACTOR COMPARISONS

Subgroup factor comparisons will be presented with Equal Opportunity/Equal Employment opportunity (EO/EEO) factors, followed by Organizational Effectiveness factors.

The DEOCS report displays your organization's results in two ways. First, it considers average scores, where higher average scores always indicate more positive perceptions. Second, the degree different groups agree in their perceptions is also an important indicator. The disparity index (DI) is a statistically-derived number that reflects how much two groups agree or disagree in their perceptions. Together, the average and DI provide substantially more information than either score alone. Each of these combined data points is plotted, using the lowest average between the two groups being compared (vertical axis), along with the DI between those two groups (horizontal axis).

GREEN indicates higher averages and levels of agreements. The YELLOW, ORANGE, and RED colored areas reflect progressively greater organizational concerns, indicated by lower averages, higher DIs, or both.

The data point can appear in one of four numbered quadrants:

Quadrant 1 is the most positive, as it reflects higher average scores and lower Disparity Index (i.e., a higher level of agreement) between the two groups.

Quadrant 2 reflects higher average scores, but also a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

Quadrant 3 reflects lower average scores, with a lower Disparity Index (i.e., a high level of agreement) between the two groups.

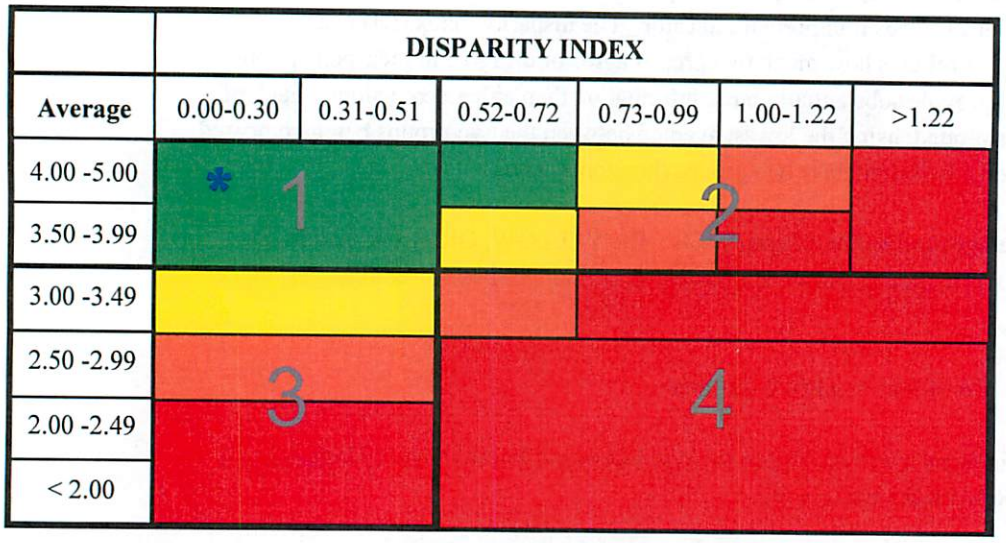
Quadrant 4 reflects lower average scores and a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

00877

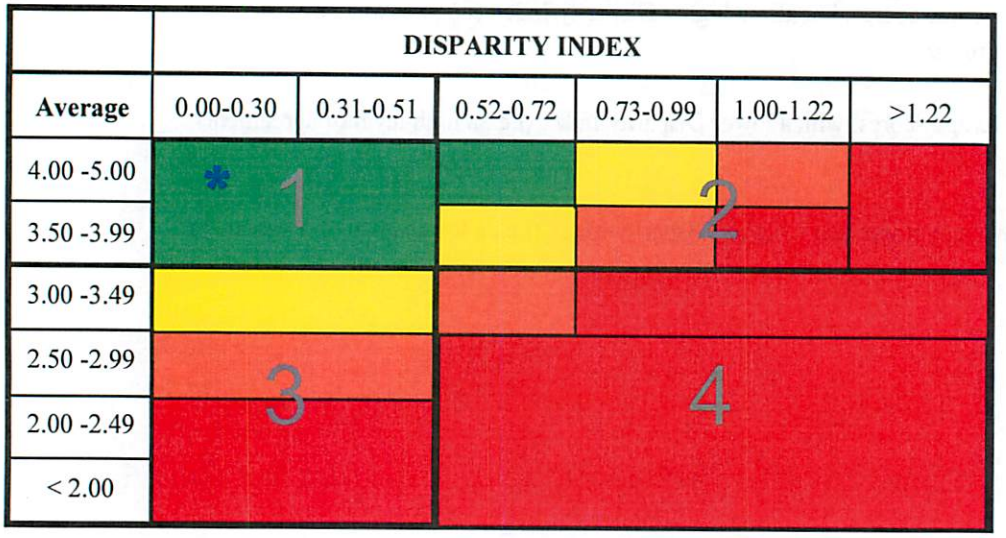
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.26
Majority	4.35
DI:	0.11



	Average
Women	4.24
Men	4.33
DI:	0.11

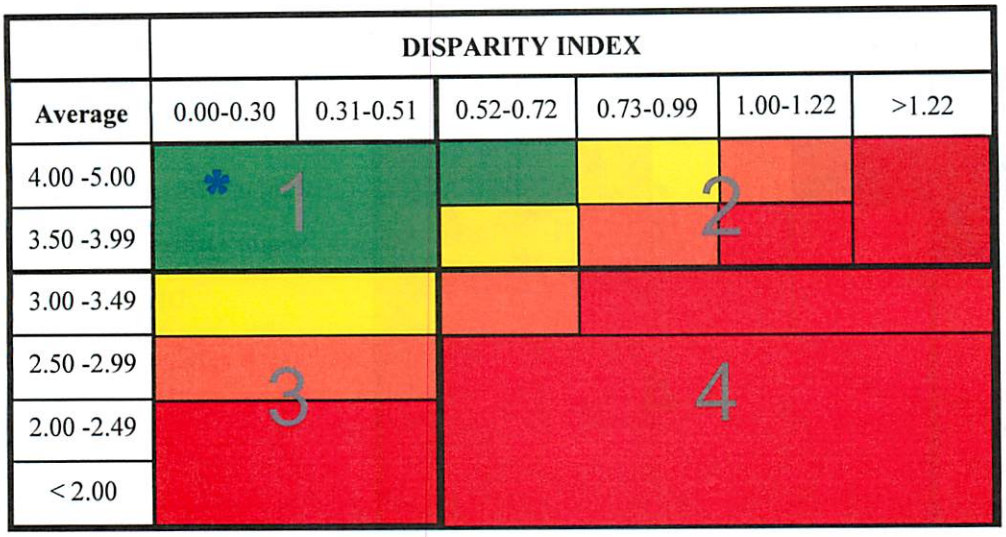
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500878

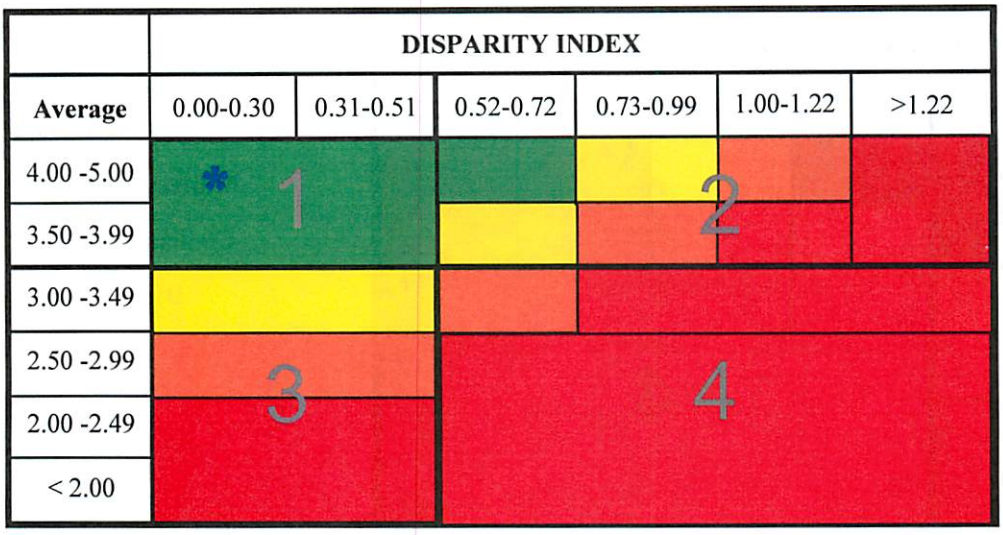
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.43
Enlisted	4.28
DI:	0.21



	Average
Junior Enlisted	4.25
Senior Enlisted	4.43
DI:	0.24

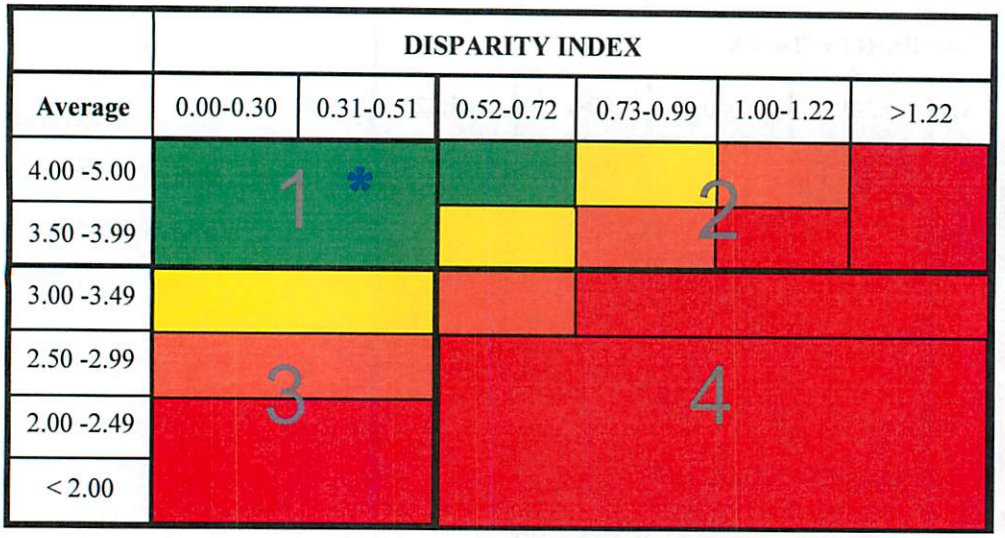
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500879

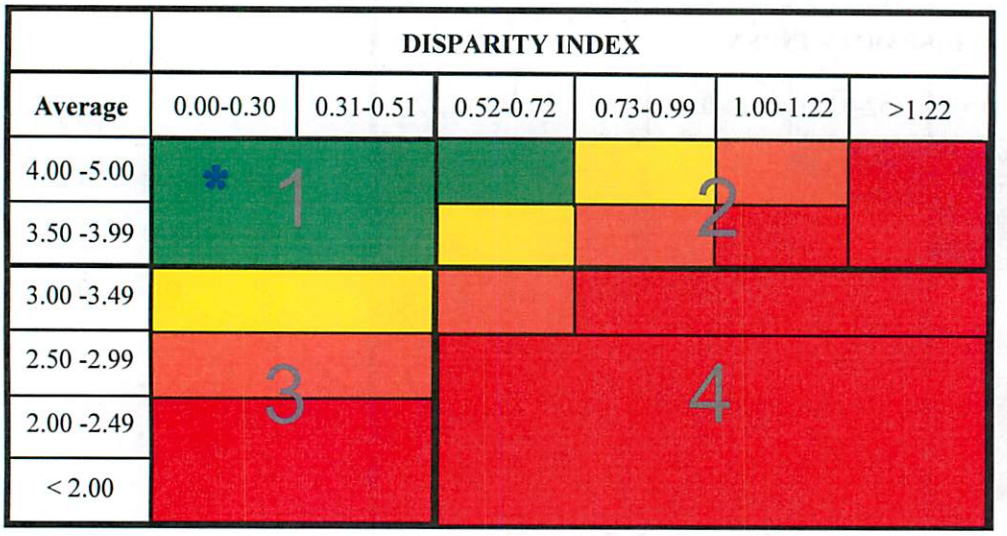
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.32
Senior Officer	4.52
DI:	0.31



	Average
Military	4.31
Civilian	4.34
DI:	0.05

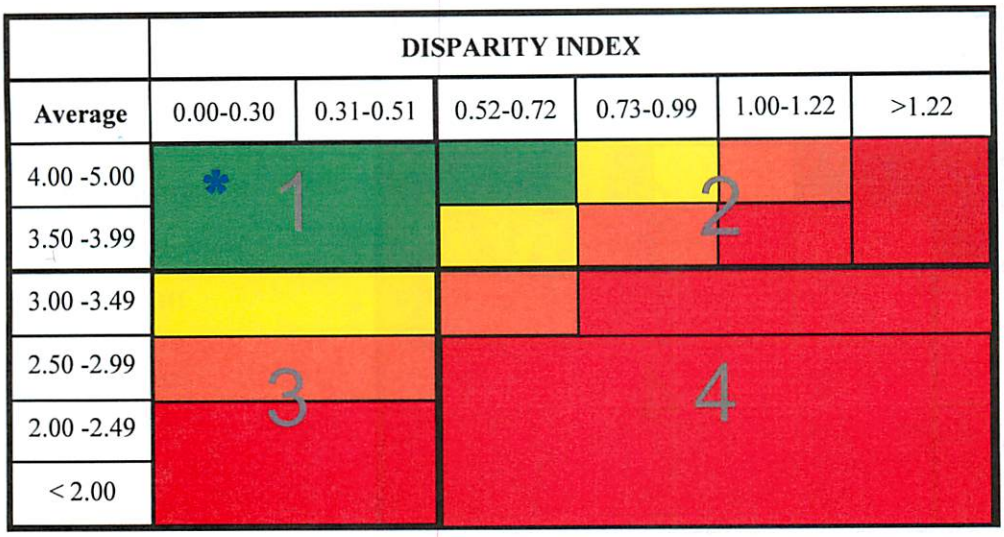
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500880

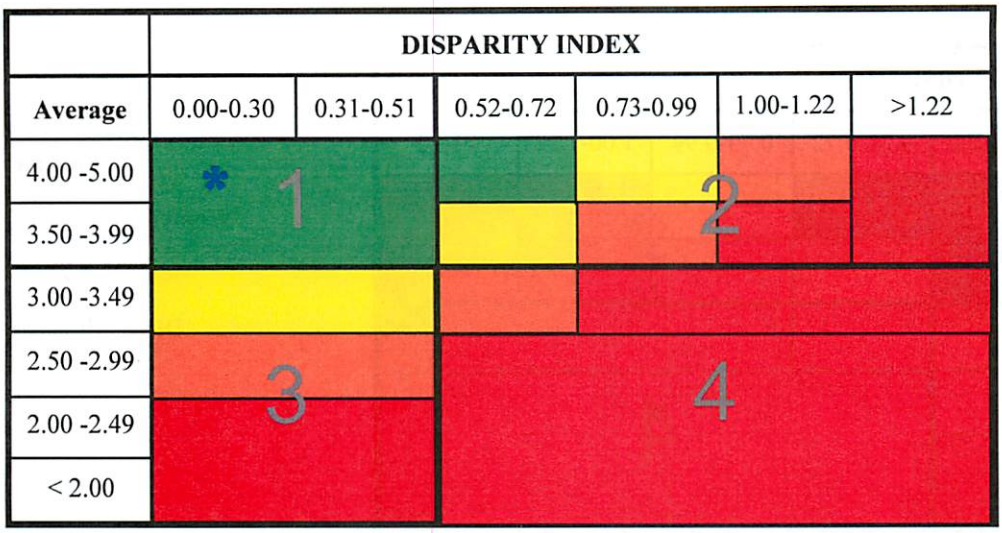
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.37
Senior Civilian	4.33
DI:	0.05



	Average
Other Civilian	4.42
Federal Civilian	4.31
DI:	0.13

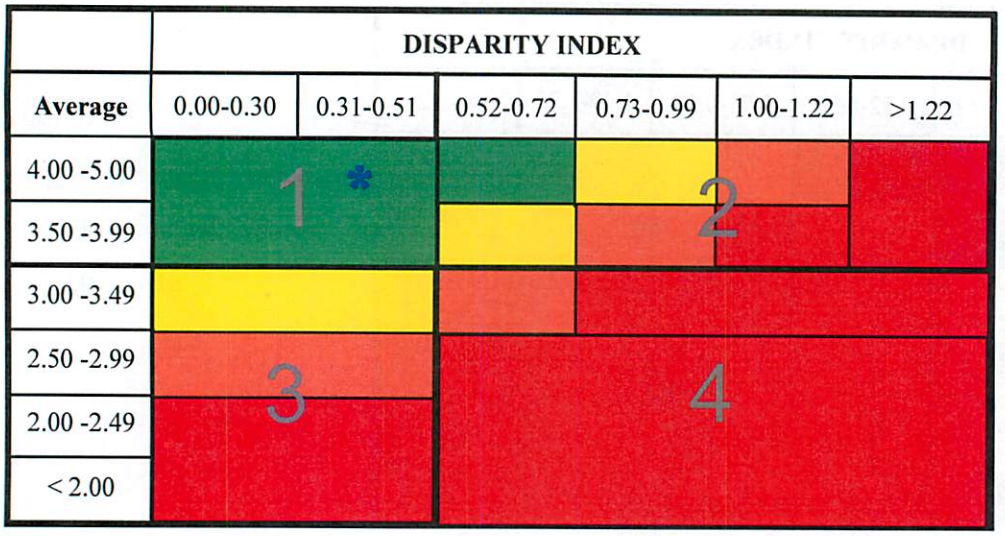
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500881

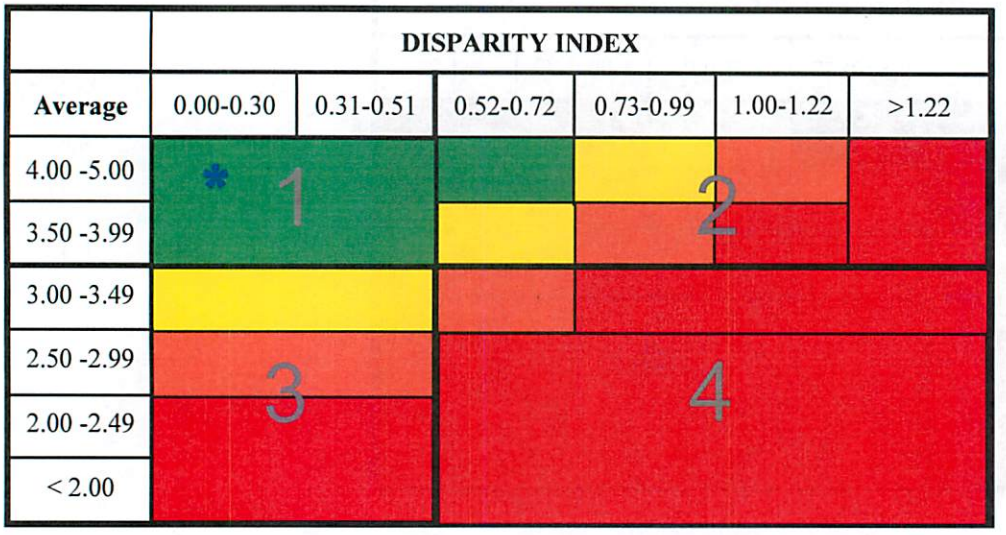
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.57
Majority	4.77
DI:	0.32



	Average
Women	4.65
Men	4.72
DI:	0.11

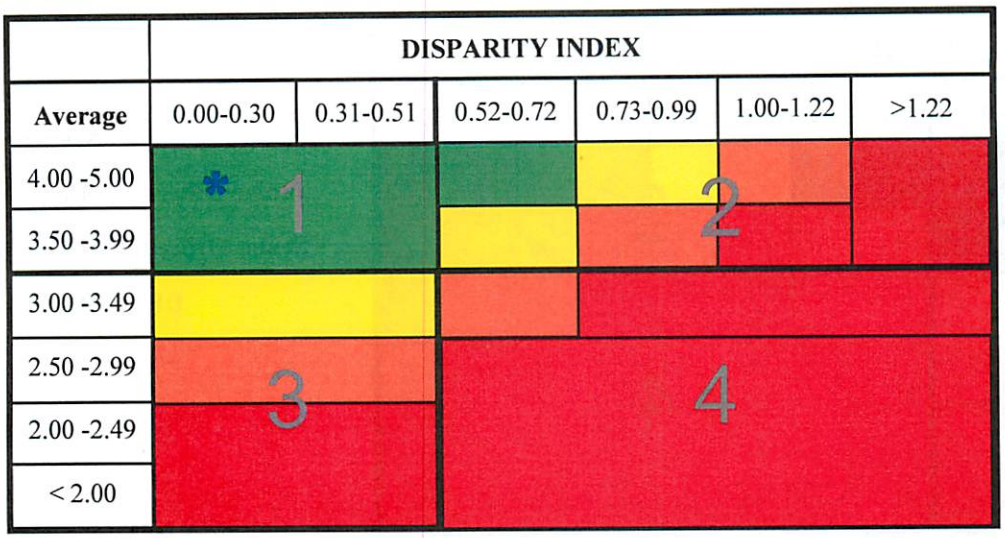
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500882

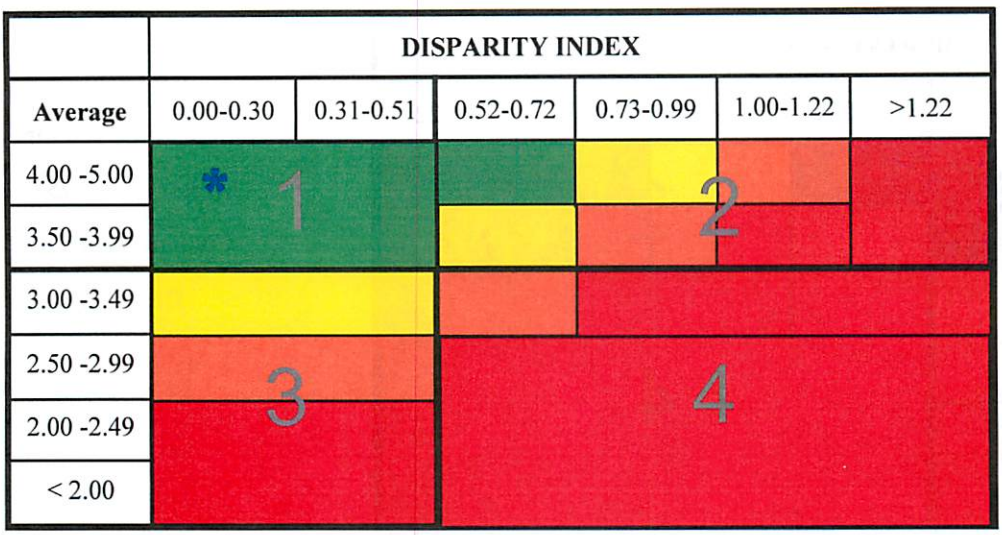
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.82
Enlisted	4.73
DI:	0.19



	Average
Junior Enlisted	4.71
Senior Enlisted	4.82
DI:	0.22

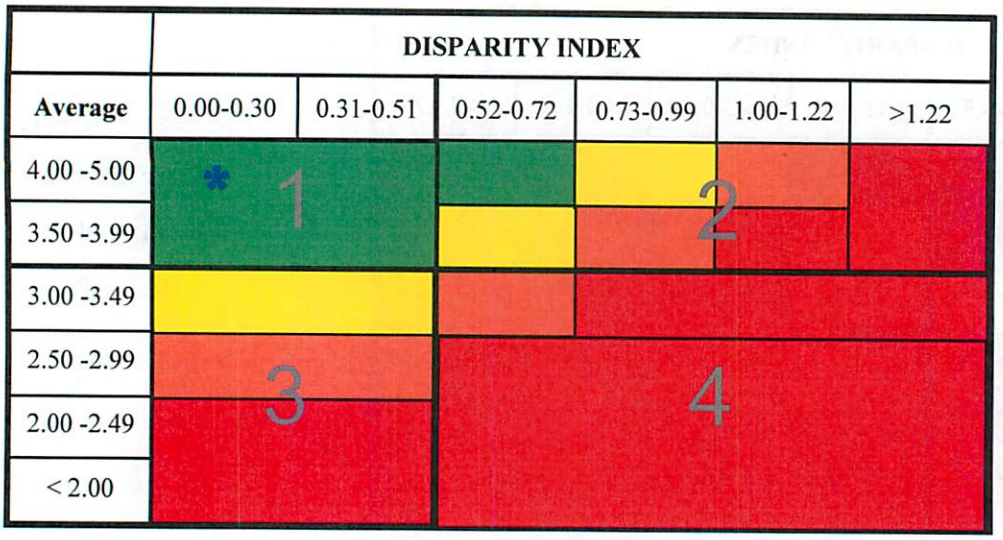
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500885

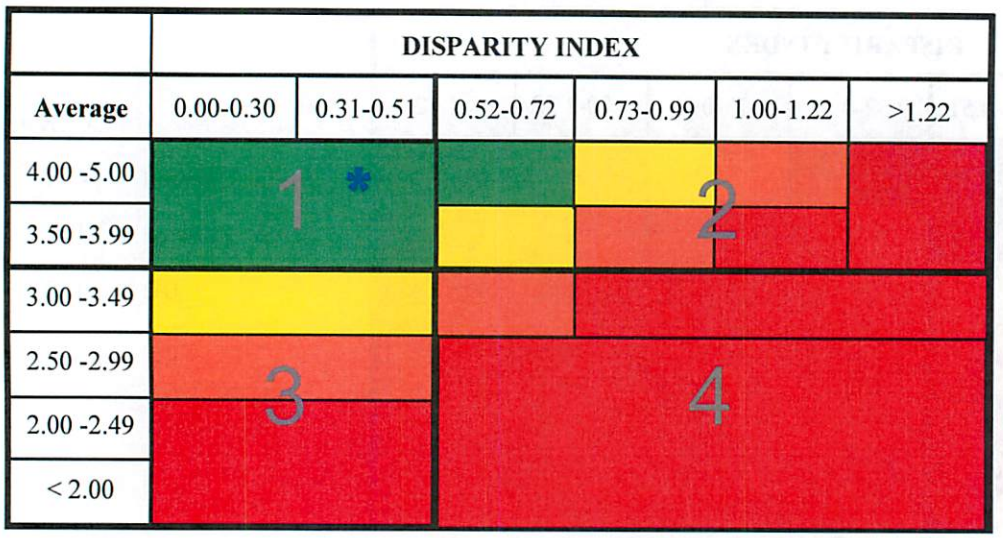
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.79
Senior Officer	4.85
DI:	0.13



	Average
Military	4.75
Civilian	4.54
DI:	0.31

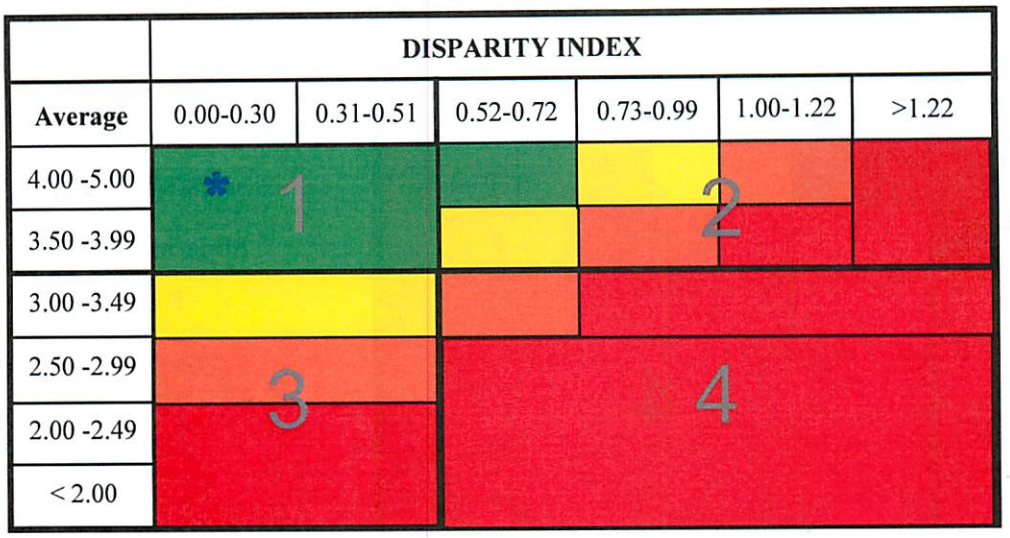
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500384

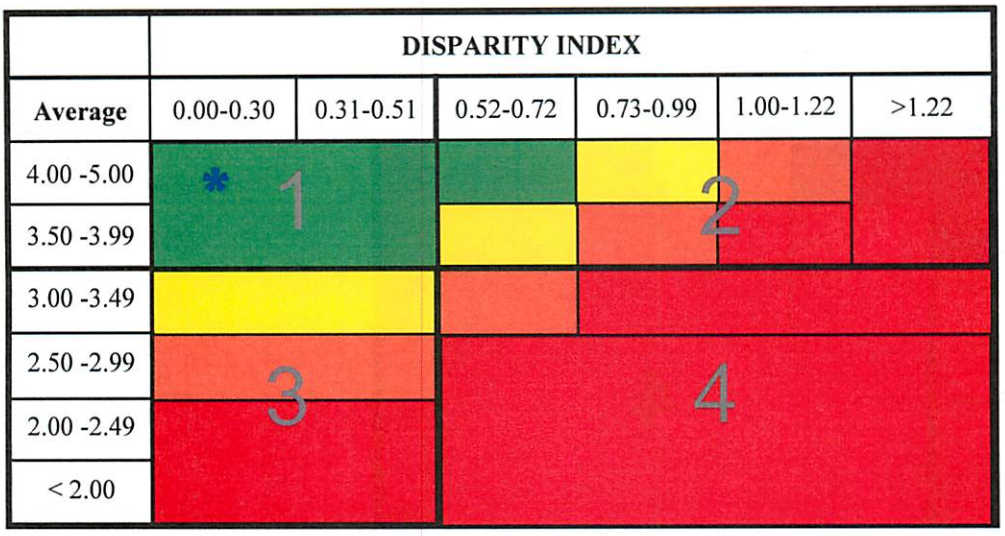
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.45
Senior Civilian	4.59
DI:	0.18



	Average
Other Civilian	4.58
Federal Civilian	4.71
DI:	0.21

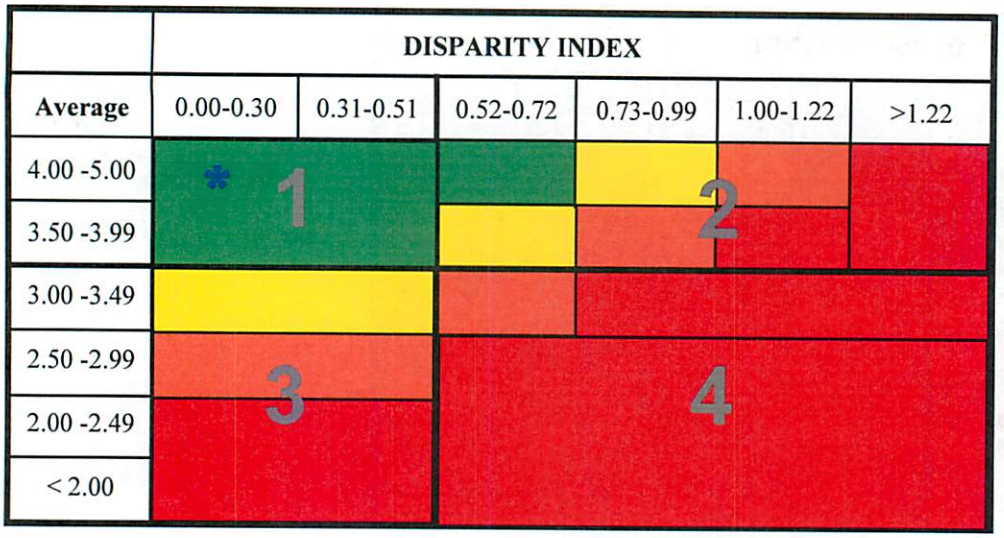
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500885

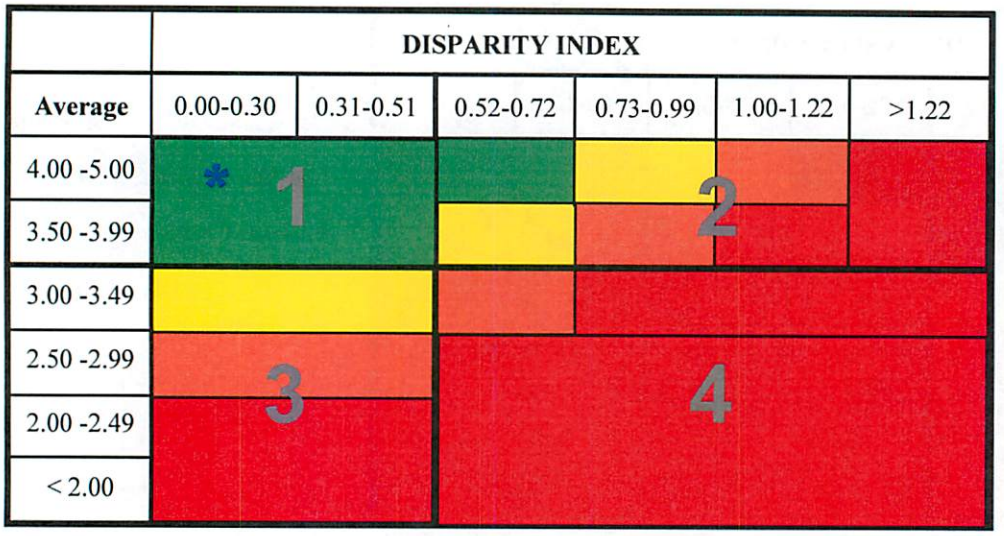
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.06
Majority	4.20
DI:	0.13



	Average
Women	4.11
Men	4.16
DI:	0.05

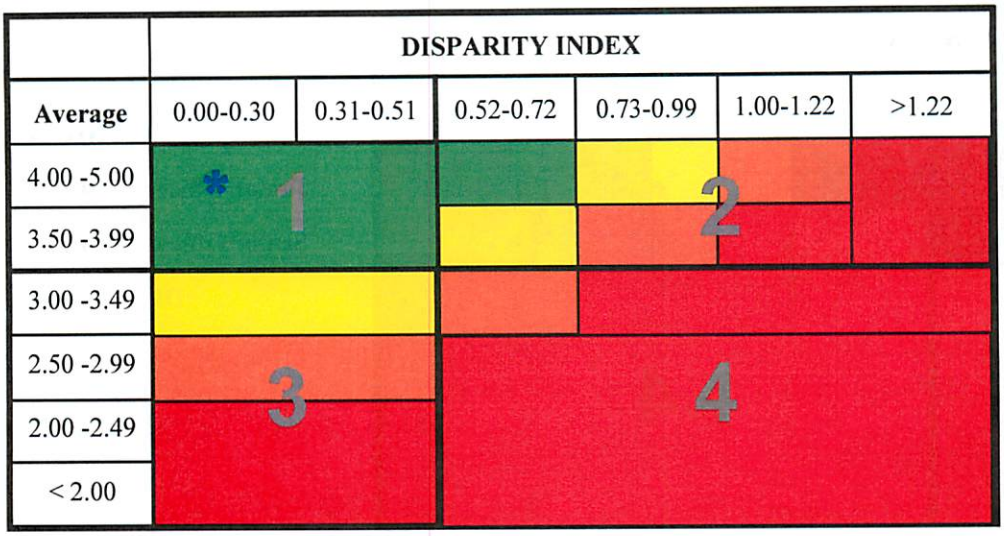
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500886

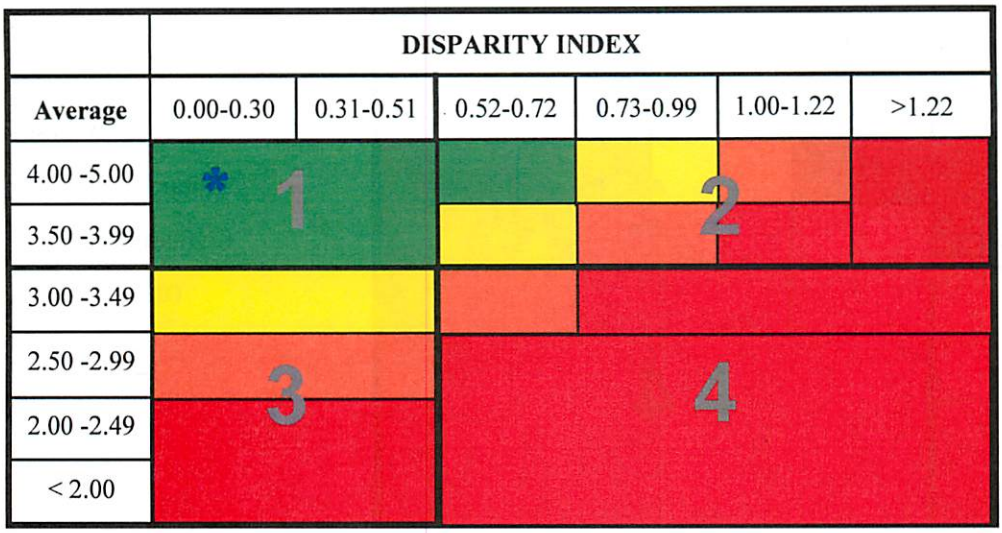
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.37
Enlisted	4.15
DI:	0.24



	Average
Junior Enlisted	4.13
Senior Enlisted	4.31
DI:	0.20

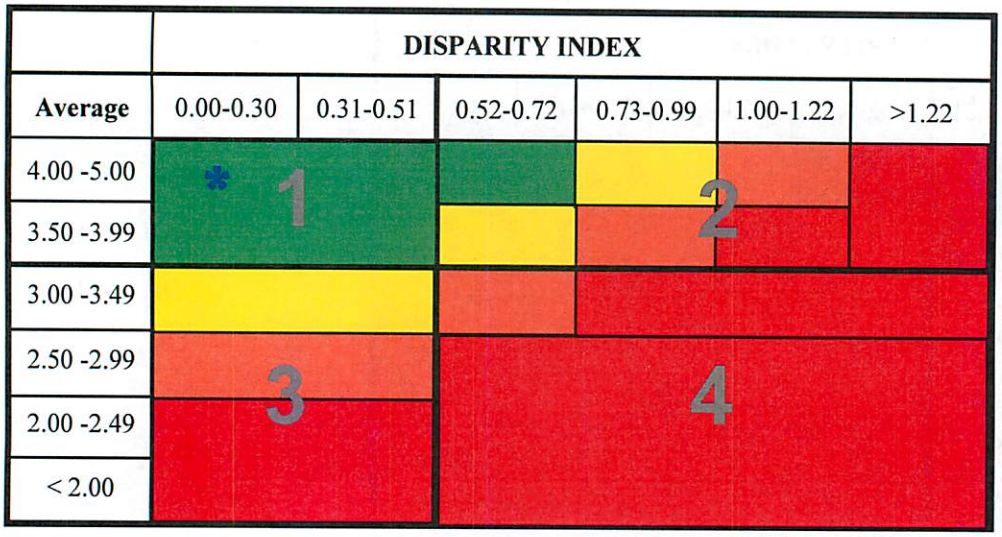
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500887

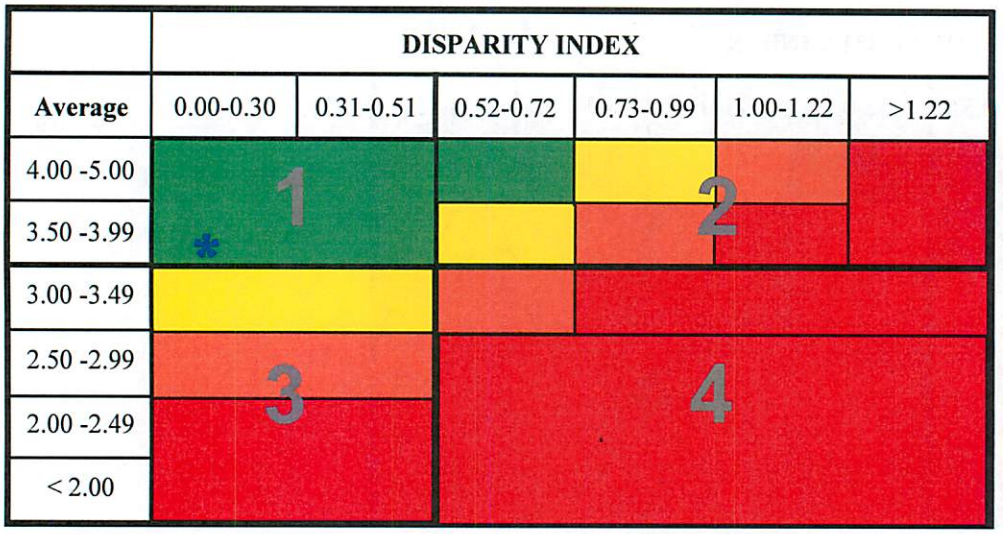
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.38
Senior Officer	4.42
DI:	0.06



	Average
Military	4.20
Civilian	3.94
DI:	0.26

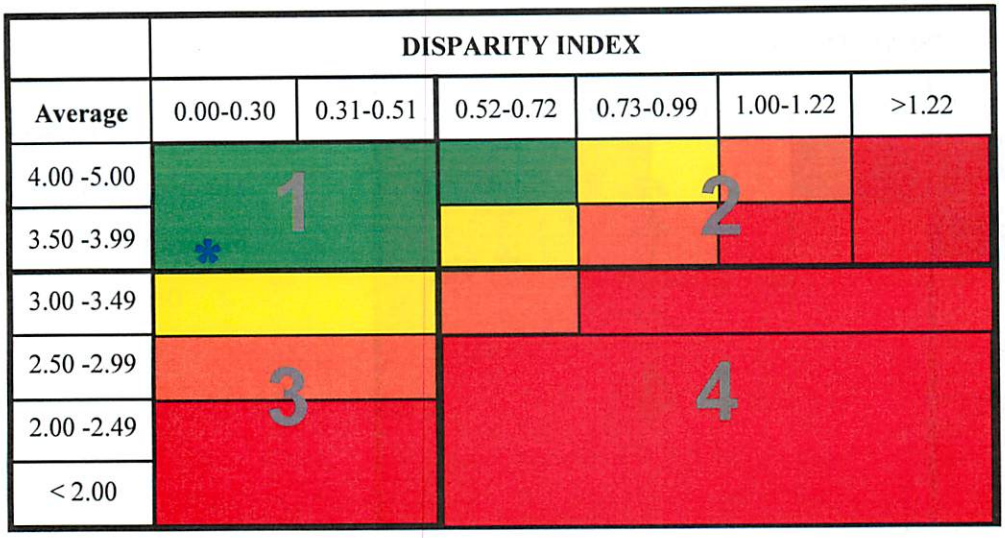
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500888

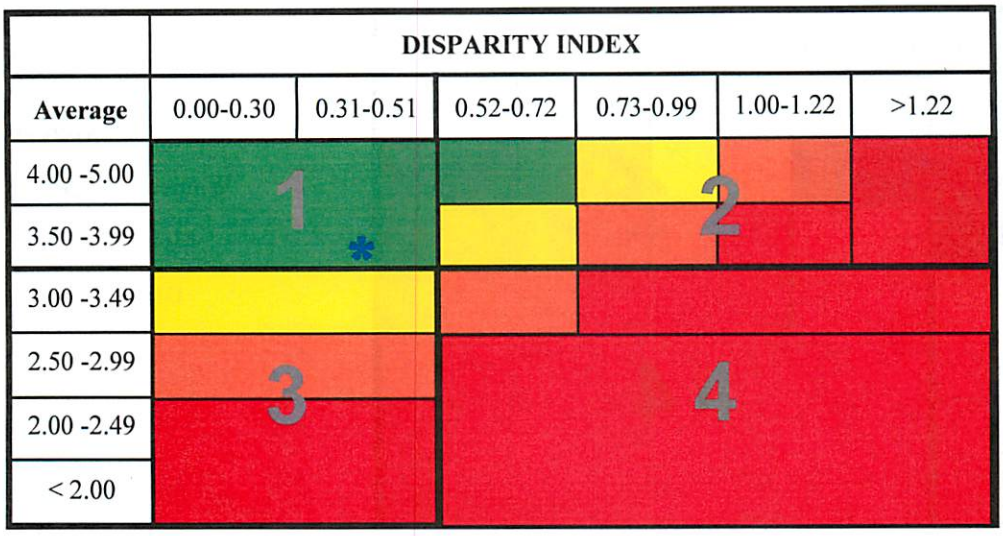
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.81
Senior Civilian	4.05
DI:	0.22



	Average
Other Civilian	3.74
Federal Civilian	4.16
DI:	0.38

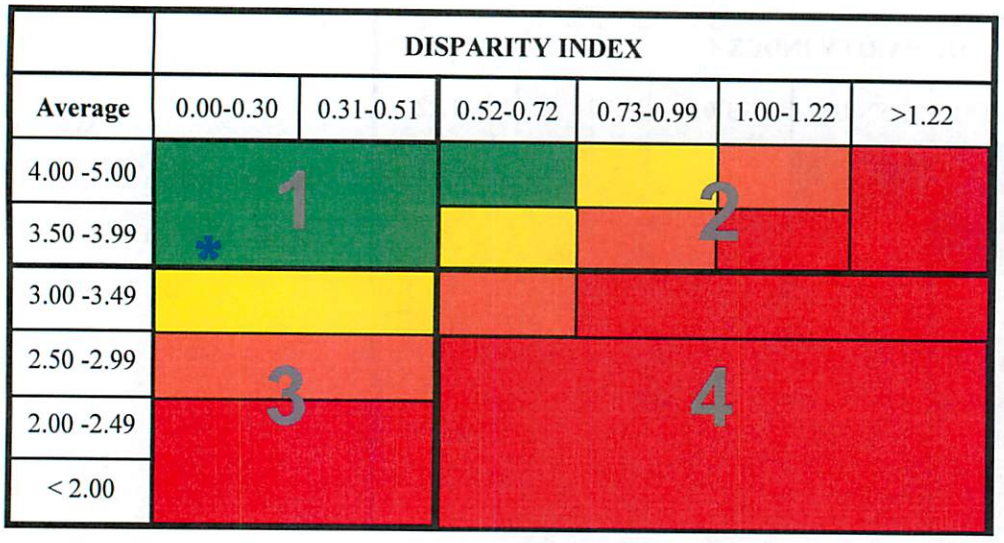
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500889

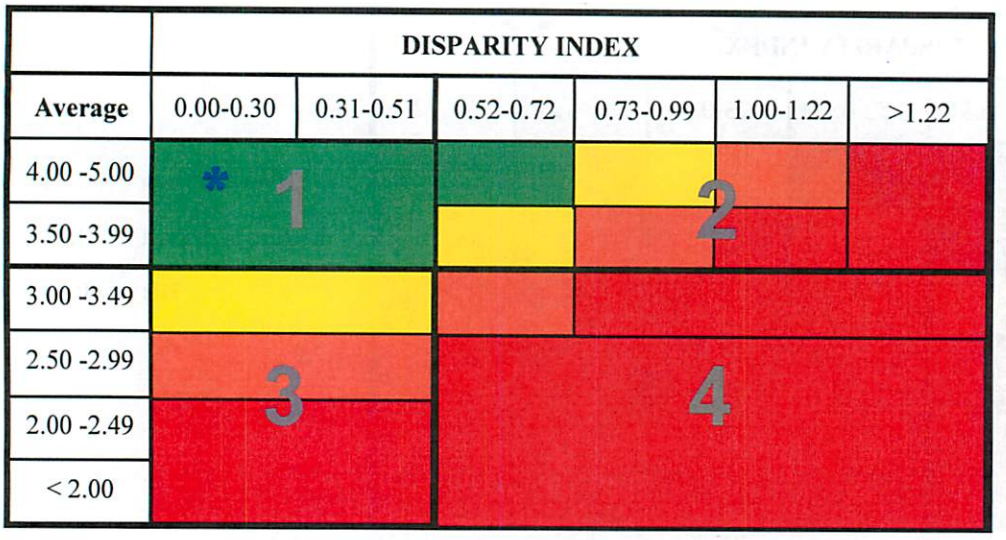
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.88
Majority	4.13
DI:	0.25



	Average
Women	4.14
Men	4.04
DI:	0.10

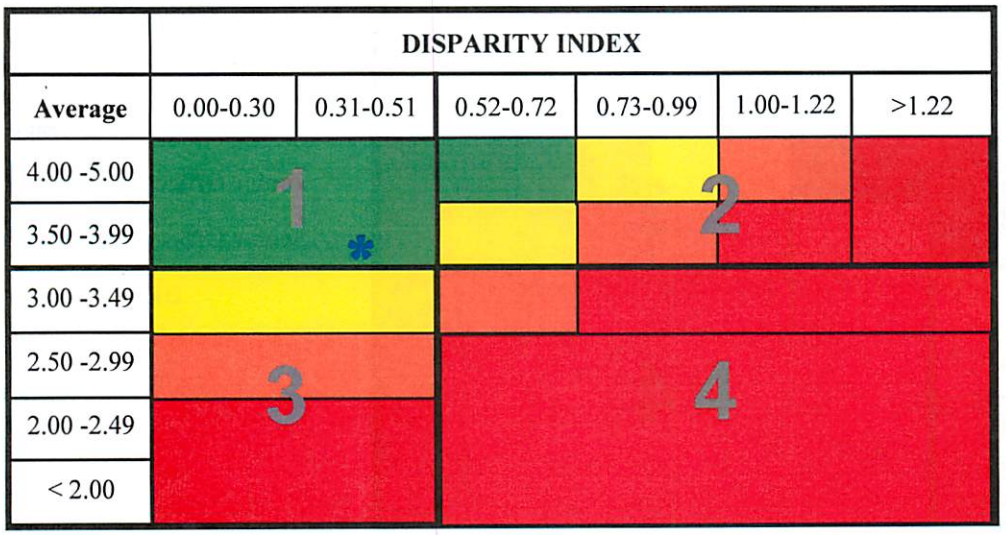
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500890

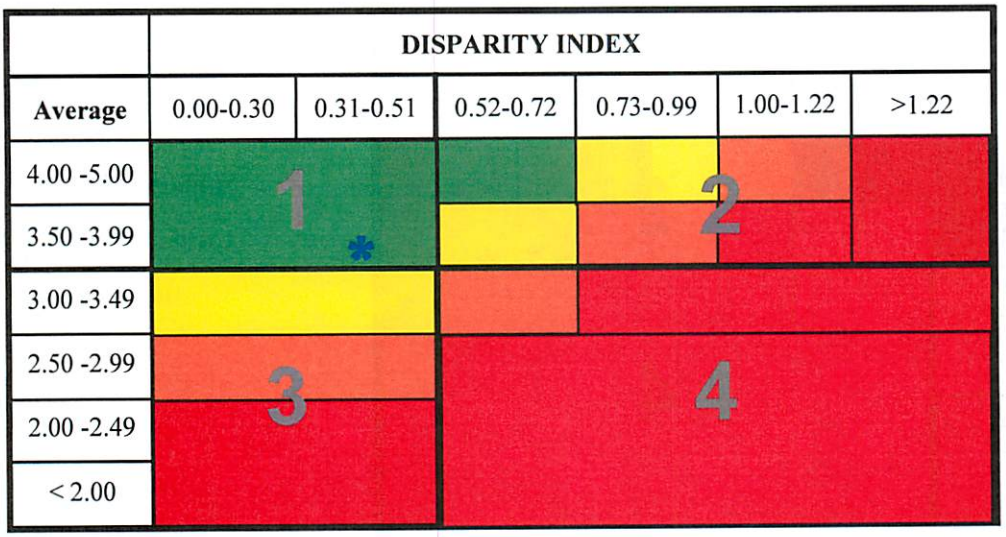
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.33
Enlisted	3.91
DI:	0.46



	Average
Junior Enlisted	3.85
Senior Enlisted	4.30
DI:	0.48

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500891

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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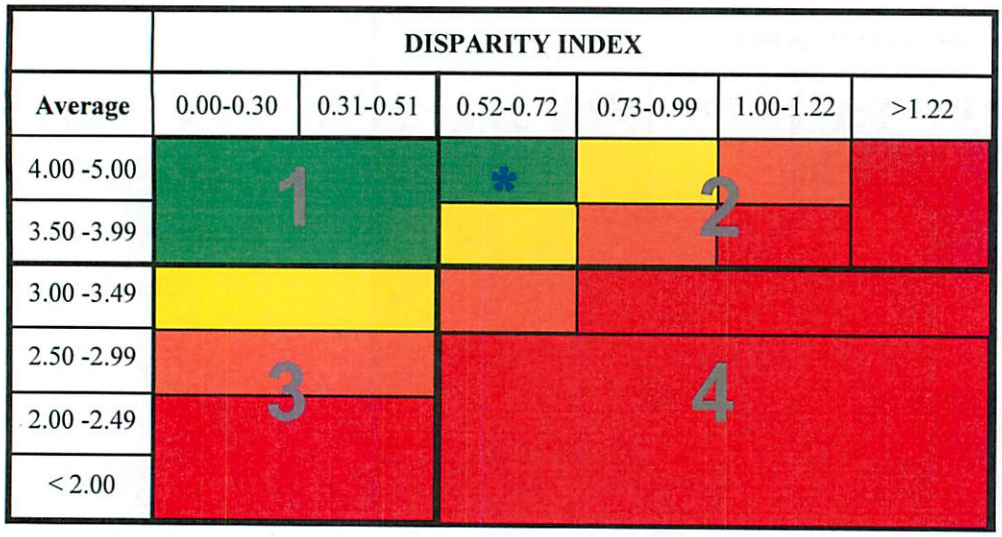
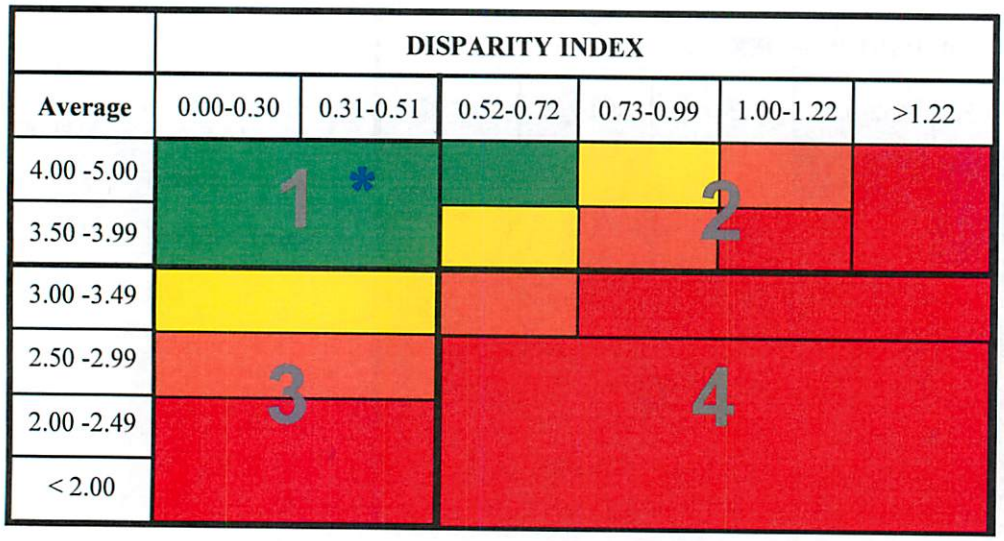


	Average
Junior Officer	4.15
Senior Officer	4.55
DI:	0.55



	Average
Military	4.00
Civilian	4.30
DI:	0.31

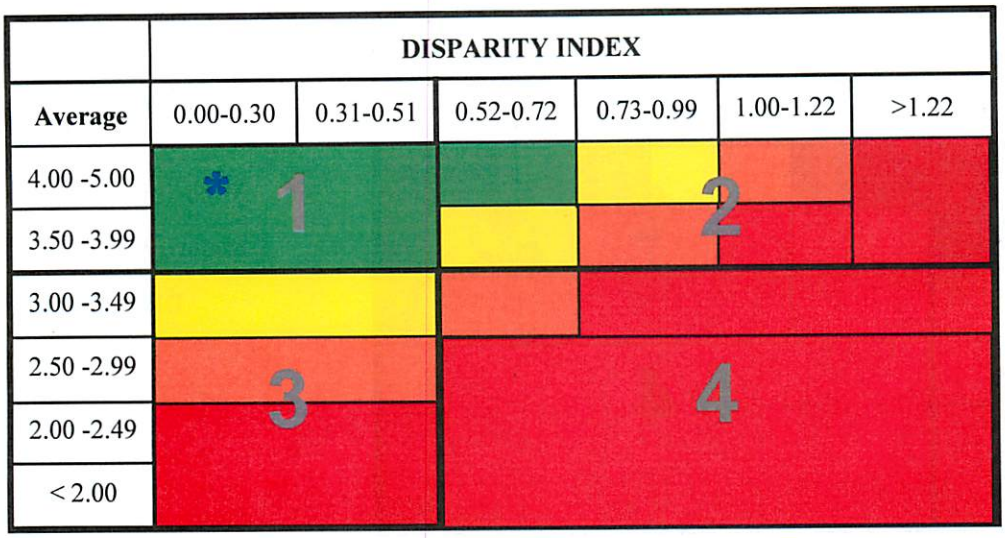
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500892

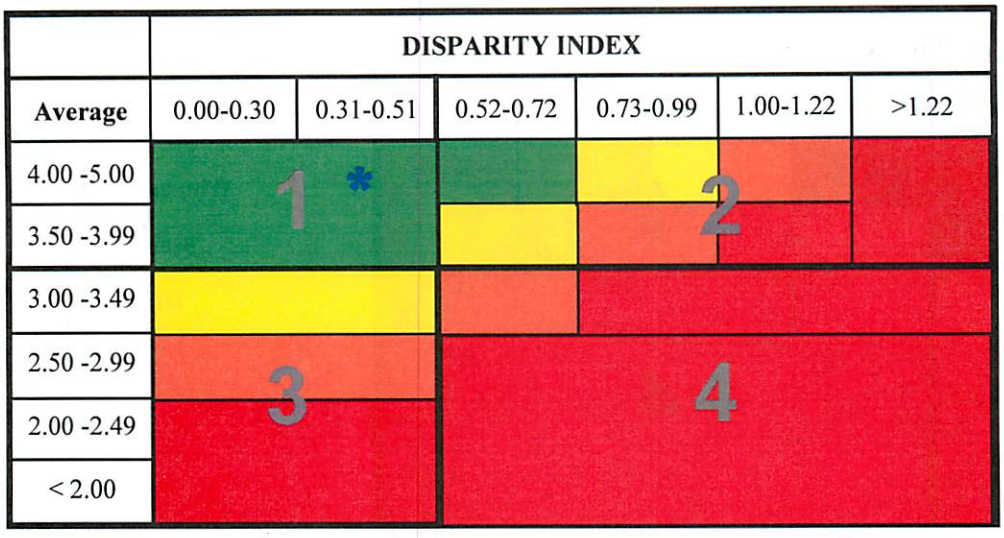
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.29
Senior Civilian	4.31
DI:	0.02



	Average
Other Civilian	4.37
Federal Civilian	4.05
DI:	0.35

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500893

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Minority	4.43
Majority	4.55
DI:	0.15

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Women	4.45
Men	4.52
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500894

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
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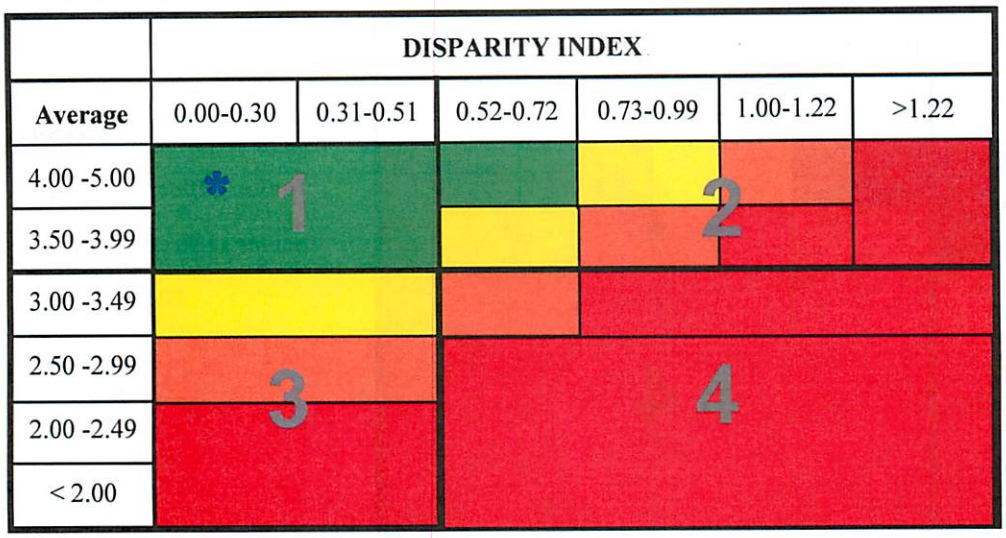
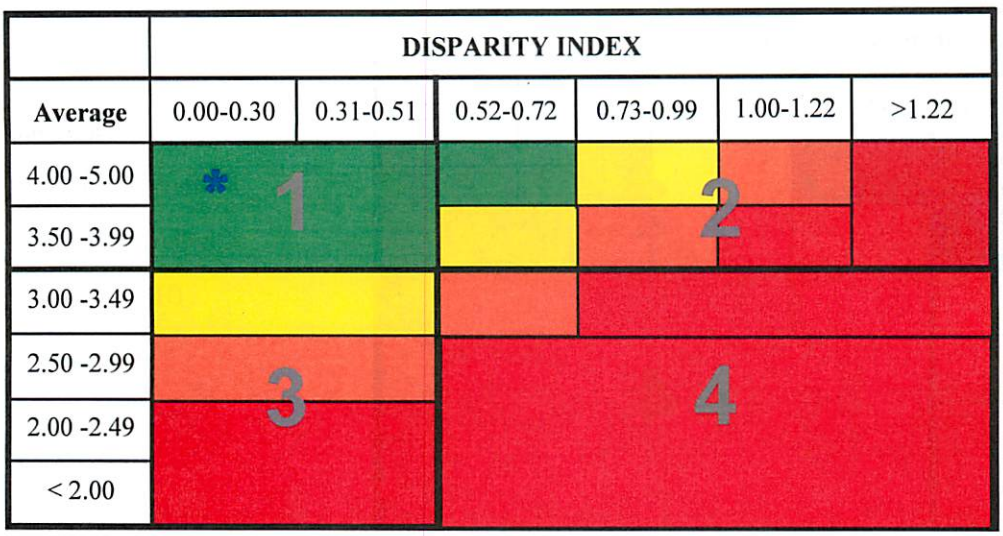
* You are here.



	Average
Officer	4.64
Enlisted	4.56
DI:	0.13



	Average
Junior Enlisted	4.55
Senior Enlisted	4.58
DI:	0.04

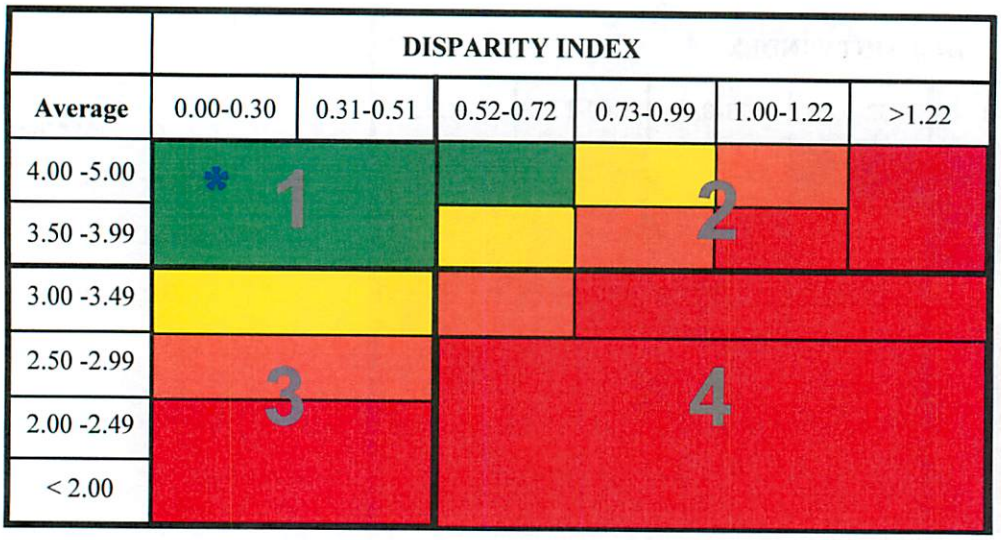
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500895

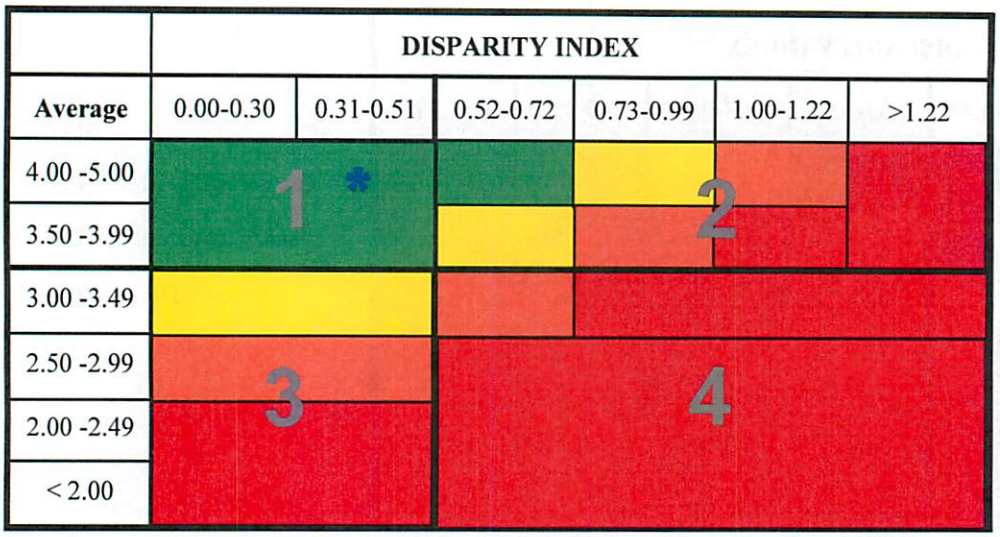
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.62
Senior Officer	4.67
DI:	0.09



	Average
Military	4.58
Civilian	4.17
DI:	0.44

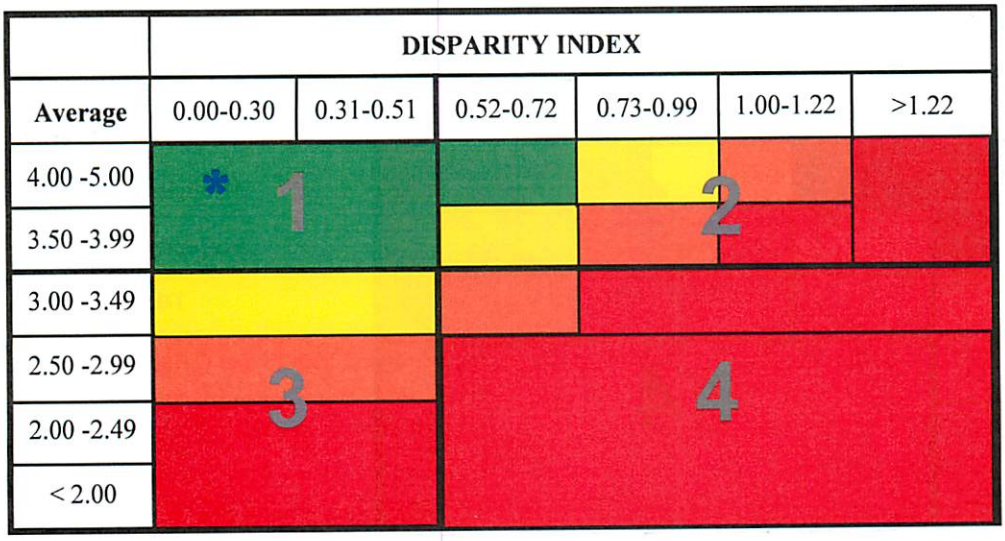
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500898

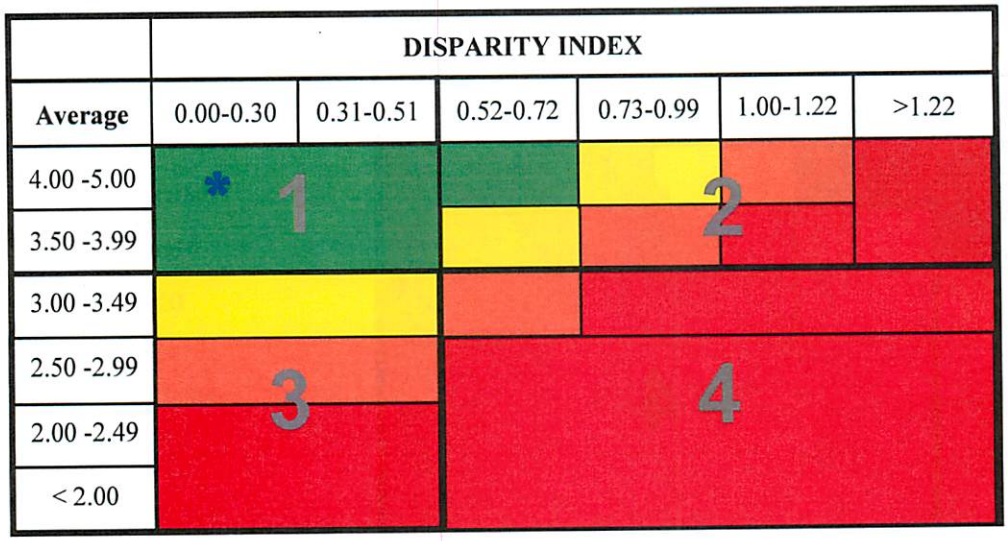
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.17
Senior Civilian	4.16
DI:	0.01



	Average
Other Civilian	4.30
Federal Civilian	4.51
DI:	0.23

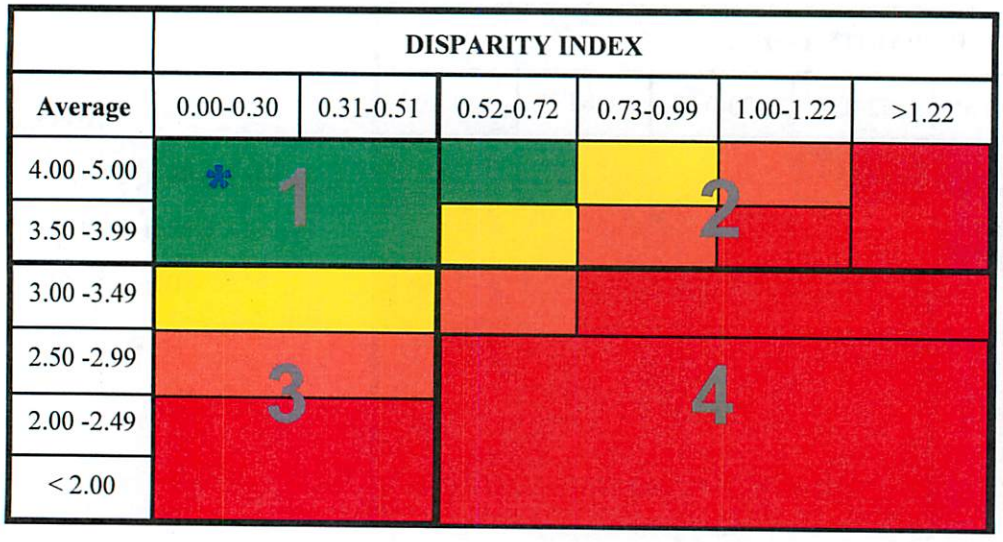
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500897

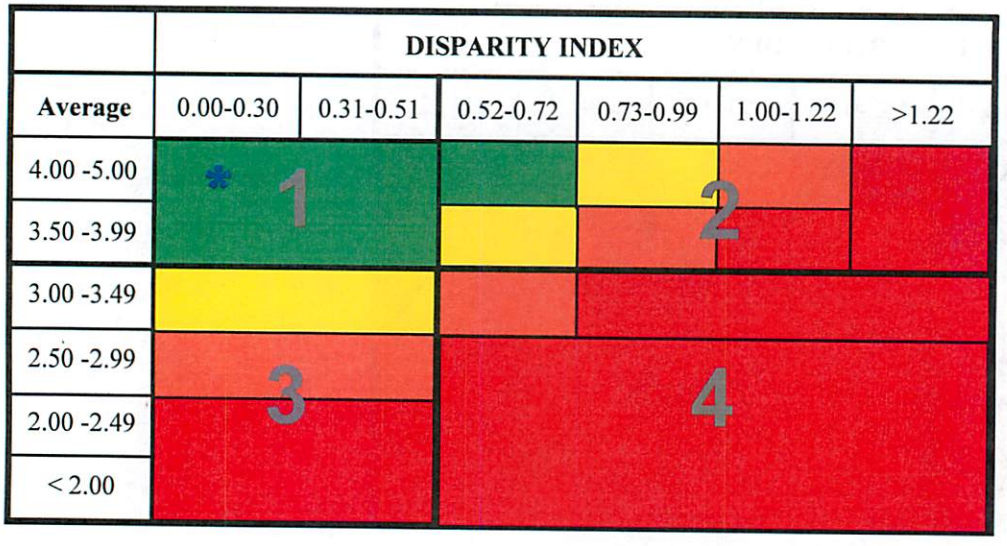
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.52
Majority	4.62
DI:	0.15



	Average
Women	4.60
Men	4.59
DI:	0.02

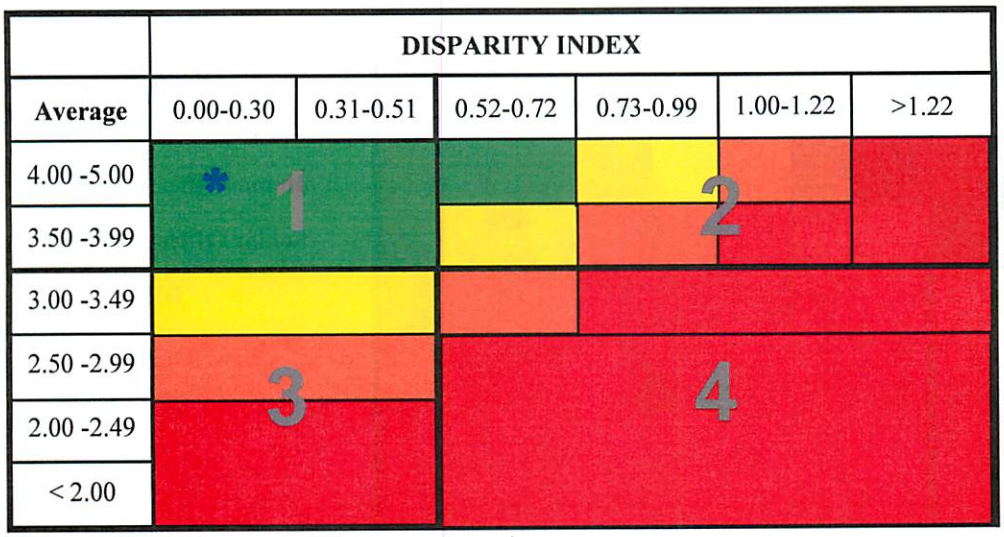
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500898

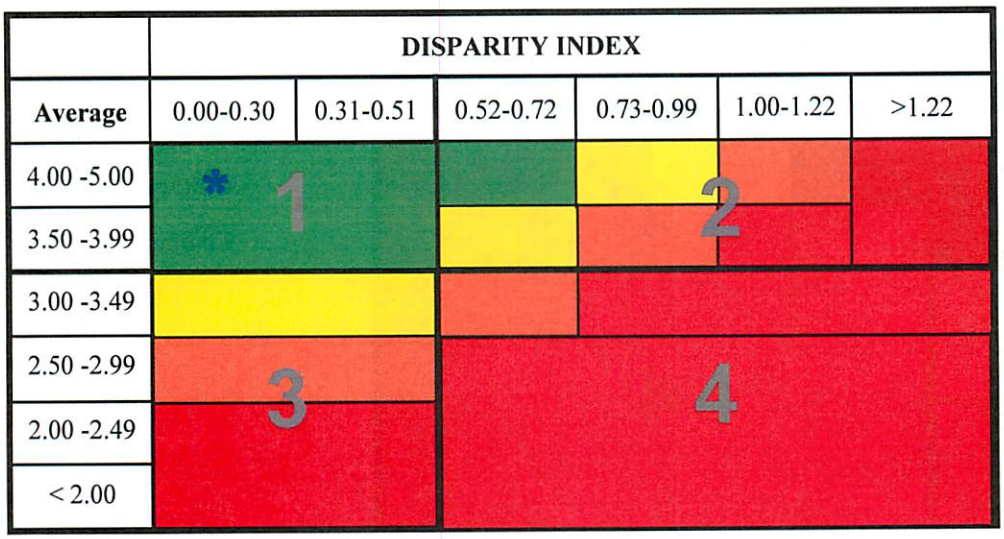
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.64
Enlisted	4.59
DI:	0.08



	Average
Junior Enlisted	4.58
Senior Enlisted	4.67
DI:	0.15

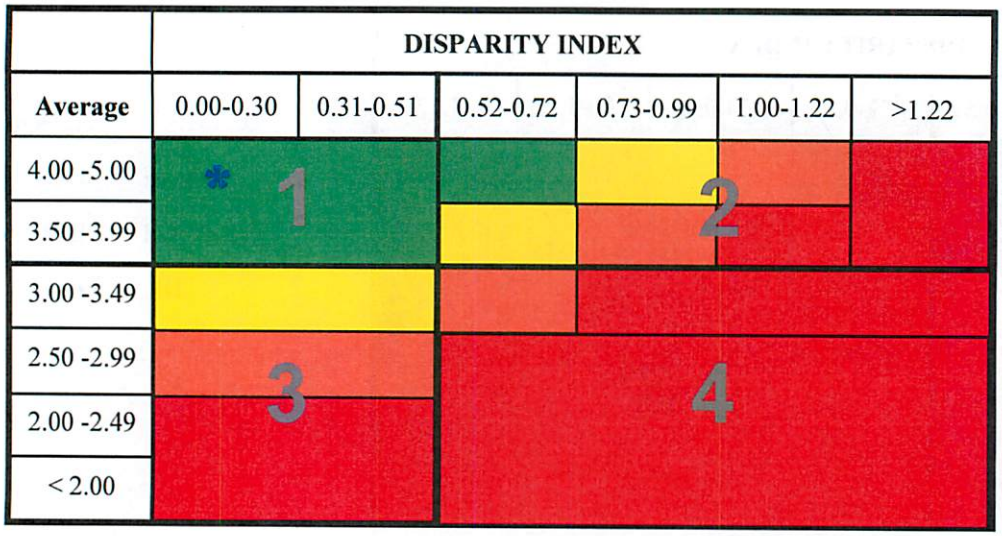
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

000393

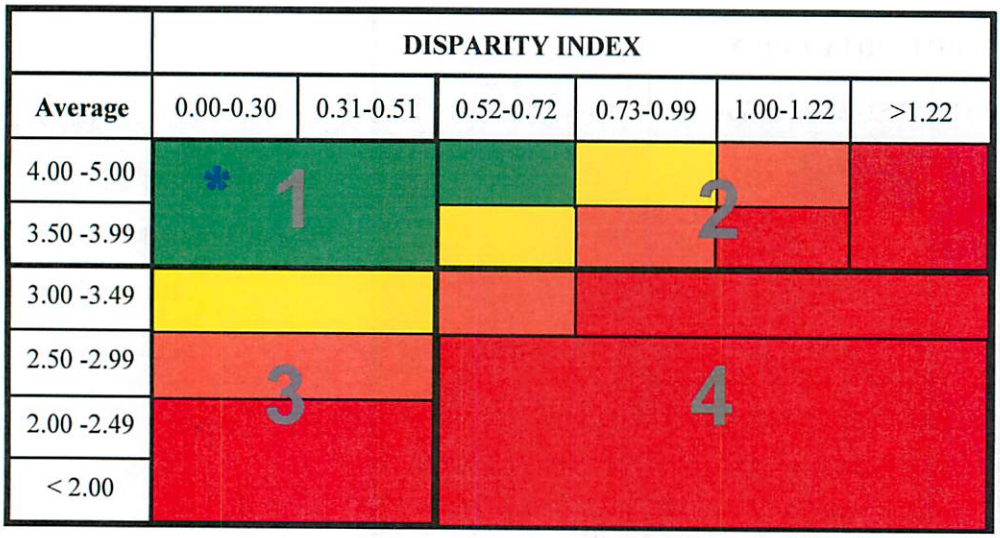
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.59
Senior Officer	4.69
DI:	0.17



	Average
Military	4.60
Civilian	4.51
DI:	0.14

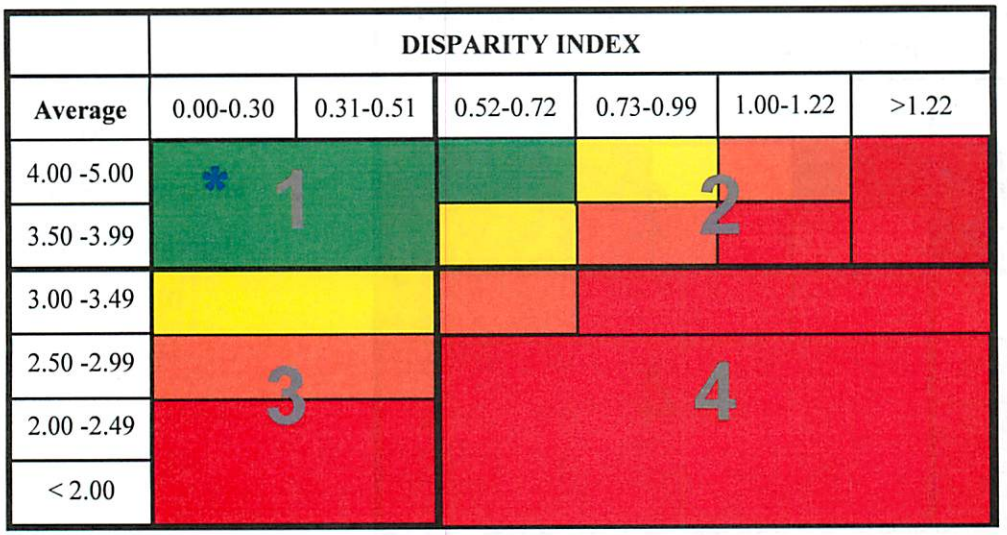
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500309

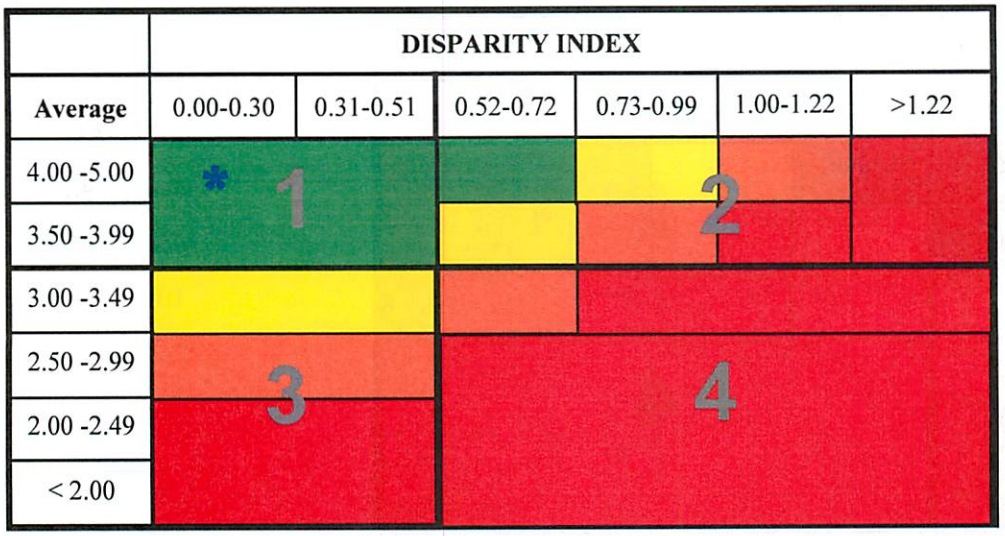
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.50
Senior Civilian	4.51
DI:	0.01



	Average
Other Civilian	4.56
Federal Civilian	4.59
DI:	0.03

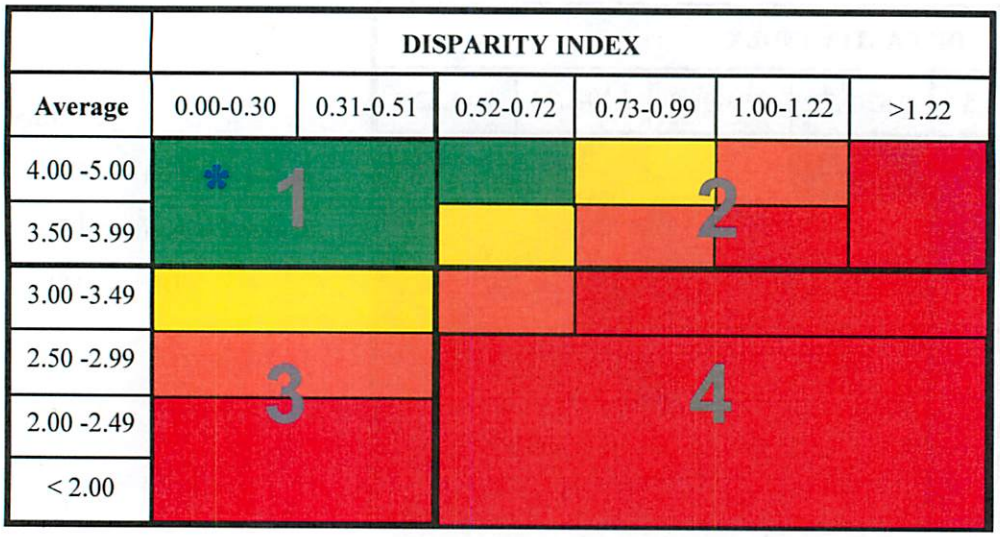
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500301

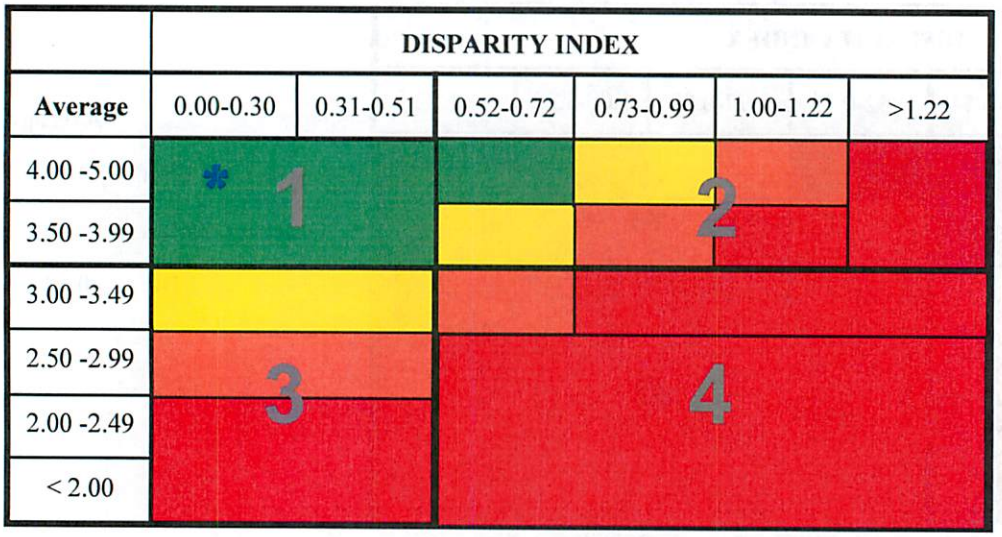
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.52
Majority	4.65
DI:	0.18



	Average
Women	4.58
Men	4.62
DI:	0.05

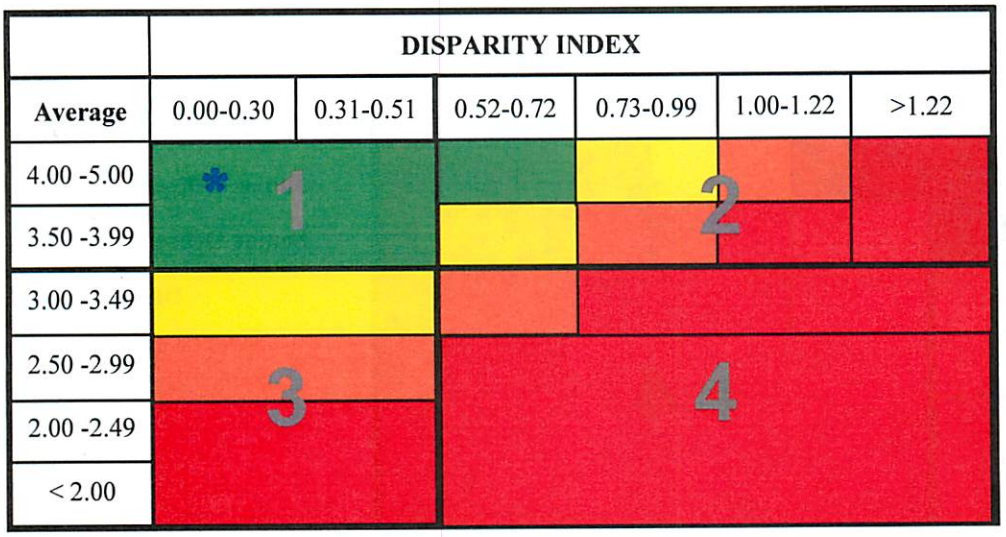
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500302

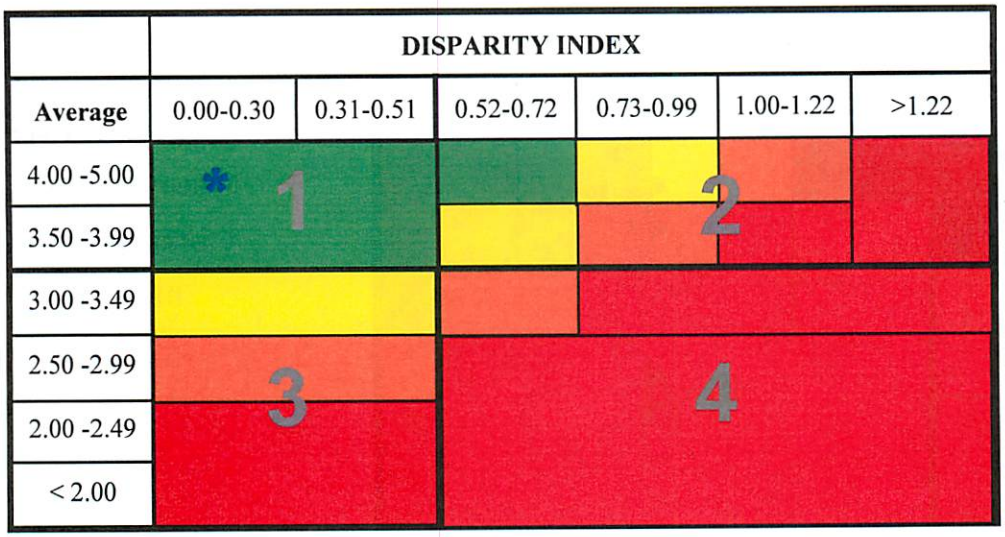
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.74
Enlisted	4.62
DI:	0.20



	Average
Junior Enlisted	4.60
Senior Enlisted	4.72
DI:	0.19

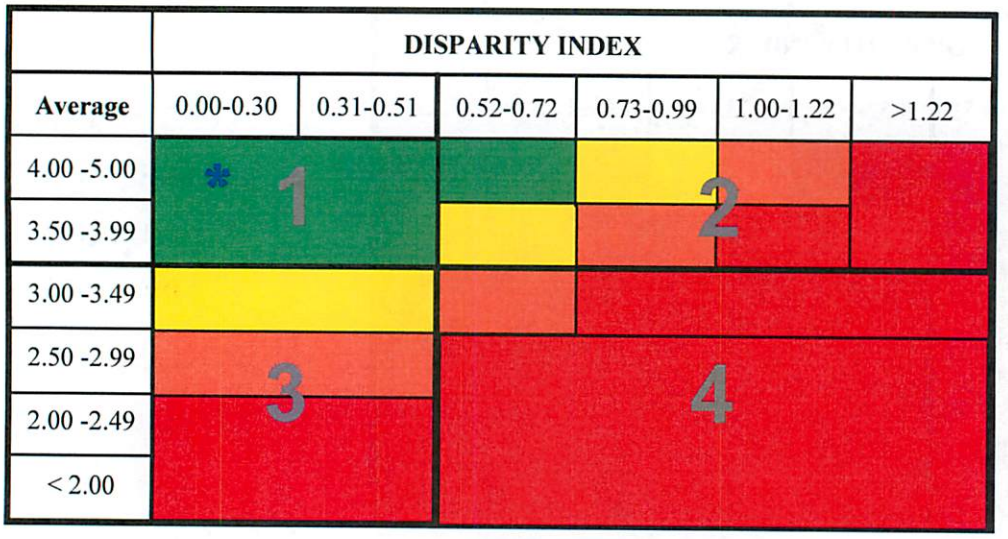
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500803

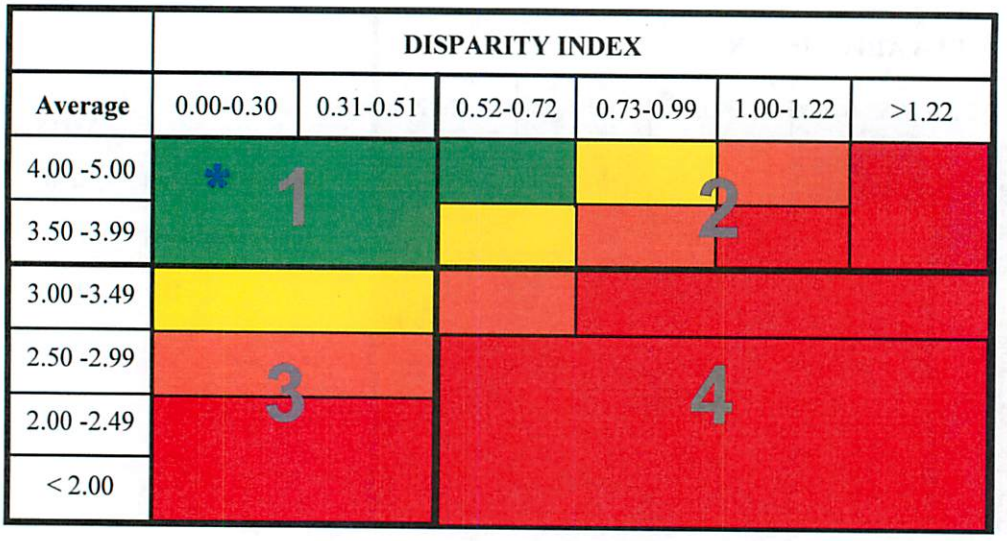
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.71
Senior Officer	4.77
DI:	0.12



	Average
Military	4.64
Civilian	4.47
DI:	0.23

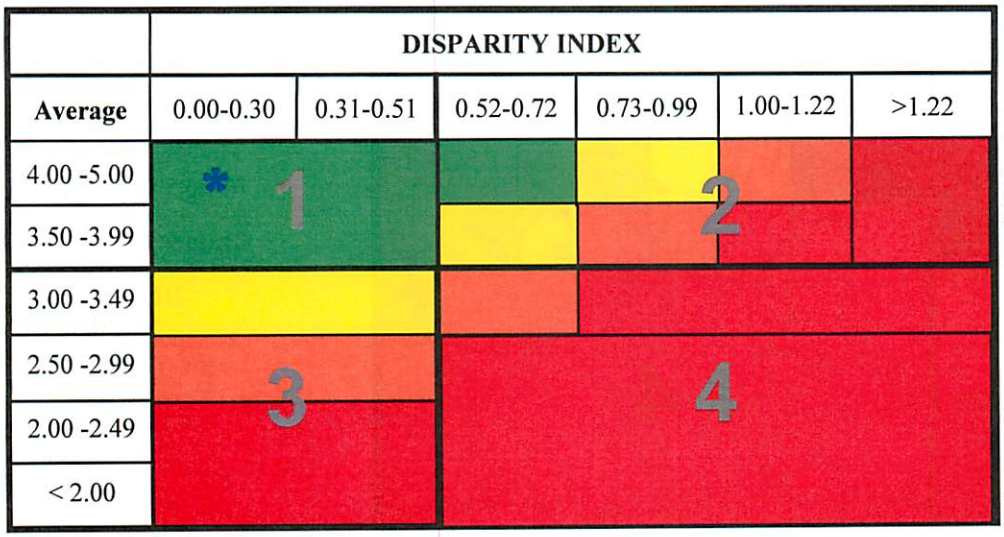
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500504

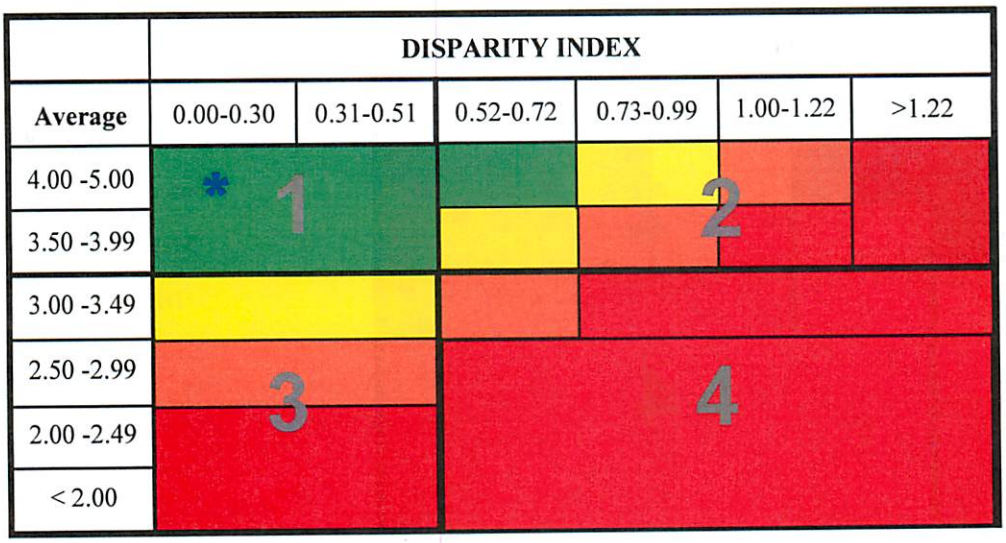
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.40
Senior Civilian	4.51
DI:	0.12



	Average
Other Civilian	4.48
Federal Civilian	4.62
DI:	0.17

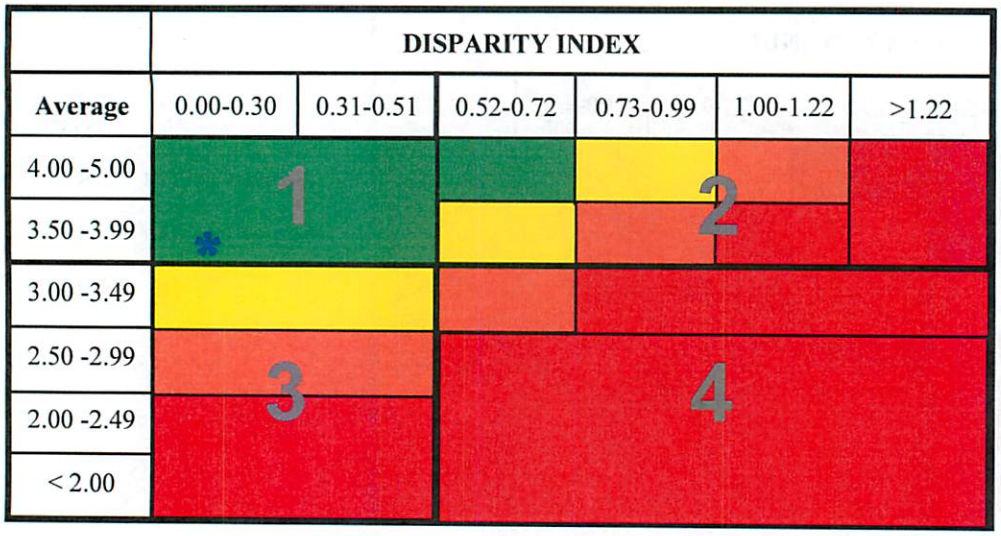
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500505

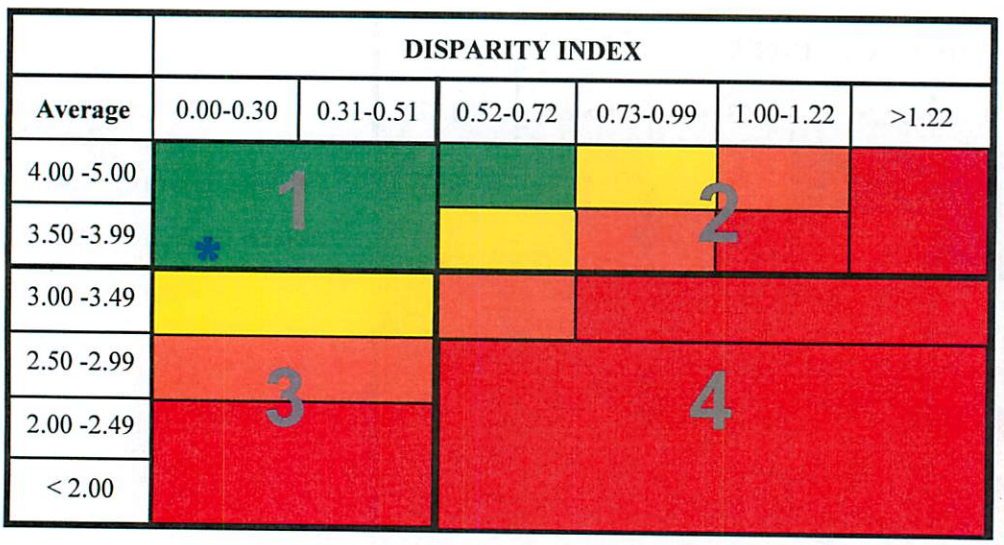
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.83
Majority	3.96
DI:	0.17



	Average
Women	3.88
Men	3.92
DI:	0.05

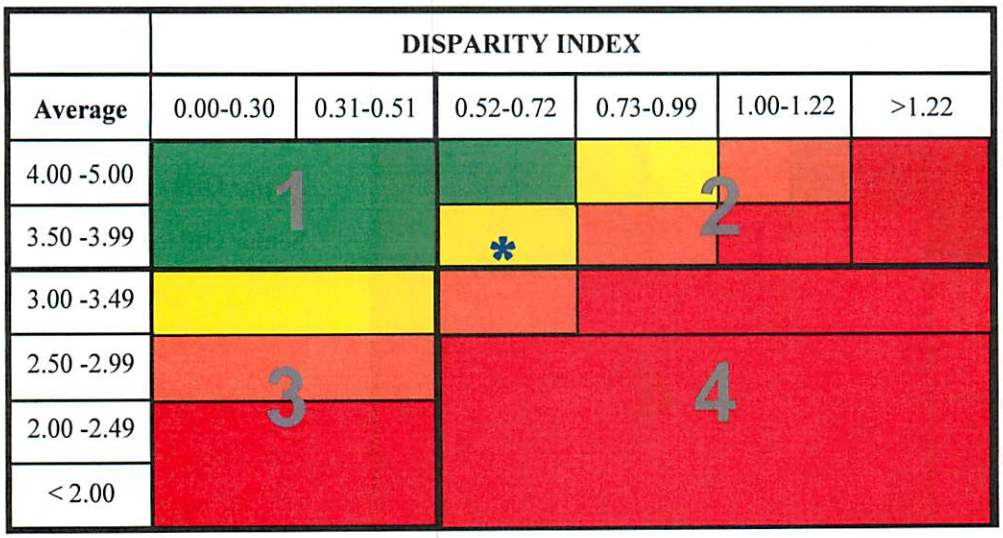
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500906

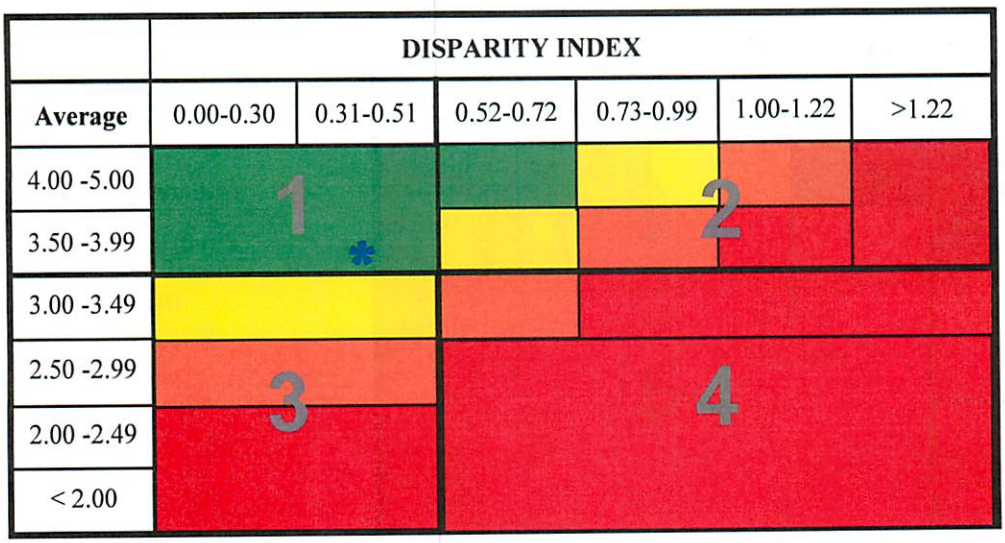
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

✻ **You are here.**



	Average
Officer	4.22
Enlisted	3.83
DI:	0.52



	Average
Junior Enlisted	3.78
Senior Enlisted	4.11
DI:	0.42

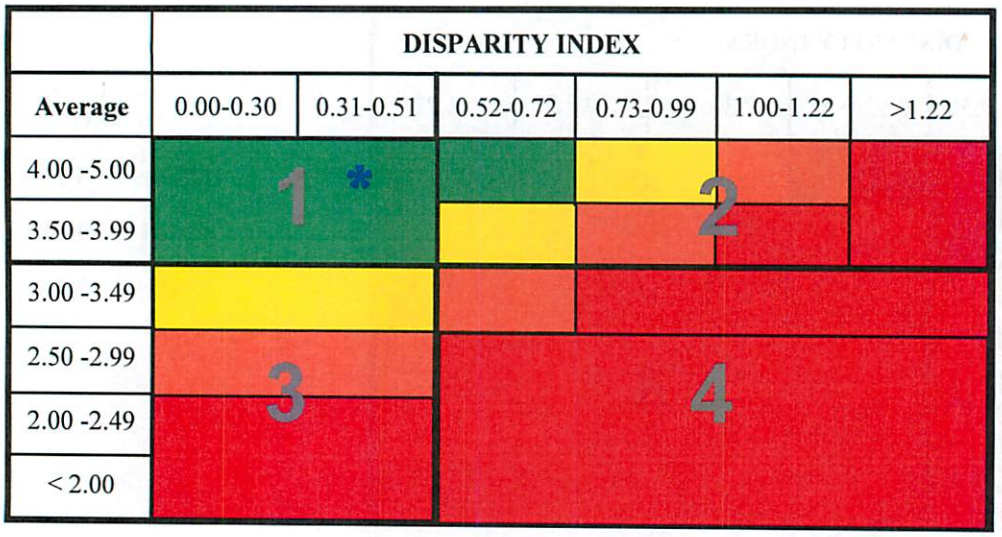
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500507

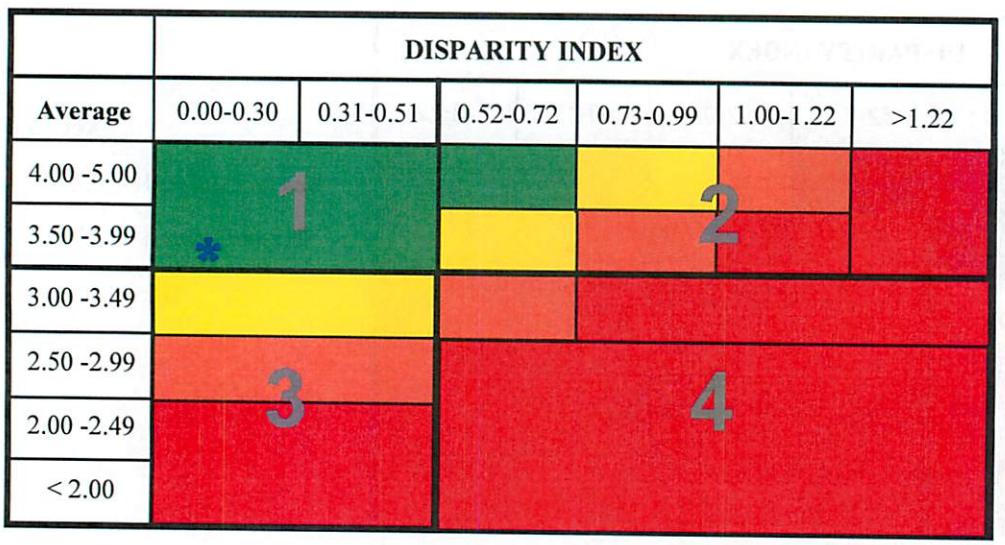
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.10
Senior Officer	4.42
DI:	0.47



	Average
Military	3.91
Civilian	3.91
DI:	0.00

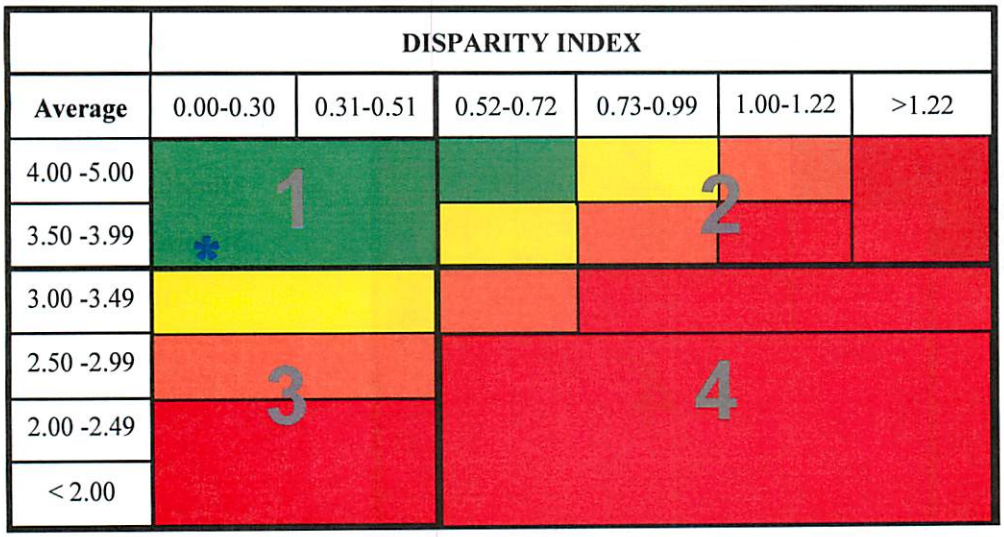
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500508

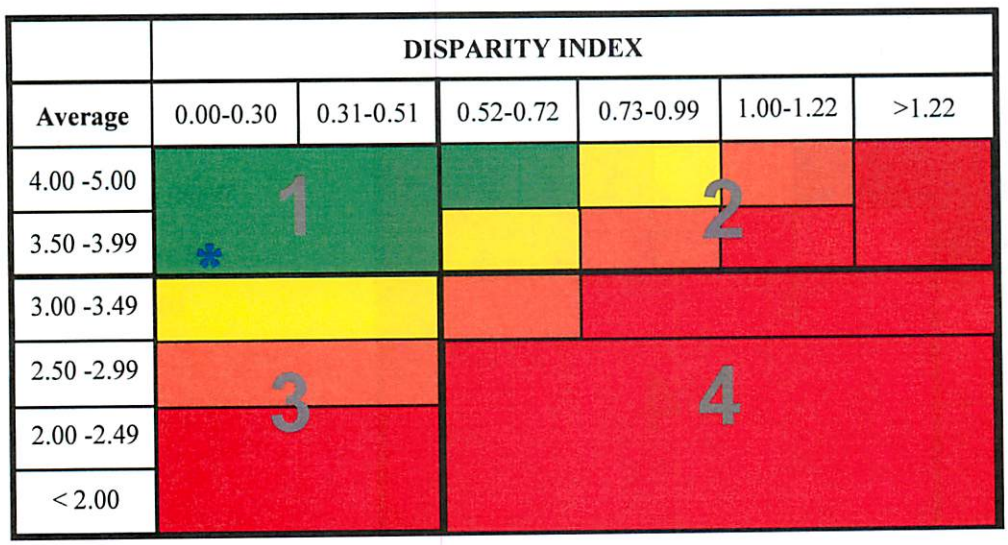
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.87
Senior Civilian	3.97
DI:	0.12



	Average
Other Civilian	3.80
Federal Civilian	3.91
DI:	0.13

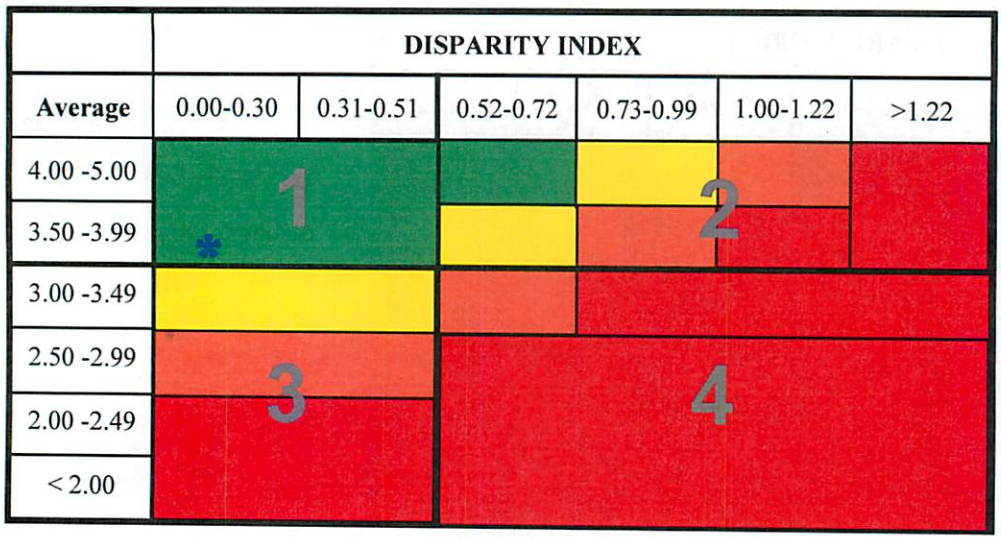
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500903

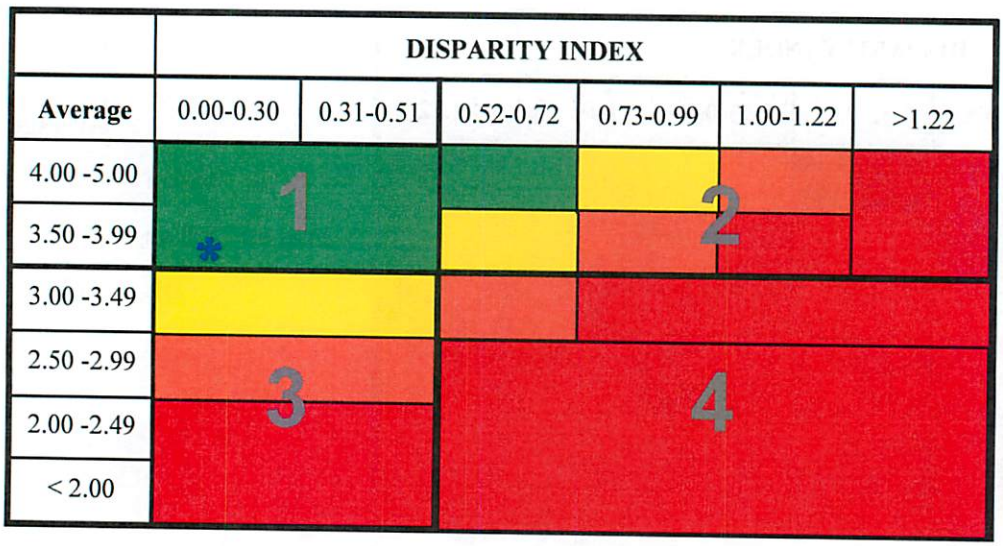
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.68
Majority	3.76
DI:	0.08



	Average
Women	3.71
Men	3.72
DI:	0.01

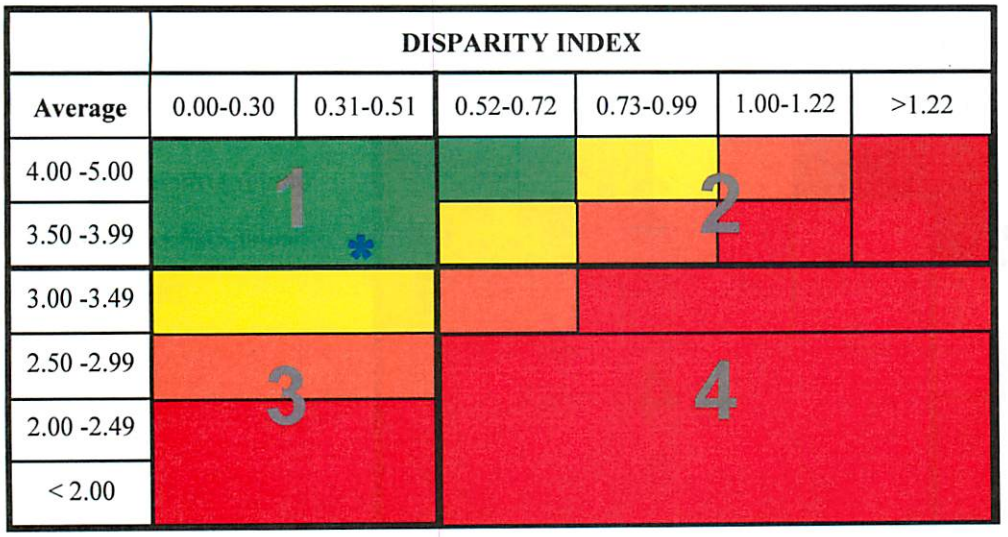
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500910

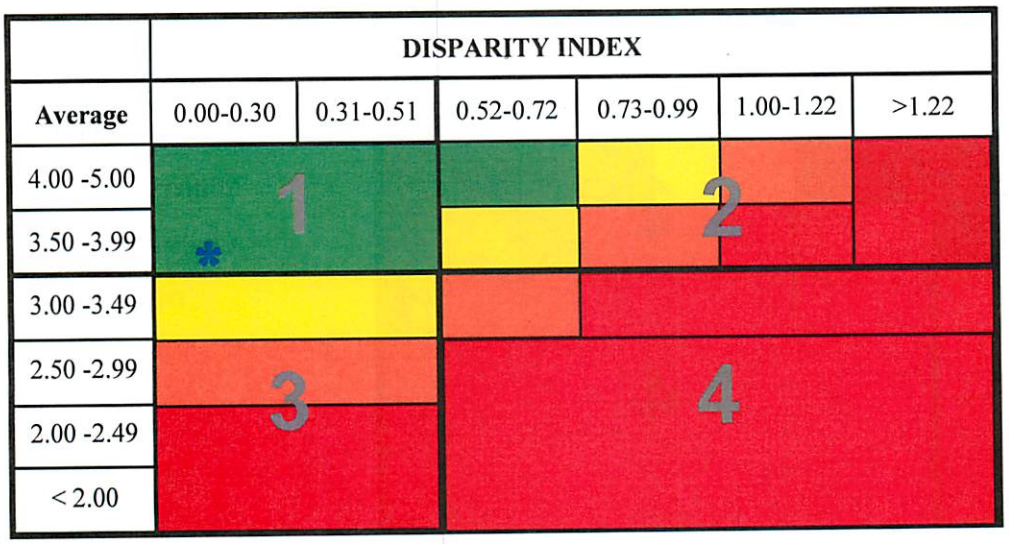
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.01
Enlisted	3.64
DI:	0.44



	Average
Junior Enlisted	3.62
Senior Enlisted	3.79
DI:	0.20

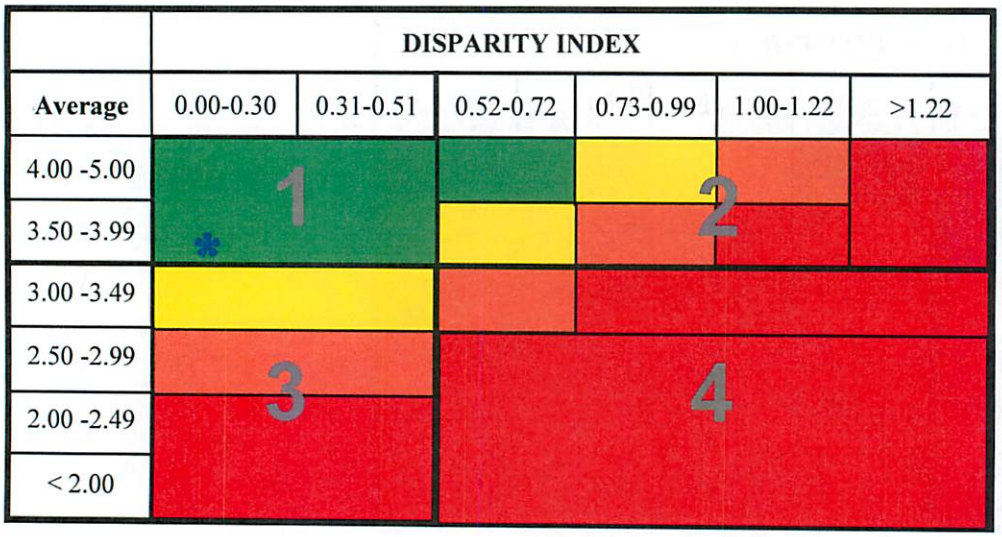
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

580311

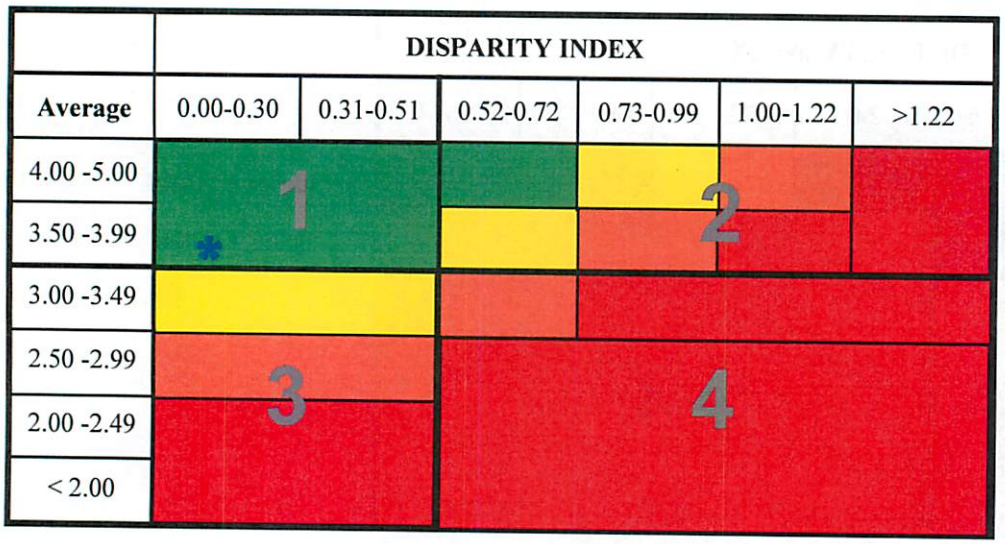
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	3.95
Senior Officer	4.16
DI:	0.27



	Average
Military	3.72
Civilian	3.71
DI:	0.01

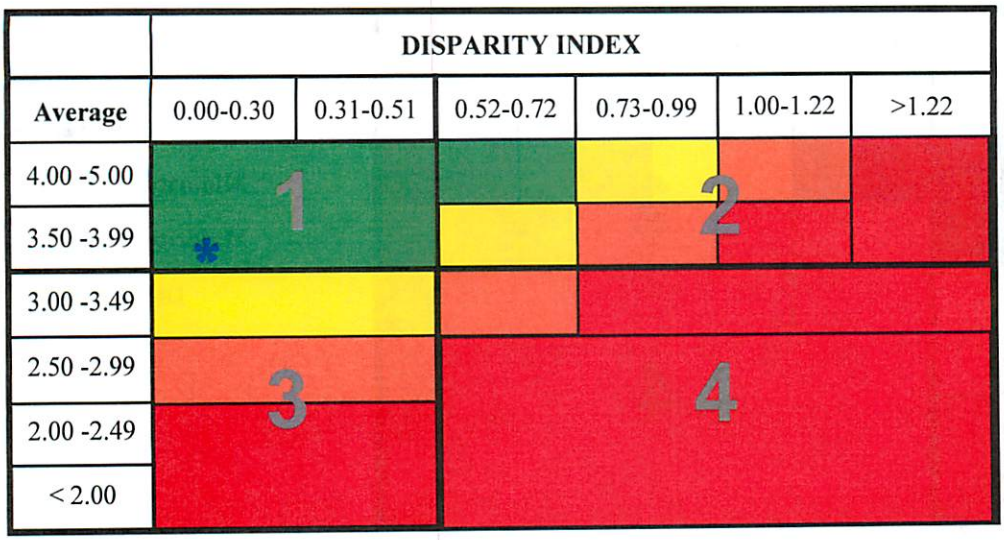
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500912

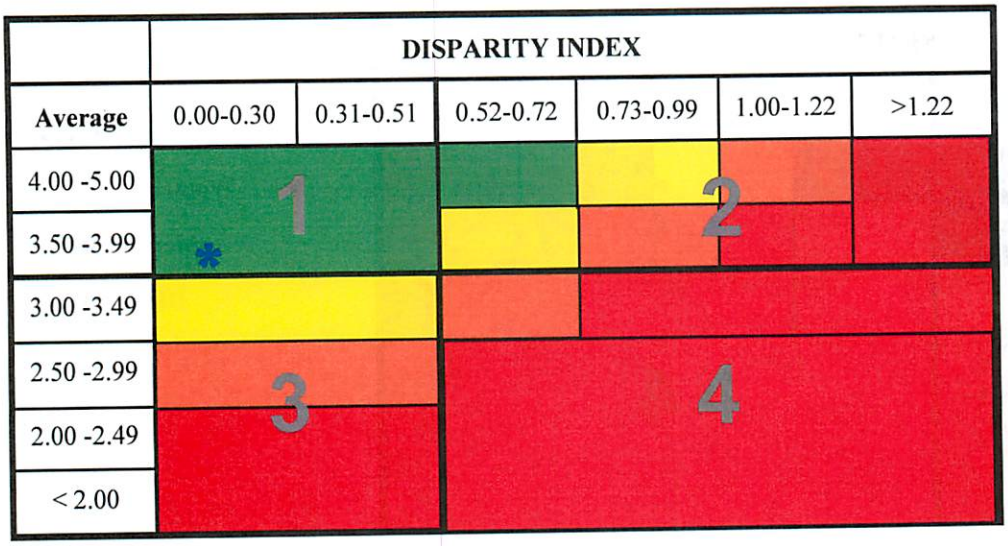
TRUST IN ORGANIZATION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here.**



	Average
Junior Civilian	3.68
Senior Civilian	3.76
DI:	0.07



	Average
Other Civilian	3.69
Federal Civilian	3.72
DI:	0.02

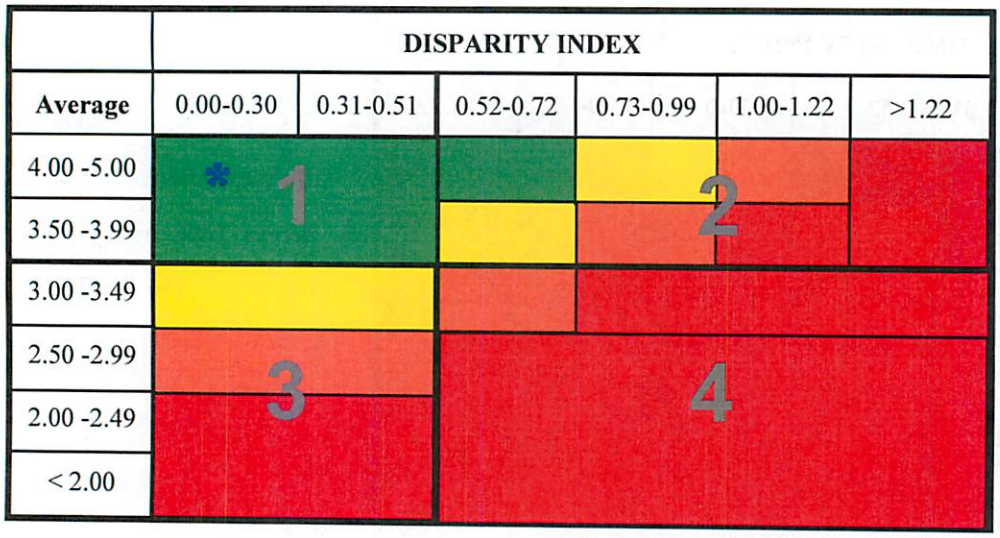
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500913

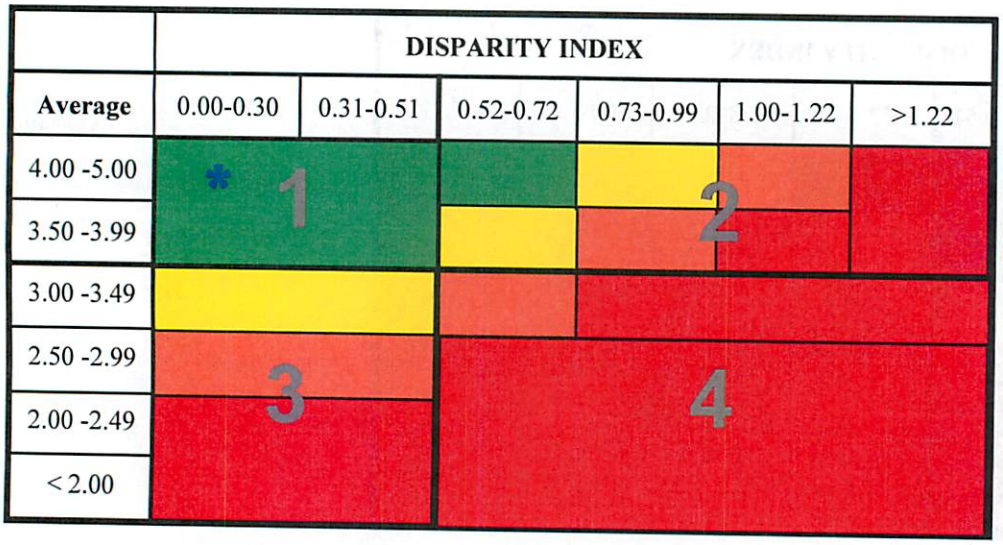
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.32
Majority	4.37
DI:	0.07



	Average
Women	4.33
Men	4.36
DI:	0.03

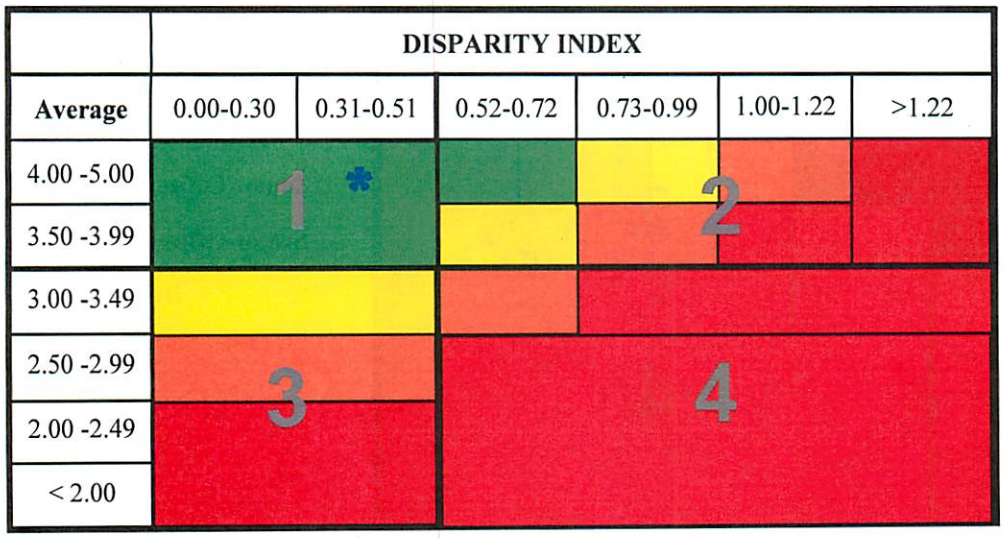
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500314

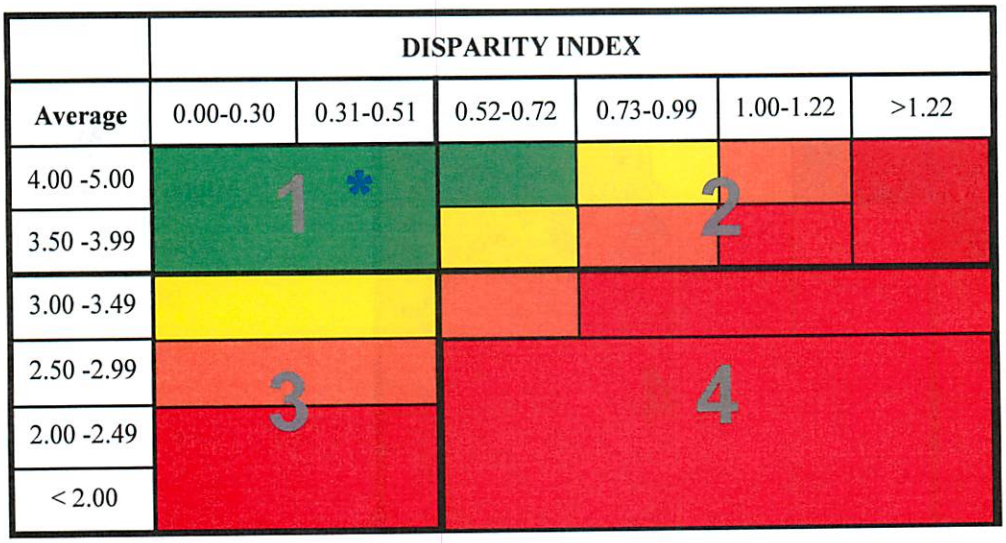
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.53
Enlisted	4.29
DI:	0.35



	Average
Junior Enlisted	4.26
Senior Enlisted	4.52
DI:	0.38

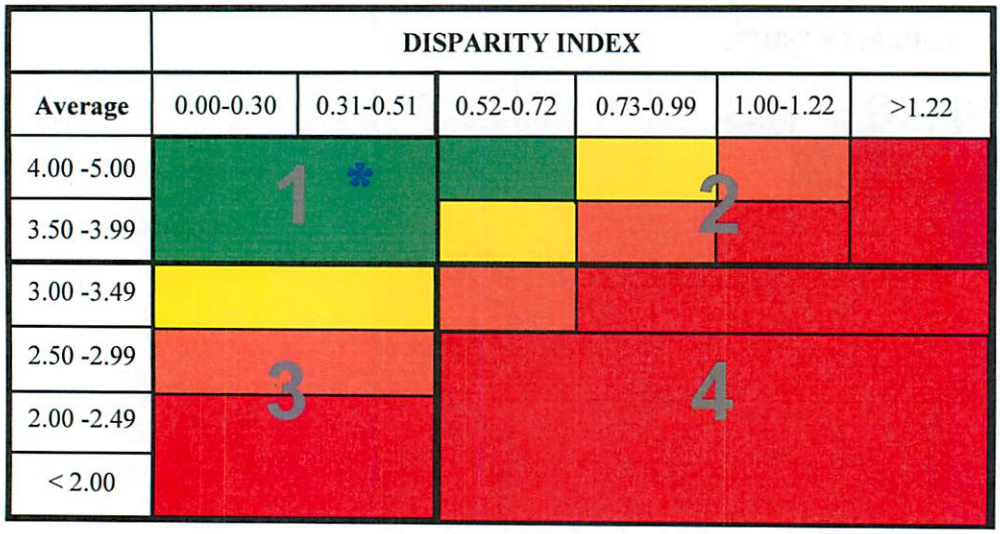
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500915

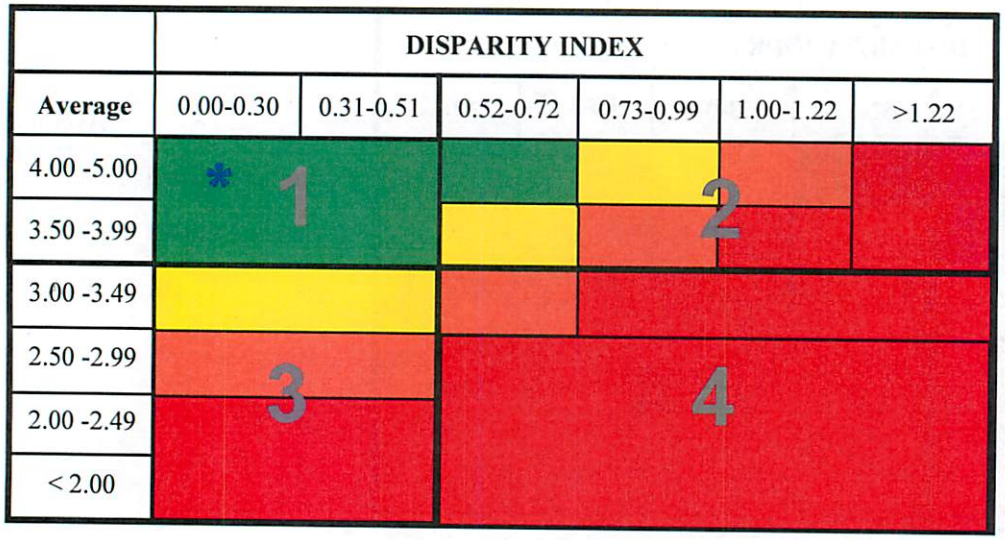
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.46
Senior Officer	4.64
DI:	0.31



	Average
Military	4.34
Civilian	4.39
DI:	0.07

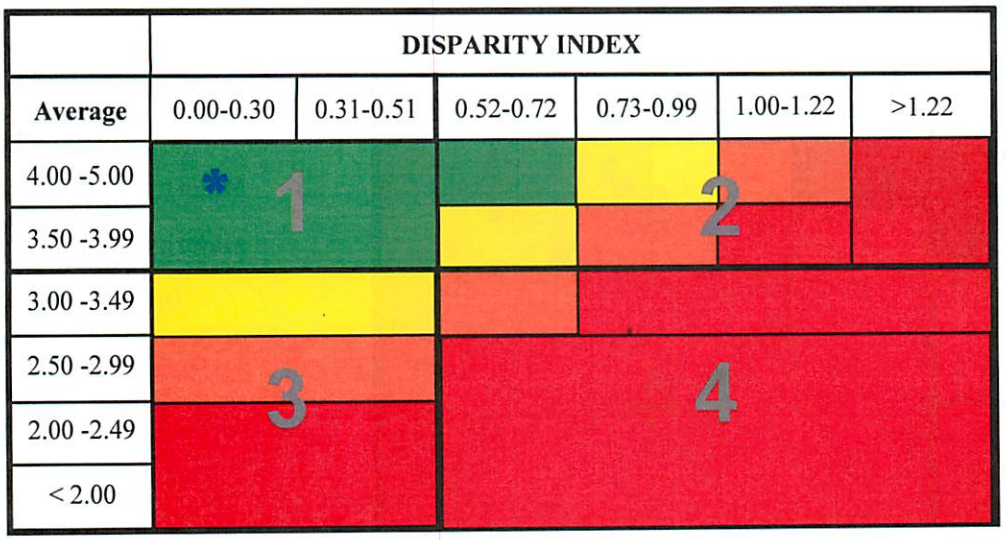
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500916

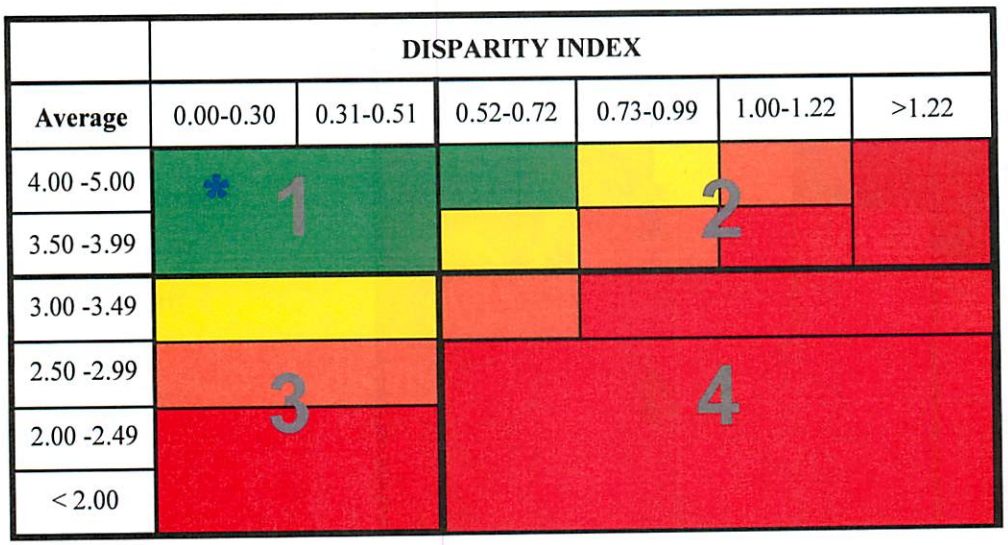
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.41
Senior Civilian	4.42
DI:	0.02



	Average
Other Civilian	4.32
Federal Civilian	4.35
DI:	0.04

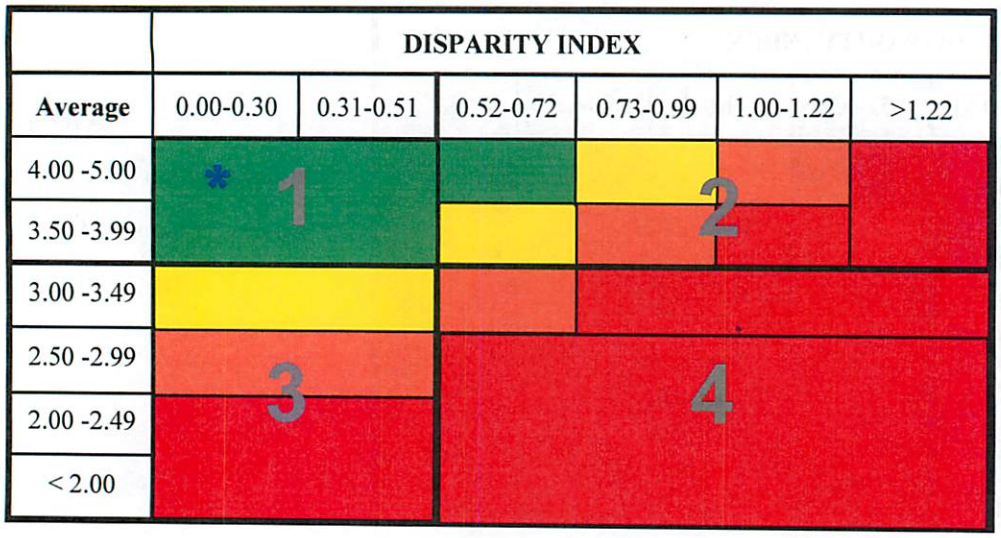
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

560917

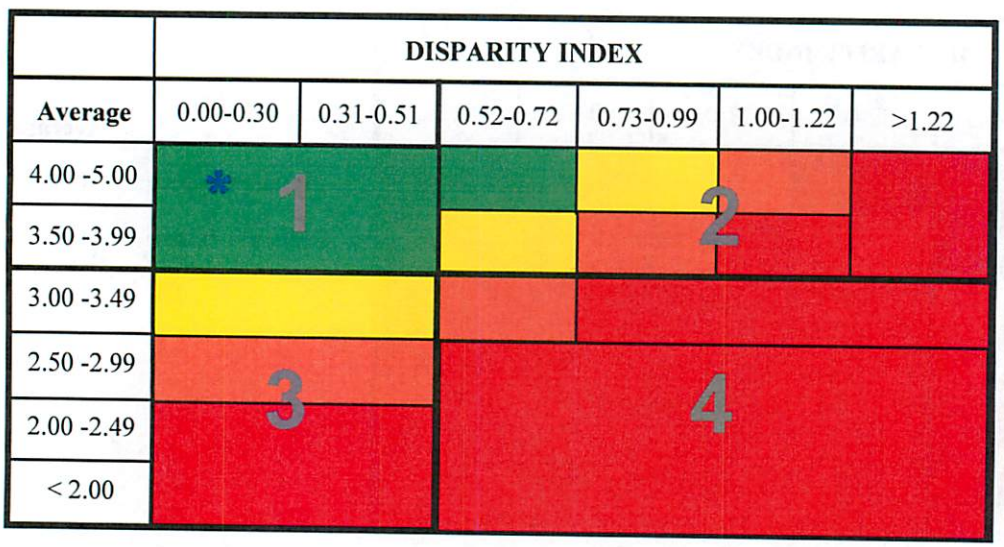
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.13
Majority	4.19
DI:	0.07



	Average
Women	4.09
Men	4.18
DI:	0.10

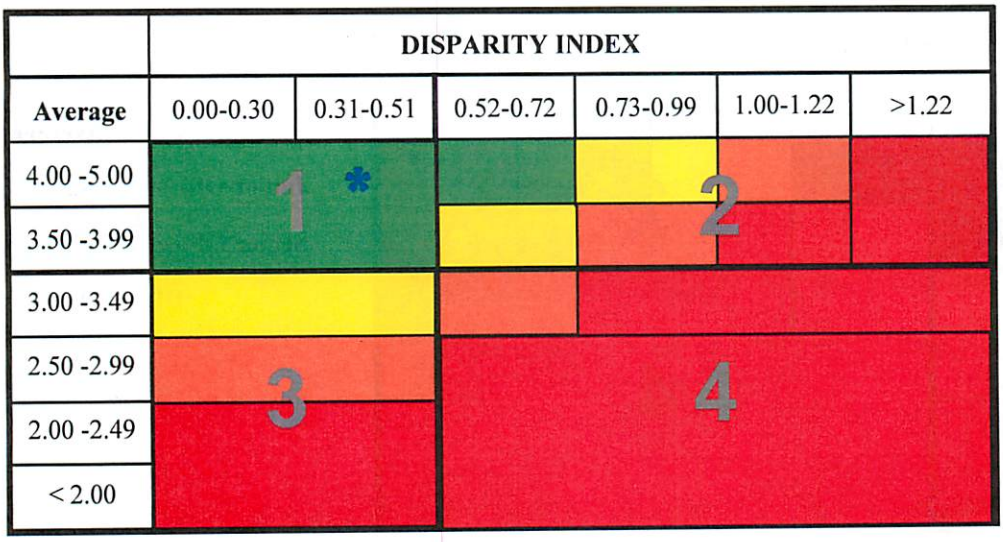
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500918

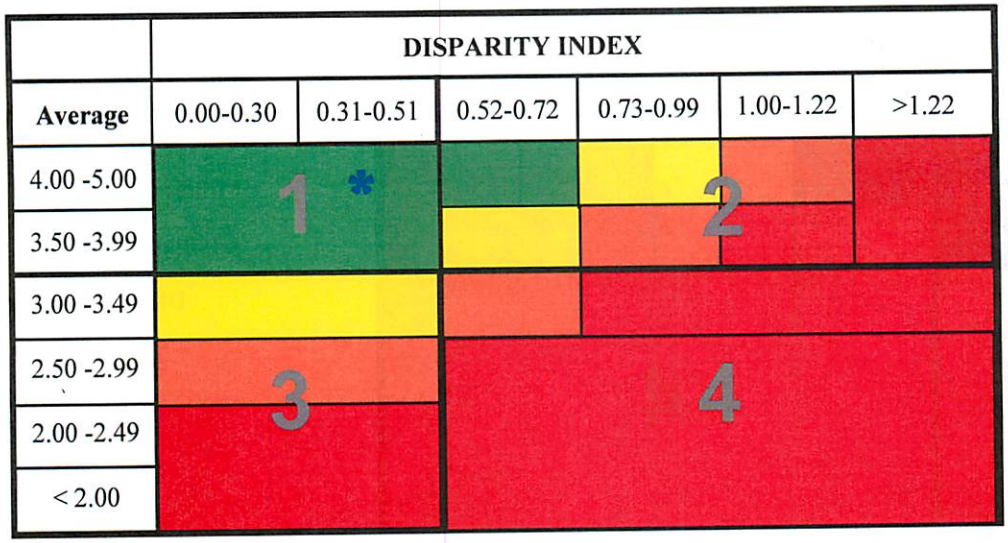
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.43
Enlisted	4.10
DI:	0.42



	Average
Junior Enlisted	4.06
Senior Enlisted	4.40
DI:	0.42

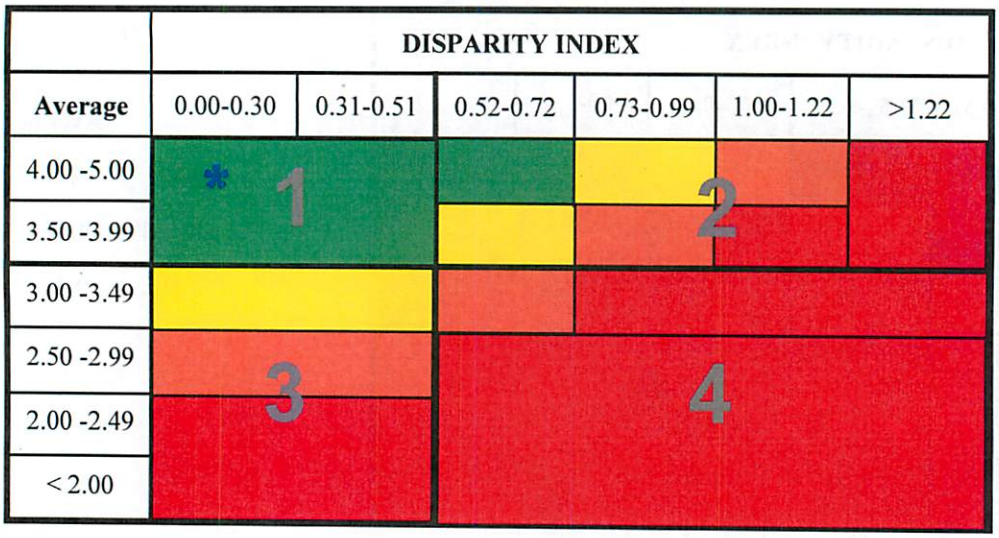
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500919

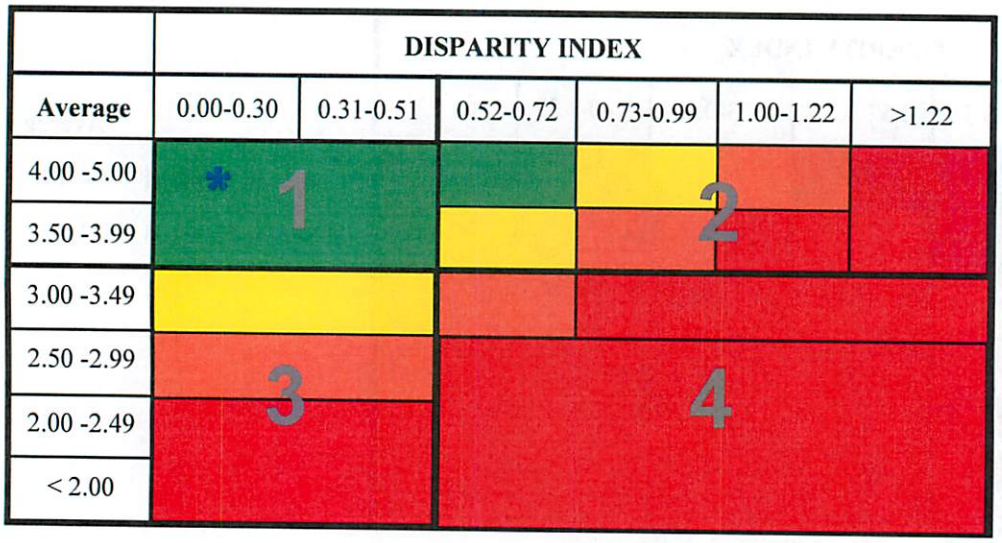
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.35
Senior Officer	4.54
DI:	0.28



	Average
Military	4.17
Civilian	4.14
DI:	0.04

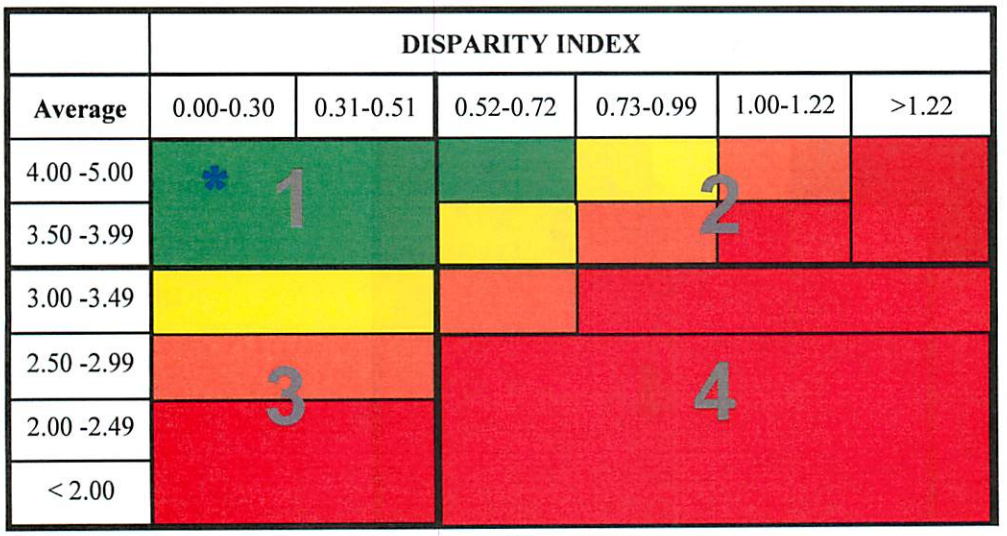
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500920

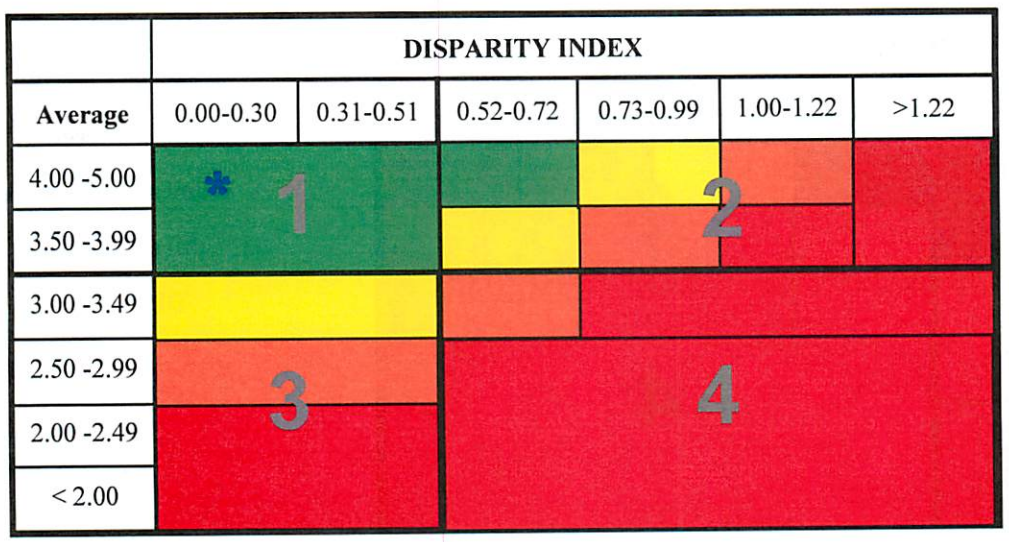
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.19
Senior Civilian	4.14
DI:	0.06



	Average
Other Civilian	4.12
Federal Civilian	4.17
DI:	0.05

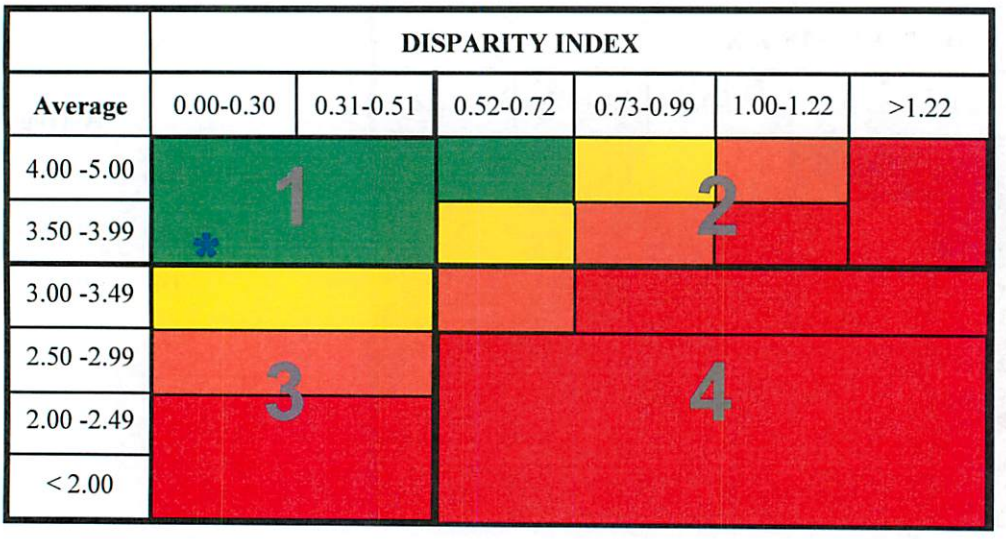
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500921

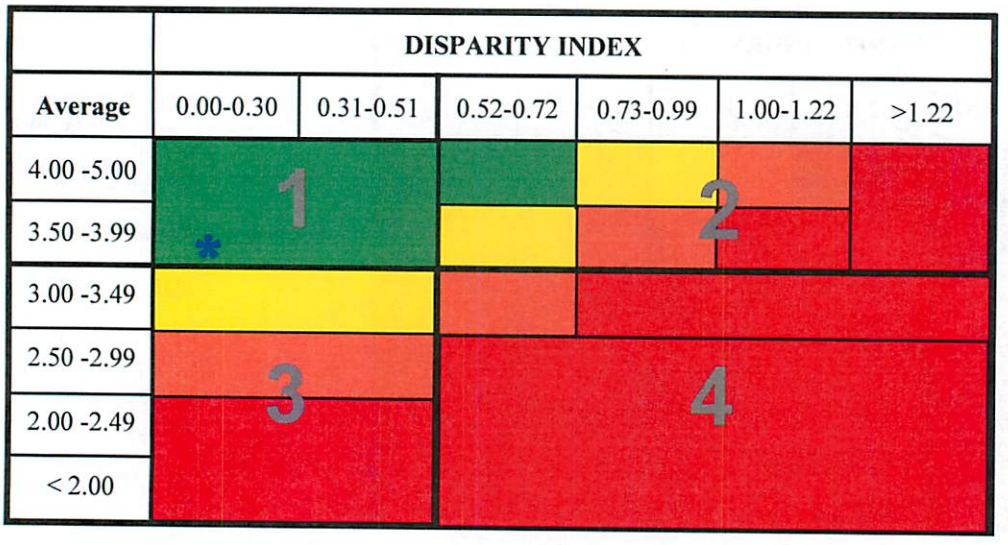
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	3.71
Majority	3.70
DI:	0.01



	Average
Women	3.70
Men	3.68
DI:	0.03

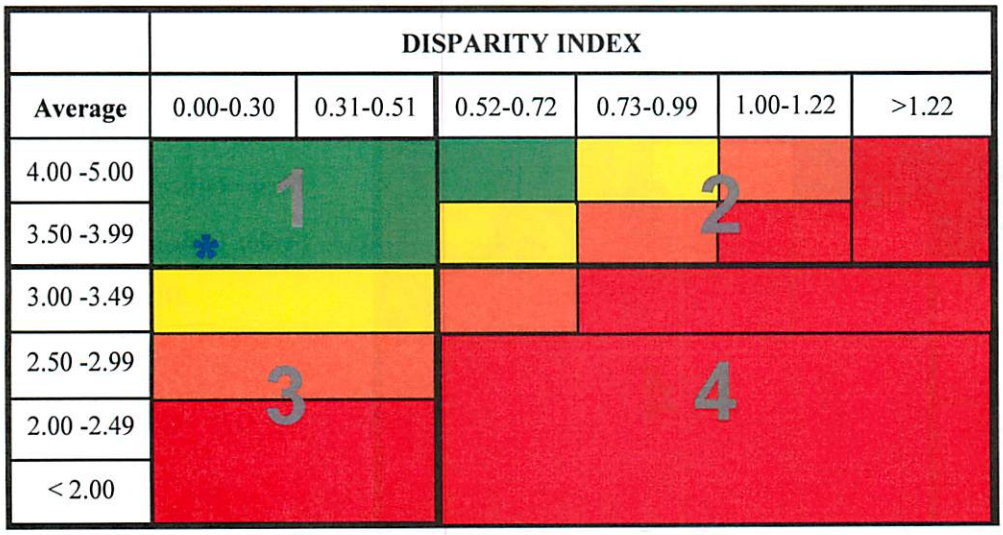
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500922

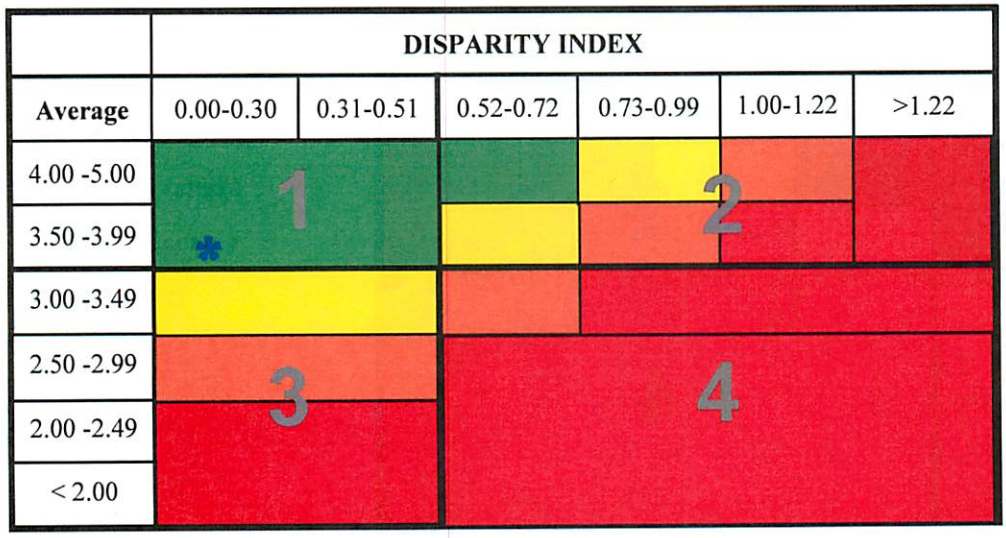
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	3.91
Enlisted	3.64
DI:	0.28



	Average
Junior Enlisted	3.62
Senior Enlisted	3.79
DI:	0.17

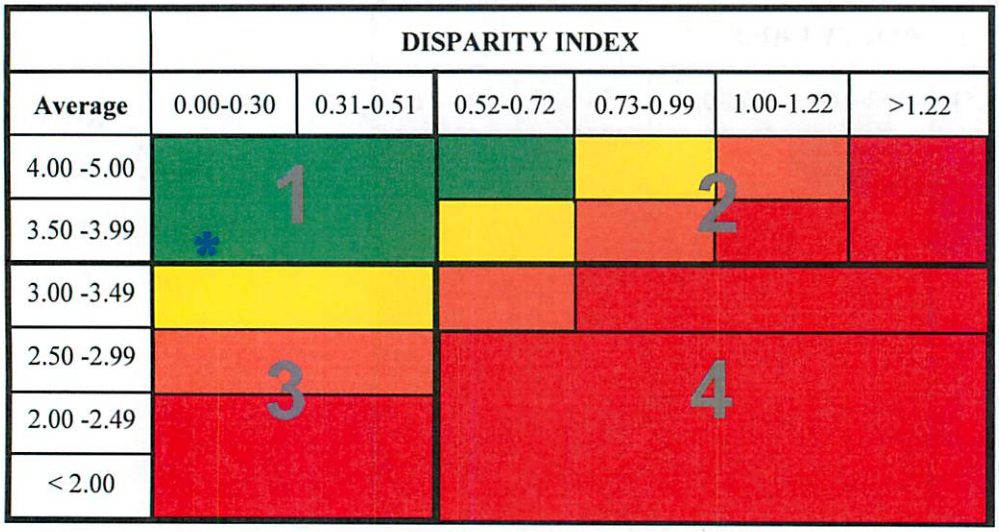
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500923

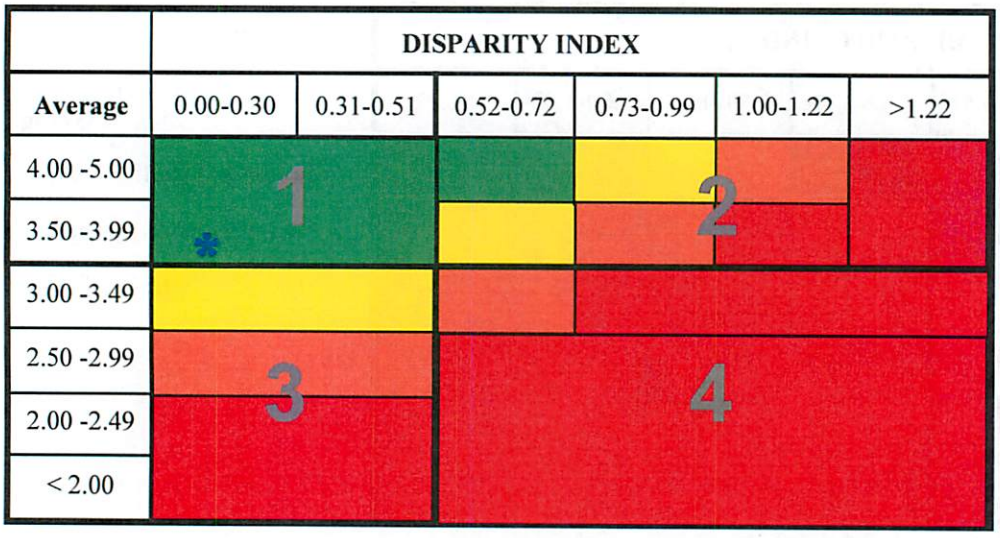
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	3.85
Senior Officer	4.08
DI:	0.25



	Average
Military	3.70
Civilian	3.60
DI:	0.09

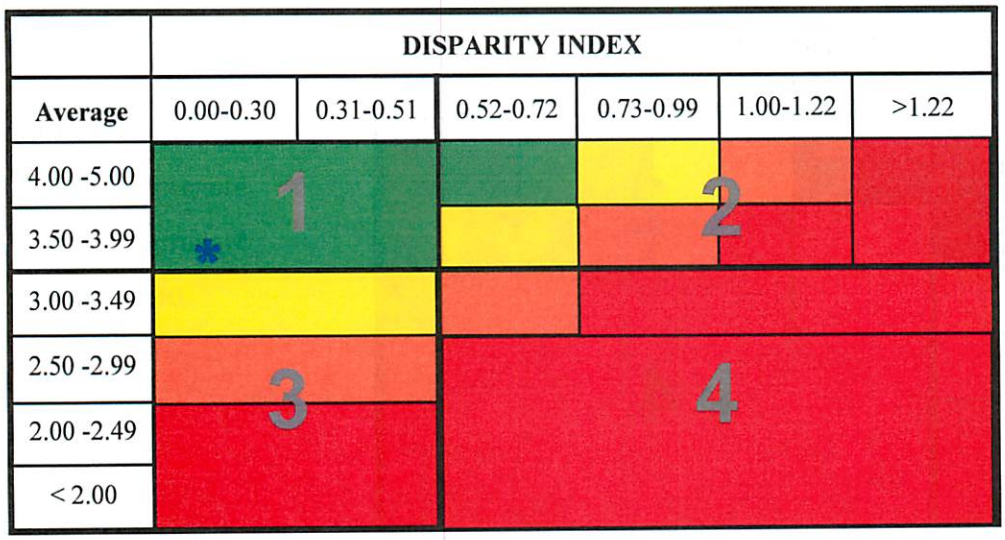
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500924

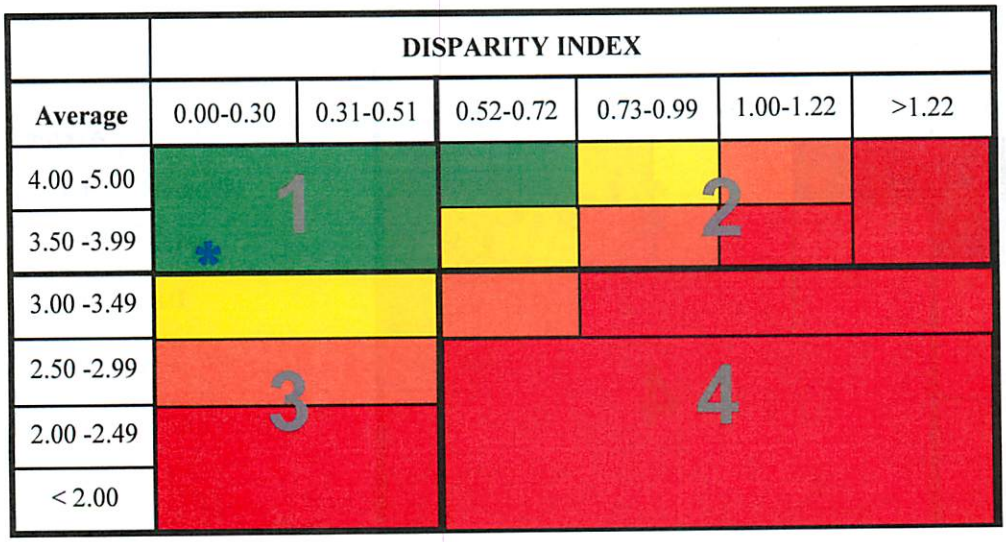
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	3.66
Senior Civilian	3.57
DI:	0.08



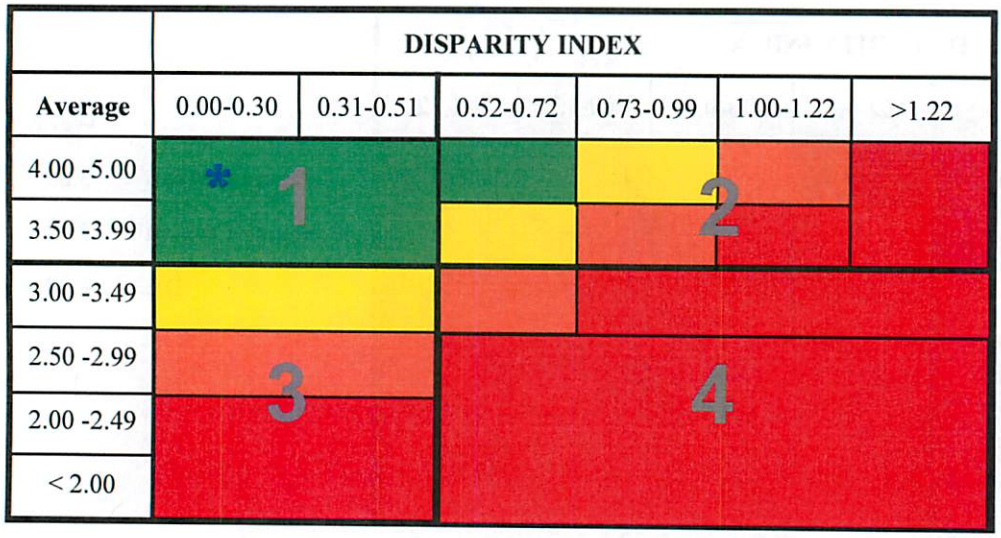
	Average
Other Civilian	3.70
Federal Civilian	3.68
DI:	0.02

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

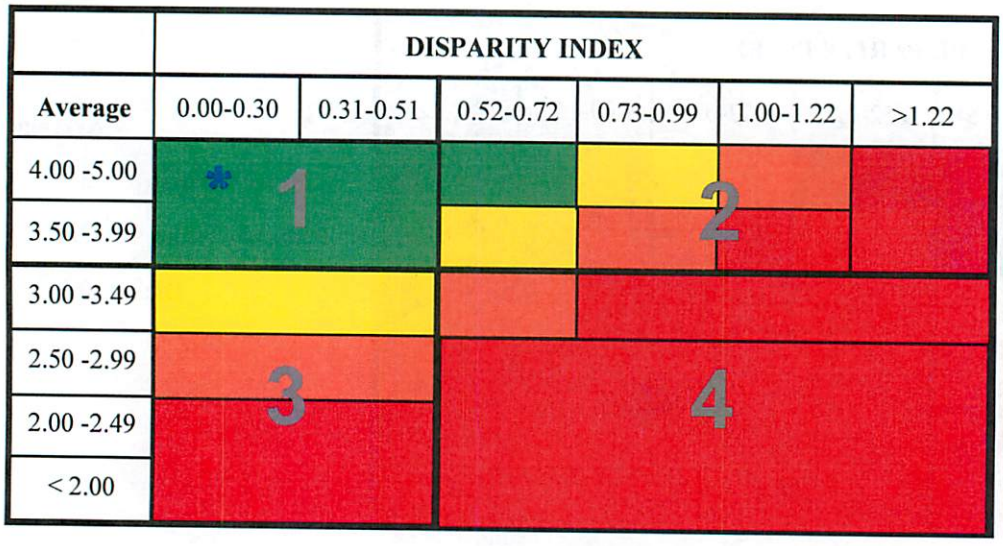
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Minority	4.07
Majority	4.04
DI:	0.04



	Average
Women	4.01
Men	4.04
DI:	0.04

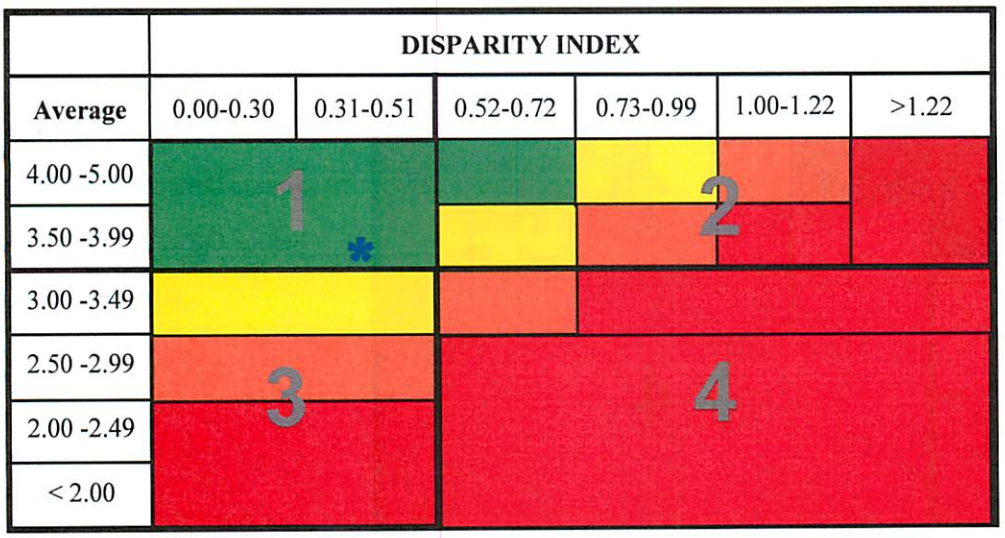
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500926

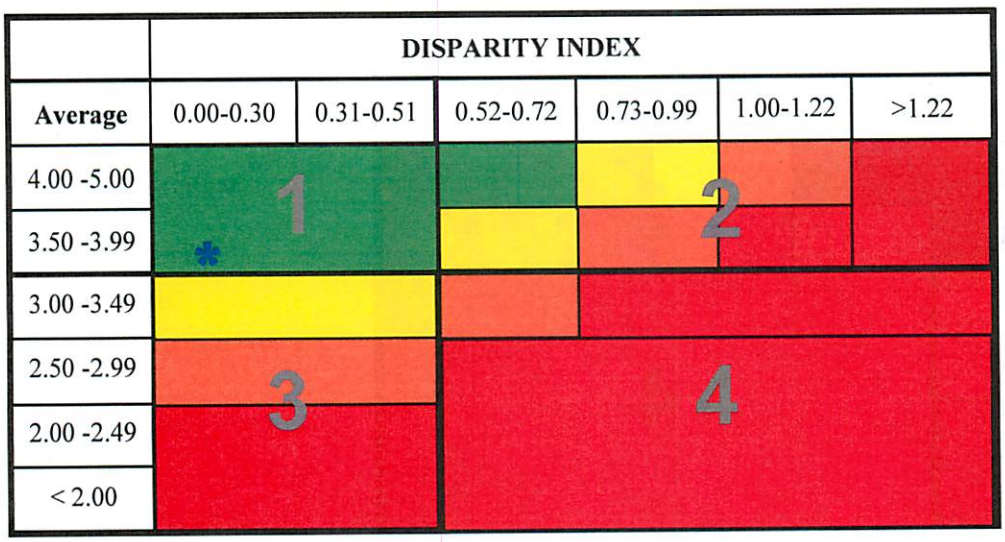
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Officer	4.21
Enlisted	3.99
DI:	0.31



	Average
Junior Enlisted	3.96
Senior Enlisted	4.16
DI:	0.27

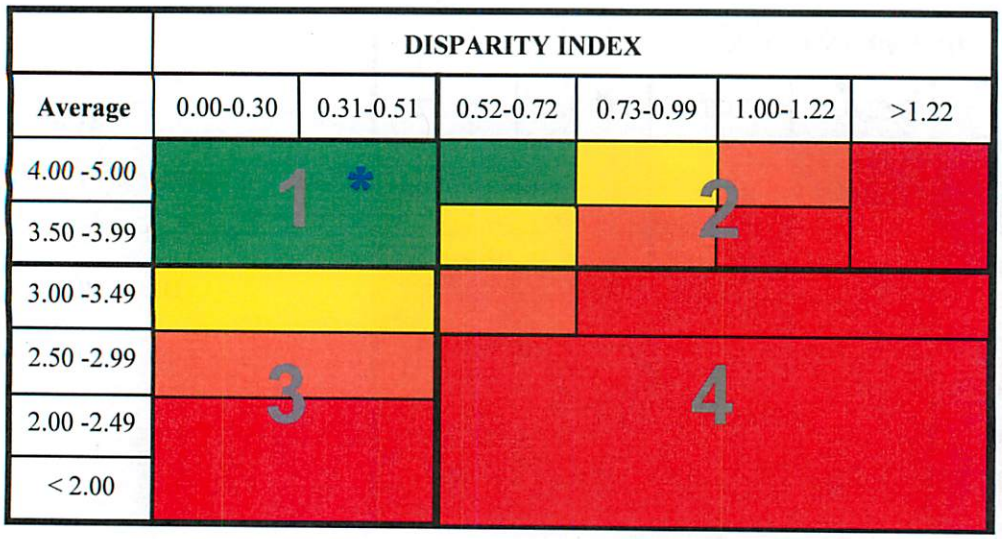
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

000527

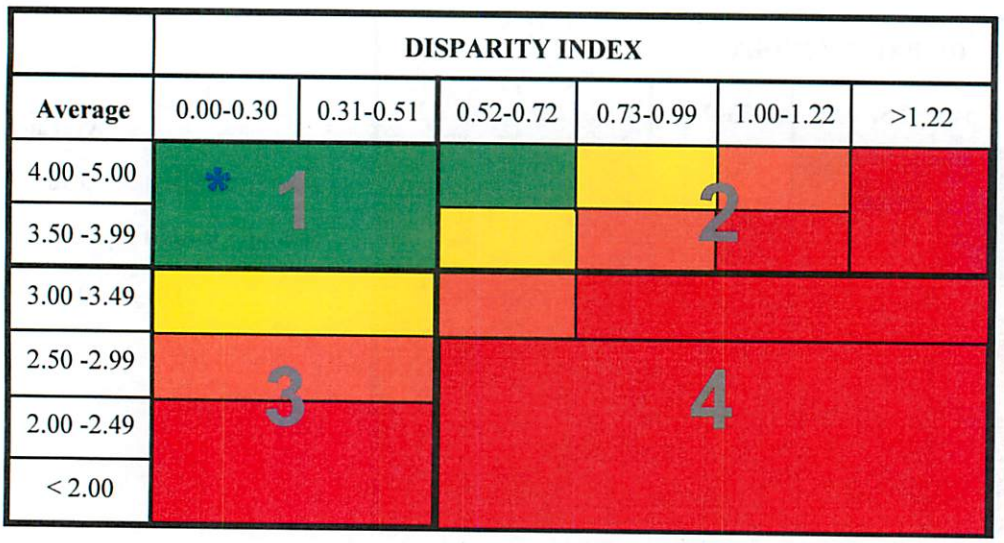
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Officer	4.13
Senior Officer	4.35
DI:	0.32



	Average
Military	4.04
Civilian	4.04
DI:	0.00

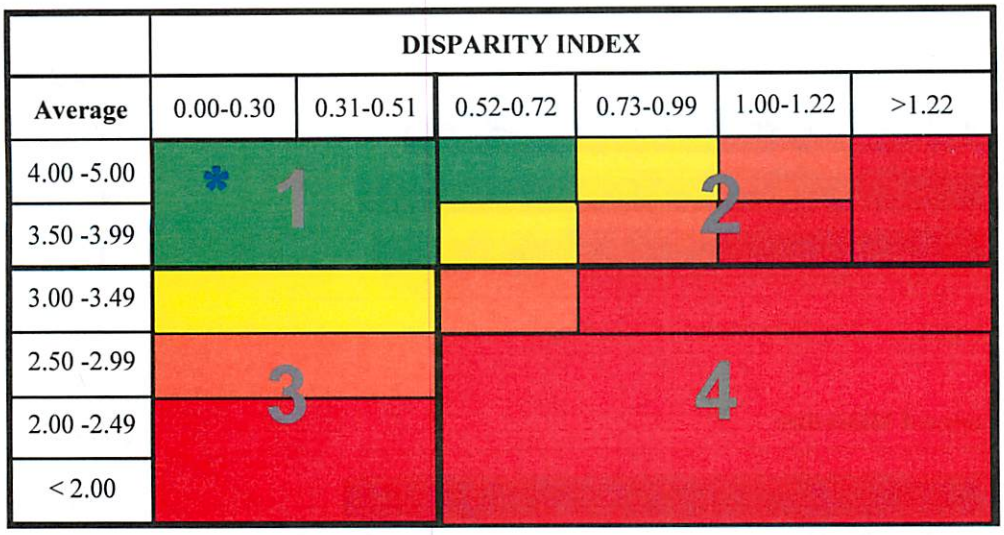
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

5C0928

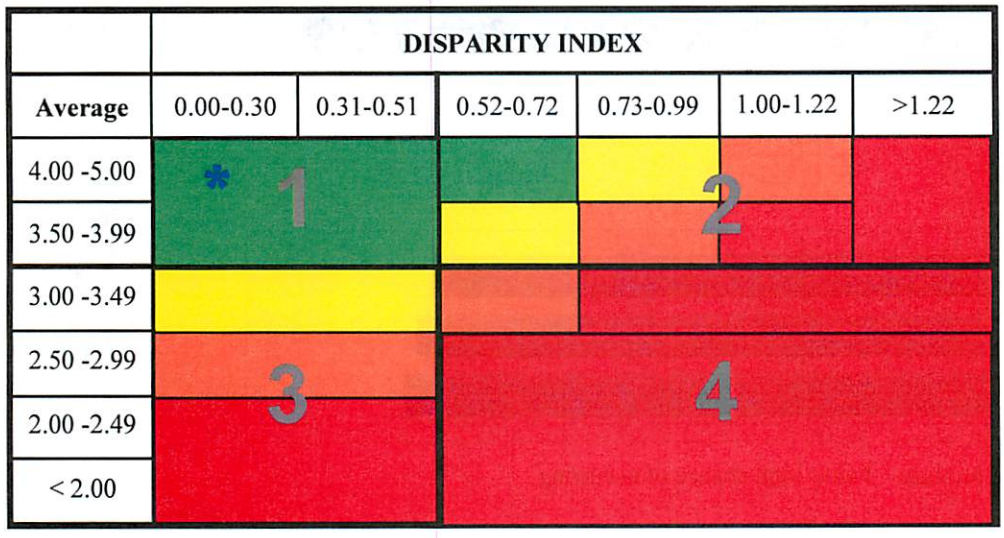
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here.



	Average
Junior Civilian	4.05
Senior Civilian	4.03
DI:	0.02



	Average
Other Civilian	4.05
Federal Civilian	4.04
DI:	0.01

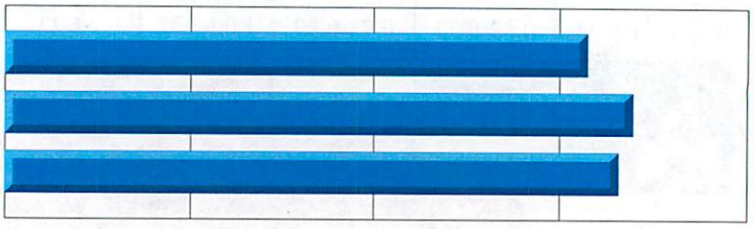
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500929

d. OVERALL UNIT SUMMARY

Below you will find the overall unit summary information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors followed by Organizational Effectiveness (OE) factors.

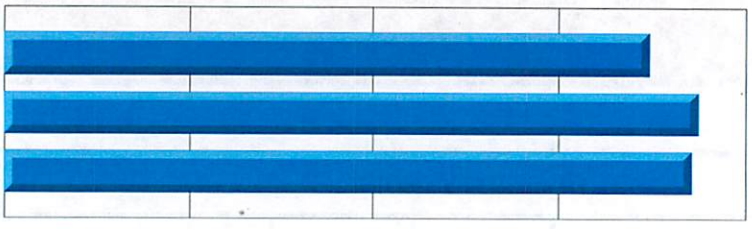
Sexual Harassment / Discrimination



	Average
ALL SERVICES	4.15
COAST GUARD	4.39
2011 USCG DEOCS Program	4.31

Your units score implies: Very little chance of occurring

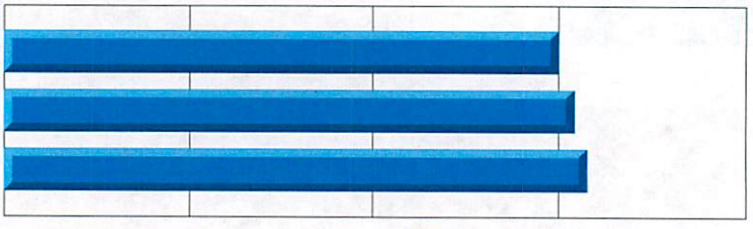
Differential Command Behavior toward Minorities



	Average
ALL SERVICES	4.48
COAST GUARD	4.74
2011 USCG DEOCS Program	4.71

Your units score implies: Very little chance of occurring

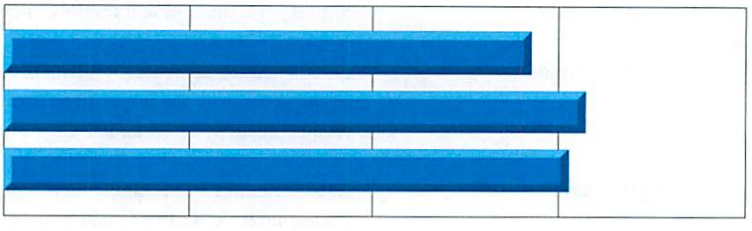
Positive EO Behaviors



	Average
ALL SERVICES	4.00
COAST GUARD	4.08
2011 USCG DEOCS Program	4.15

Your units score implies: Fairly high chance of occurring

Racist Behaviors

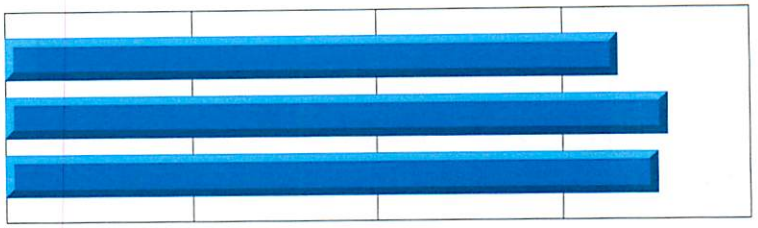


	Average
ALL SERVICES	3.85
COAST GUARD	4.15
2011 USCG DEOCS Program	4.05

Your units score implies: Small chance of occurring

Age Discrimination

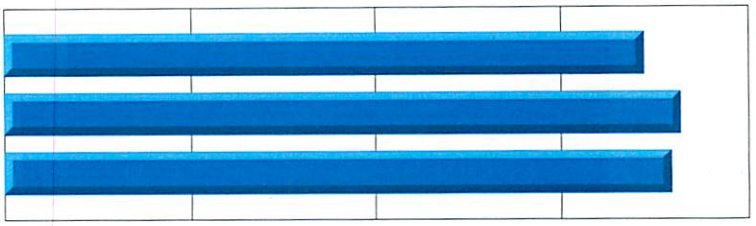
	Average
ALL SERVICES	4.29
COAST GUARD	4.56
2011 USCG DEOCS Program	4.51



Your units score implies: Very little chance of occurring

Religious Discrimination

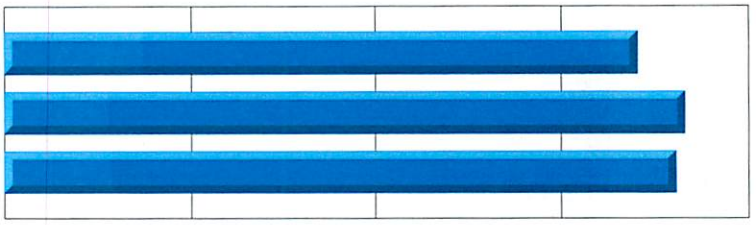
	Average
ALL SERVICES	4.44
COAST GUARD	4.64
2011 USCG DEOCS Program	4.59



Your units score implies: Very little chance of occurring

Disability Discrimination

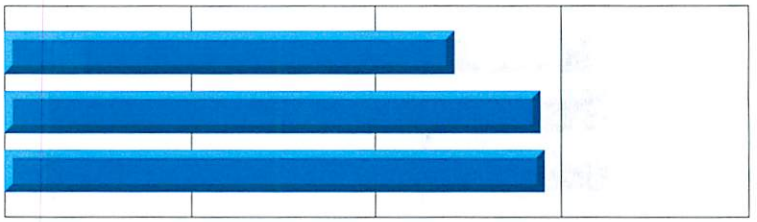
	Average
ALL SERVICES	4.40
COAST GUARD	4.66
2011 USCG DEOCS Program	4.61



Your units score implies: Very little chance of occurring

Organizational Commitment

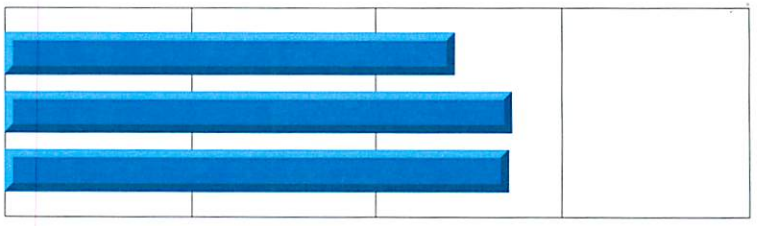
	Average
ALL SERVICES	3.42
COAST GUARD	3.89
2011 USCG DEOCS Program	3.91



Your units score implies: Fairly positive rating

Trust in the Organization

	Average
ALL SERVICES	3.42
COAST GUARD	3.73
2011 USCG DEOCS Program	3.71



Your units score implies: Somewhat positive rating

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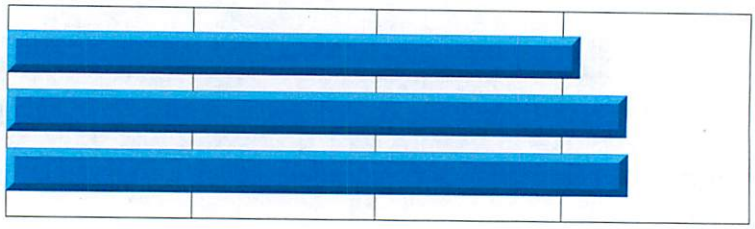
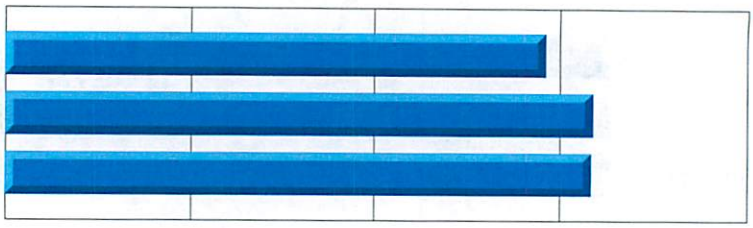
Work Group Effectiveness



	Average
ALL SERVICES	4.09
COAST GUARD	4.34
2011 USCG DEOCS Program	4.35

Your units score implies: Very positive rating

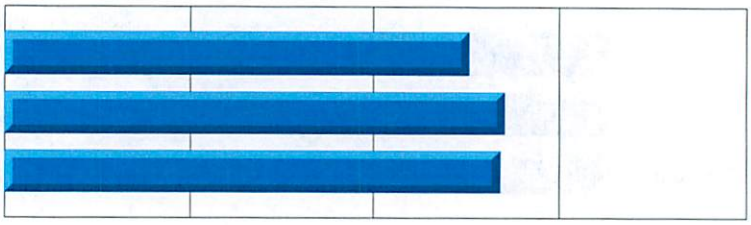
Work Group Cohesion



	Average
ALL SERVICES	3.92
COAST GUARD	4.17
2011 USCG DEOCS Program	4.17

Your units score implies: Fairly positive rating

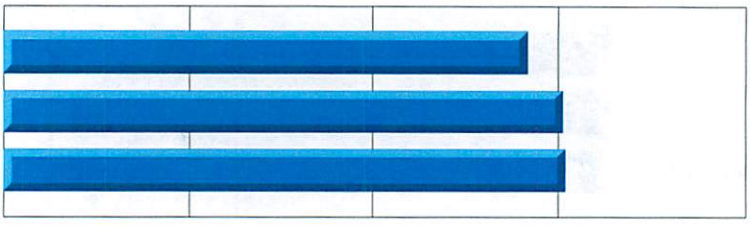
Leadership Cohesion



	Average
ALL SERVICES	3.52
COAST GUARD	3.71
2011 USCG DEOCS Program	3.68

Your units score implies: Somewhat positive rating

Job Satisfaction



	Average
ALL SERVICES	3.83
COAST GUARD	4.02
2011 USCG DEOCS Program	4.04

Your units score implies: Moderately satisfied

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III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1.	Share the results with your organization
2.	Validate the results through other sources
3.	Establish an action team
4.	Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.

2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.

3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web age at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/4217; Commercial: (321) 494-2675/4217] or email us a support@deocs.net.

Thank you for using the DEOCS!

USCG 6234

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DEOMI

CG DEOCS Data Retrieval System - Rollup Report

Organization: USCG RollUp

Commander/Director: CDR Kirby Sniffen

Requester: MS Jeanell Thomas

Admin Number: CGDRS13124

Monday, April 01, 2013

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

RCS: DD-P&R (AR) 2338

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Commander/Director Eyes Only

500935

DEOMI

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

MEMORANDUM FOR COMMANDING OFFICER / ORGANIZATIONAL DIRECTOR

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). You have completed an important step toward understanding and improving the human relations climate in your organization. Your decision to conduct the survey shows that you value your members' input on important human readiness issues. Still, the survey represents the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is optimally employed to help you constructively address organizational issues.

We recommend you employ the DEOCS in conjunction with other assessment strategies, including focus groups, interviews, observations, reviewing written records and reports, and any other method you deem worthwhile to further characterize your organization's climate. The report provided to you by DEOMI is supported by a staff of highly qualified people ready to assist you in tailoring training programs, action planning, or problem solving to meet the specific needs of your organization.

If you or your staff requires assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/1590 or commercial (321) 494-2675/1590. We are looking forward to the opportunity to work with your organization.

Ronald M. Joe
Principal Director

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I. INTERPRETING YOUR DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. **Look at the demographic breakdown.**
2. **Examine perceptions of discrimination and the complaint process.**
3. **Use subgroup factor comparison to understand the disparities.**
4. **Review the overall unit summary.**
5. **Review locally developed questions, command specific questions, short-answer questions, and written comments, if any.**

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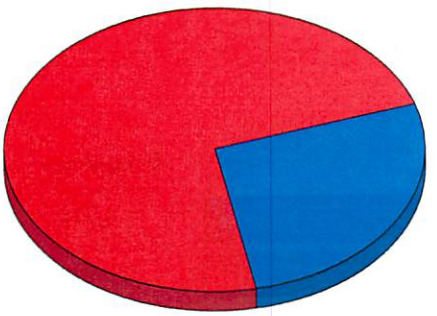
II. REPORT FOR USCG ROLLUP

a. DEMOGRAPHIC BREAKOUT

LOOK AT THE DEMOGRAPHIC BREAKOUT of who in your organization completed the survey. Remember, the data shown in the charts are computer-generated, and based on the inputs received from survey respondents. There may be times when respondents will enter inaccurate information, whether by design or unintentionally, thus creating inaccurate demographic breakouts on the report. Also, in those cases where respondents fail to respond or, when using the paper survey, leave errant pencil marks, the computer will report these as missing cases. The report is broken down into categories that we later use to provide subgroup comparisons within your organization, e.g., minority/majority, women/men, etc. In those cases where fewer than five people in a subgroup complete the survey, you will not receive any comparisons for that subgroup in order to maintain the anonymity of each respondent and to provide statistically meaningful results.

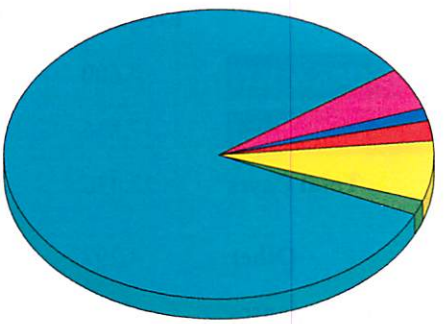
MINORITY vs MAJORITY



	Frequency	Percent
Minority	6,879	26.98
Majority	18,614	73.02
Total Cases	25,493	100.00
Missing Responses	1,284	

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

RACE



	Frequency	Percent
American Indian	361	1.48
Asian	515	2.12
Black	1,656	6.80
Native Hawaiian	356	1.46
White	20,283	83.32
Two or More	1,172	4.81
Total Cases	24,343	100.00
Missing Responses	2,434	

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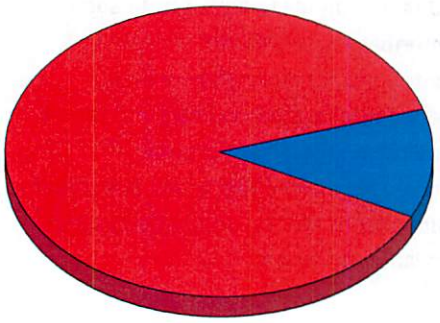
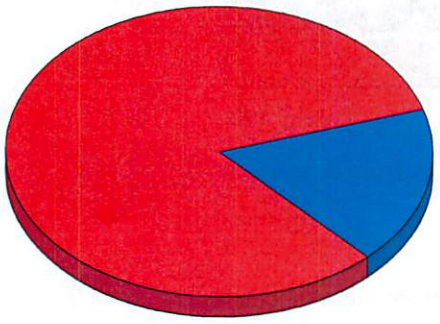
HISPANIC DECLARATION



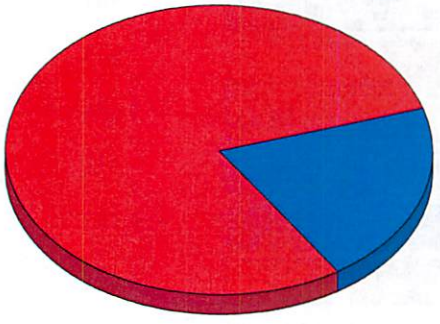
	Frequency	Percent
Hispanic	3,254	12.17
Not Hispanic	23,481	87.83
Total Cases	26,735	100.00
Missing Responses	42	

GENDER



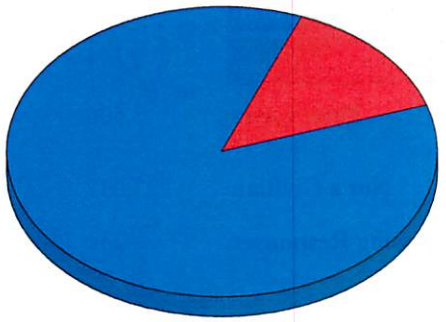
	Frequency	Percent
Women	4,774	17.84
Men	21,990	82.16
Total Cases	26,764	100.00
Missing Respones	13	

OFFICER vs ENLISTED



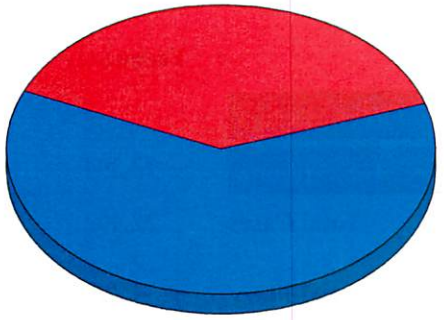
	Frequency	Percent
Officer/WO	4,600	20.50
Enlisted	17,836	79.50
Total Cases	22,436	100.00
Other	4,297	
Missing Responses	44	

ENLISTED SENIORITY



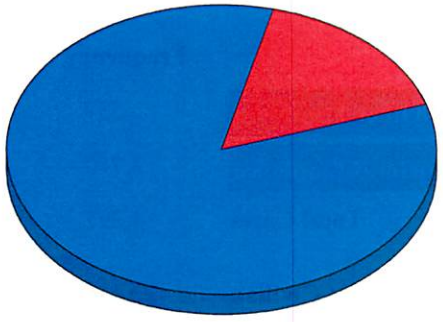
	Frequency	Percent
E1-E6	15,285	86.02
E7-E9	2,484	13.98
Total Cases	17,769	100.00
Not Enlisted	8,941	
Missing Responses	67	

OFFICER SENIORITY



	Frequency	Percent
O1-O3	2,238	61.59
O4 and above	1,396	38.41
Total Cases	3,634	100.00
Not an Officer	23,042	
Missing Responses	101	

MILITARY vs CIVILIAN



	Frequency	Percent
Military	22,436	83.93
Civilian	4,297	16.07
Total Cases	26,733	100.00
Missing Responses	44	

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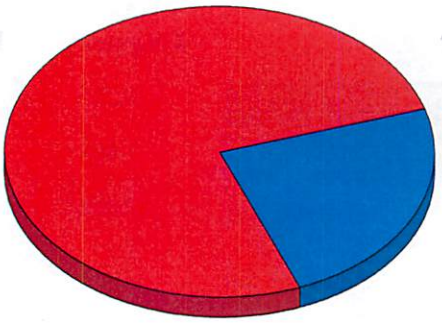
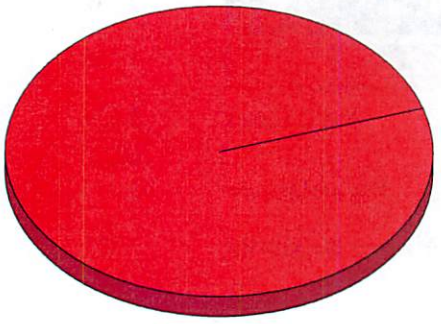
FEDERAL CIVILIAN SENIORITY



	Frequency	Percent
Junior Civilian	835	23.82
Senior Civilian	2,671	76.18
Total Cases	3,506	100.00
Not a Civilian	23,037	
Missing Responses	234	

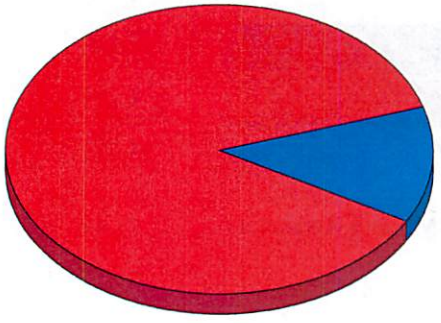
For GS, WG/WL/WS/WB, and SES: Junior = 1 through 8, and Senior = 9 and above. For Non-Supervisory NSPS: Junior = all Pay Band 1, and Pay Band 2 Technician/Support, Fire Protection, Police/Security Guard, and Senior = Pay Bands 3 and 4, and Pay Band 2 Professional pay schedules. For Supervisory NSPS: Junior = Pay Band 1, and Senior = Pay Band 2.

OTHER MILITARY vs U.S. MILITARY



	Frequency	Percent
Other Military	8	0.04
U.S. Military	22,394	99.96
Total Cases	22,402	100.00
Not Military	4,297	
Missing Responses	34	

OTHER CIVILIAN EMPLOYEE vs FEDERAL CIVILIAN EMPLOYEE

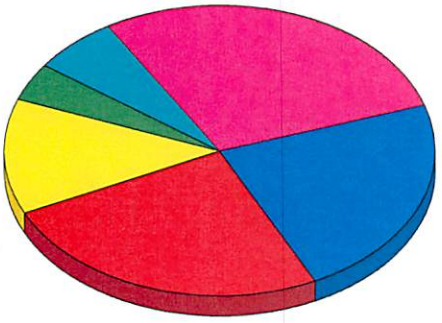


	Frequency	Percent
Other Employee	557	12.96
Federal Employee	3,740	87.04
Total Cases	4,297	100.00
Not Civilian	22,436	
Missing Responses	44	

b. EXPERIENCES OF DISCRIMINATION DURING PAST 12 MONTHS

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

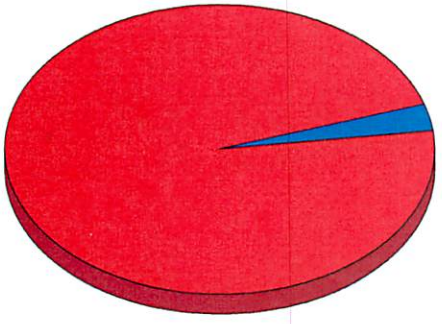
"YES" RESPONSE TO EXPERIENCED AN INCIDENT OF DISCRIMINATION



	Frequency	Percent
Race/Nat Orig/Color	716	22.68
Gender (Sex)	799	25.31
Age	407	12.89
Disability	128	4.05
Religion	201	6.37
Two or More	906	28.70
Total Cases	3,157	100.00
"NO" Response	23,620	
Missing Responses	0	

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MAJORITY



	Frequency	Percent
YES	593	3.19
NO	18,021	96.81
Total Cases	18,614	100.00
Missing Responses	0	

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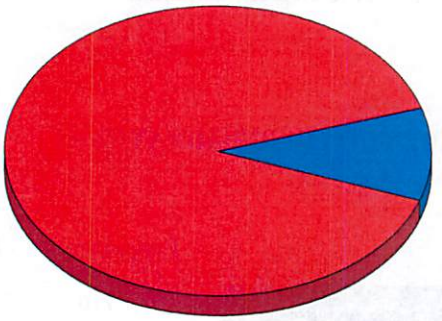
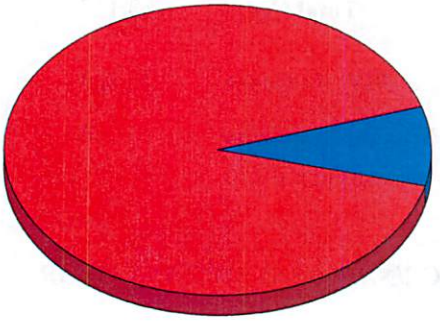
EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MINORITY



	Frequency	Percent
YES	702	10.20
NO	6,177	89.80
Total Cases	6,879	100.00
Missing Responses	0	

HISPANIC



	Frequency	Percent
YES	293	9.00
NO	2,961	91.00
Total Cases	3,254	100.00
Missing Responses	0	

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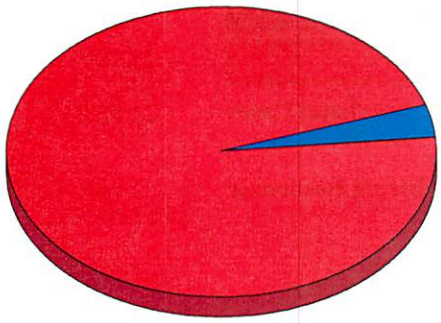
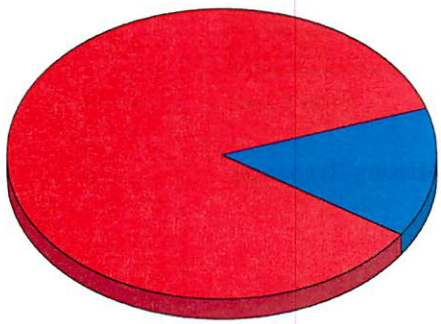
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	816	3.71
NO	21,174	96.29
Total Cases	21,990	100.00
Missing Responses	0	

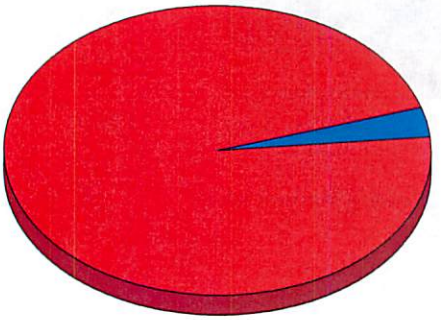
WOMEN



	Frequency	Percent
YES	696	14.58
NO	4,078	85.42
Total Cases	4,774	100.00
Missing Responses	0	

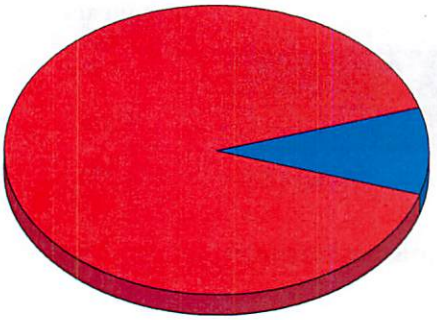
EXPERIENCED *SEXUAL HARASSMENT*

MEN



	Frequency	Percent
YES	723	3.31
NO	21,104	96.69
Total Cases	21,827	100.00
Missing Responses	163	

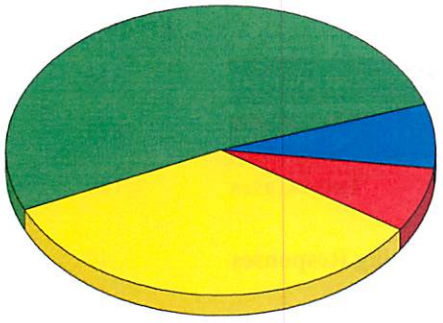
WOMEN



	Frequency	Percent
YES	465	9.81
NO	4,274	90.19
Total Cases	4,739	100.00
Missing Responses	35	

500946

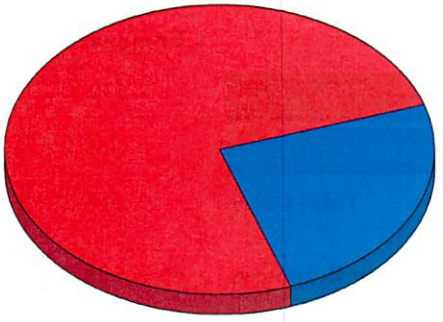
WHAT ACTION DID YOU TAKE FOLLOWING THE INCIDENT OF DISCRIMINATION?



	Frequency	Percent
Filed Formal Complaint	134	7.33
Reported to EO/EEO	129	7.06
Reported to Supervisor	622	34.03
Confronted Individual	943	51.59
Total Cases	1,828	100.00
Did not Report	1,609	
Missing Responses	134	

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MAJORITY

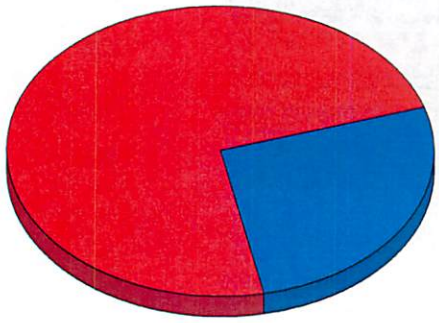


	Frequency	Percent
Reported	498	24.75
Did Not Report	1,514	75.25
Total Cases	2,012	100.00
Missing Responses	76	

500947

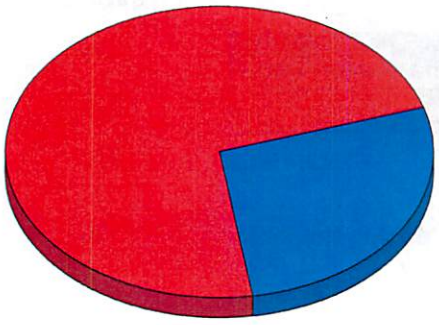
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Reported	316	26.58
Did Not Report	873	73.42
Total Cases	1,189	100.00
Missing Responses	49	

HISPANIC

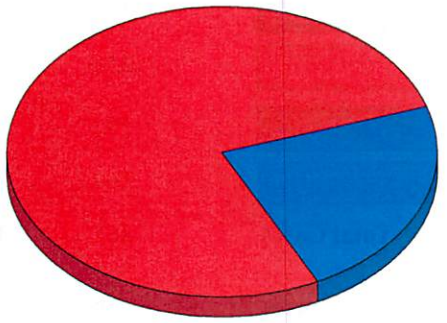


	Frequency	Percent
Reported	139	27.36
Did Not Report	369	72.64
Total Cases	508	100.00
Missing Responses	20	

500948

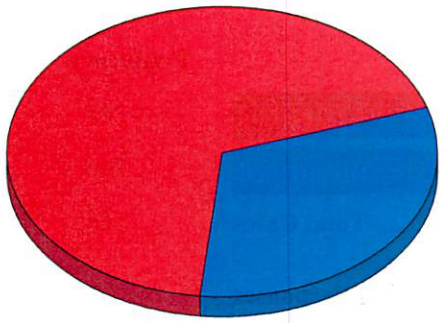
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Reported	522	22.69
Did Not Report	1,779	77.31
Total Cases	2,301	100.00
Missing Responses	109	

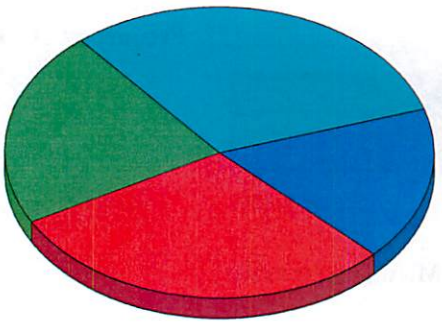
WOMEN



	Frequency	Percent
Reported	360	31.77
Did Not Report	773	68.23
Total Cases	1,133	100.00
Missing Responses	25	

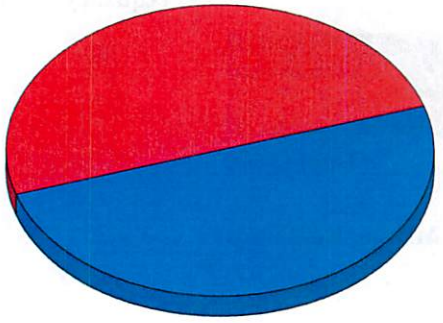
500949

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR



	Frequency	Percent
Very Satisfied	150	17.30
Moderately Satisfied	256	29.53
Moderately Dissatisfied	192	22.15
Very Dissatisfied	269	31.03
Total Cases	867	100.00
Missing Responses	18	

MAJORITY

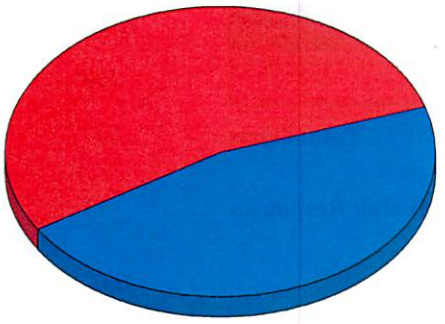


	Frequency	Percent
Satisfied	243	50.00
Dissatisfied	243	50.00
Total Cases	486	100.00
Missing Responses	12	

500959

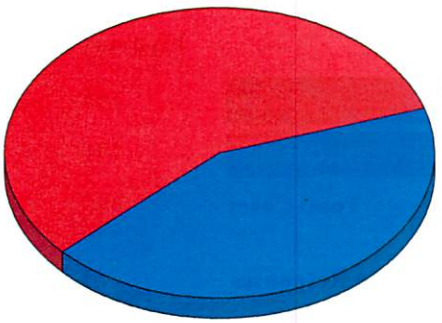
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Satisfied	143	45.98
Dissatisfied	168	54.02
Total Cases	311	100.00
Missing Responses	5	

HISPANIC

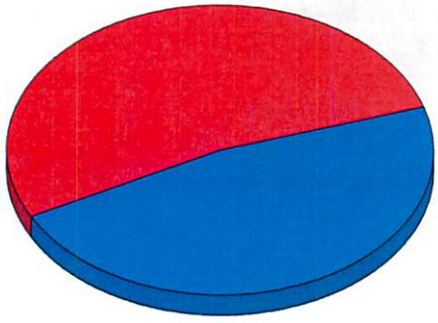


	Frequency	Percent
Satisfied	60	43.17
Dissatisfied	79	56.83
Total Cases	139	100.00
Missing Responses	0	

500951

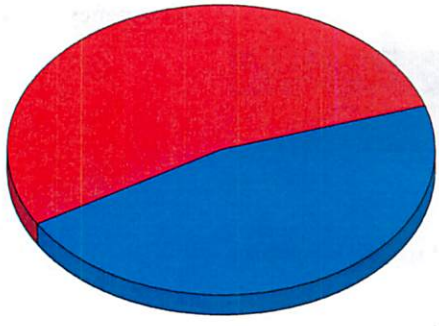
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Satisfied	240	47.15
Dissatisfied	269	52.85
Total Cases	509	100.00
Missing Responses	13	

WOMEN



	Frequency	Percent
Satisfied	165	46.35
Dissatisfied	191	53.65
Total Cases	356	100.00
Missing Responses	4	

500952

c. SUBGROUP FACTOR COMPARISONS

Subgroup factor comparisons will be presented with Equal Opportunity/Equal Employment opportunity (EO/EEO) factors, followed by Organizational Effectiveness factors.

The DEOCS report displays your organization's results in two ways. First, it considers average scores, where higher average scores always indicate more positive perceptions. Second, the degree different groups agree in their perceptions is also an important indicator. The disparity index (DI) is a statistically-derived number that reflects how much two groups agree or disagree in their perceptions. Together, the average and DI provide substantially more information than either score alone. Each of these combined data points is plotted, using the lowest average between the two groups being compared (vertical axis), along with the DI between those two groups (horizontal axis).

GREEN indicates higher averages and levels of agreements. The YELLOW, ORANGE, and RED colored areas reflect progressively greater organizational concerns, indicated by lower averages, higher DIs, or both.

The data point can appear in one of four numbered quadrants:

Quadrant 1 is the most positive, as it reflects higher average scores and lower Disparity Index (i.e., a higher level of agreement) between the two groups.

Quadrant 2 reflects higher average scores, but also a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

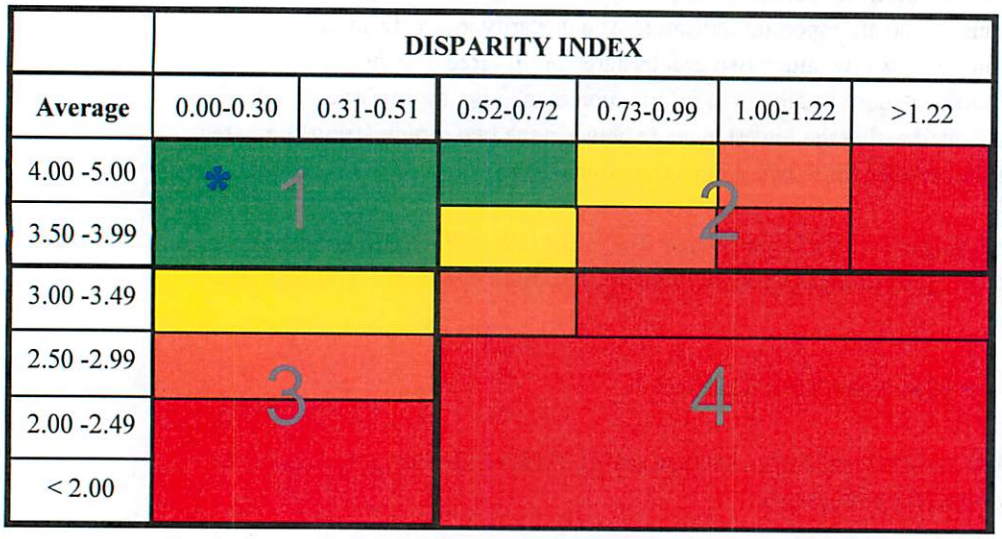
Quadrant 3 reflects lower average scores, with a lower Disparity Index (i.e., a high level of agreement) between the two groups.

Quadrant 4 reflects lower average scores and a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

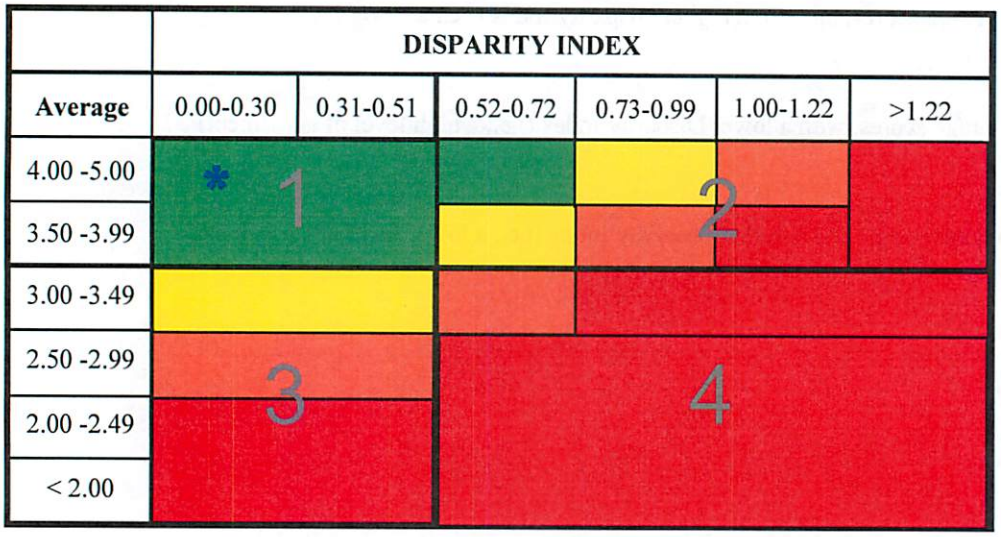
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

✻ **You are here. This denotes the lowest average of the two identified groups and the associated DI.**



	Average
Minority	4.28
Majority	4.39
DI:	0.13



	Average
Women	4.21
Men	4.38
DI:	0.22

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500954

SEXUAL HARASSMENT / DISCRIMINATION

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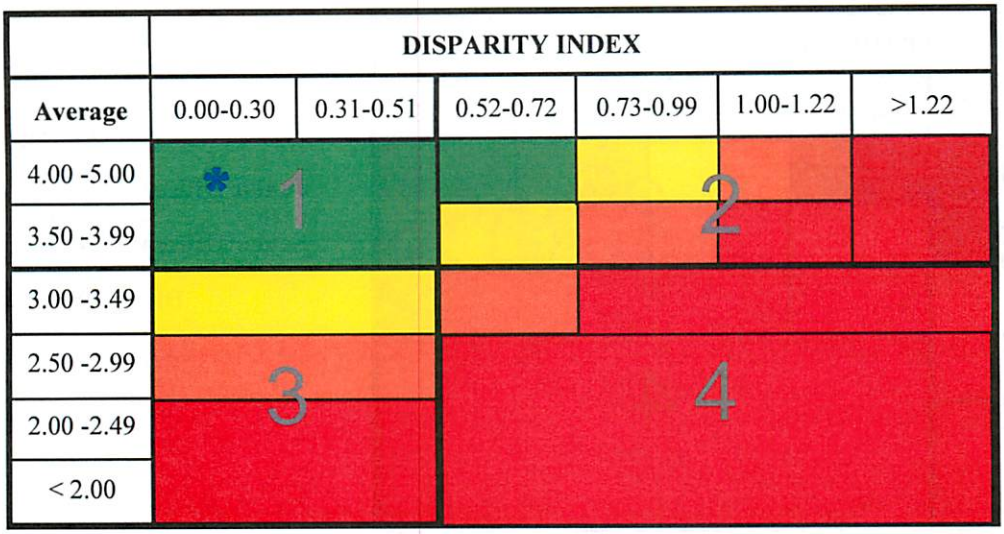
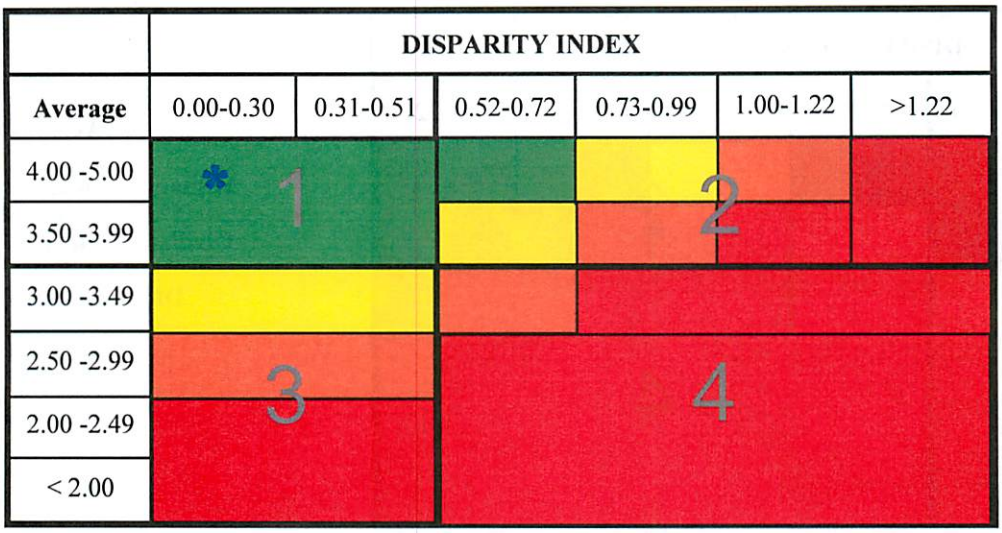


	Average
Officer	4.45
Enlisted	4.32
DI:	0.18



	Average
Junior Enlisted	4.29
Senior Enlisted	4.48
DI:	0.26

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500955

SEXUAL HARASSMENT / DISCRIMINATION

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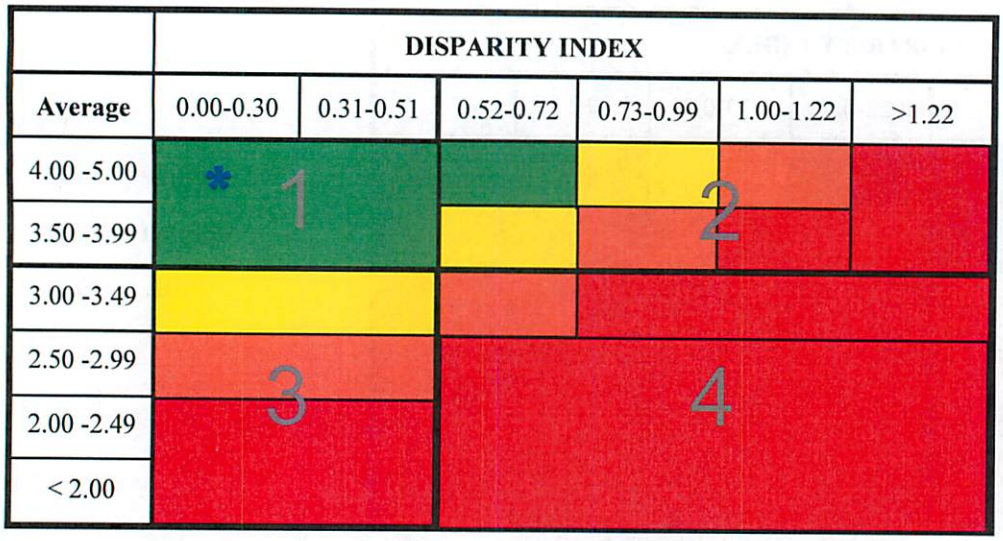
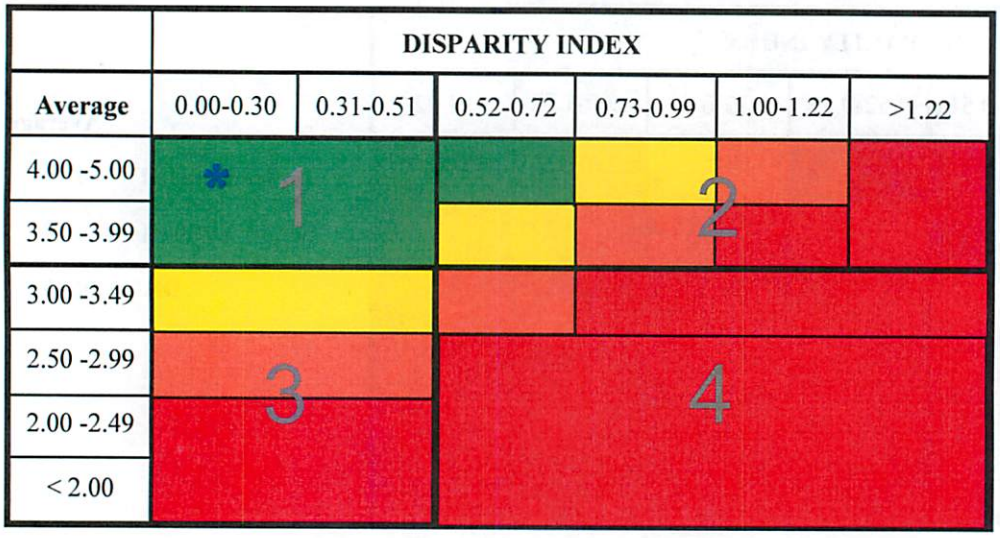


	Average
Junior Officer	4.36
Senior Officer	4.52
DI:	0.24



	Average
Military	4.35
Civilian	4.38
DI:	0.04

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500956

SEXUAL HARASSMENT / DISCRIMINATION

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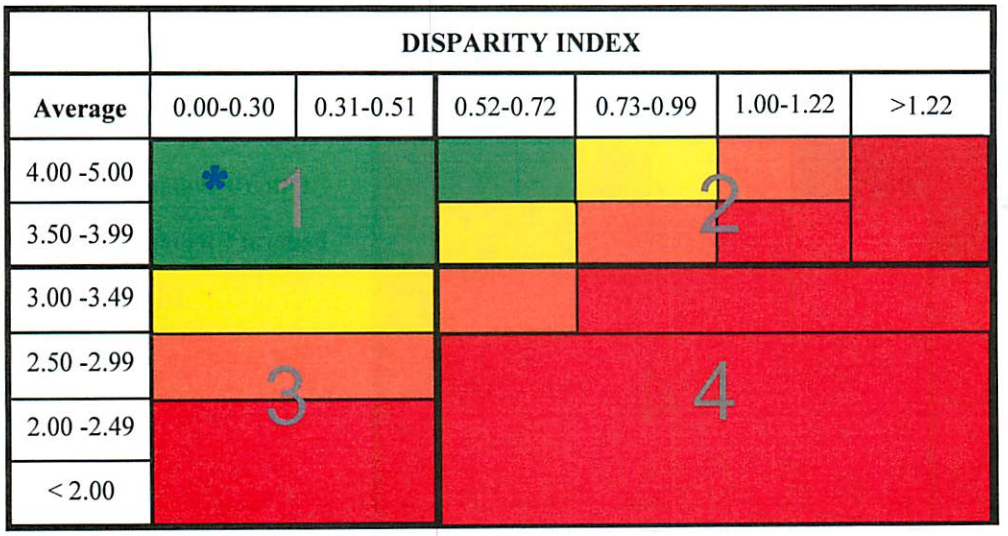
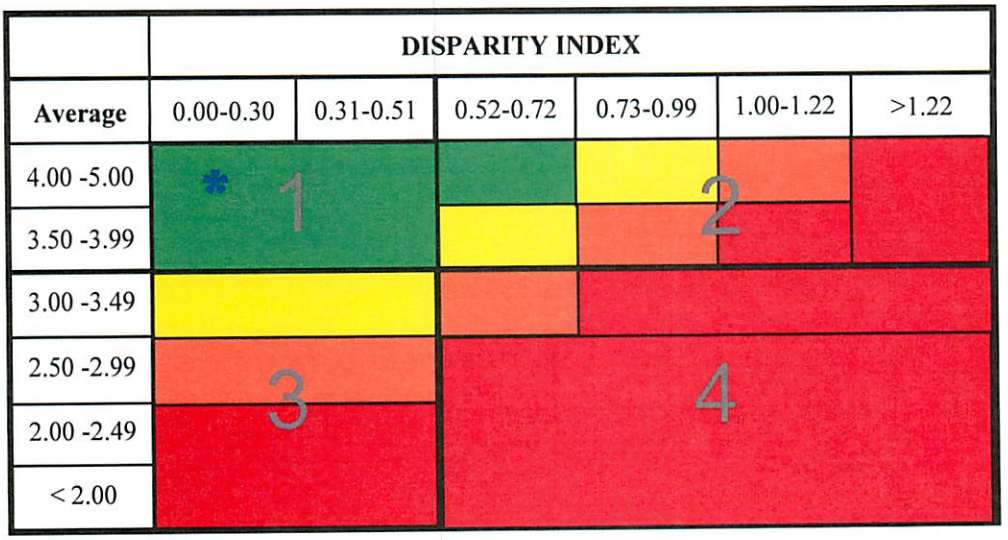


	Average
Junior Civilian	4.33
Senior Civilian	4.39
DI:	0.07



	Average
Other Military	4.14
U.S. Military	4.35
DI:	0.28

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500957

SEXUAL HARASSMENT / DISCRIMINATION

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Yellow = Slight Organization Concern	Red = High Organization Concern

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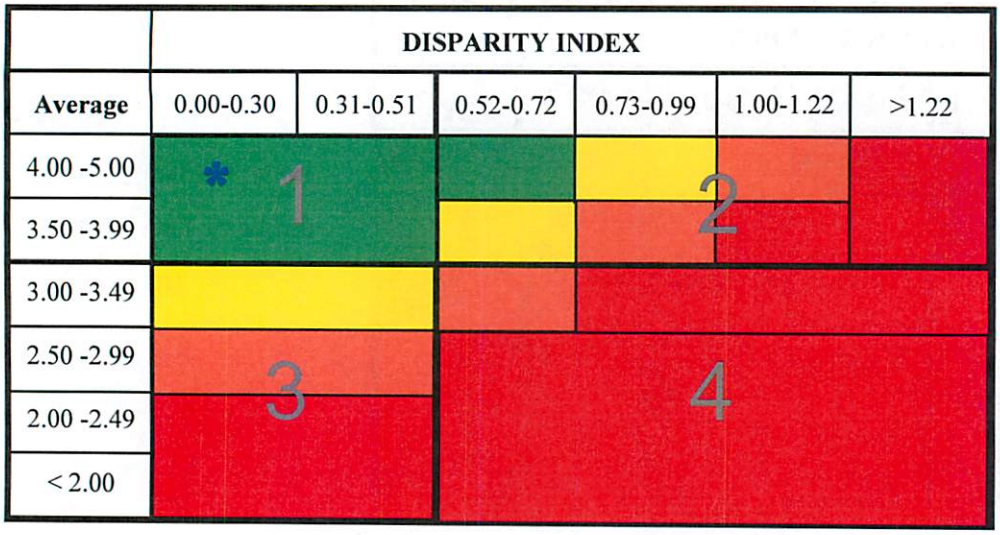

	Average
Other Civilian	4.39
Federal Civilian	4.35
DI:	0.05

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500958

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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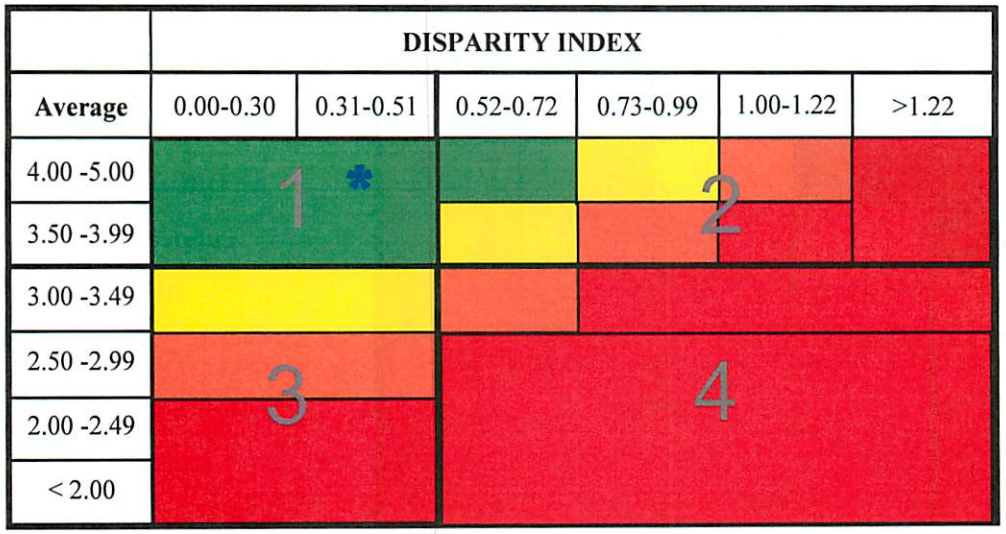
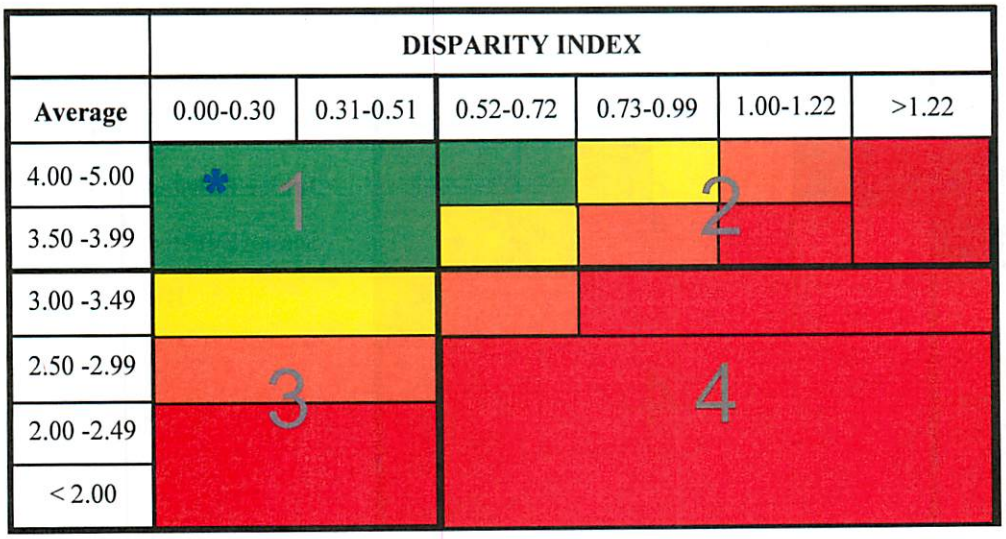


	Average
Minority	4.58
Majority	4.80
DI:	0.37



	Average
Women	4.67
Men	4.75
DI:	0.14

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500959

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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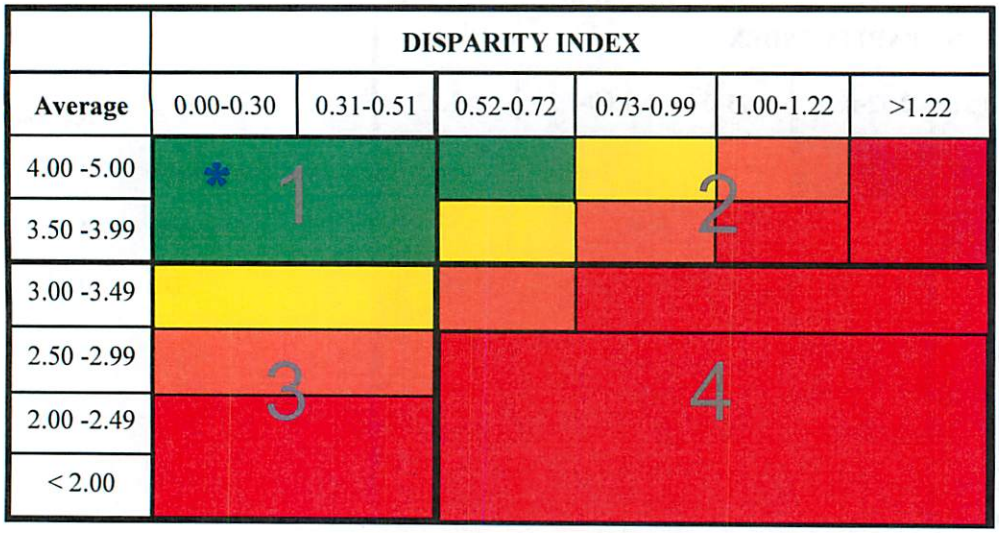
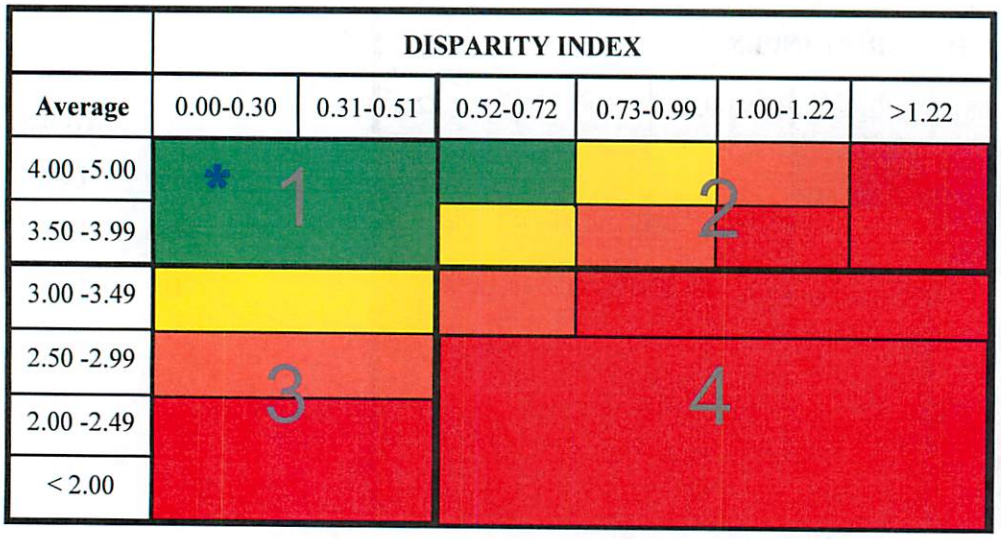


	Average
Officer	4.83
Enlisted	4.75
DI:	0.17



	Average
Junior Enlisted	4.74
Senior Enlisted	4.84
DI:	0.21

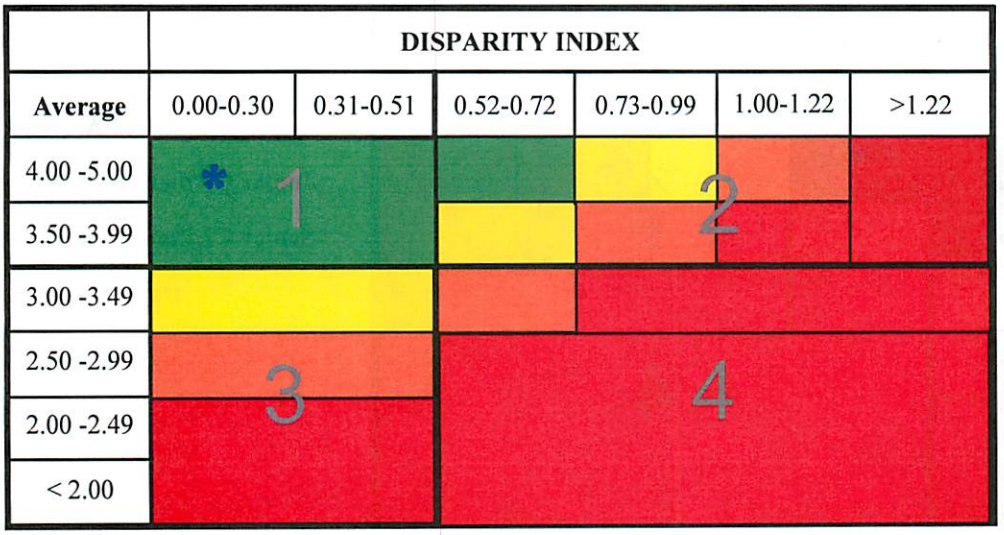
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500960

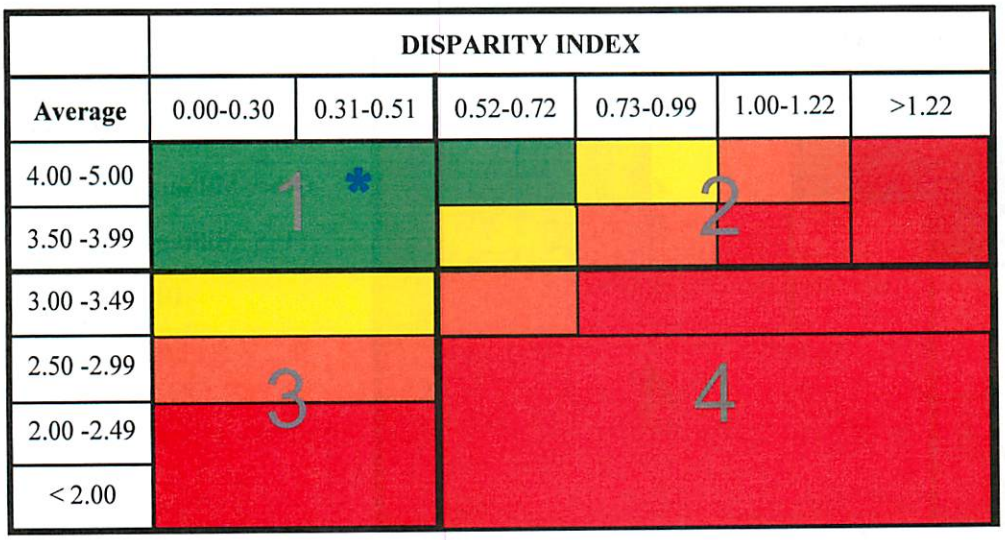
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	4.81
Senior Officer	4.84
DI:	0.07



	Average
Military	4.77
Civilian	4.56
DI:	0.32

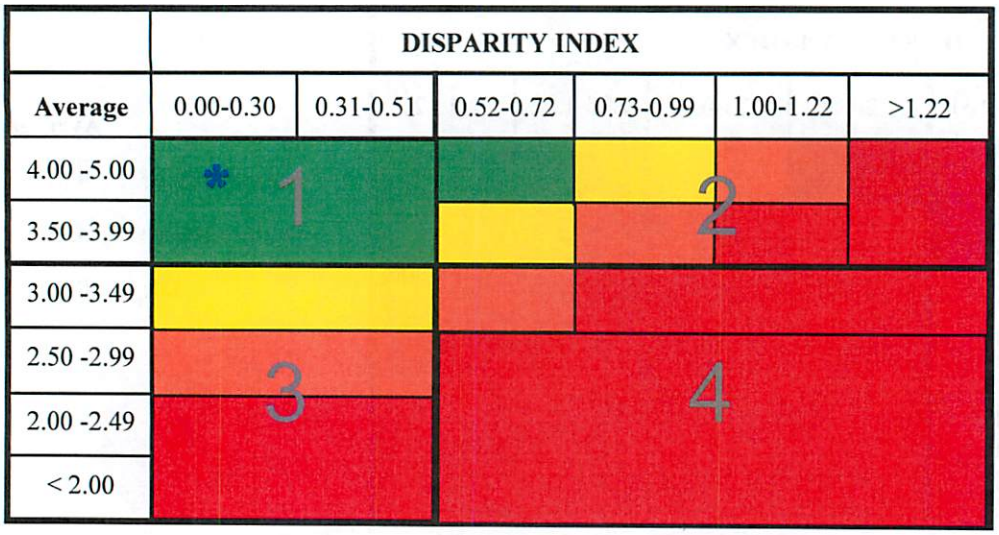
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500961

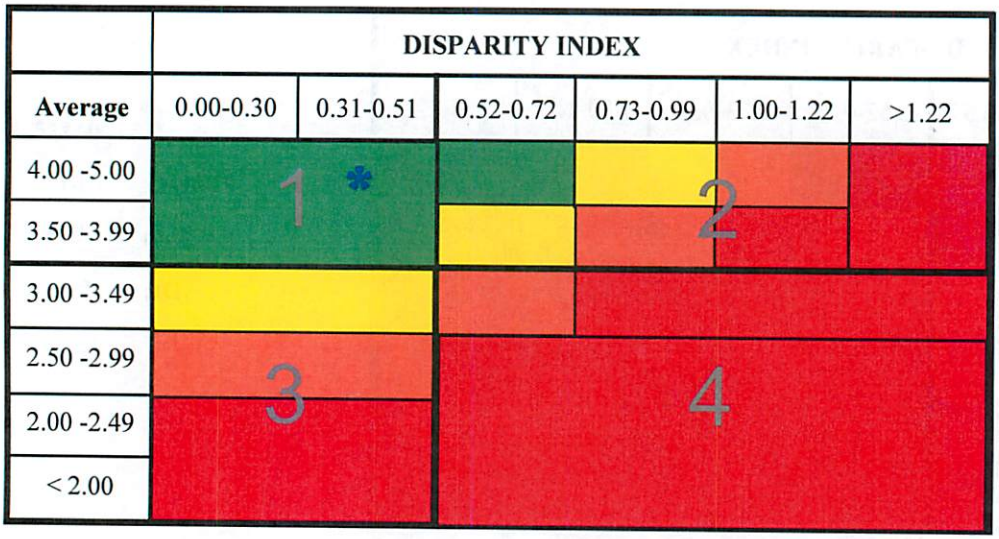
DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Civilian	4.43
Senior Civilian	4.60
DI:	0.22



	Average
Other Military	4.46
U.S. Military	4.77
DI:	0.41

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500962

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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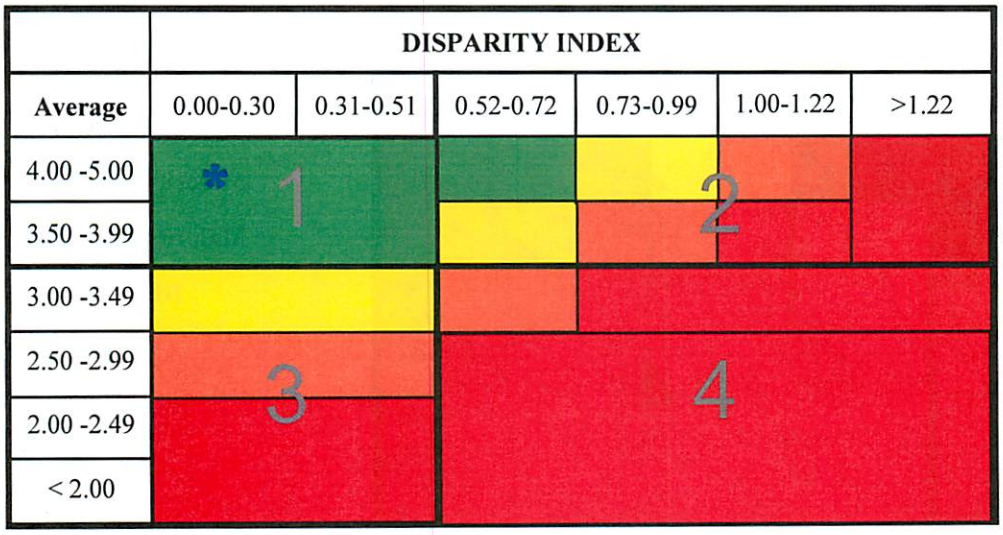


	Average
Other Civilian	4.60
Federal Civilian	4.74
DI:	0.22

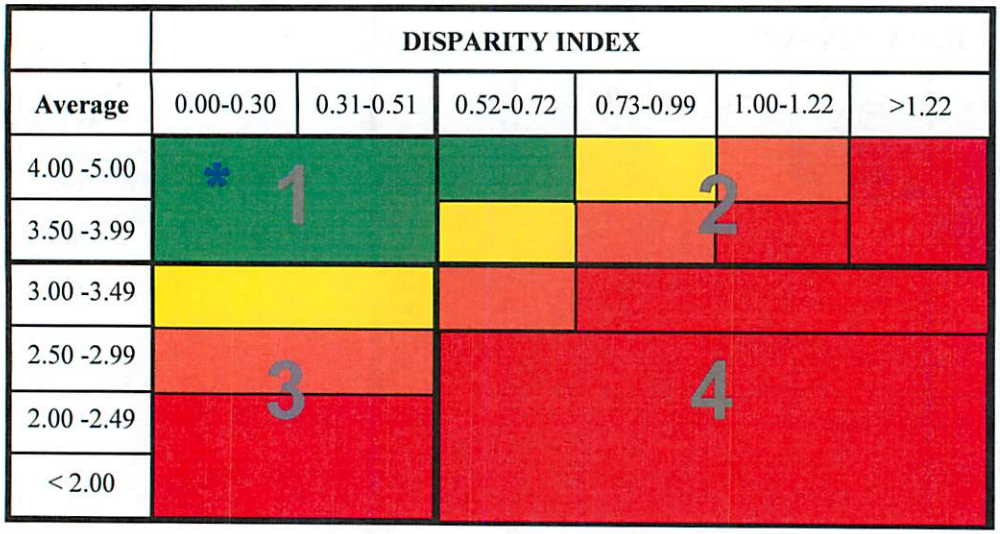
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500963

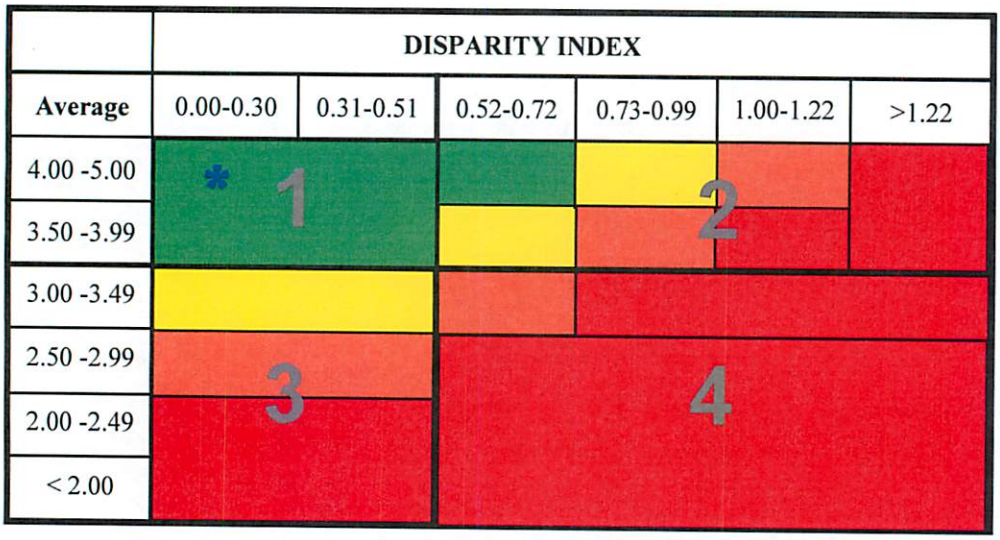
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.12
Majority	4.26
DI:	0.15



	Average
Women	4.17
Men	4.23
DI:	0.07

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500964

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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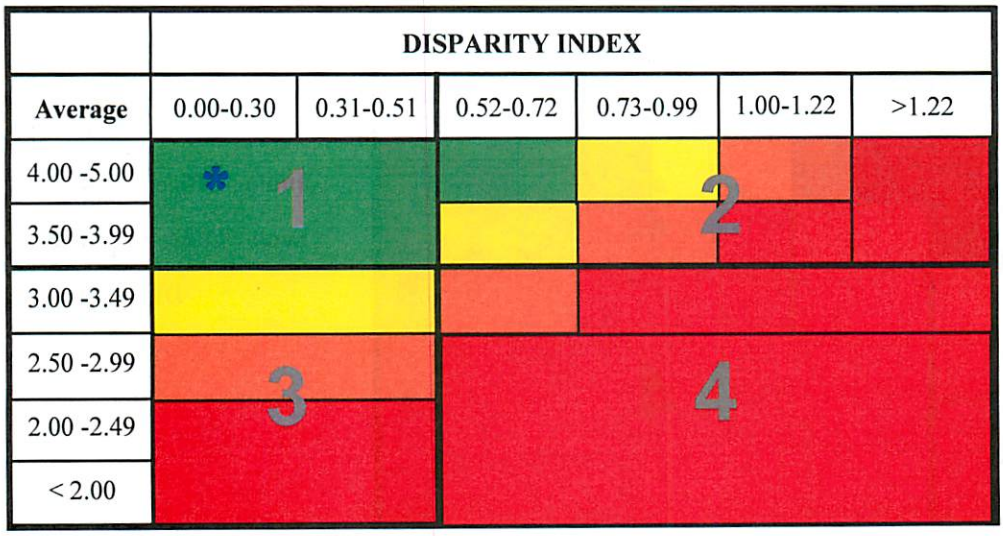
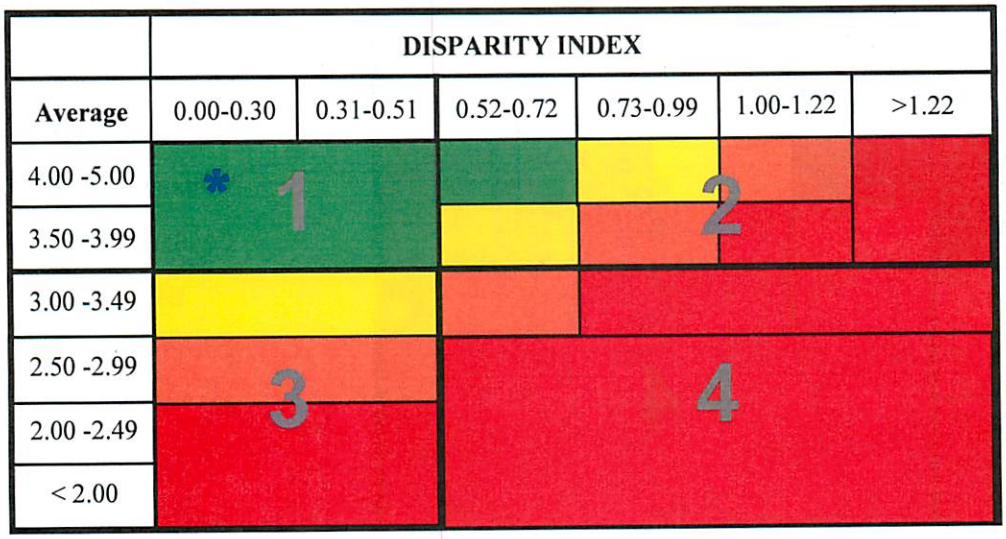


	Average
Officer	4.43
Enlisted	4.22
DI:	0.24



	Average
Junior Enlisted	4.20
Senior Enlisted	4.34
DI:	0.15

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500965

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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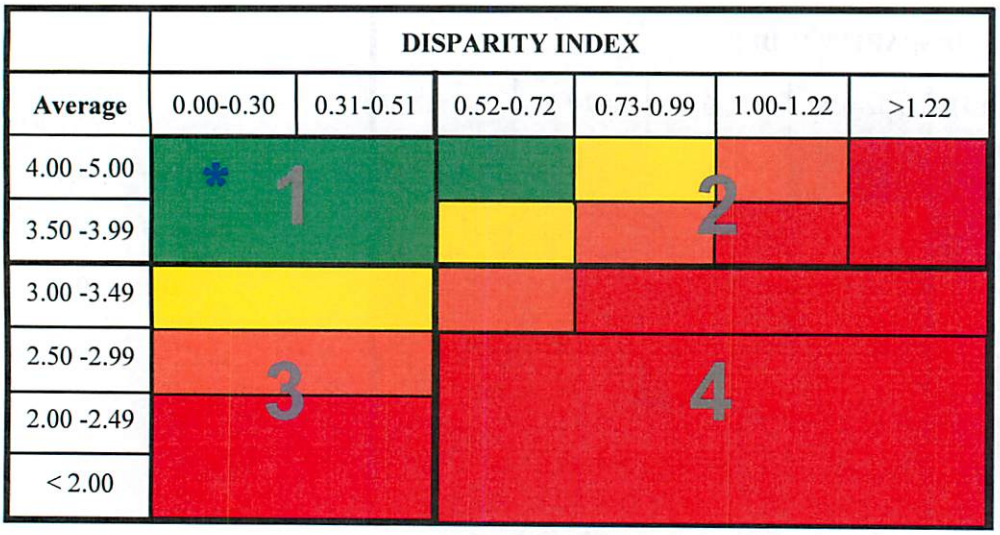
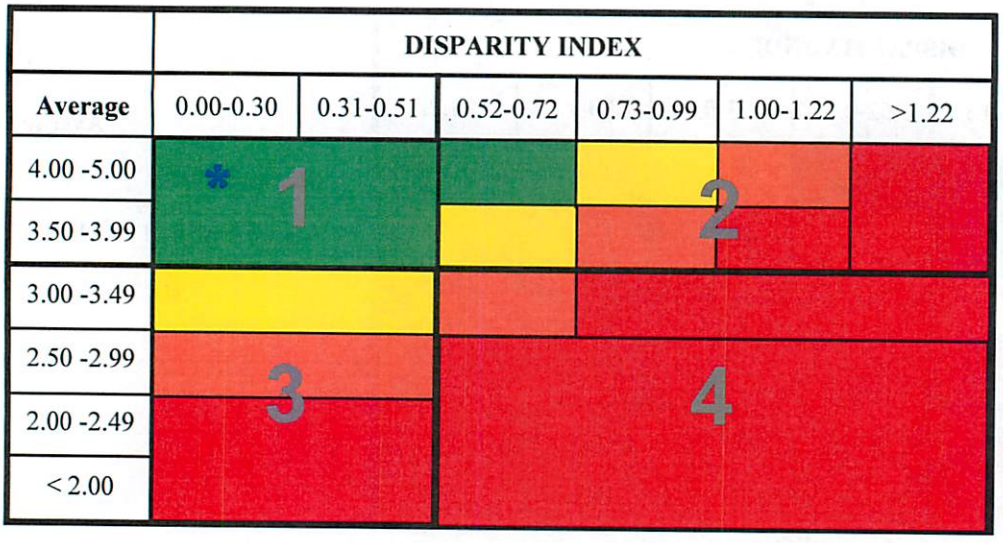


	Average
Junior Officer	4.43
Senior Officer	4.46
DI:	0.03



	Average
Military	4.26
Civilian	4.01
DI:	0.26

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500966

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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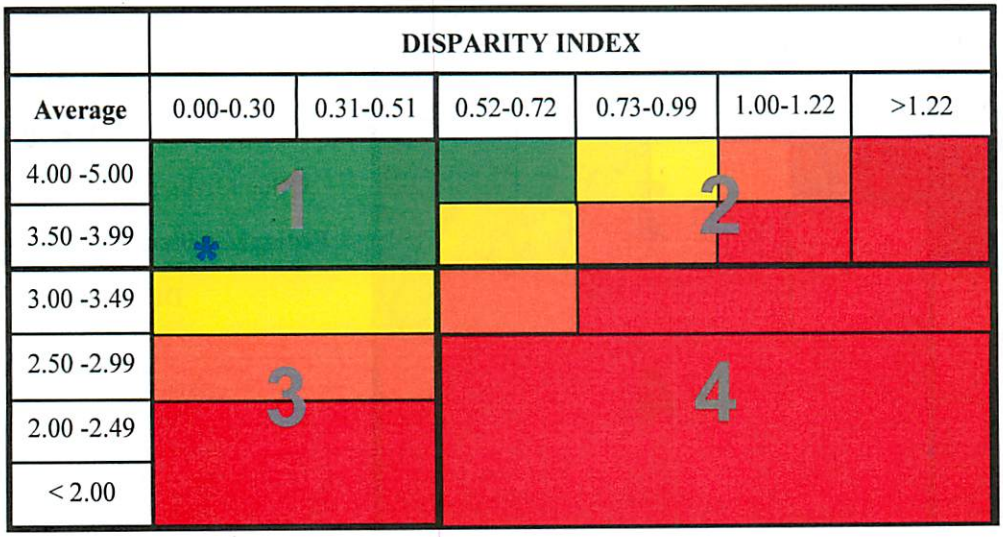
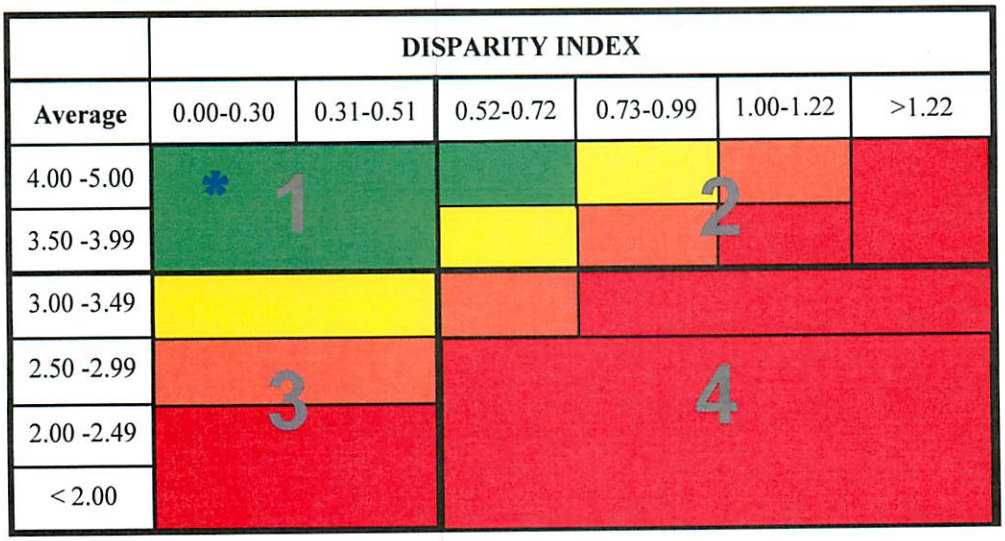


	Average
Junior Civilian	3.92
Senior Civilian	4.06
DI:	0.14



	Average
Other Military	4.50
U.S. Military	4.26
DI:	0.28

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500967

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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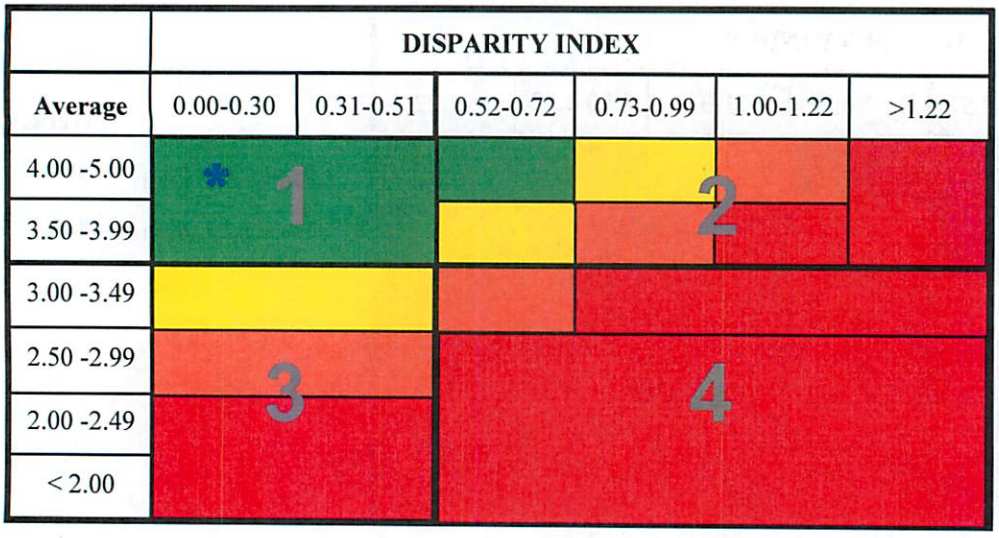


	Average
Other Civilian	4.03
Federal Civilian	4.23
DI:	0.19

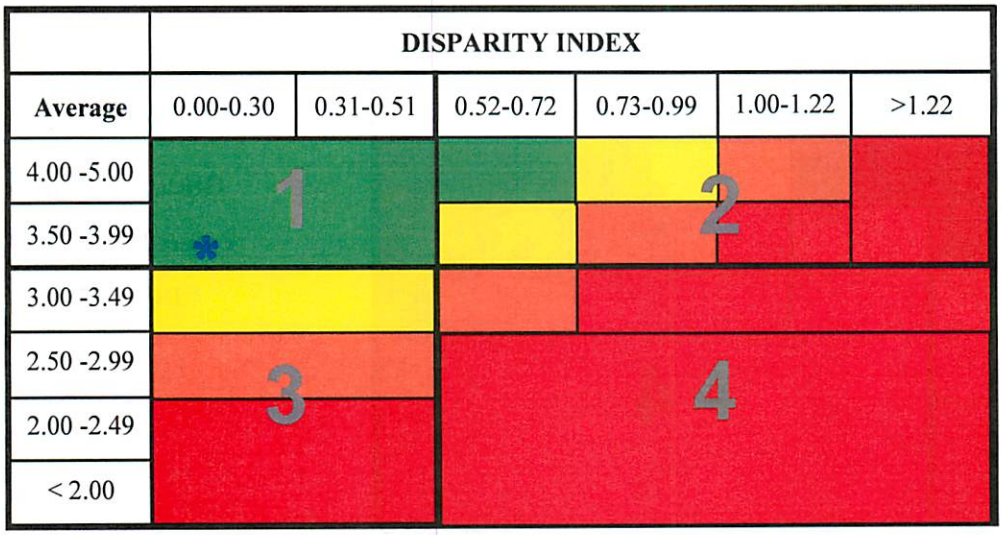
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500968

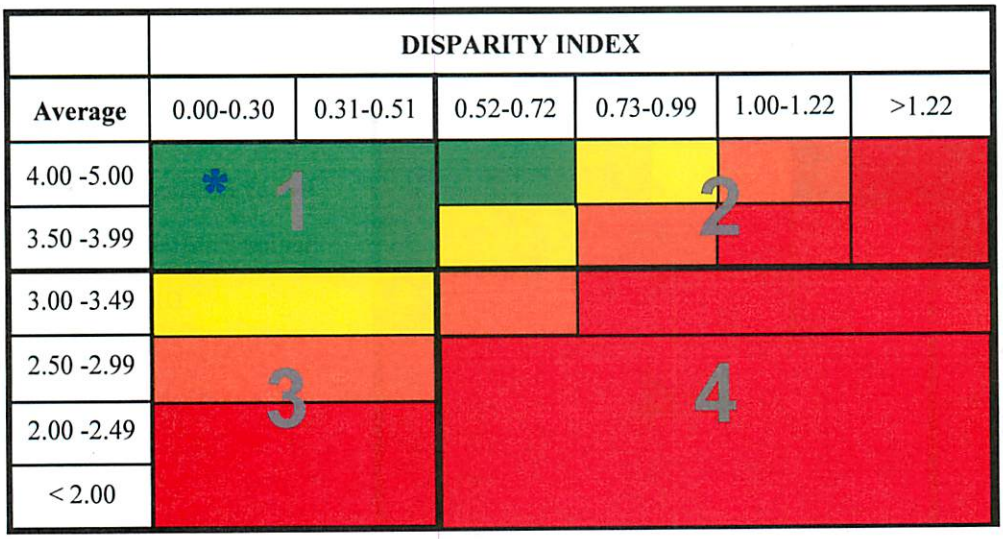
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	3.91
Majority	4.18
DI:	0.27



	Average
Women	4.10
Men	4.10
DI:	0.00

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500969

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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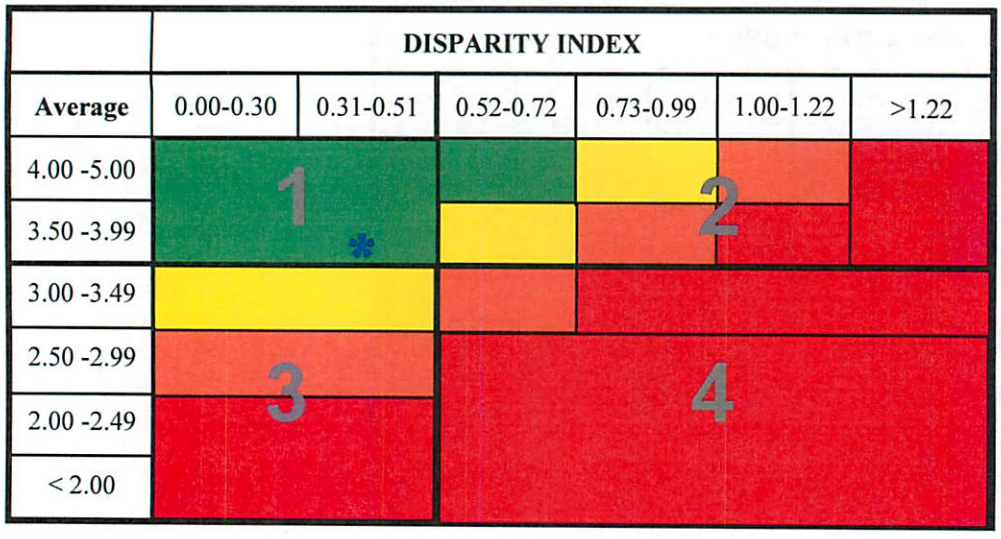
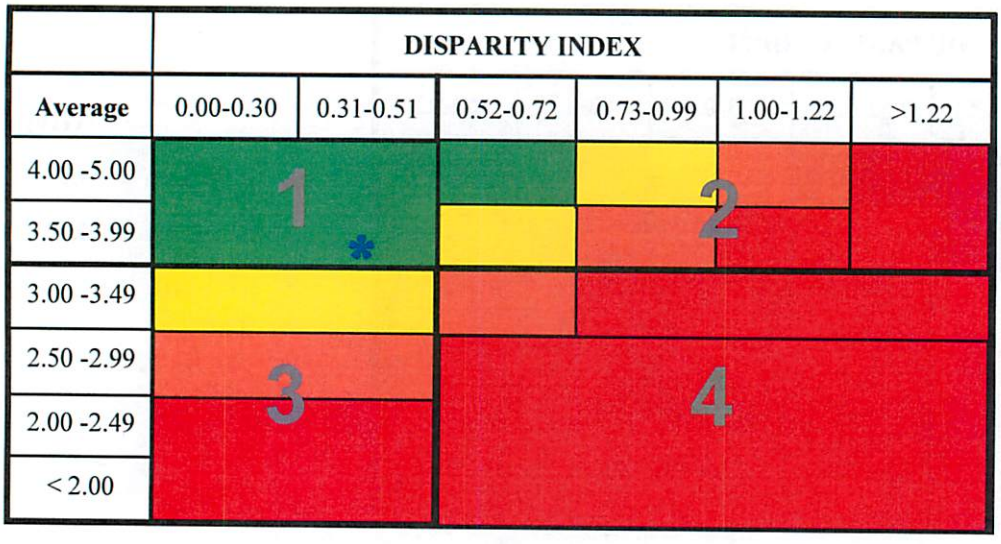


	Average
Officer	4.36
Enlisted	3.98
DI:	0.44



	Average
Junior Enlisted	3.92
Senior Enlisted	4.35
DI:	0.48

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500970

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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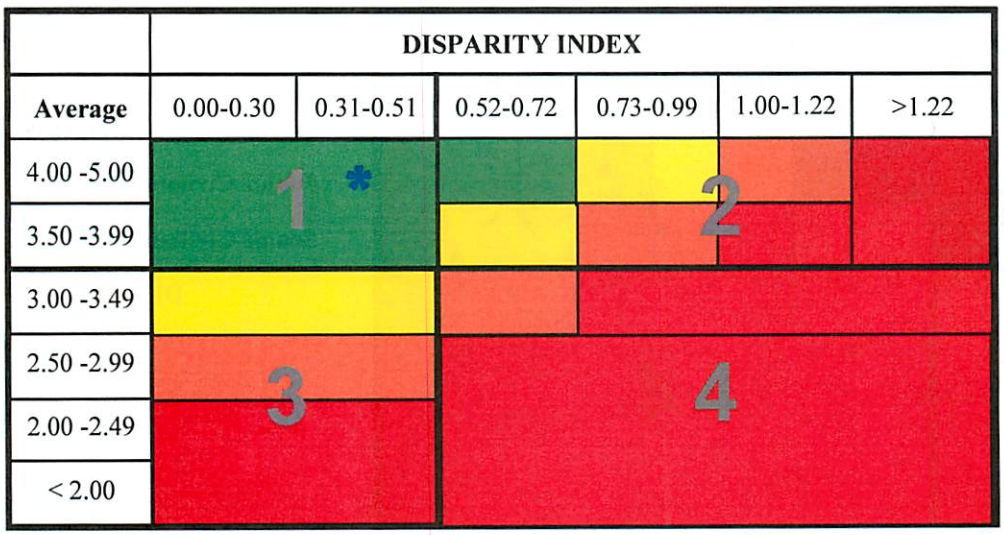
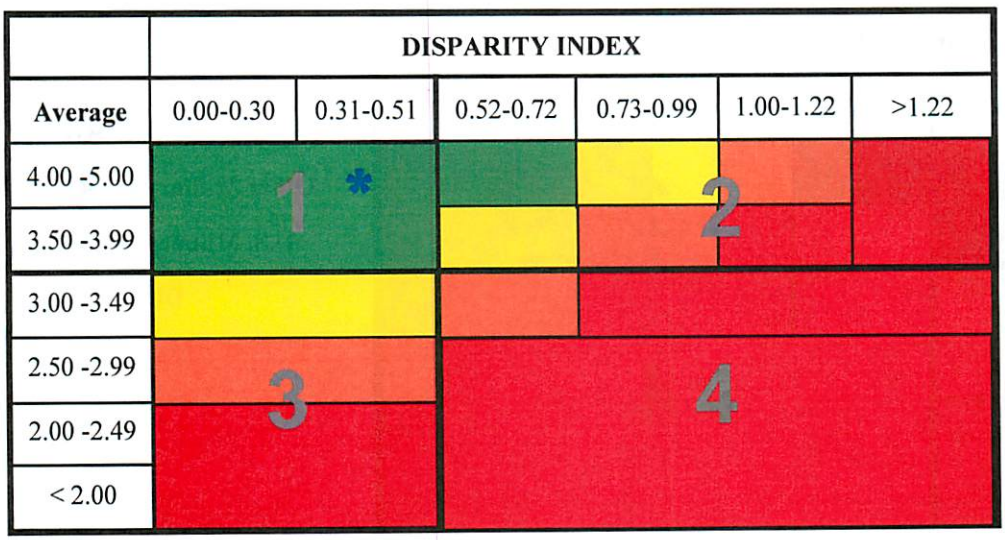


	Average
Junior Officer	4.19
Senior Officer	4.55
DI:	0.49



	Average
Military	4.06
Civilian	4.35
DI:	0.31

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500971

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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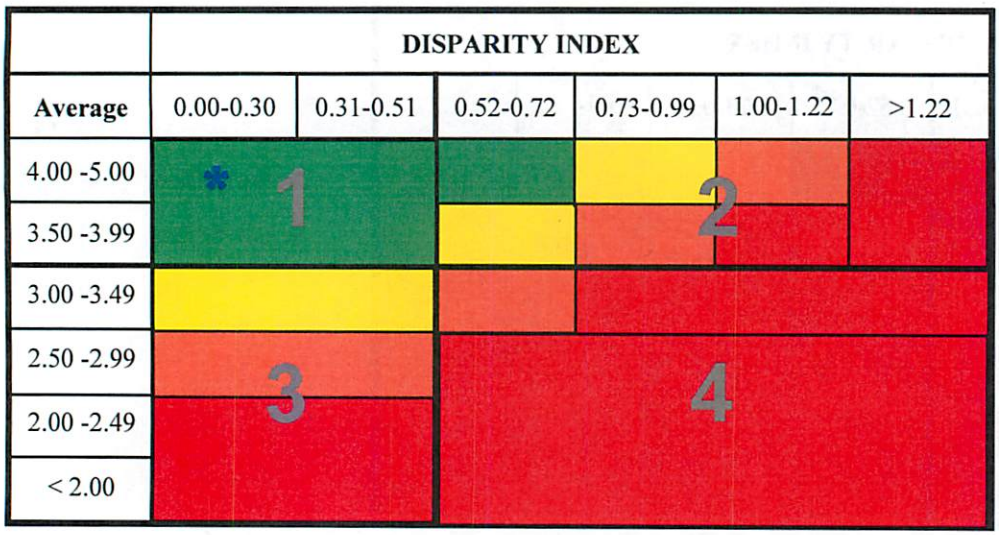
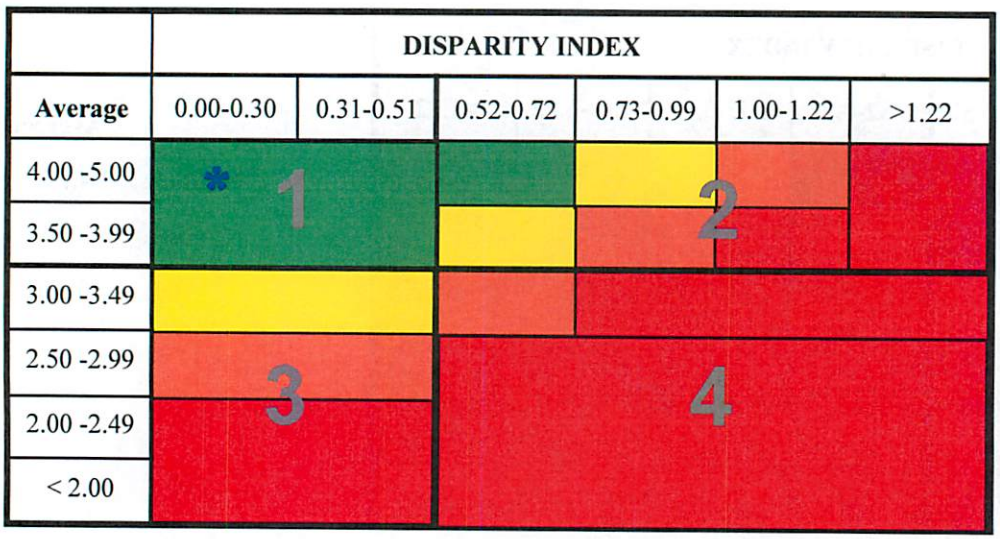


	Average
Junior Civilian	4.28
Senior Civilian	4.39
DI:	0.12



	Average
Other Military	4.29
U.S. Military	4.06
DI:	0.26

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500972

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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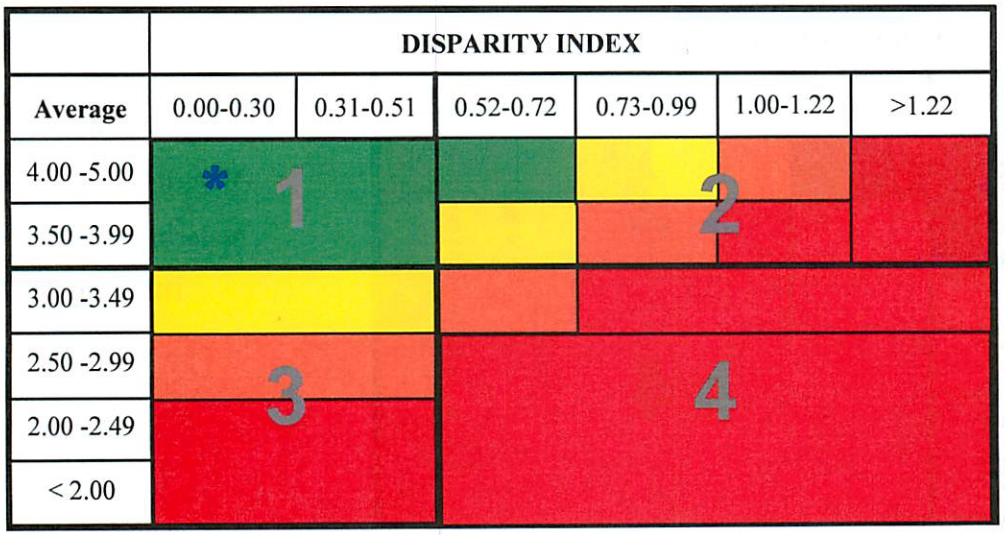

	Average
Other Civilian	4.25
Federal Civilian	4.10
DI:	0.16

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500973

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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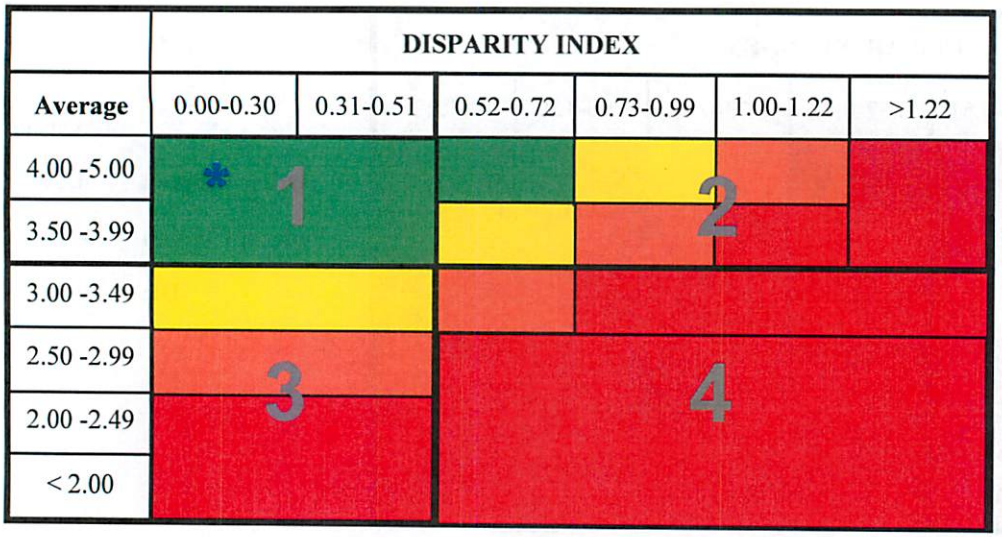
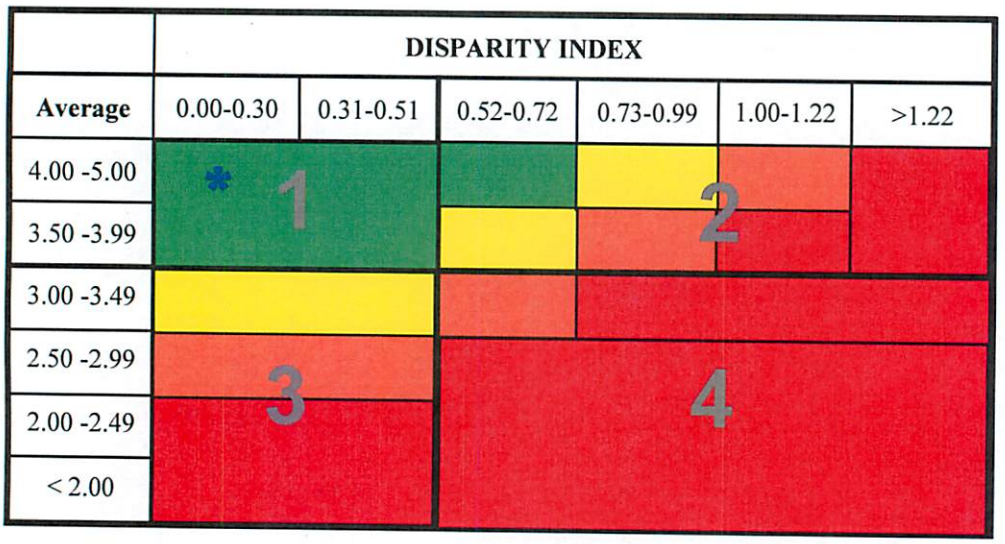


	Average
Minority	4.44
Majority	4.58
DI:	0.17



	Average
Women	4.45
Men	4.55
DI:	0.13

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500974

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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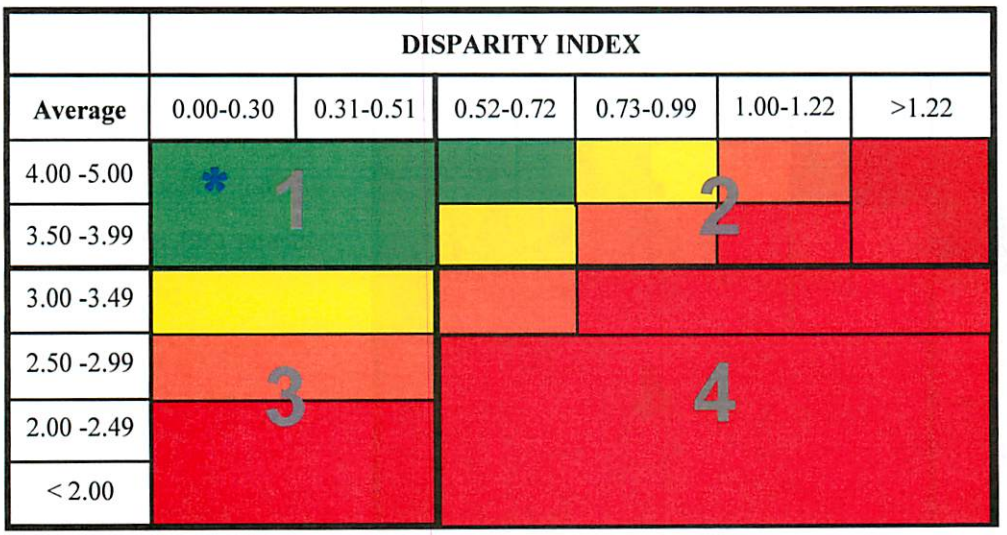
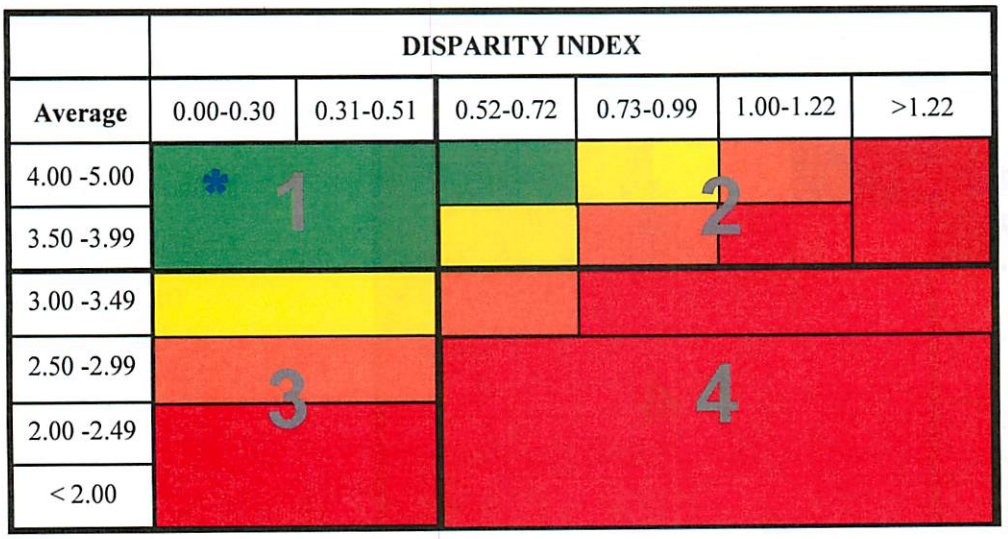


	Average
Officer	4.65
Enlisted	4.60
DI:	0.08



	Average
Junior Enlisted	4.59
Senior Enlisted	4.65
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500975

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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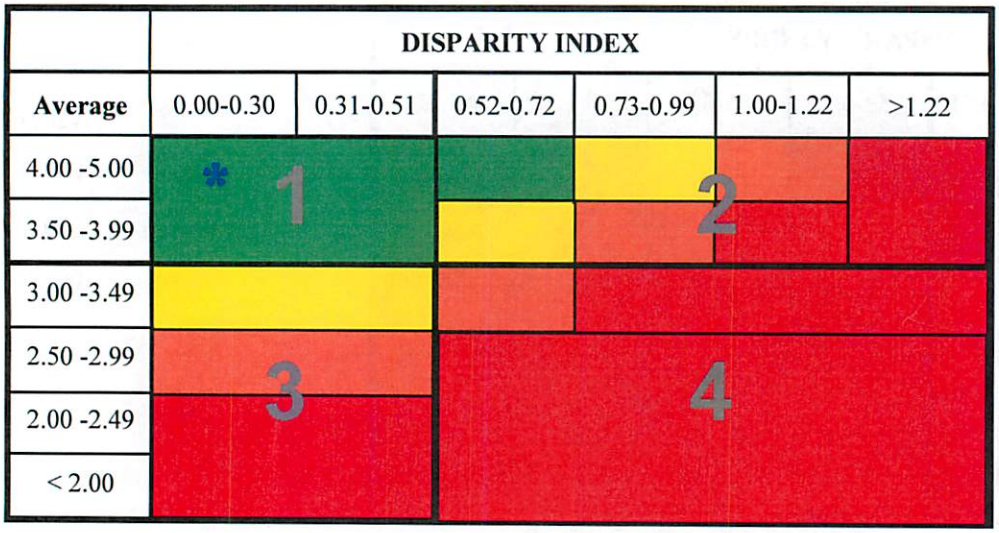
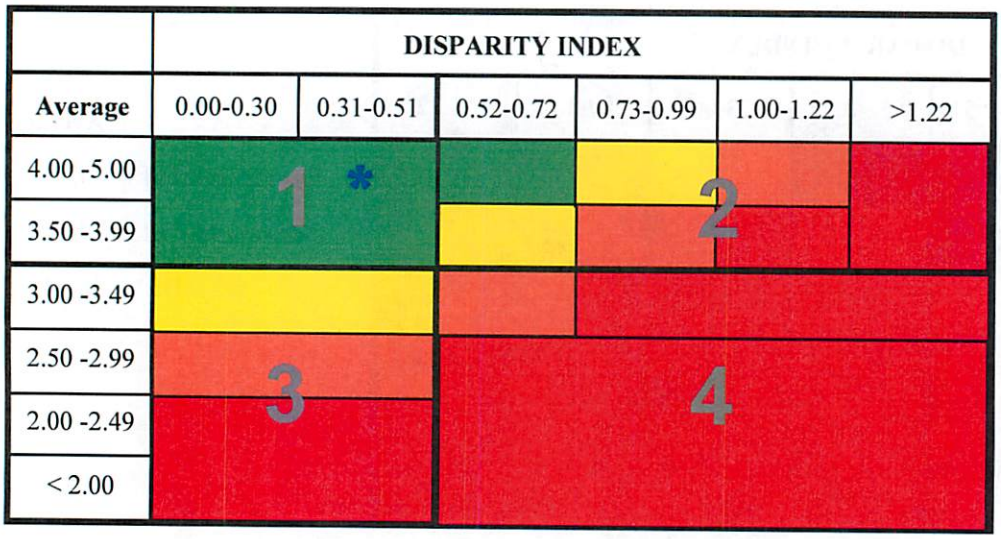


	Average
Junior Officer	4.63
Senior Officer	4.65
DI:	0.03



	Average
Military	4.61
Civilian	4.16
DI:	0.49

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500976

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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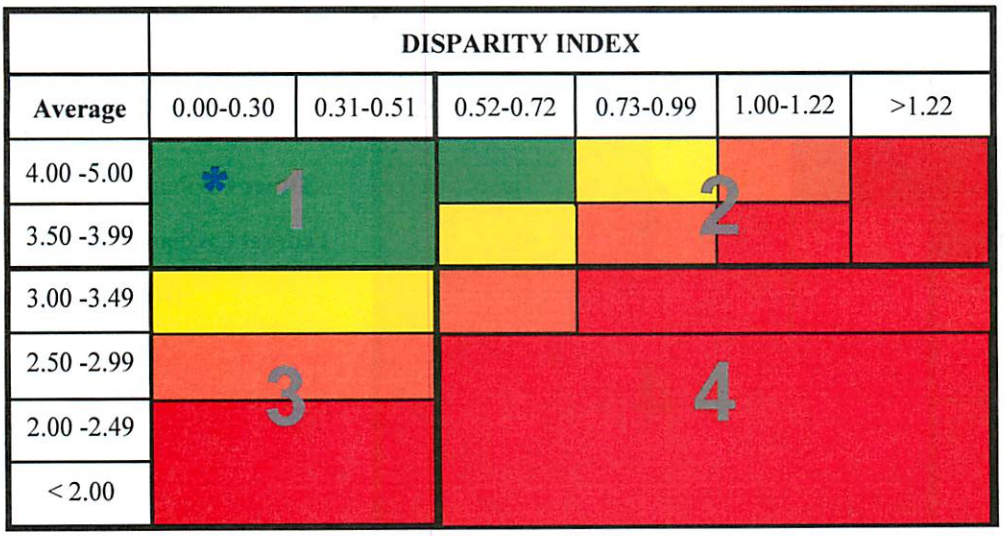
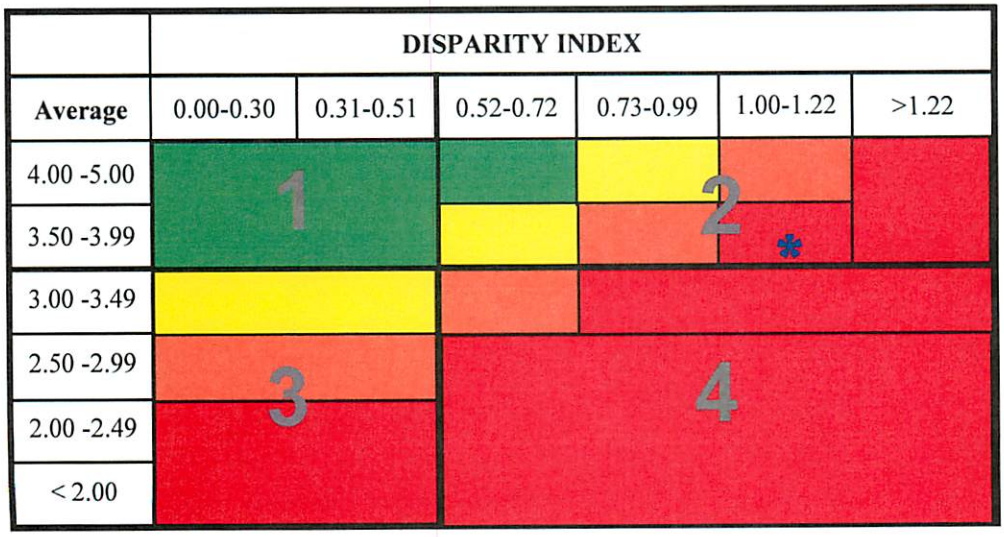


	Average
Junior Civilian	4.08
Senior Civilian	4.14
DI:	0.05



	Average
Other Military	3.71
U.S. Military	4.61
DI:	1.22

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500977

AGE DISCRIMINATION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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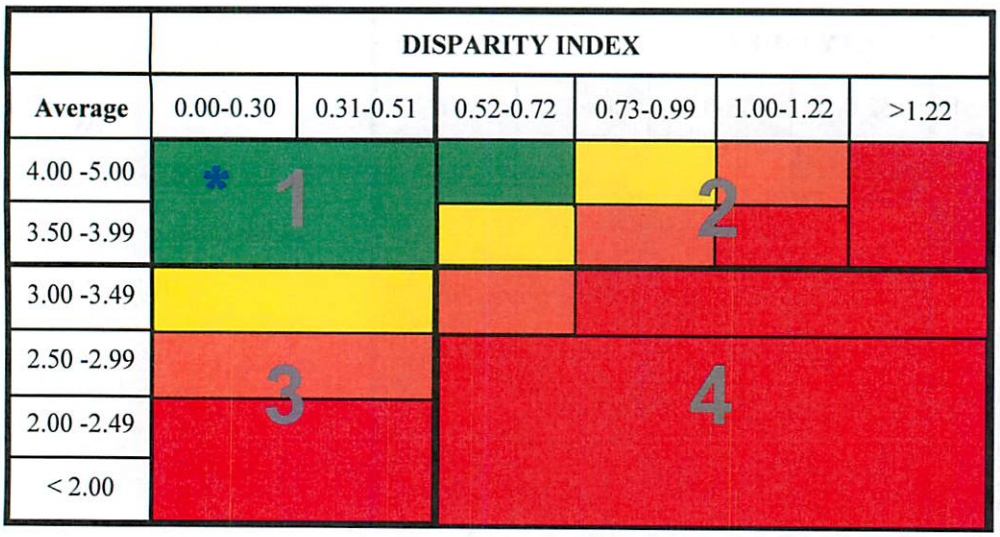


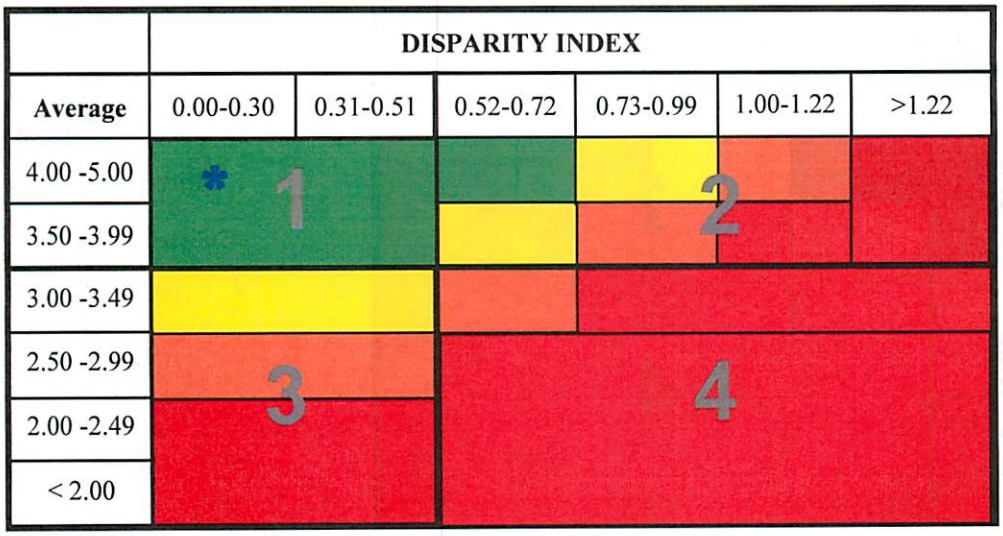
	Average
Other Civilian	4.33
Federal Civilian	4.54
DI:	0.24

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

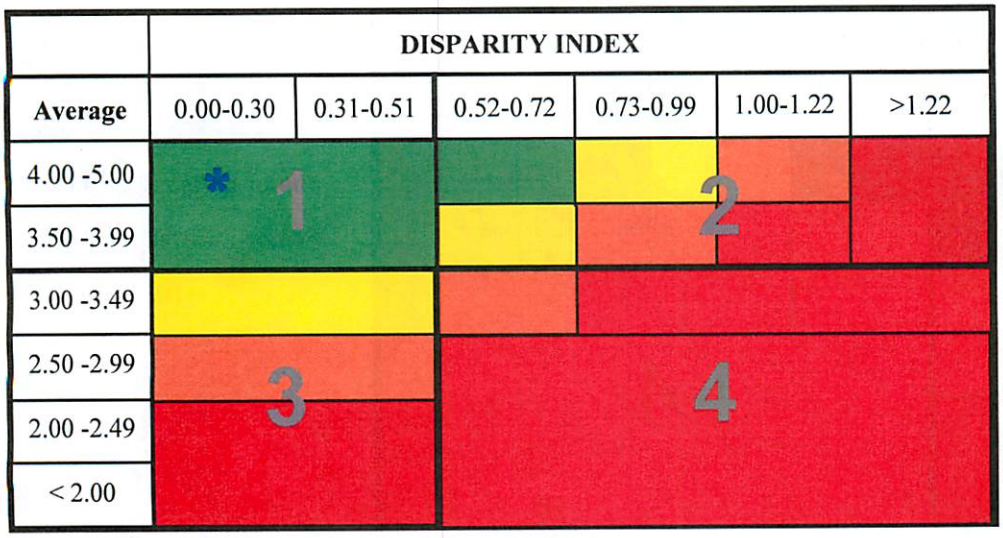
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.55
Majority	4.65
DI:	0.16



	Average
Women	4.60
Men	4.62
DI:	0.03

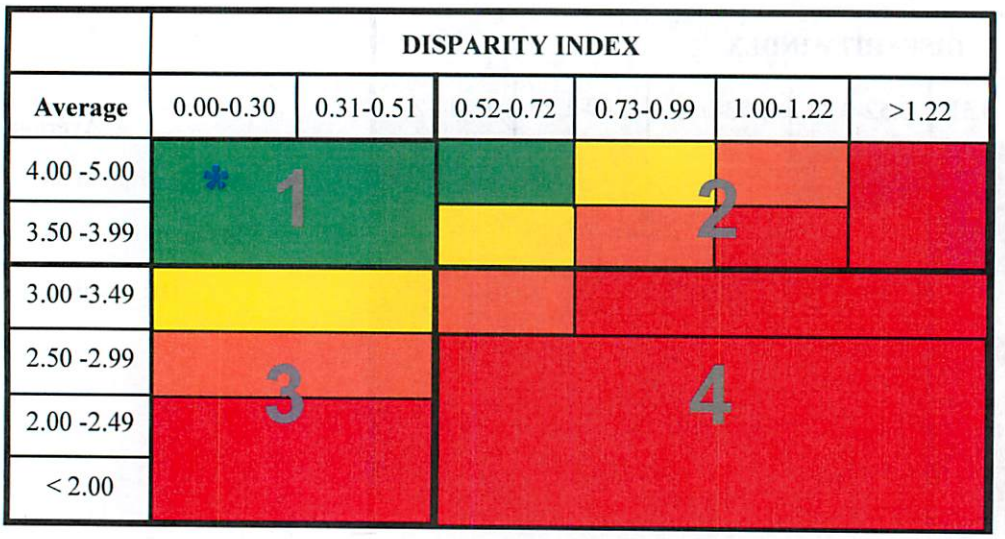
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500979

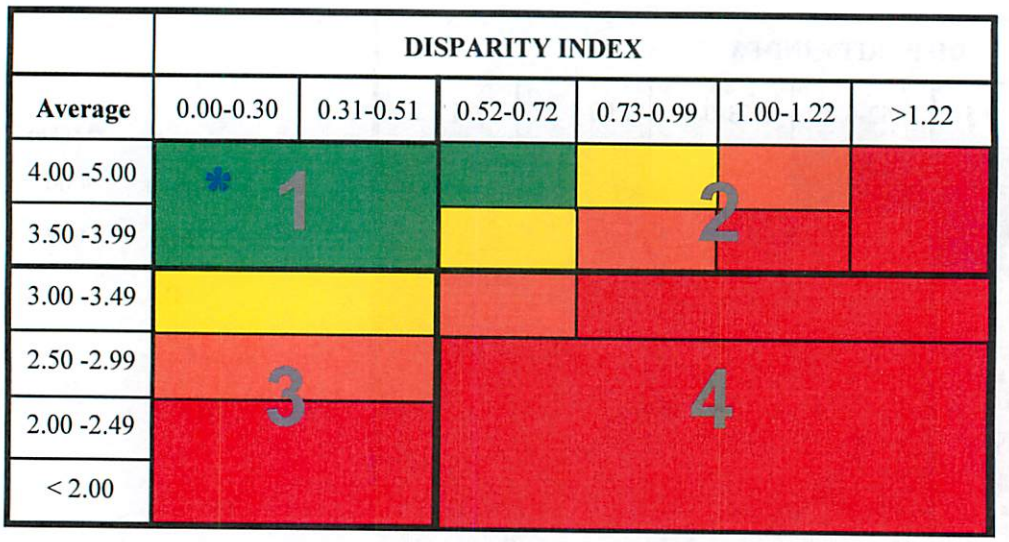
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	4.68
Enlisted	4.62
DI:	0.09



	Average
Junior Enlisted	4.61
Senior Enlisted	4.72
DI:	0.18

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500980

RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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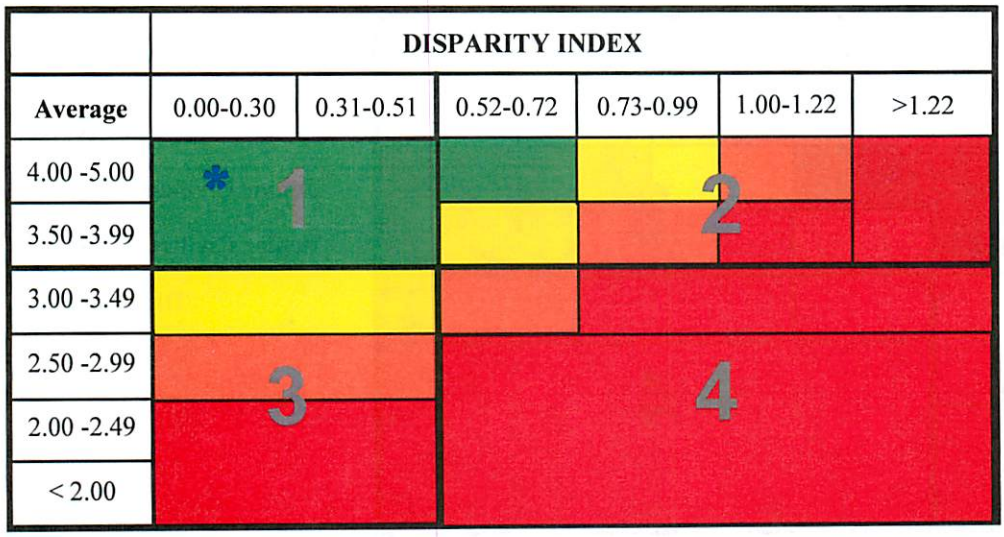
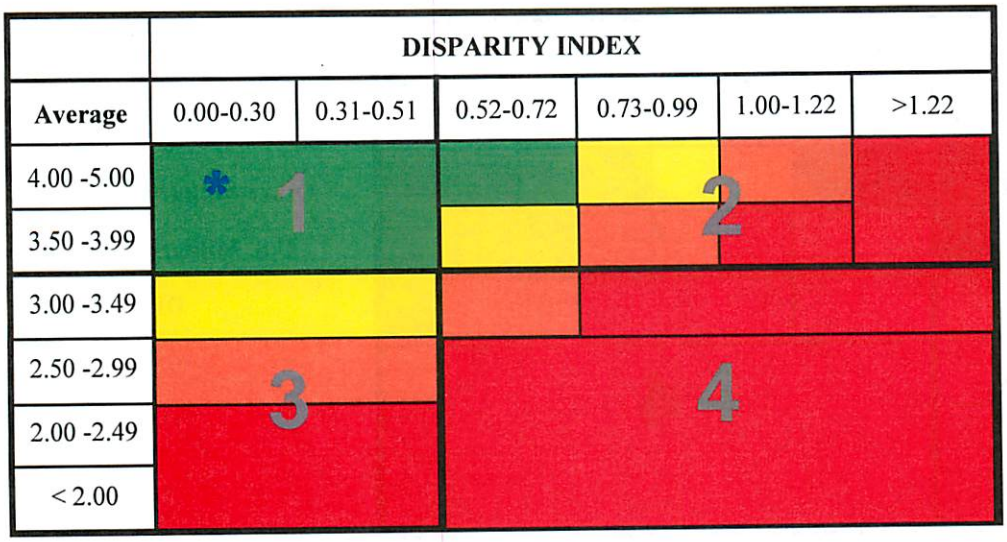


	Average
Junior Officer	4.63
Senior Officer	4.70
DI:	0.13



	Average
Military	4.64
Civilian	4.52
DI:	0.16

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

000981

RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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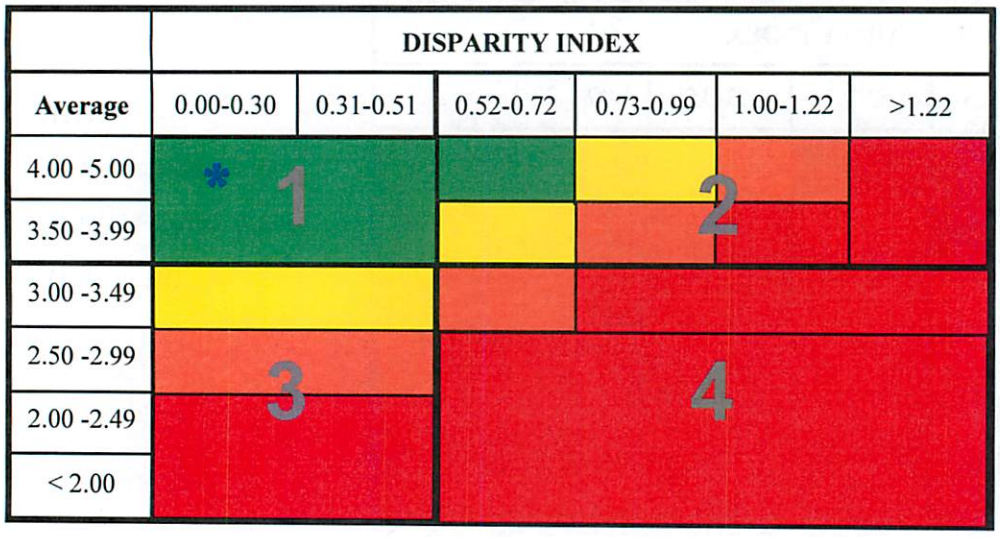
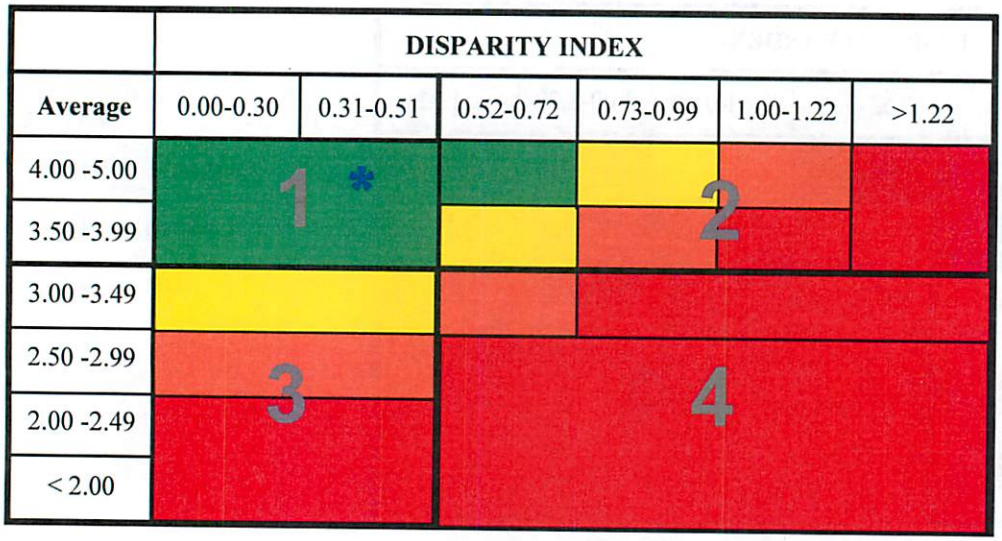


	Average
Junior Civilian	4.47
Senior Civilian	4.52
DI:	0.07



	Average
Other Military	4.38
U.S. Military	4.64
DI:	0.32

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500982

RELIGIOUS DISCRIMINATION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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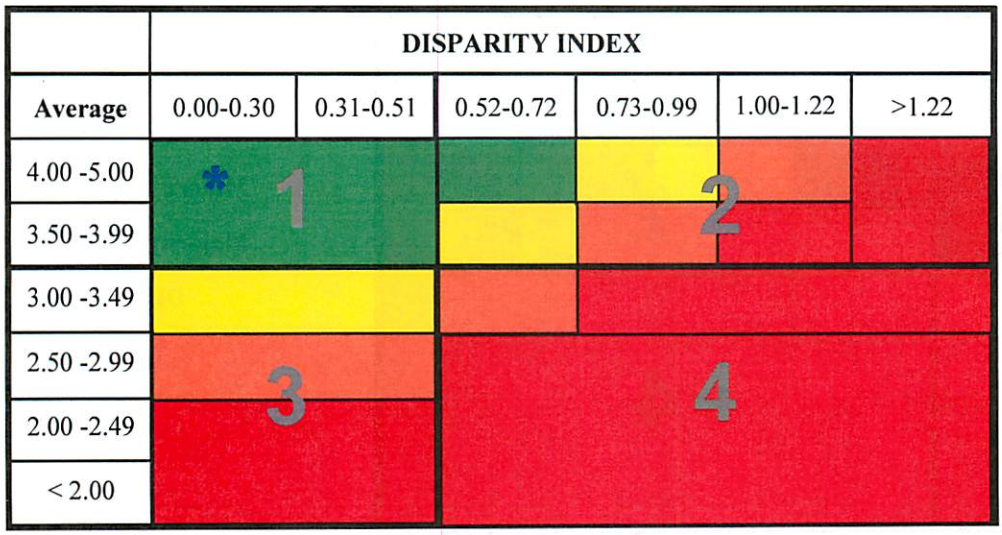

	Average
Other Civilian	4.57
Federal Civilian	4.62
DI:	0.07

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500983

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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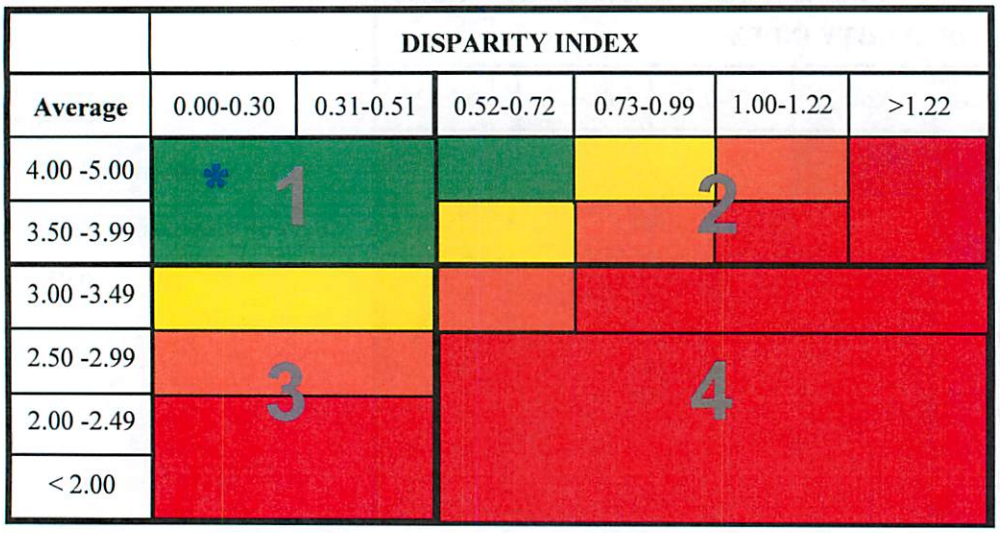
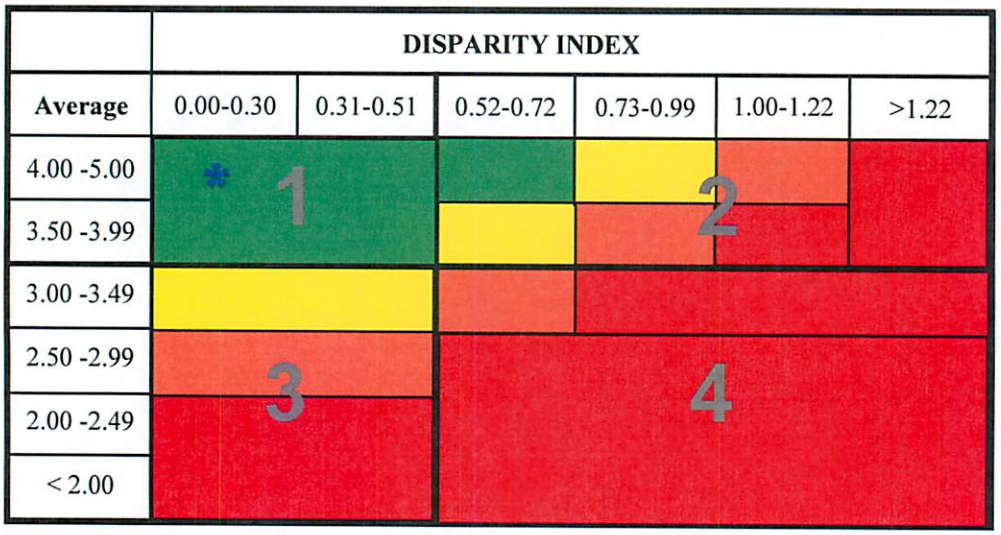


	Average
Minority	4.56
Majority	4.68
DI:	0.17



	Average
Women	4.60
Men	4.65
DI:	0.08

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500984

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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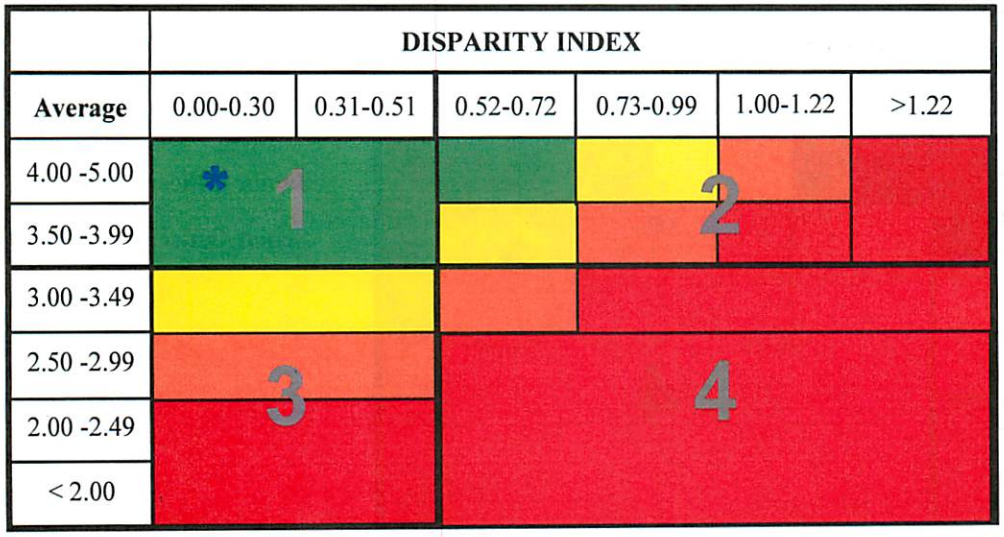
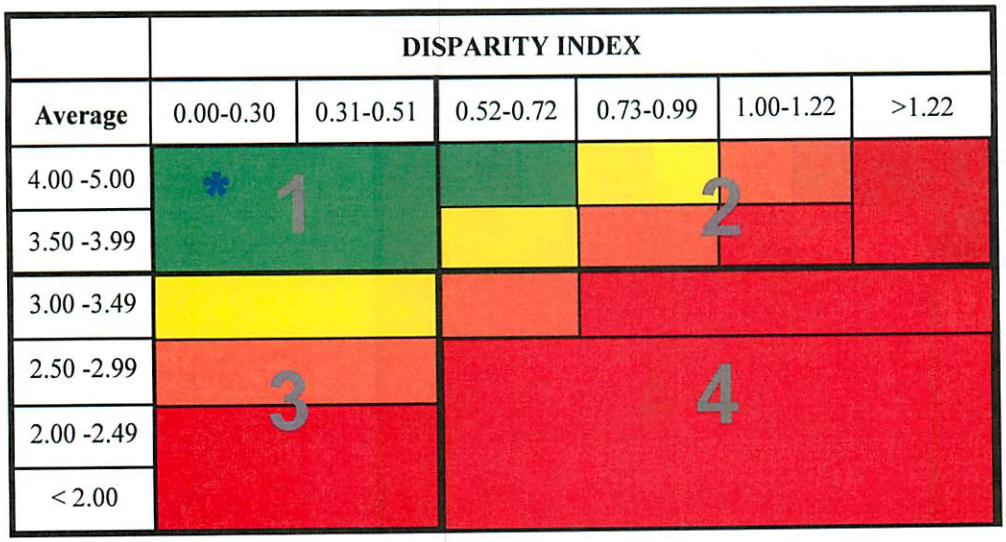


	Average
Officer	4.75
Enlisted	4.66
DI:	0.17



	Average
Junior Enlisted	4.64
Senior Enlisted	4.75
DI:	0.18

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500985

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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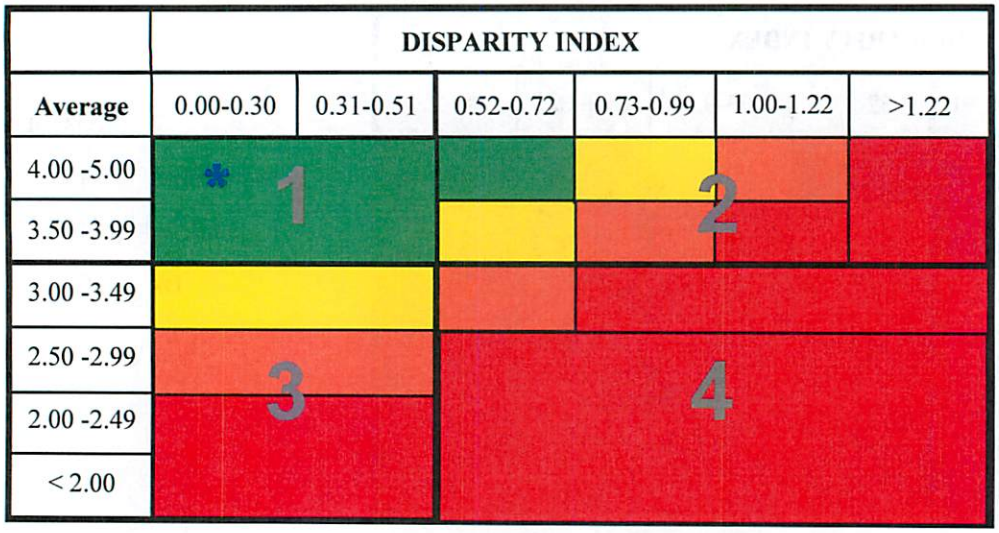
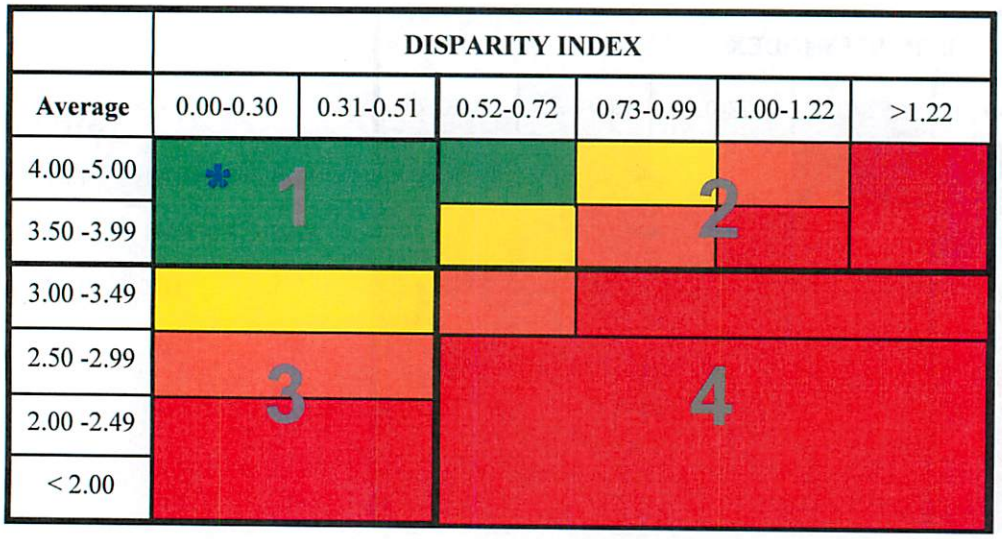


	Average
Junior Officer	4.73
Senior Officer	4.76
DI:	0.07



	Average
Military	4.68
Civilian	4.48
DI:	0.28

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500986

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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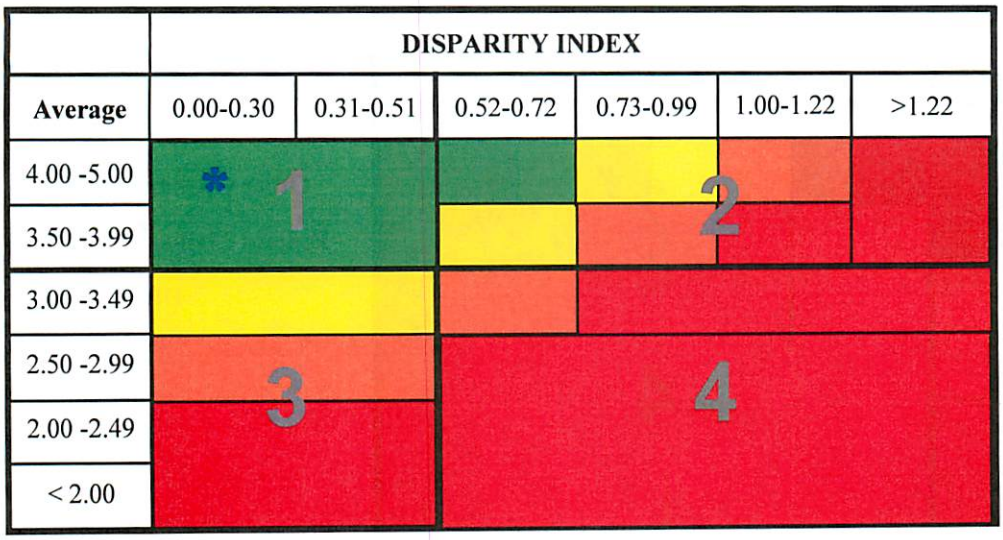
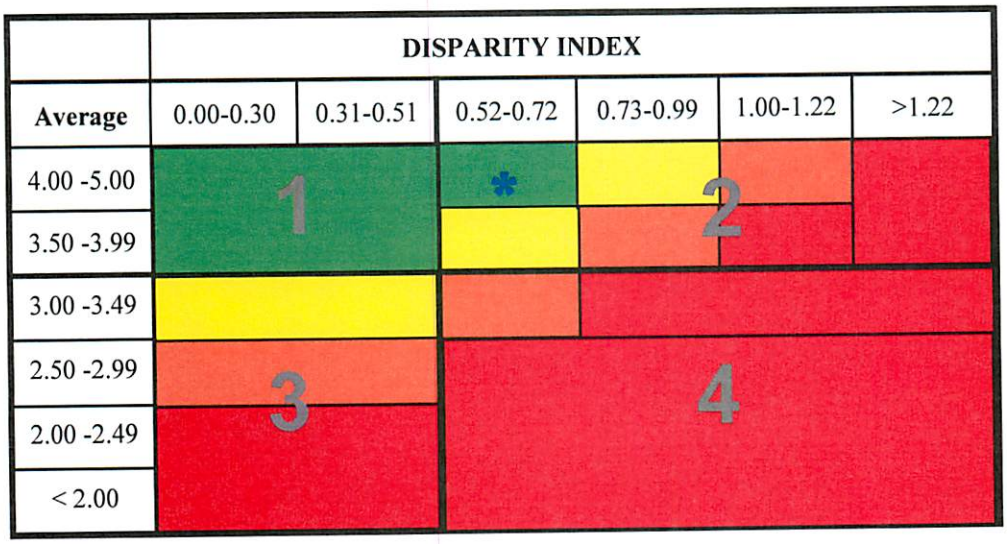


	Average
Junior Civilian	4.38
Senior Civilian	4.48
DI:	0.11



	Average
Other Military	4.29
U.S. Military	4.68
DI:	0.53

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500987

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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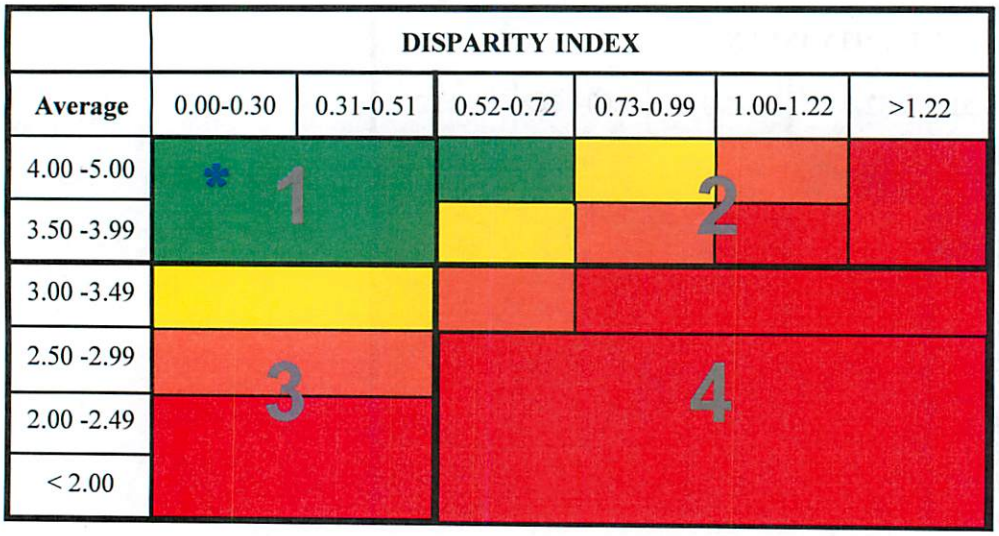

	Average
Other Civilian	4.55
Federal Civilian	4.65
DI:	0.14

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500988

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
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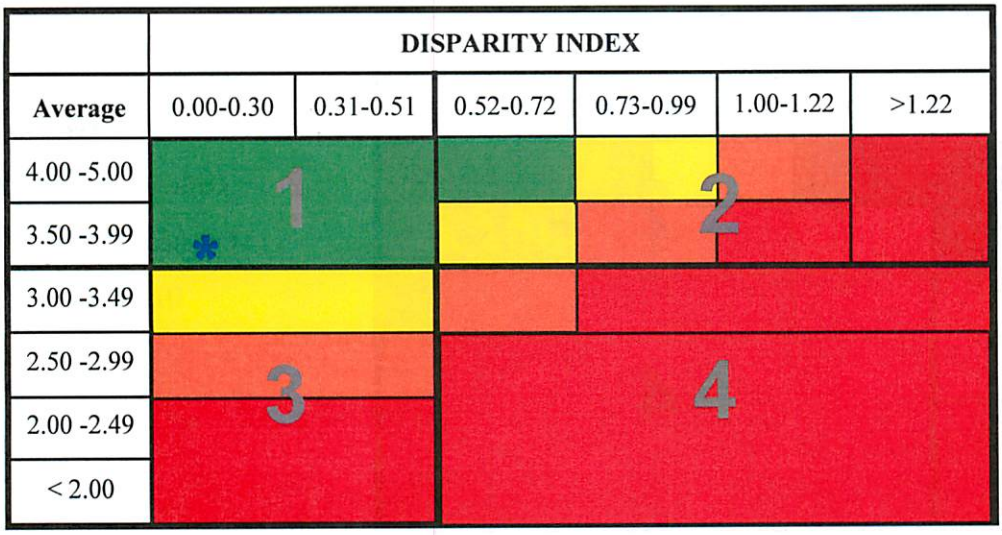
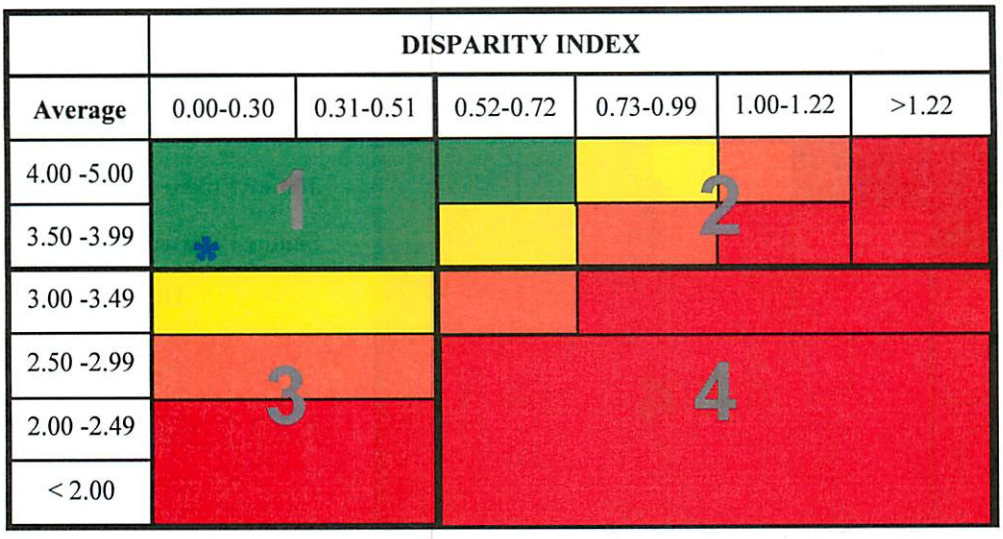


	Average
Minority	3.82
Majority	3.97
DI:	0.19



	Average
Women	3.86
Men	3.93
DI:	0.08

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500989

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
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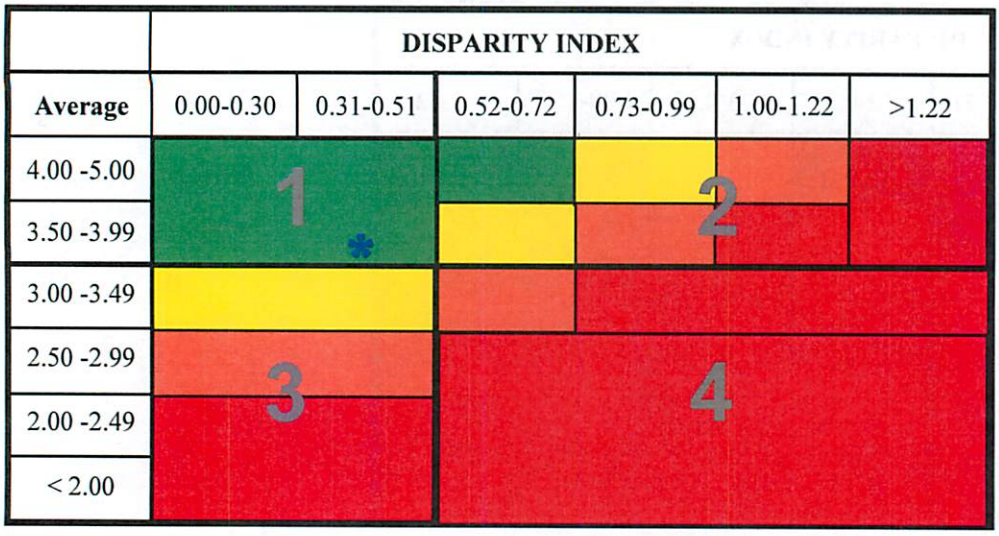
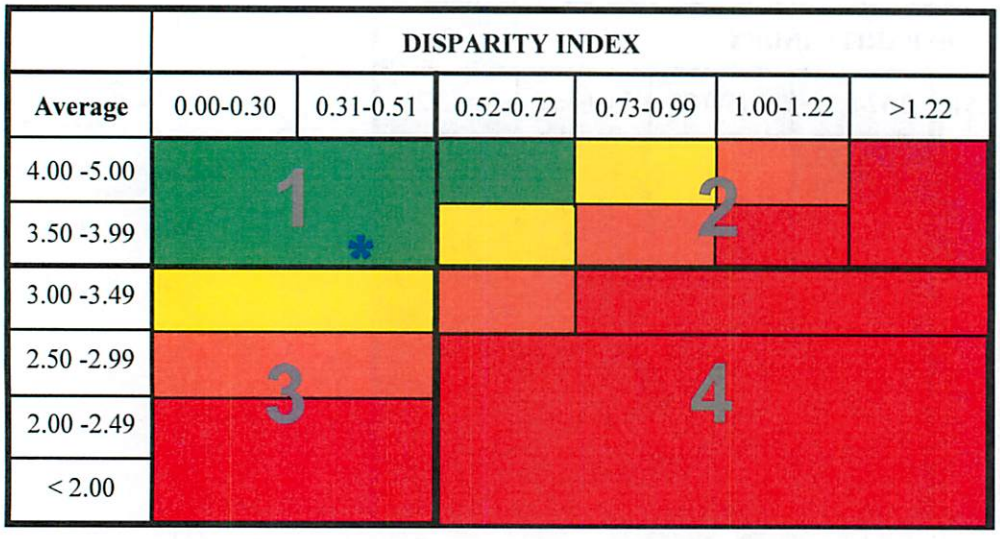


	Average
Officer	4.21
Enlisted	3.84
DI:	0.49



	Average
Junior Enlisted	3.79
Senior Enlisted	4.14
DI:	0.46

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500990

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
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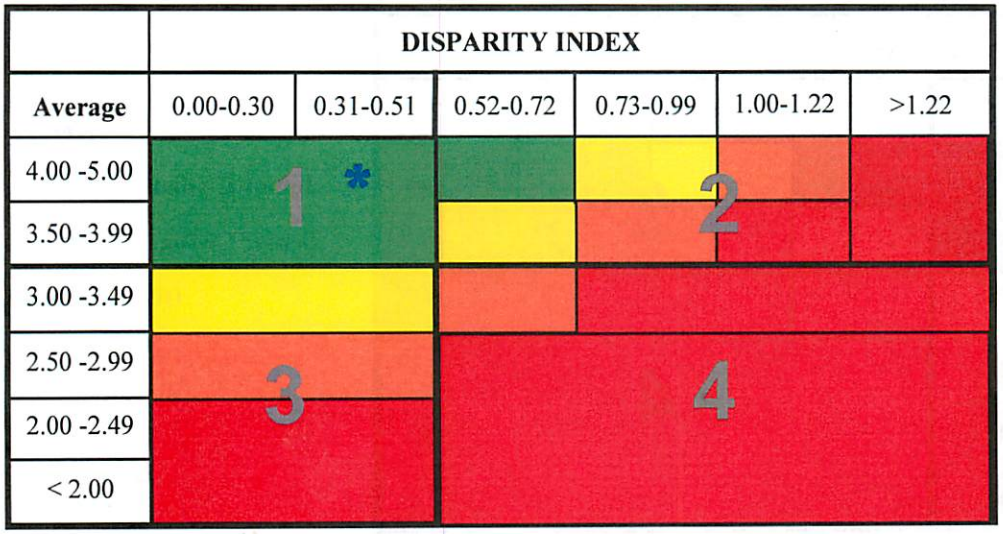
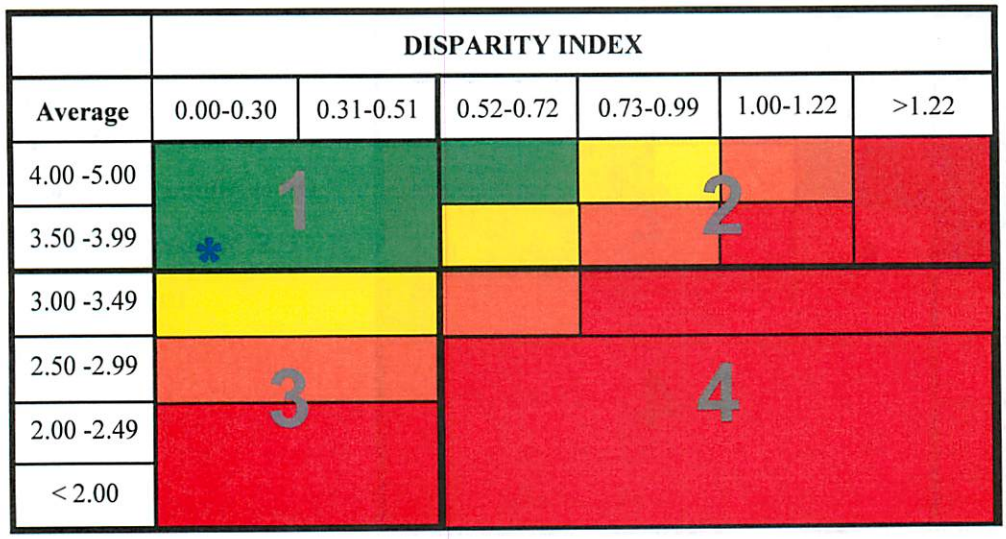


	Average
Junior Officer	4.11
Senior Officer	4.35
DI:	0.36



	Average
Military	3.91
Civilian	3.91
DI:	0.01

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500991

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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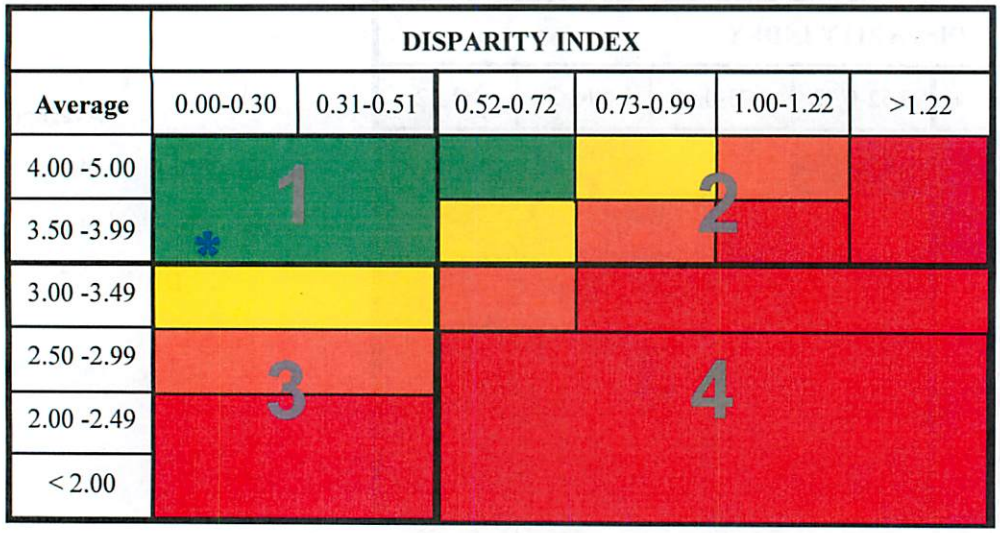
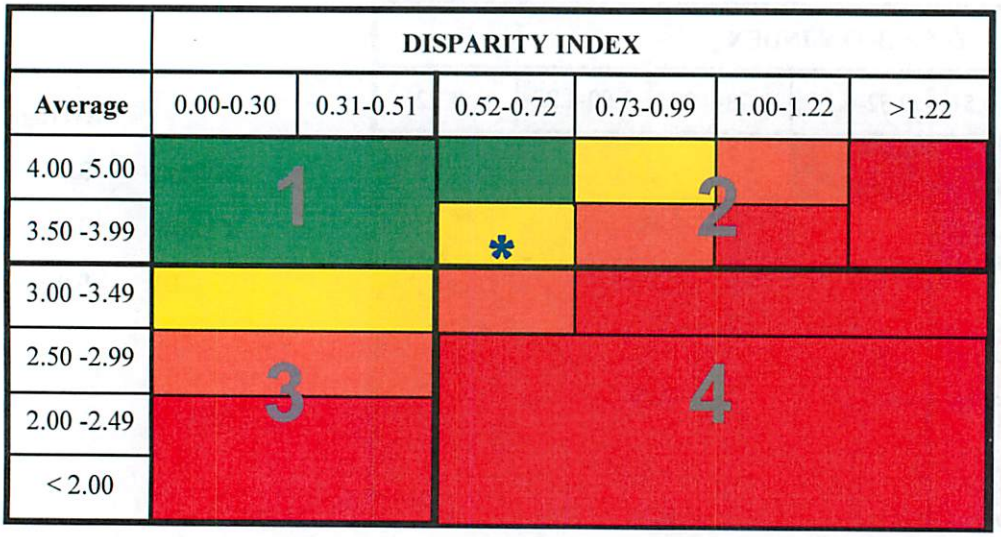


	Average
Junior Civilian	3.82
Senior Civilian	3.94
DI:	0.13



	Average
Other Military	4.38
U.S. Military	3.91
DI:	0.65

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500992

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
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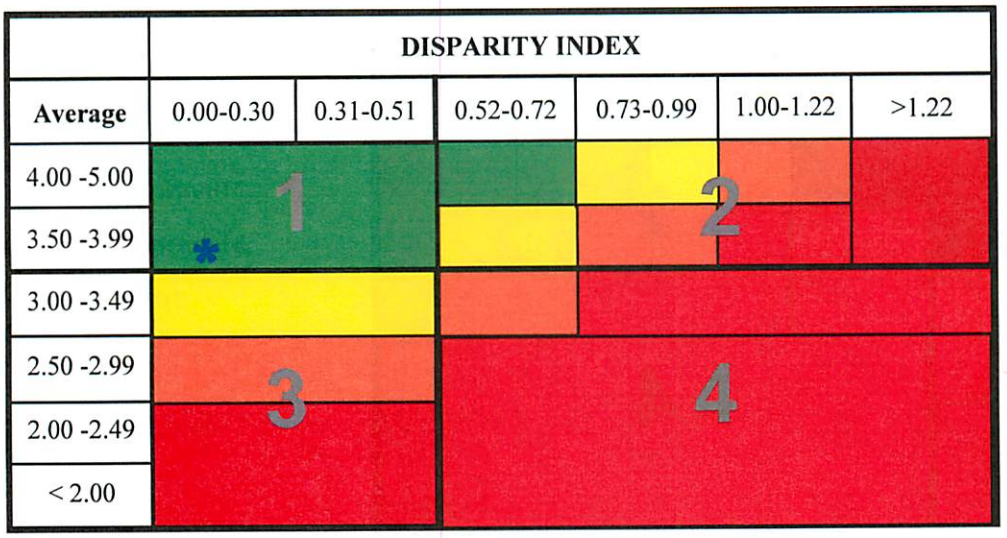

	Average
Other Civilian	3.90
Federal Civilian	3.91
DI:	0.01

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

00993

TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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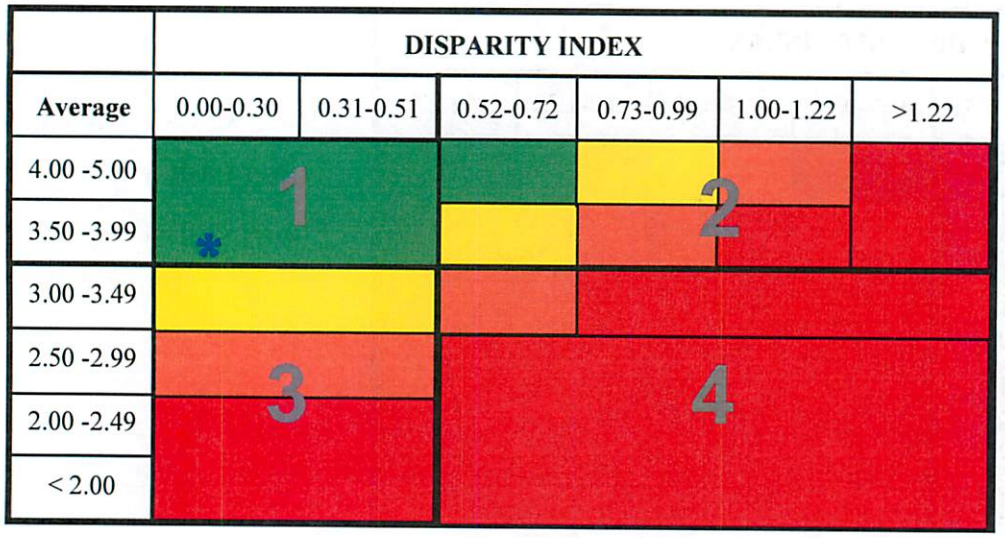
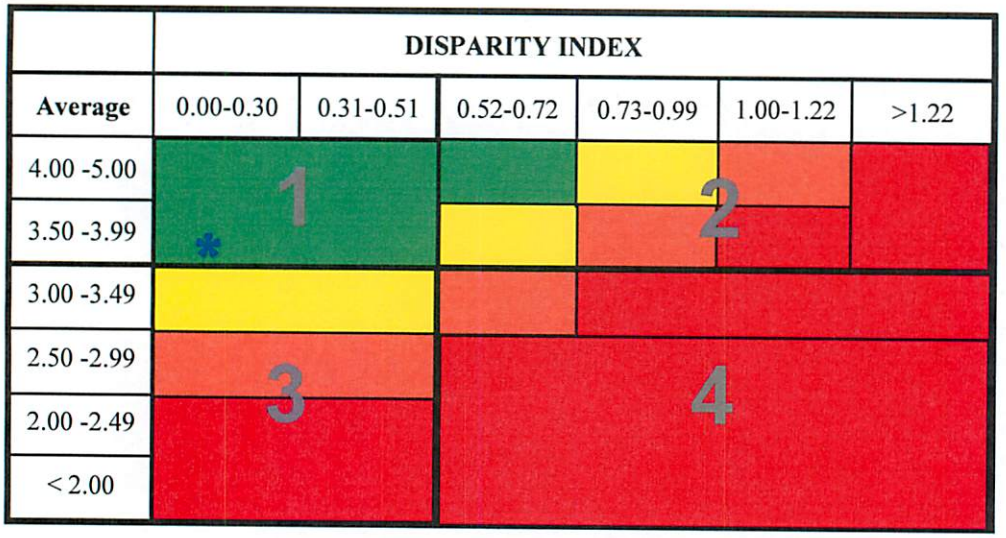


	Average
Minority	3.67
Majority	3.77
DI:	0.11



	Average
Women	3.67
Men	3.74
DI:	0.07

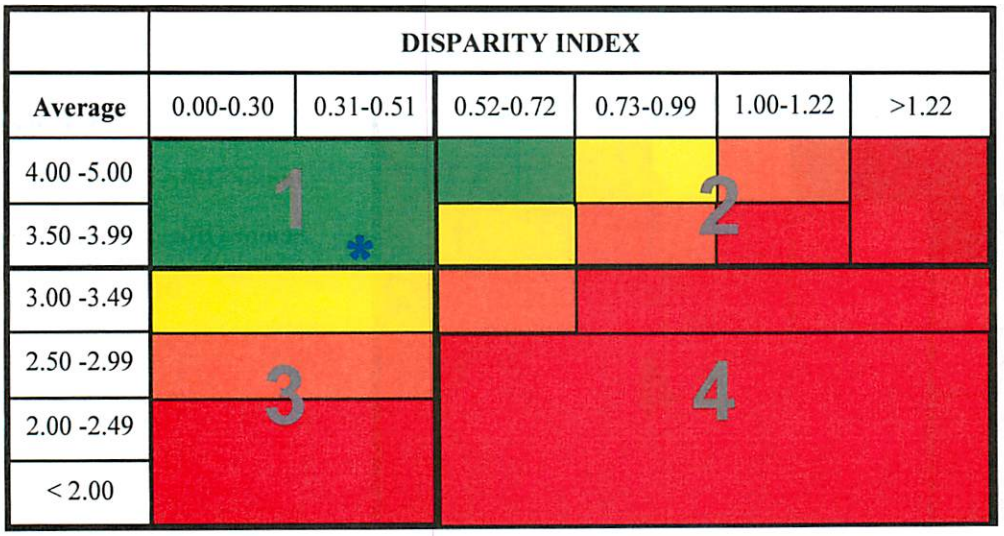
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500994

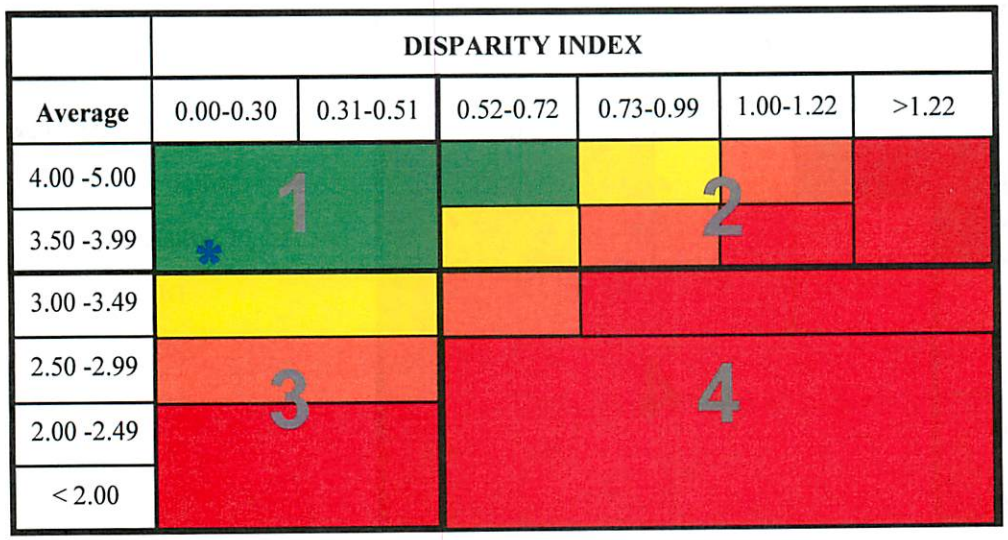
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	4.00
Enlisted	3.65
DI:	0.41



	Average
Junior Enlisted	3.62
Senior Enlisted	3.84
DI:	0.25

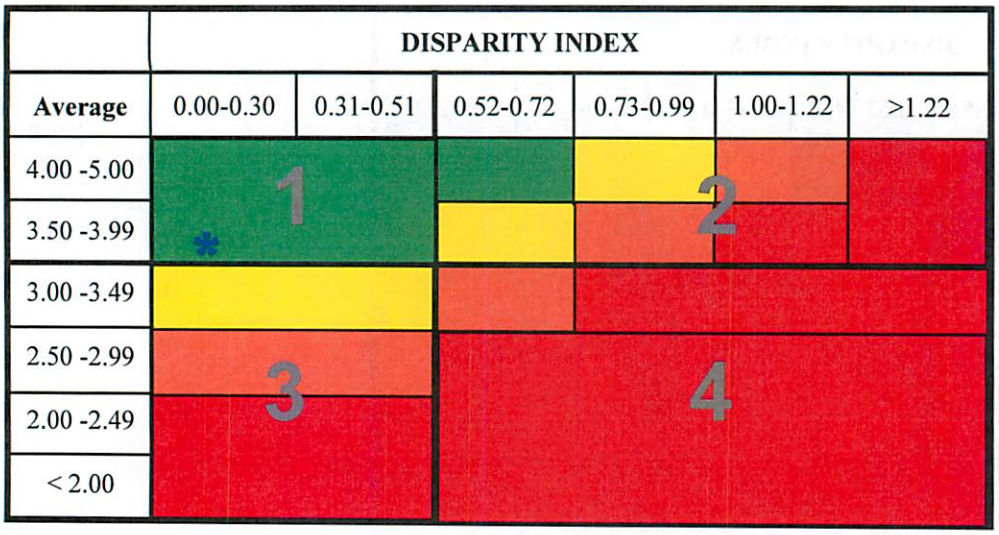
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

000995

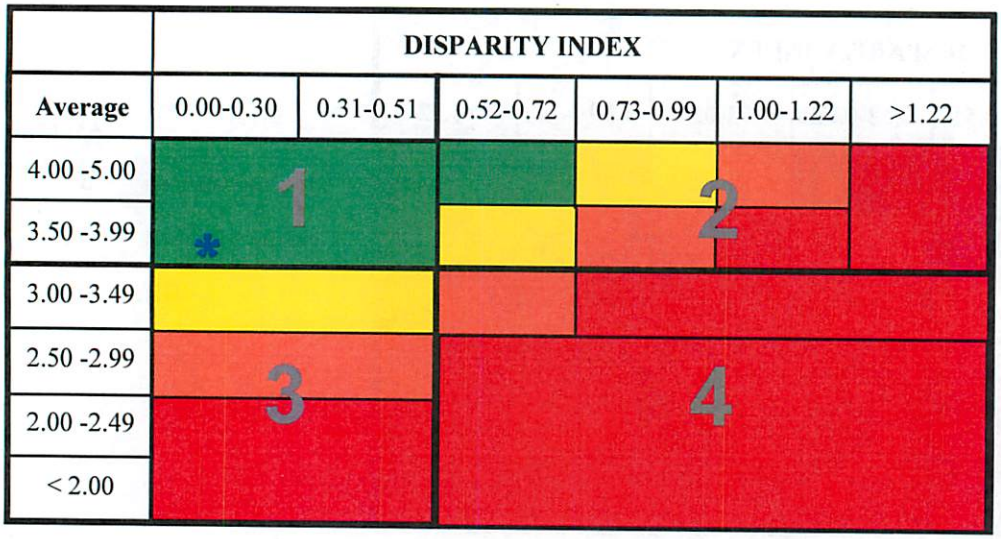
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	3.96
Senior Officer	4.10
DI:	0.18



	Average
Military	3.72
Civilian	3.74
DI:	0.01

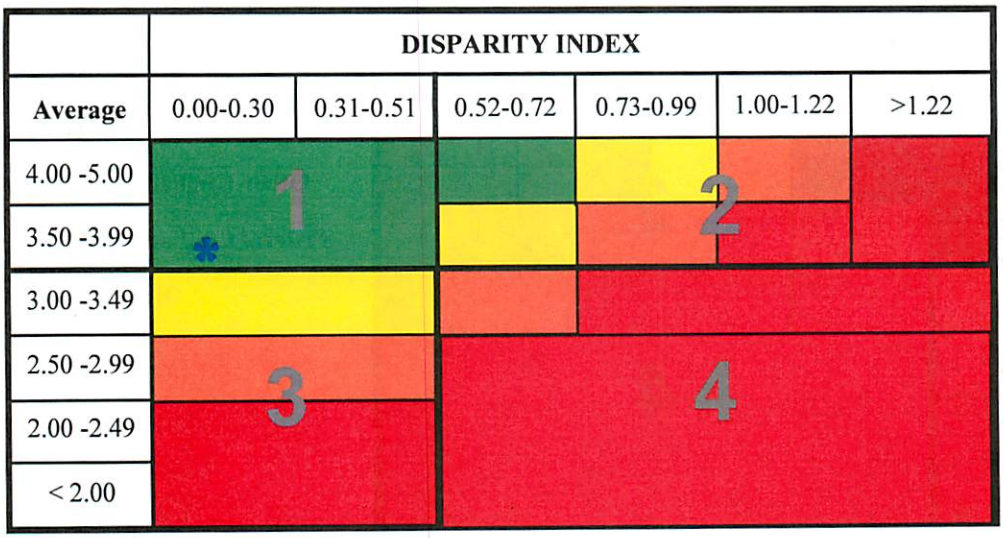
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500996

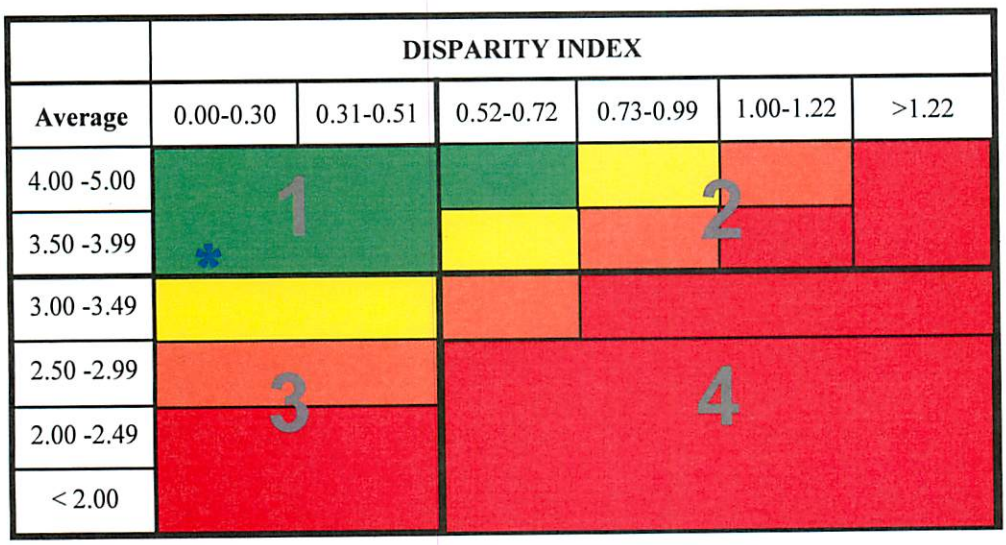
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Civilian	3.67
Senior Civilian	3.73
DI:	0.06



	Average
Other Military	3.75
U.S. Military	3.72
DI:	0.03

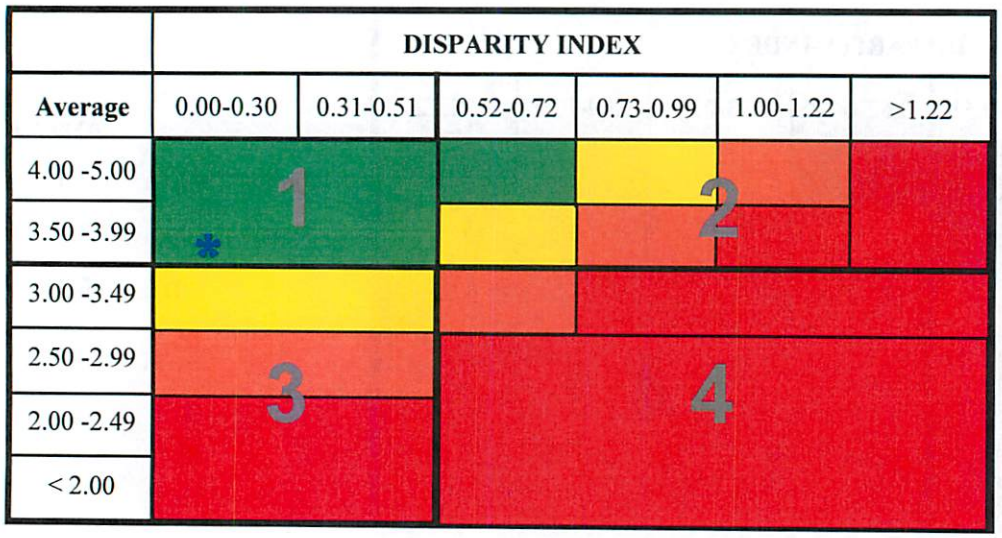
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

00997

TRUST IN ORGANIZATION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here. This denotes the lowest average of the two identified groups and the associated DI.**



	Average
Other Civilian	3.89
Federal Civilian	3.72
DI:	0.18

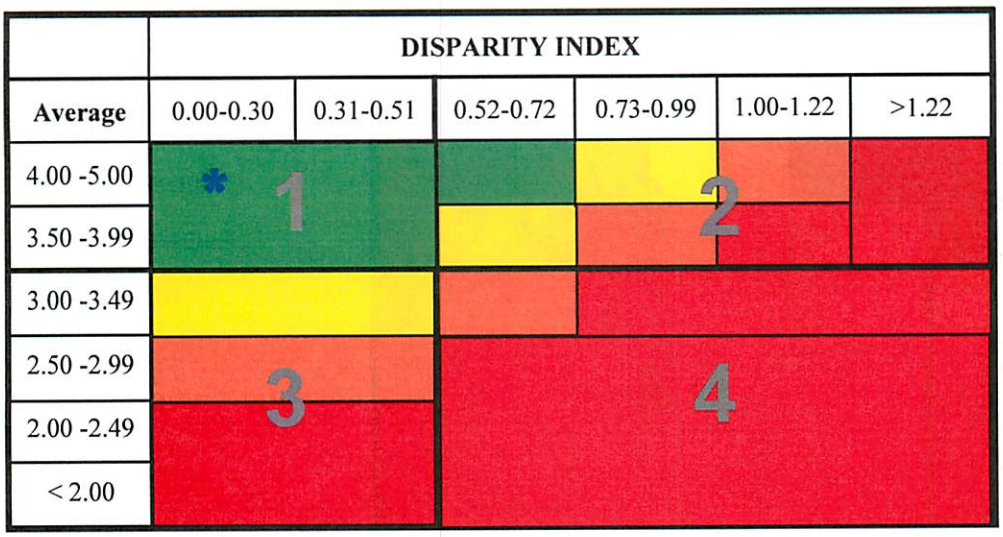
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

500998

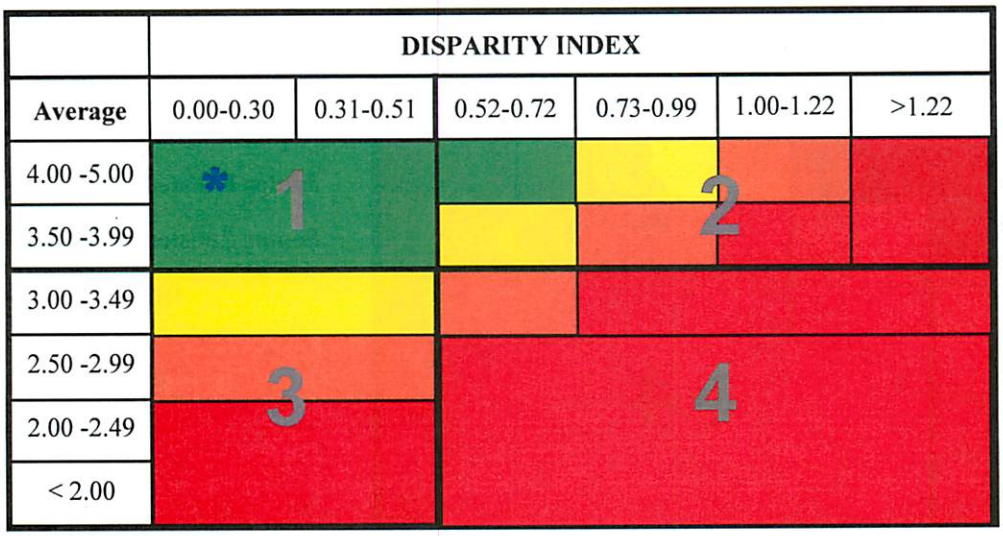
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.34
Majority	4.39
DI:	0.07



	Average
Women	4.34
Men	4.38
DI:	0.06

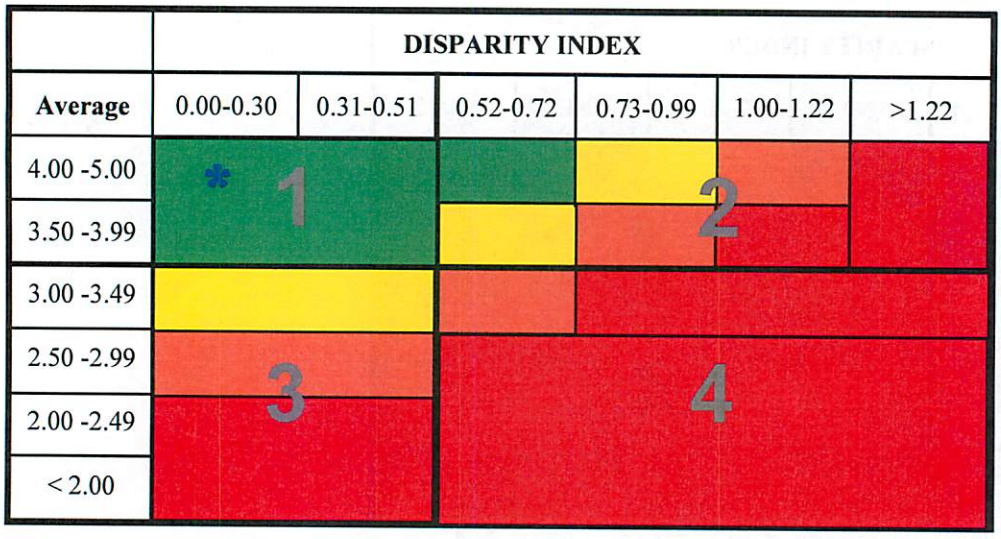
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

000999

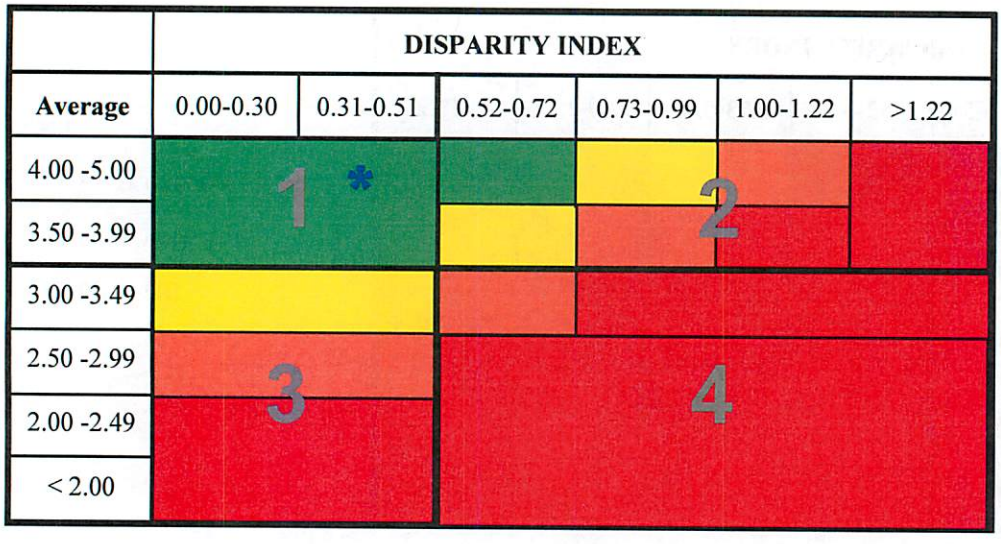
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	4.52
Enlisted	4.33
DI:	0.29



	Average
Junior Enlisted	4.29
Senior Enlisted	4.55
DI:	0.39

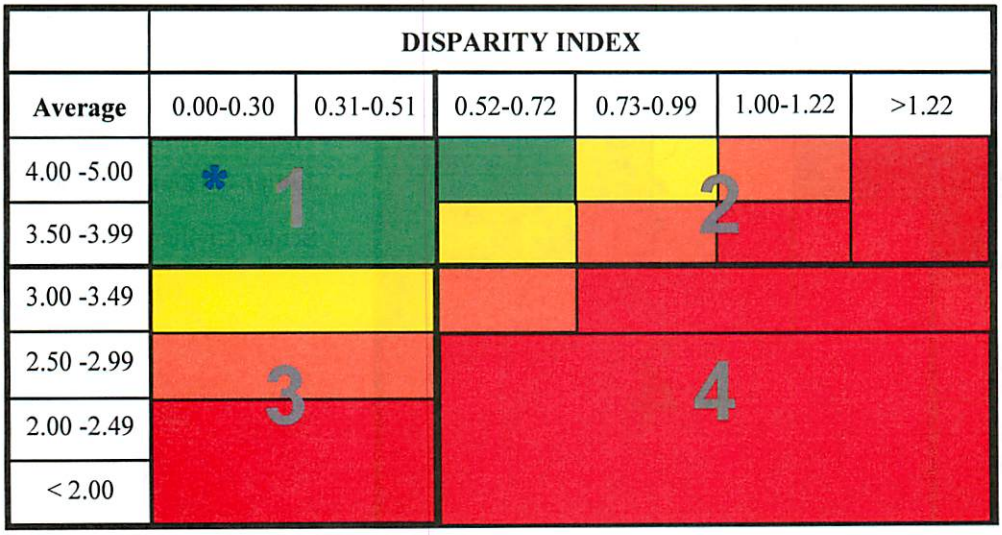
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501000

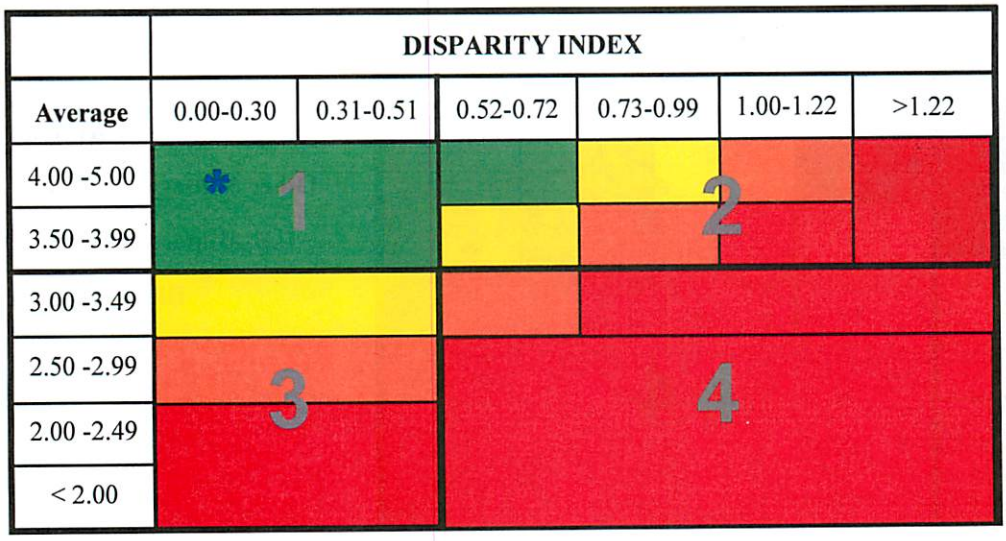
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	4.45
Senior Officer	4.61
DI:	0.25



	Average
Military	4.37
Civilian	4.38
DI:	0.02

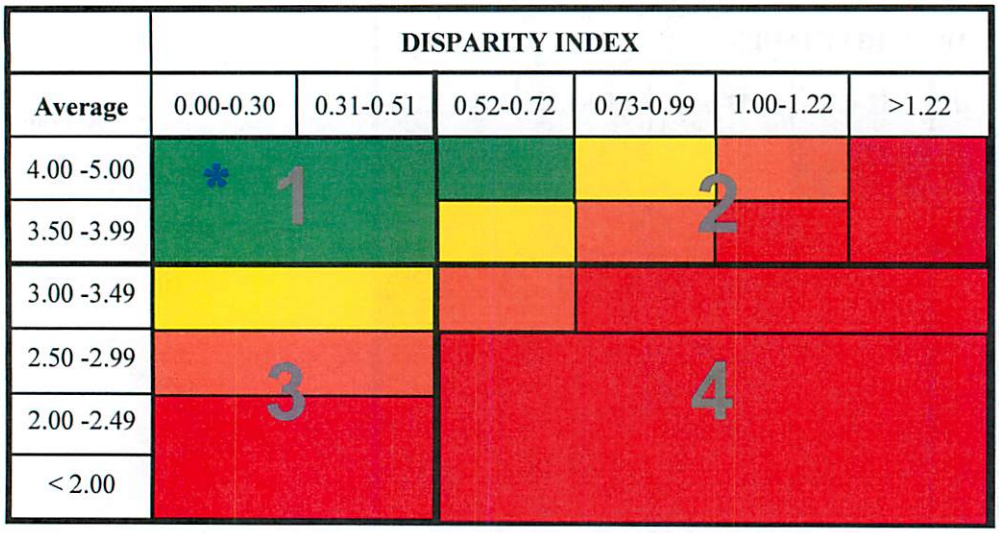
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

001001

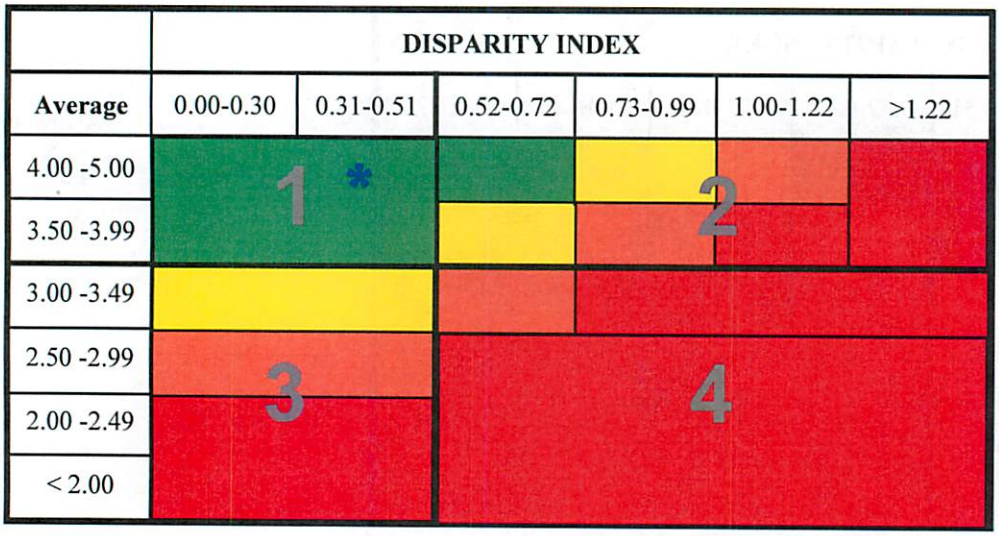
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Civilian	4.40
Senior Civilian	4.41
DI:	0.01



	Average
Other Military	4.16
U.S. Military	4.37
DI:	0.31

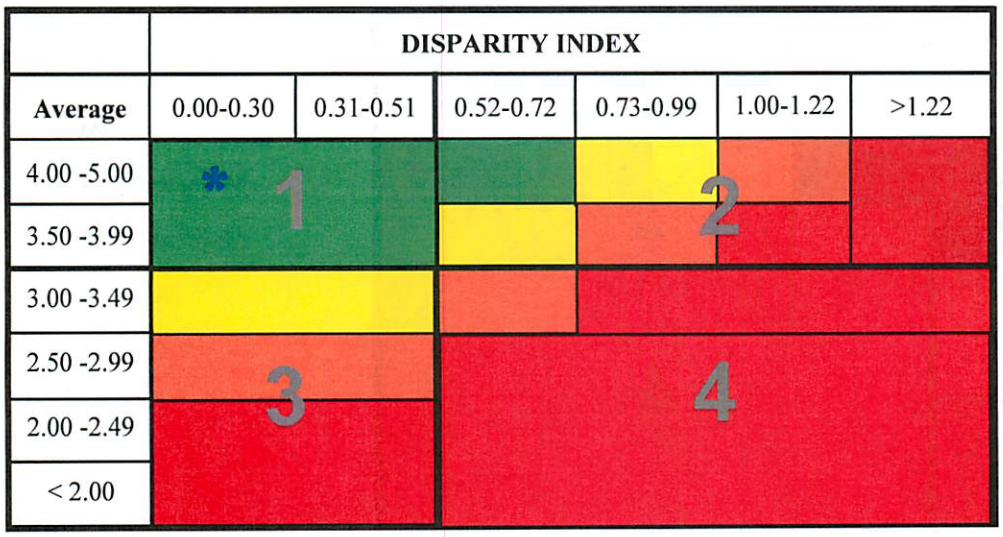
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501002

WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Other Civilian	4.26
Federal Civilian	4.37
DI:	0.14

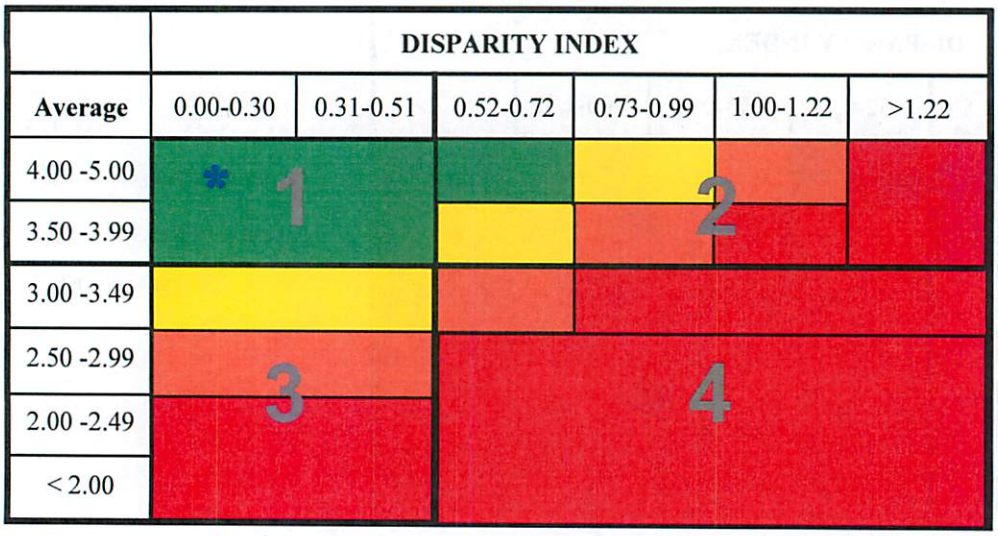
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

001003

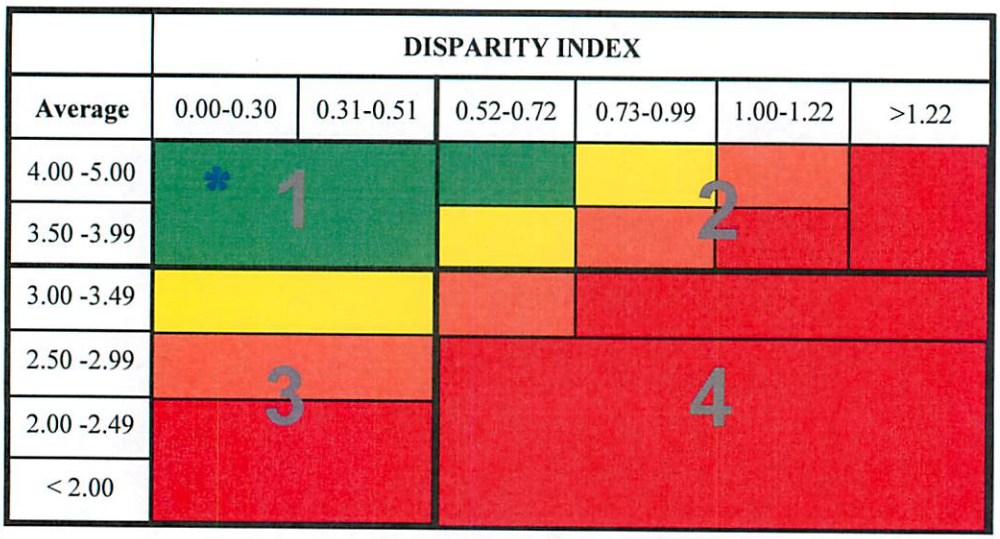
WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.13
Majority	4.23
DI:	0.12



	Average
Women	4.08
Men	4.22
DI:	0.16

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501004

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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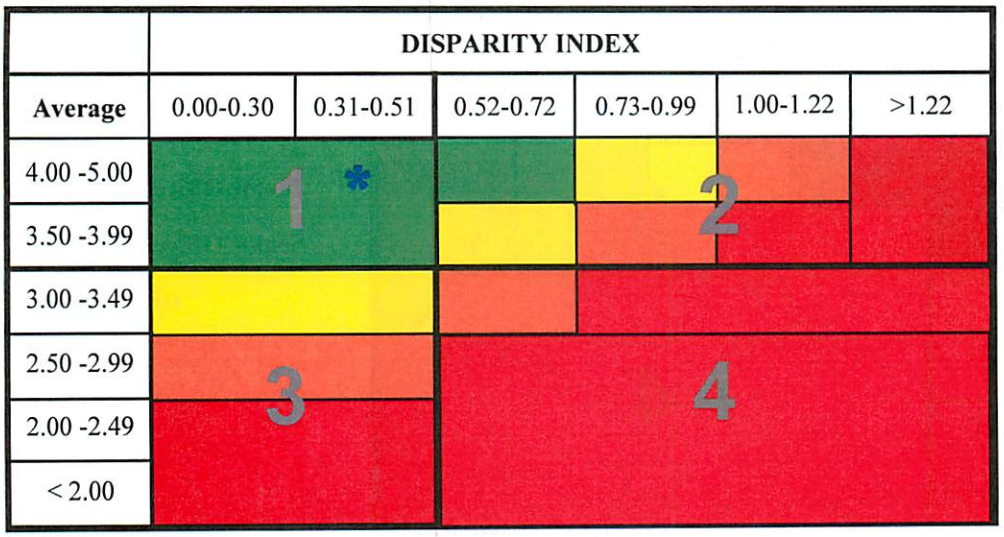
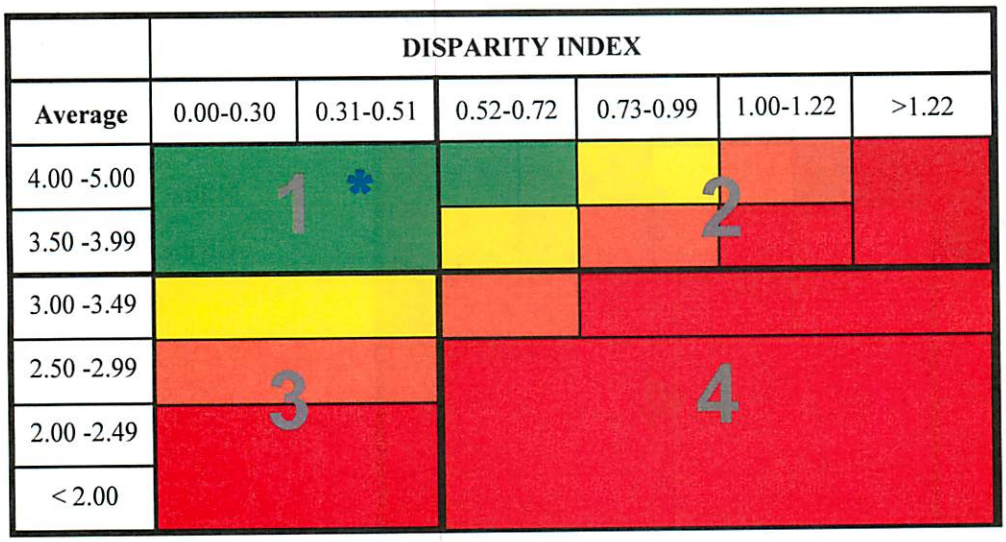


	Average
Officer	4.43
Enlisted	4.15
DI:	0.37



	Average
Junior Enlisted	4.10
Senior Enlisted	4.42
DI:	0.41

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501005

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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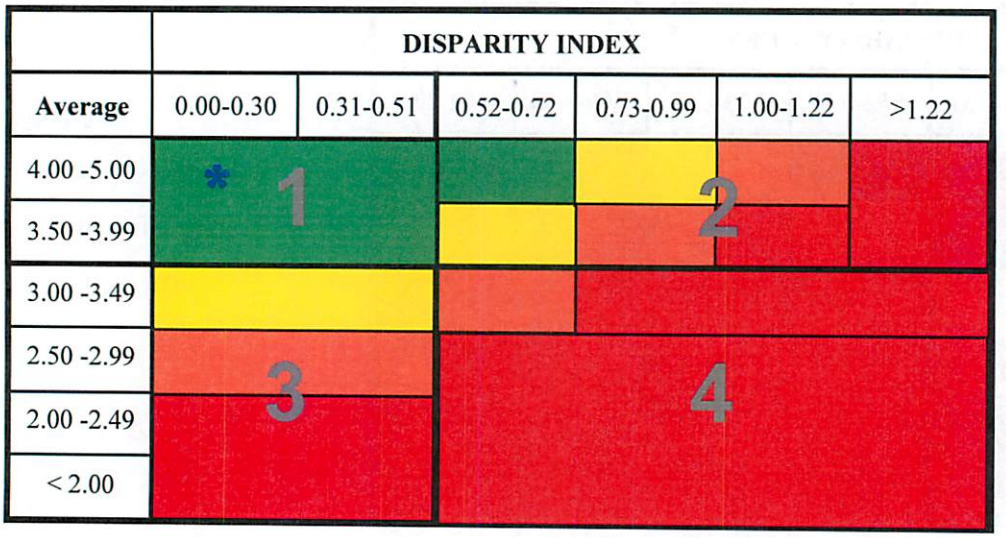
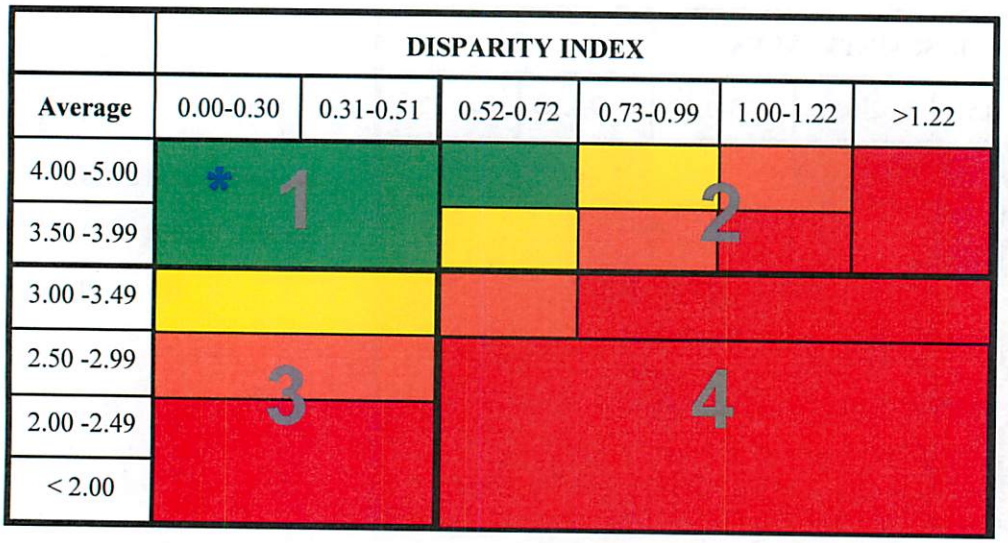


	Average
Junior Officer	4.36
Senior Officer	4.53
DI:	0.25



	Average
Military	4.20
Civilian	4.13
DI:	0.08

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501006

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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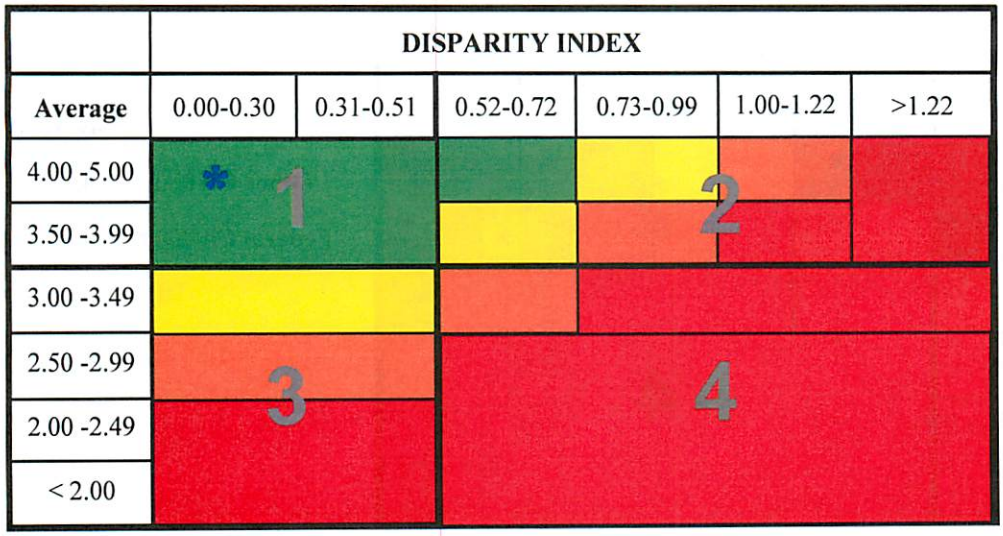
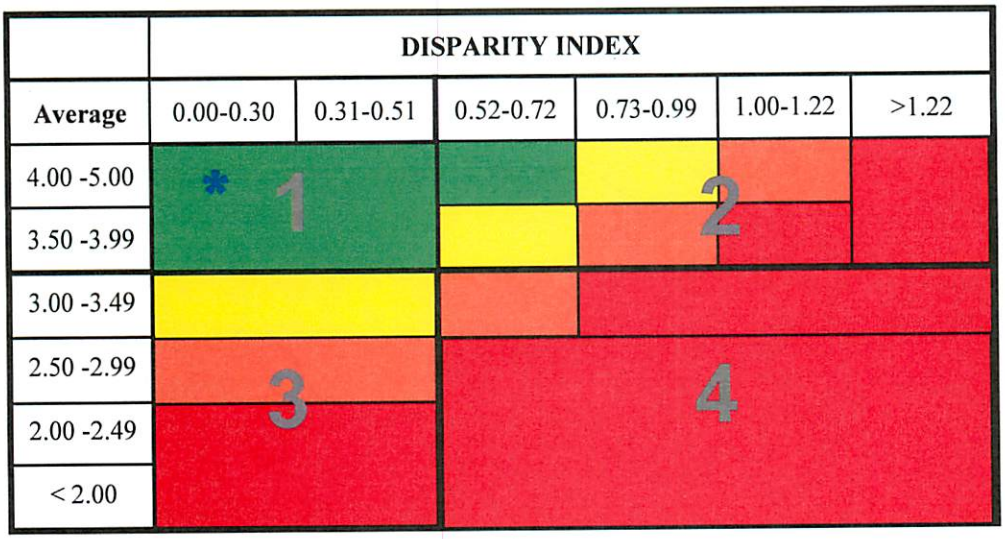


	Average
Junior Civilian	4.10
Senior Civilian	4.14
DI:	0.05



	Average
Other Military	4.16
U.S. Military	4.20
DI:	0.07

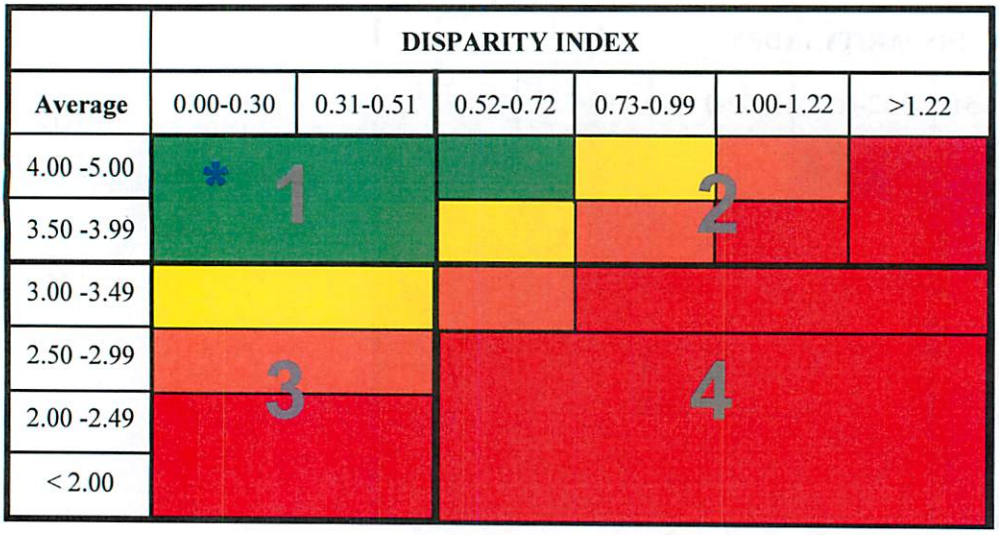
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501007

WORK GROUP COHESION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here. This denotes the lowest average of the two identified groups and the associated DI.**



	Average
Other Civilian	4.14
Federal Civilian	4.19
DI:	0.07

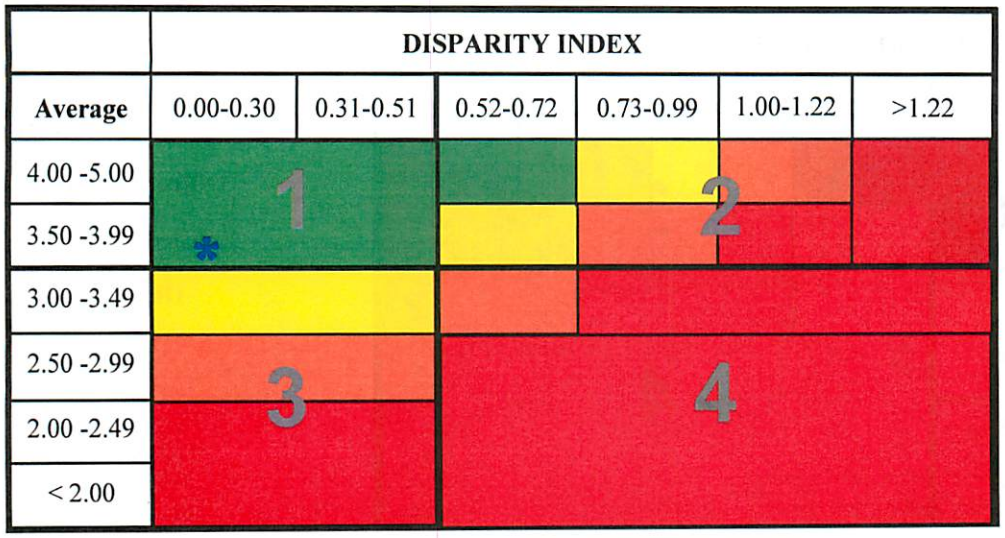
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

001008

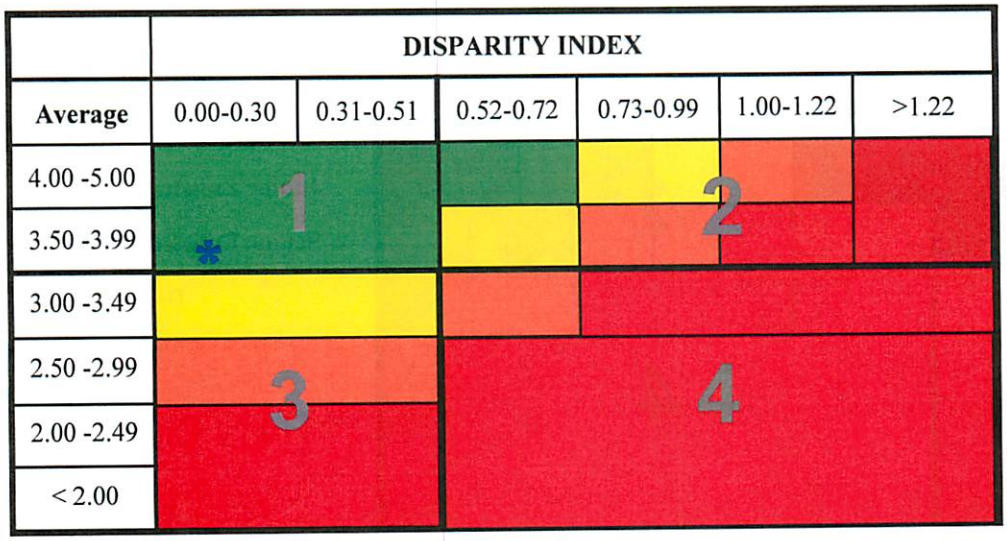
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	3.67
Majority	3.70
DI:	0.03



	Average
Women	3.64
Men	3.68
DI:	0.04

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

001009

LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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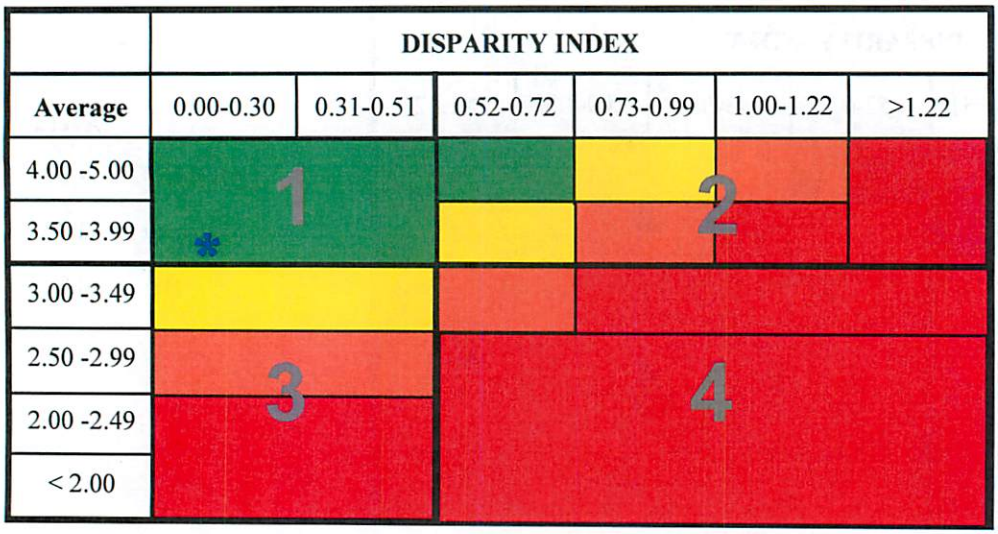
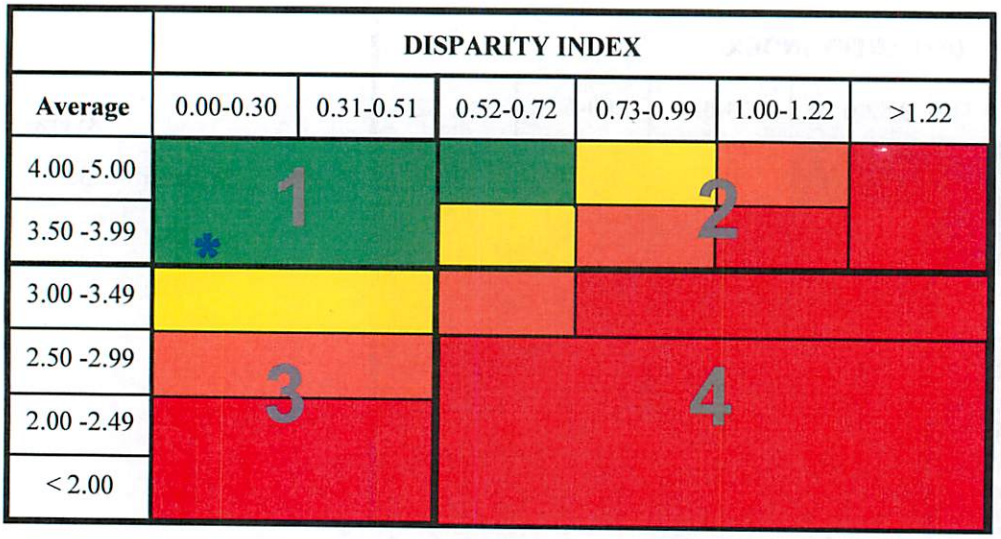


	Average
Officer	3.87
Enlisted	3.64
DI:	0.23



	Average
Junior Enlisted	3.62
Senior Enlisted	3.77
DI:	0.16

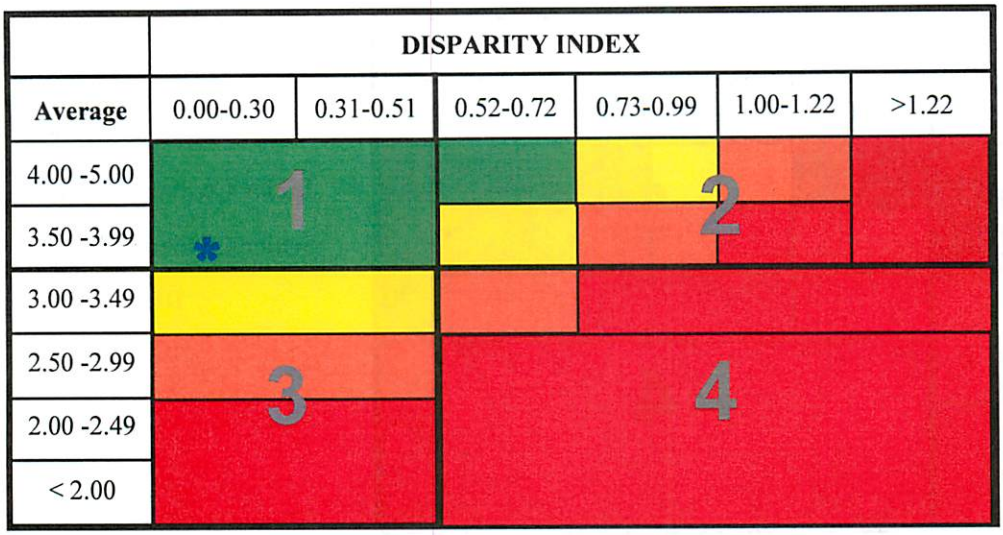
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501010

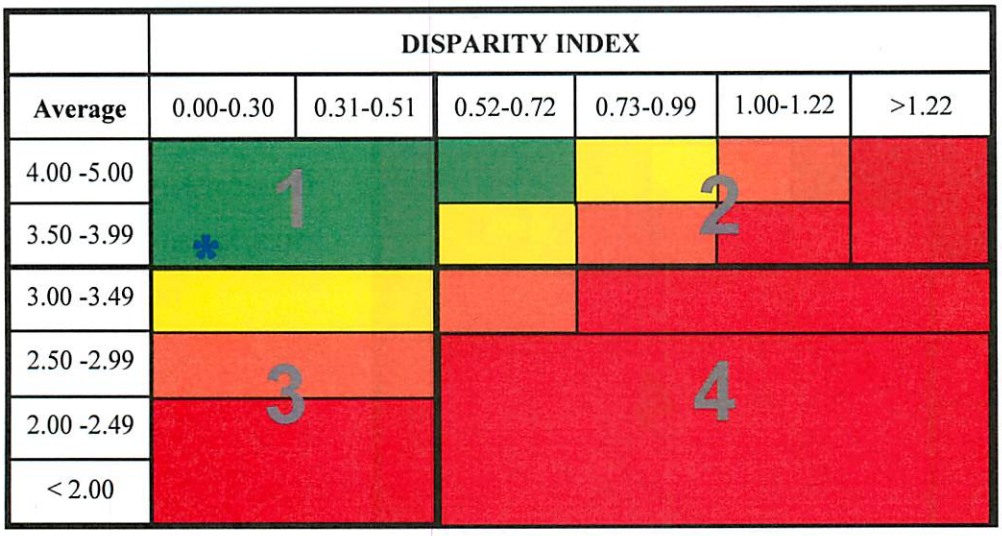
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	3.83
Senior Officer	3.99
DI:	0.17



	Average
Military	3.69
Civilian	3.61
DI:	0.07

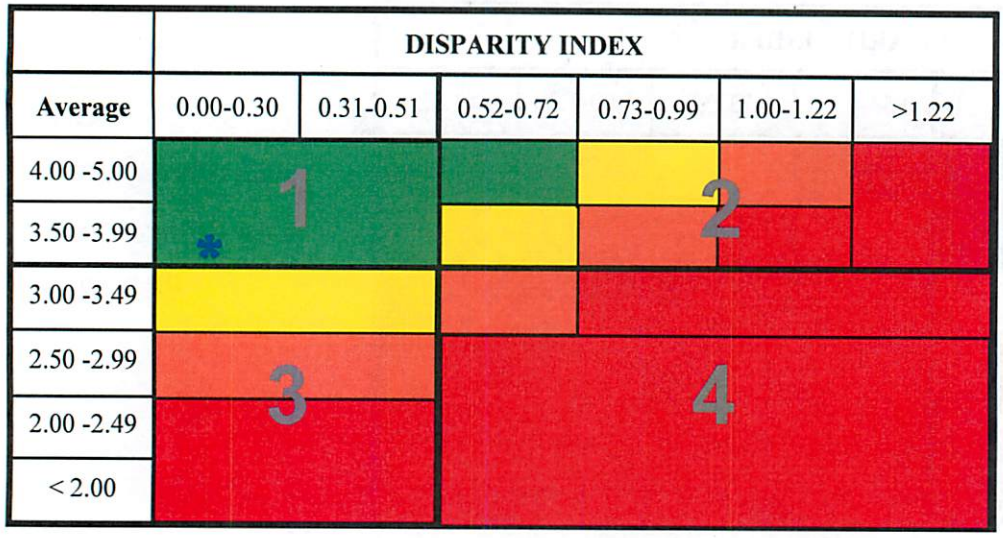
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501011

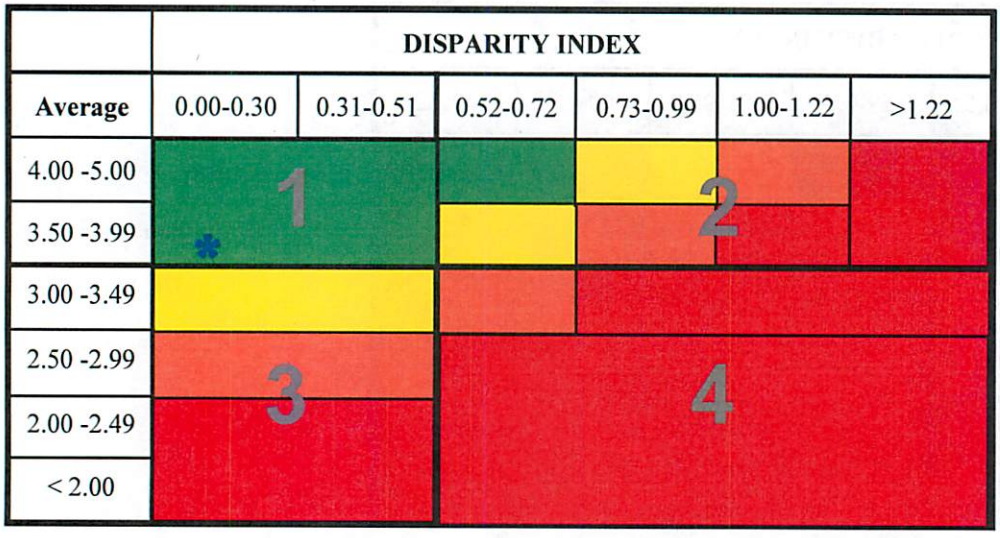
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Civilian	3.63
Senior Civilian	3.55
DI:	0.07



	Average
Other Military	3.53
U.S. Military	3.69
DI:	0.18

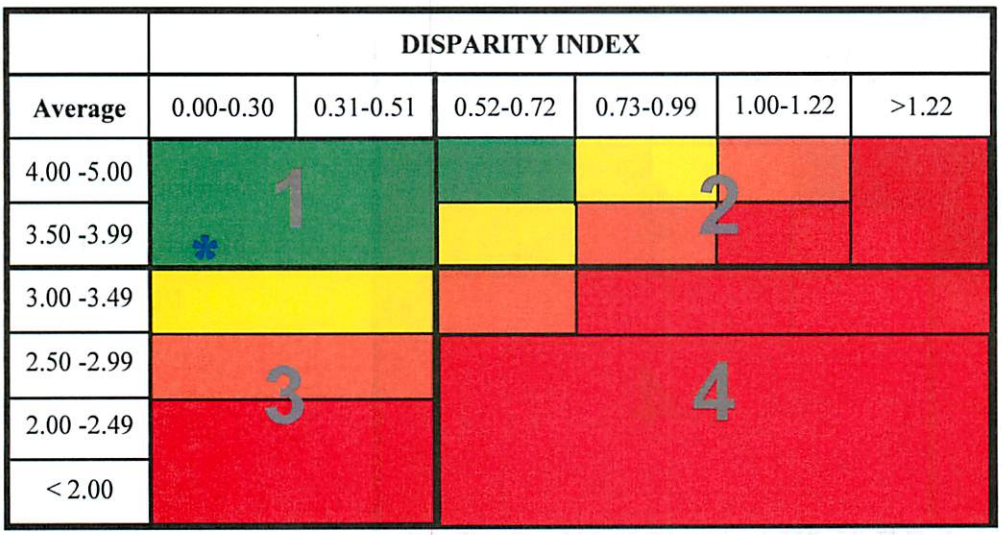
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501012

LEADERSHIP COHESION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here. This denotes the lowest average of the two identified groups and the associated DI.**



	Average
Other Civilian	3.79
Federal Civilian	3.67
DI:	0.11

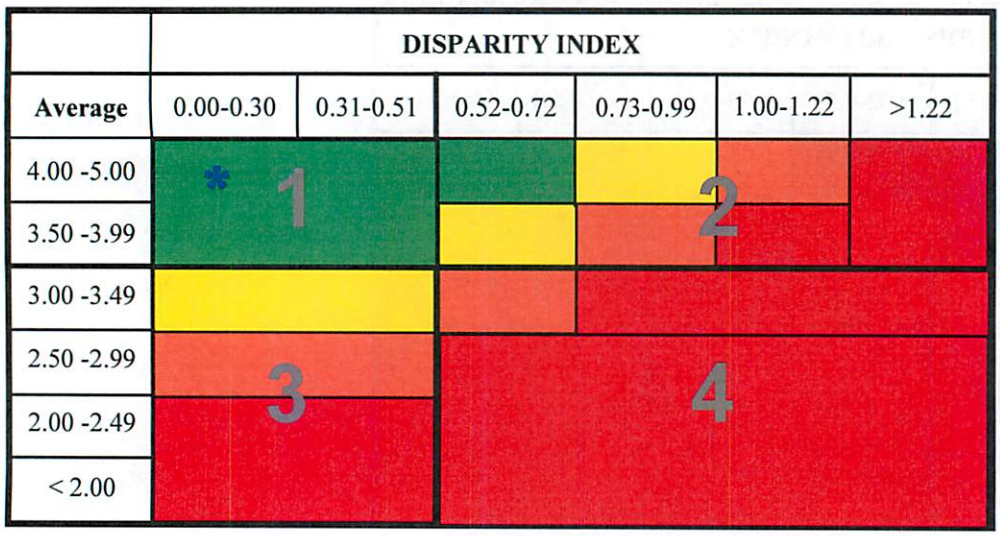
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501 01.3

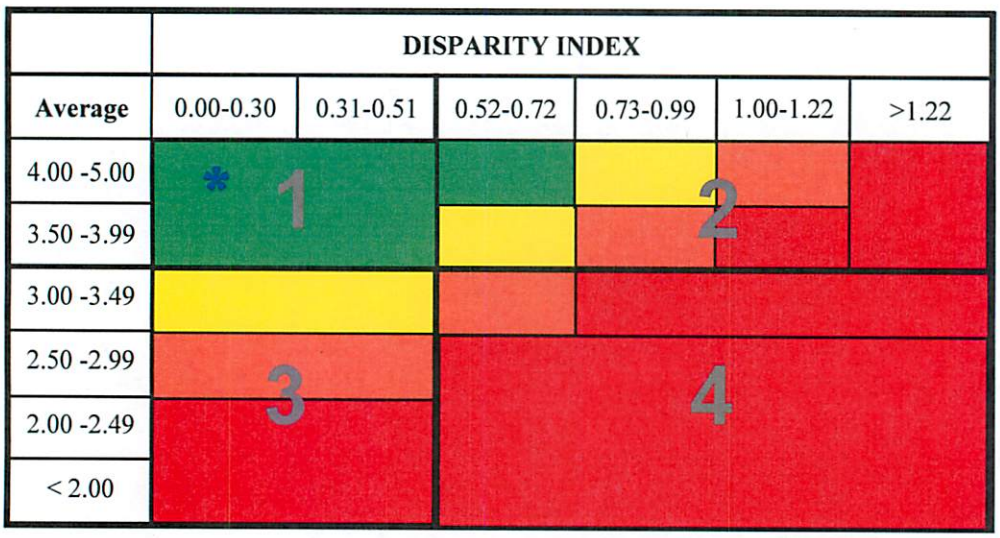
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.06
Majority	4.05
DI:	0.01



	Average
Women	4.00
Men	4.05
DI:	0.06

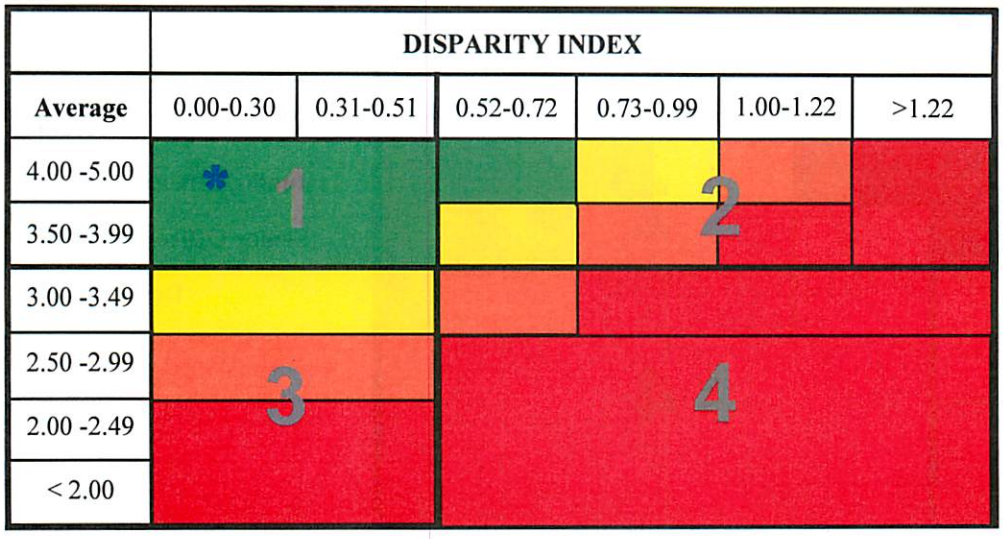
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501014

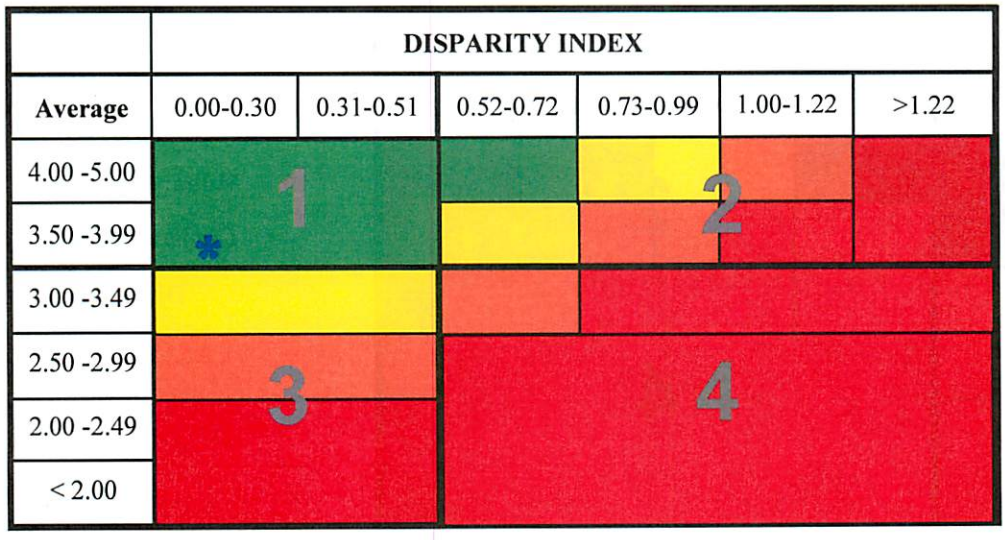
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	4.21
Enlisted	4.00
DI:	0.27



	Average
Junior Enlisted	3.97
Senior Enlisted	4.19
DI:	0.29

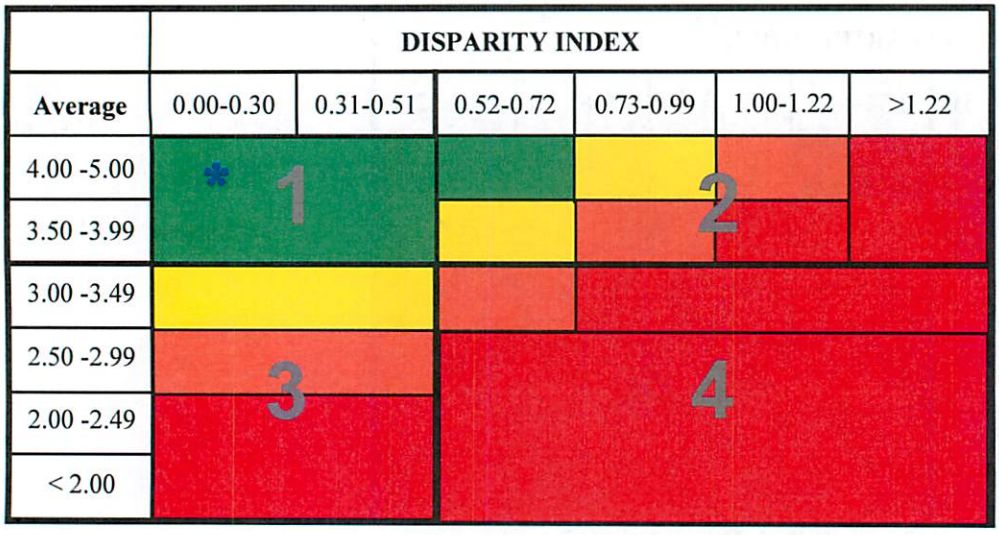
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501015

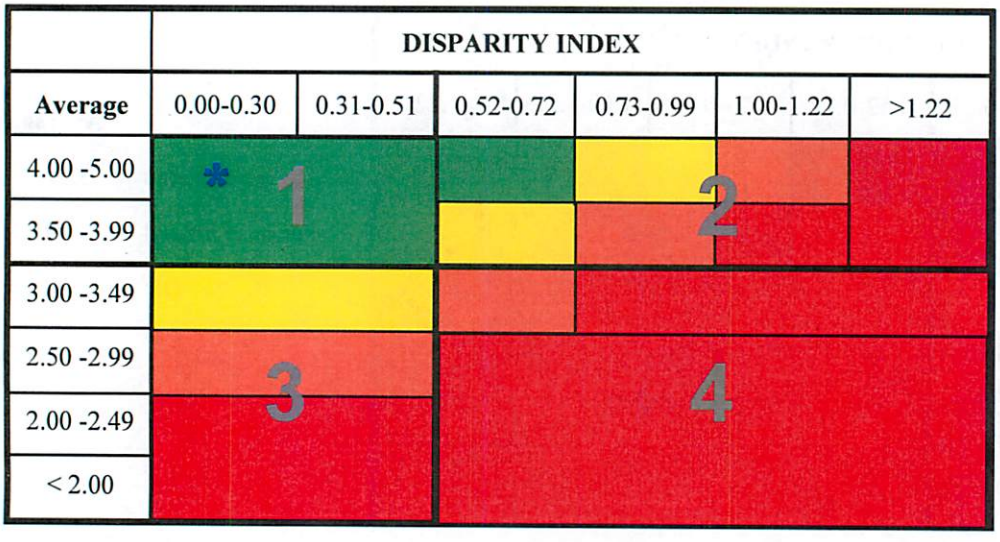
JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	4.14
Senior Officer	4.29
DI:	0.22



	Average
Military	4.05
Civilian	4.01
DI:	0.04

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501016

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Civilian	3.98
Senior Civilian	4.00
DI:	0.02

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Military	4.23
U.S. Military	4.05
DI:	0.24

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Civilian	4.07
Federal Civilian	4.04
DI:	0.04

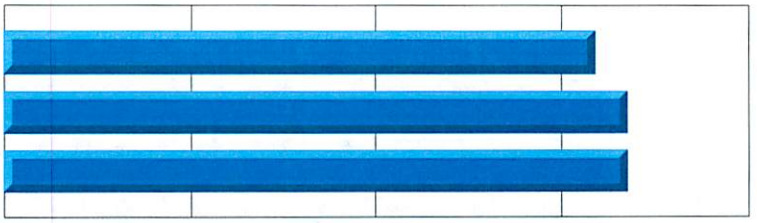
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501018

d. OVERALL UNIT SUMMARY

Below you will find the overall unit summary information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors followed by Organizational Effectiveness (OE) factors.

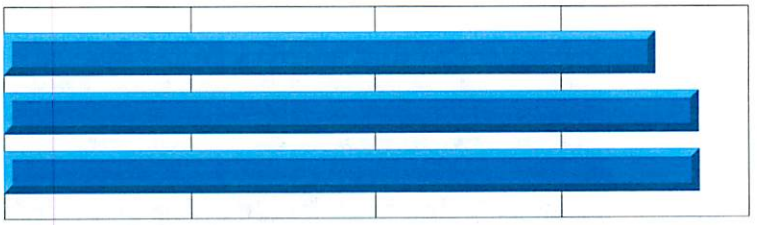
Sexual Harassment / Discrimination



	Average
ALL SERVICES	4.18
COAST GUARD	4.35
USCG RollUp	4.35

Your units score implies: Very little chance of occurring

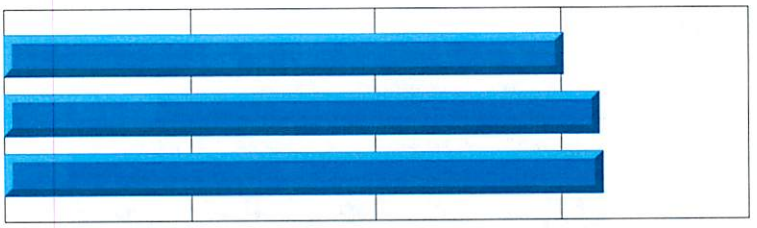
Differential Command Behavior toward Minorities



	Average
ALL SERVICES	4.50
COAST GUARD	4.73
USCG RollUp	4.74

Your units score implies: Very little chance of occurring

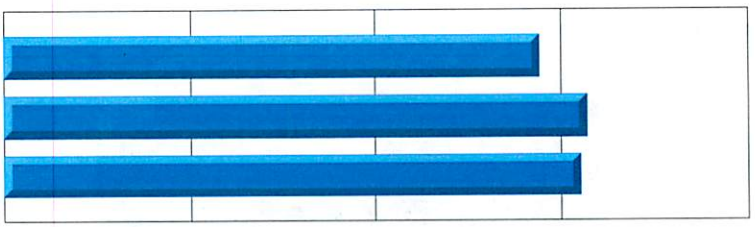
Positive EO Behaviors



	Average
ALL SERVICES	4.01
COAST GUARD	4.20
USCG RollUp	4.22

Your units score implies: Fairly high chance of occurring

Racist Behaviors

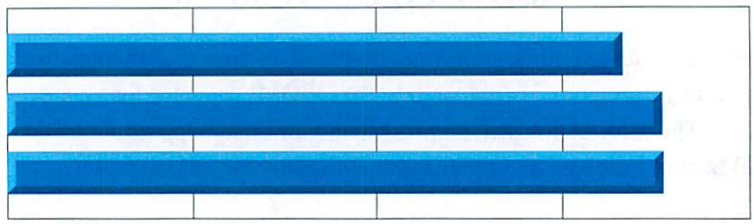


	Average
ALL SERVICES	3.88
COAST GUARD	4.14
USCG RollUp	4.10

Your units score implies: Small chance of occurring

501019

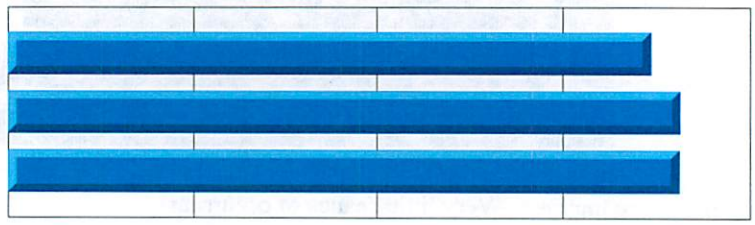
Age Discrimination



	Average
ALL SERVICES	4.32
COAST GUARD	4.53
USCG RollUp	4.53

Your units score implies: Very little chance of occurring

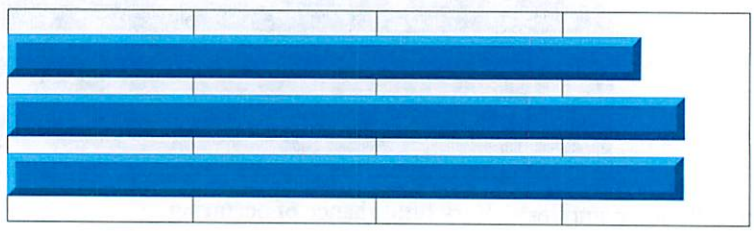
Religious Discrimination



	Average
ALL SERVICES	4.47
COAST GUARD	4.62
USCG RollUp	4.62

Your units score implies: Very little chance of occurring

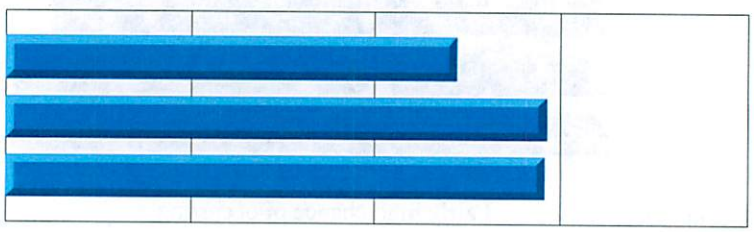
Disability Discrimination



	Average
ALL SERVICES	4.42
COAST GUARD	4.65
USCG RollUp	4.64

Your units score implies: Very little chance of occurring

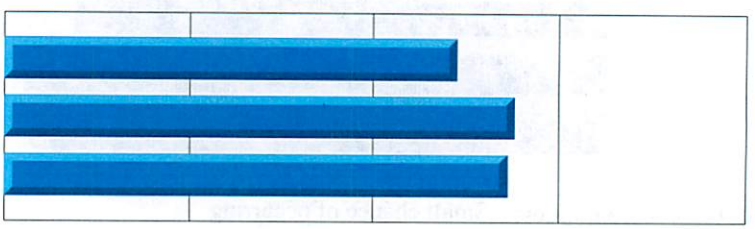
Organizational Commitment



	Average
ALL SERVICES	3.44
COAST GUARD	3.92
USCG RollUp	3.91

Your units score implies: Fairly positive rating

Trust in the Organization

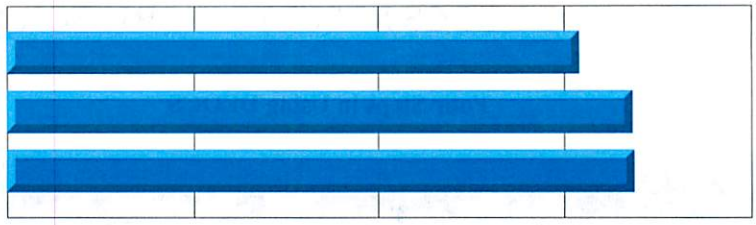


	Average
ALL SERVICES	3.45
COAST GUARD	3.76
USCG RollUp	3.72

Your units score implies: Somewhat positive rating

501020

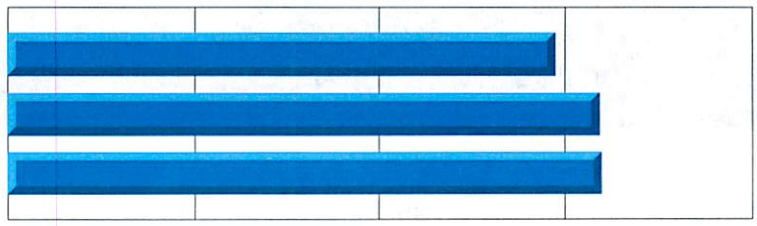
Work Group Effectiveness



	Average
ALL SERVICES	4.08
COAST GUARD	4.36
USCG RollUp	4.37

Your units score implies: Very positive rating

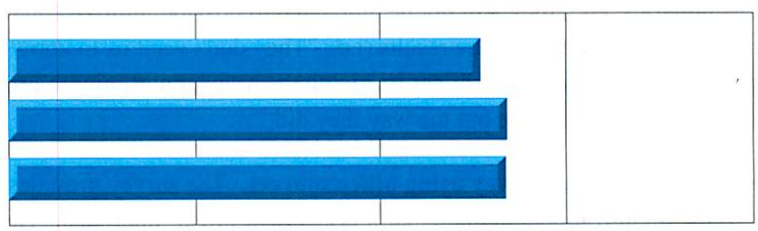
Work Group Cohesion



	Average
ALL SERVICES	3.95
COAST GUARD	4.18
USCG RollUp	4.19

Your units score implies: Fairly positive rating

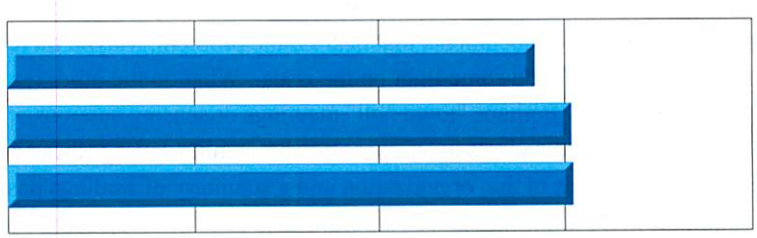
Leadership Cohesion



	Average
ALL SERVICES	3.54
COAST GUARD	3.68
USCG RollUp	3.68

Your units score implies: Somewhat positive rating

Job Satisfaction



	Average
ALL SERVICES	3.84
COAST GUARD	4.03
USCG RollUp	4.04

Your units score implies: Moderately satisfied

III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1.	Share the results with your organization
2.	Validate the results through other sources
3.	Establish an action team
4.	Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.

2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.

3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

501022

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web age at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/4217; Commercial: (321) 494-2675/4217] or email us a support@deocs.net.

Thank you for using the DEOCS!

USCG Q34

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DEOMI

Organizational Climate Survey (DEOCS) Report

Organization: FY13 USCG Rollup Report

Commander/Director: CAPT Ketchum

Admin Number: CGDRS13156

Saturday, October 26, 2013

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

RCS: DD-P&R (AR) 2338

FOR OFFICIAL USE ONLY
Commander/Director Eyes Only

001024

MEMORANDUM FOR COMMANDING OFFICER / ORGANIZATIONAL DIRECTOR

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). You have completed an important step toward understanding and improving the human relations climate in your organization. Your decision to conduct the survey shows that you value your members' input on important human readiness issues. Still, the survey represents the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is optimally employed to help you constructively address organizational issues.

We recommend you employ the DEOCS in conjunction with other assessment strategies, including focus groups, interviews, observations, reviewing written records and reports, and any other method you deem worthwhile to further characterize your organization's climate. The report provided to you by DEOMI is supported by a staff of highly qualified people ready to assist you in tailoring training programs, action planning, or problem solving to meet the specific needs of your organization.

If you or your staff requires assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/4217 or commercial (321) 494-2675/4217. We are looking forward to the opportunity to work with your organization.

William T. Yates II, Ph.D.
Commandant (Acting)

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I. INTERPRETING YOUR DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. **Look at the demographic breakdown.**
2. **Examine perceptions of discrimination and the complaint process.**
3. **Use subgroup factor comparison to understand the disparities.**
4. **Review the overall unit summary.**
5. **Review locally developed questions, command specific questions, short-answer questions, and written comments, if any.**

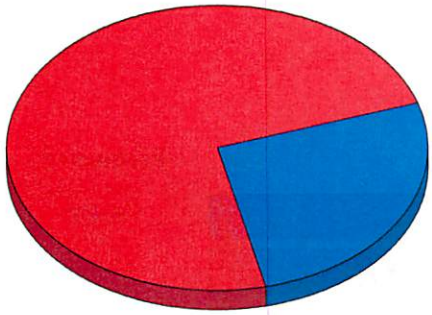
501027

II. REPORT FOR FY13 USCG ROLLUP REPORT

a. DEMOGRAPHIC BREAKOUT

LOOK AT THE DEMOGRAPHIC BREAKOUT of who in your organization completed the survey. Remember, the data shown in the charts are computer-generated, and based on the inputs received from survey respondents. There may be times when respondents will enter inaccurate information, whether by design or unintentionally, thus creating inaccurate demographic breakouts on the report. Also, in those cases where respondents fail to respond or, when using the paper survey, leave errant pencil marks, the computer will report these as missing cases. The report is broken down into categories that we later use to provide subgroup comparisons within your organization, e.g., minority/majority, women/men, etc. In those cases where fewer than five people in a subgroup complete the survey, you will not receive any comparisons for that subgroup in order to maintain the anonymity of each respondent and to provide statistically meaningful results.

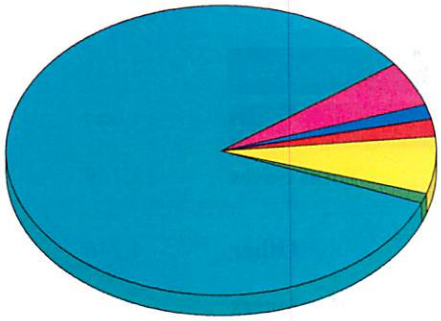
MINORITY vs MAJORITY



	Frequency	Percent
Minority	5,613	26.52
Majority	15,554	73.48
Total Cases	21,167	100.00
Missing Responses	1,230	

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

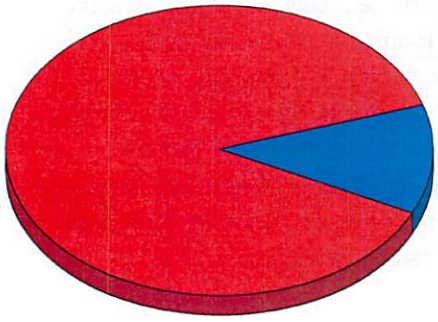
RACE



	Frequency	Percent
American Indian	309	1.53
Asian	415	2.05
Black	1,272	6.29
Native Hawaiian	258	1.28
White	16,963	83.89
Two or More	1,004	4.97
Total Cases	20,221	100.00
Missing Responses	2,176	

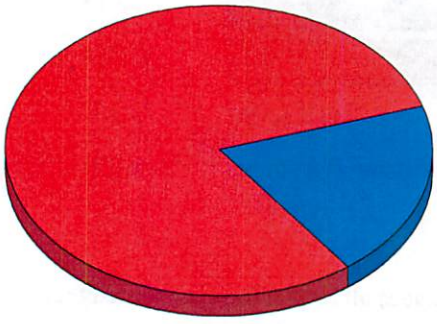
501028

HISPANIC DECLARATION



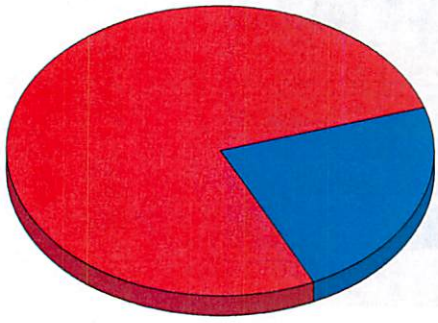
	Frequency	Percent
Hispanic	2,734	12.21
Not Hispanic	19,659	87.79
Total Cases	22,393	100.00
Missing Responses	4	

GENDER



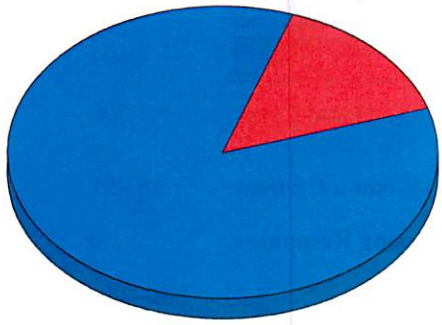
	Frequency	Percent
Women	4,416	19.72
Men	17,979	80.28
Total Cases	22,395	100.00
Missing Respones	2	

OFFICER vs ENLISTED



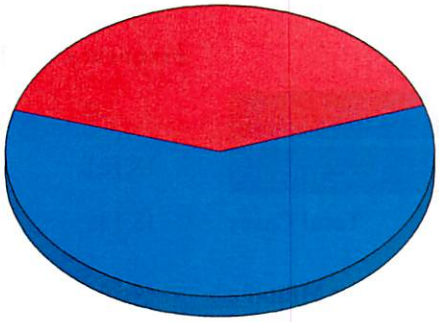
	Frequency	Percent
Officer/WO	4,151	22.87
Enlisted	13,997	77.13
Total Cases	18,148	100.00
Other	4,246	
Missing Responses	3	

ENLISTED SENIORITY



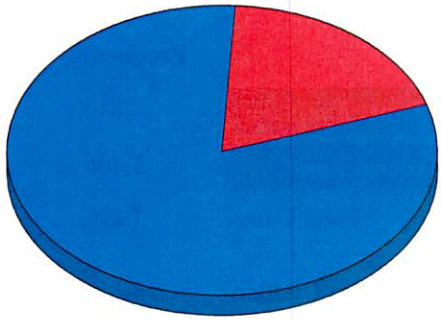
	Frequency	Percent
E1-E6	11,917	85.31
E7-E9	2,052	14.69
Total Cases	13,969	100.00
Not Enlisted	8,400	
Missing Responses	28	

OFFICER SENIORITY



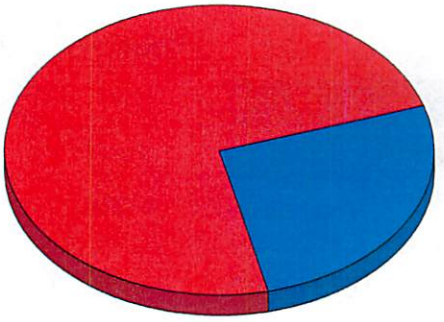
	Frequency	Percent
O1-O3	1,909	59.73
O4 and above	1,287	40.27
Total Cases	3,196	100.00
Not an Officer	19,028	
Missing Responses	173	

MILITARY vs CIVILIAN



	Frequency	Percent
Military	18,148	81.04
Civilian	4,246	18.96
Total Cases	22,394	100.00
Missing Responses	3	

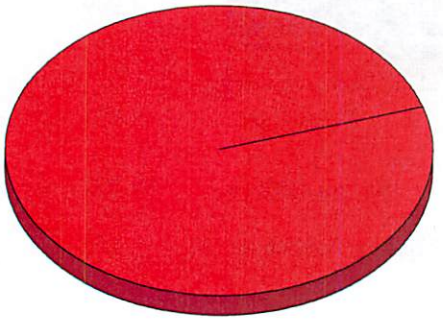
FEDERAL CIVILIAN SENIORITY



	Frequency	Percent
Junior Civilian	902	26.48
Senior Civilian	2,504	73.52
Total Cases	3,406	100.00
Not a Civilian	18,991	
Missing Responses	0	

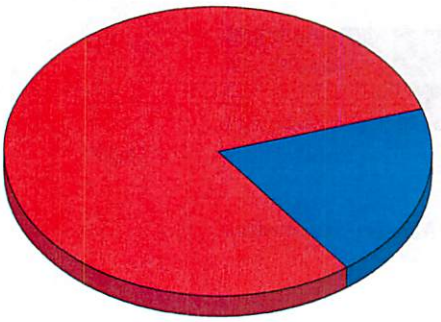
For GS, WG/WL/WS/WB, and SES: Junior = 1 through 8, and Senior = 9 and above. For Non-Supervisory NSPS: Junior = all Pay Band 1, and Pay Band 2 Technician/Support, Fire Protection, Police/Security Guard, and Senior = Pay Bands 3 and 4, and Pay Band 2 Professional pay schedules. For Supervisory NSPS: Junior = Pay Band 1, and Senior = Pay Band 2.

OTHER MILITARY vs U.S. MILITARY



	Frequency	Percent
Other Military	14	0.08
U.S. Military	18,121	99.92
Total Cases	18,135	100.00
Not Military	4,246	
Missing Responses	3	

OTHER CIVILIAN EMPLOYEE vs FEDERAL CIVILIAN EMPLOYEE

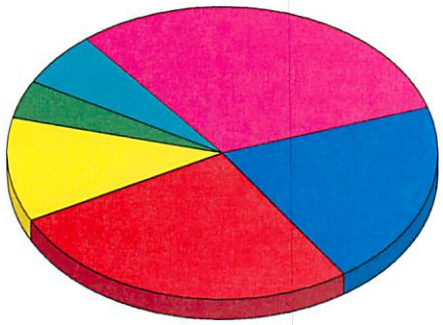


	Frequency	Percent
Other Employee	840	19.78
Federal Employee	3,406	80.22
Total Cases	4,246	100.00
Not Civilian	18,148	
Missing Responses	3	

b. EXPERIENCES OF DISCRIMINATION DURING PAST 12 MONTHS

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

"YES" RESPONSE TO EXPERIENCED AN INCIDENT OF DISCRIMINATION

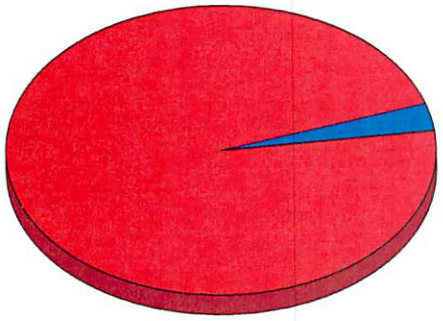


	Frequency	Percent
Race/Nat Orig/Color	513	20.43
Gender (Sex)	682	27.16
Age	282	11.23
Disability	108	4.30
Religion	152	6.05
Two or More	774	30.82
Total Cases	2,511	100.00
"NO" Response	19,886	
Missing Responses	0	

NOTE: "Two or More" reflects survey respondents who experienced more than one type of discrimination. The "frequency" reflected for "Two or More" has not been added to the "frequency" for individual discrimination types..

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MAJORITY



	Frequency	Percent
YES	457	2.94
NO	15,097	97.06
Total Cases	15,554	100.00
Missing Responses	0	

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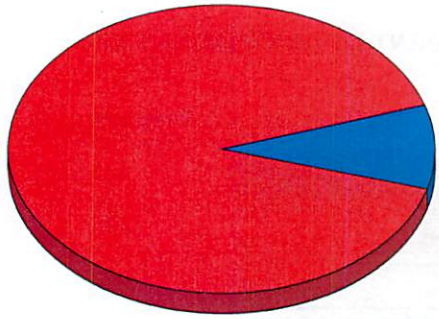
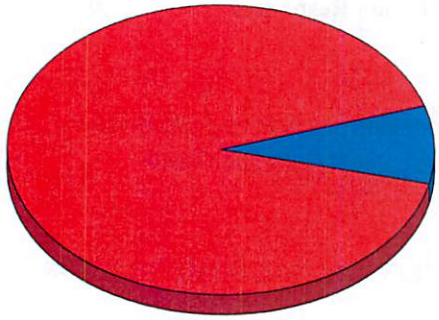
EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MINORITY



	Frequency	Percent
YES	524	9.34
NO	5,089	90.66
Total Cases	5,613	100.00
Missing Responses	0	

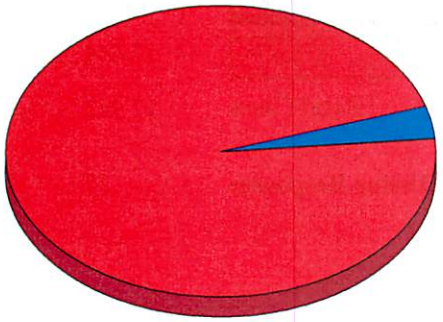
HISPANIC



	Frequency	Percent
YES	232	8.49
NO	2,502	91.51
Total Cases	2,734	100.00
Missing Responses	0	

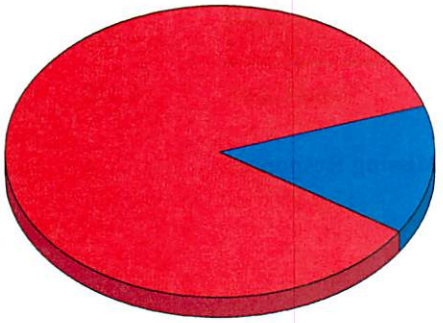
EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	673	3.74
NO	17,306	96.26
Total Cases	17,979	100.00
Missing Responses	0	

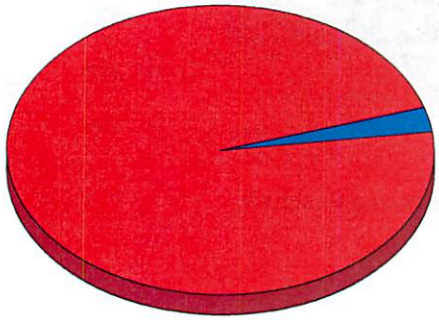
WOMEN



	Frequency	Percent
YES	632	14.31
NO	3,784	85.69
Total Cases	4,416	100.00
Missing Responses	0	

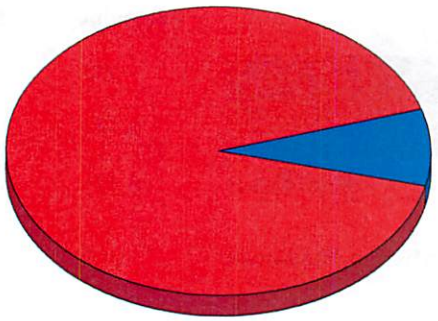
EXPERIENCED *SEXUAL HARASSMENT*

MEN



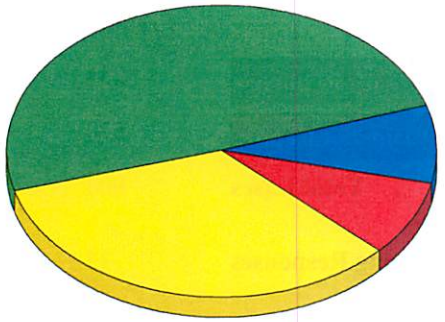
	Frequency	Percent
YES	498	2.78
NO	17,444	97.22
Total Cases	17,942	*100.00*
Missing Responses	37	

WOMEN



	Frequency	Percent
YES	384	8.70
NO	4,028	91.30
Total Cases	4,412	100.00
Missing Responses	4	

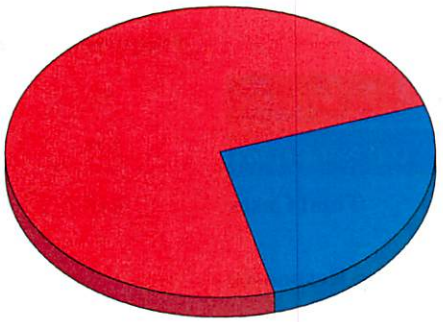
WHAT ACTION DID YOU TAKE FOLLOWING THE INCIDENT OF DISCRIMINATION?



	Frequency	Percent
Filed Formal Complaint	123	8.58
Reported to EO/EEO	118	8.23
Reported to Supervisor	482	33.61
Confronted Individual	711	49.58
Total Cases	1,434	100.00
Did not Report	1,341	
Missing Responses	32	

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

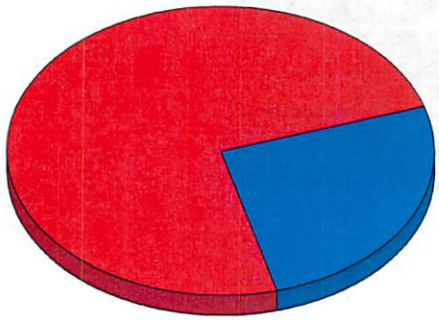
MAJORITY



	Frequency	Percent
Reported	433	26.23
Did Not Report	1,218	73.77
Total Cases	1,651	100.00
Missing Responses	17	

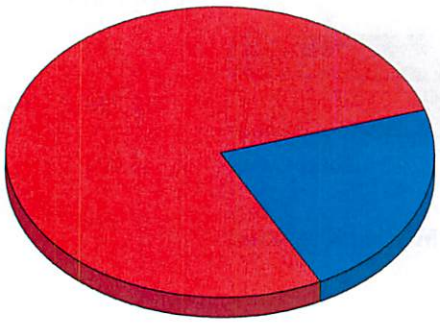
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Reported	234	25.88
Did Not Report	670	74.12
Total Cases	904	100.00
Missing Responses	13	

HISPANIC



	Frequency	Percent
Reported	93	22.25
Did Not Report	325	77.75
Total Cases	418	100.00
Missing Responses	5	

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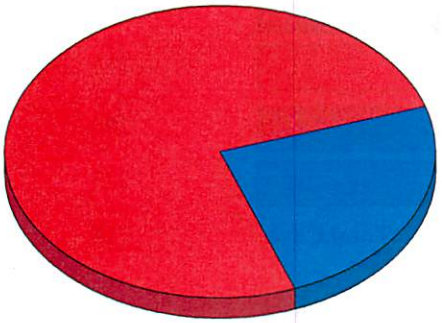
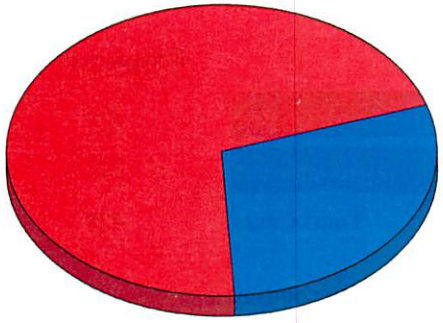
"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MEN



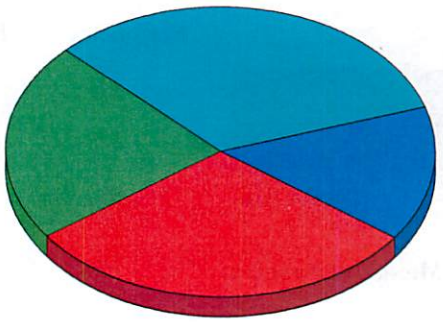
	Frequency	Percent
Reported	444	24.44
Did Not Report	1,373	75.56
Total Cases	1,817	100.00
Missing Responses	25	

WOMEN



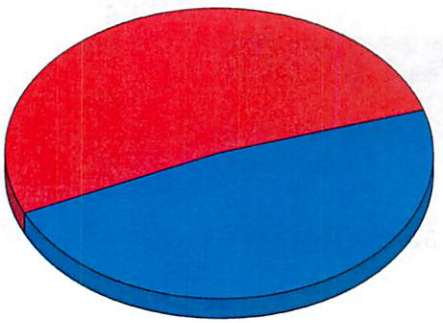
	Frequency	Percent
Reported	278	29.05
Did Not Report	679	70.95
Total Cases	957	100.00
Missing Responses	7	

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR



	Frequency	Percent
Very Satisfied	108	15.04
Moderately Satisfied	215	29.94
Moderately Dissatisfied	160	22.28
Very Dissatisfied	235	32.73
Total Cases	718	
Missing Responses	5	

MAJORITY

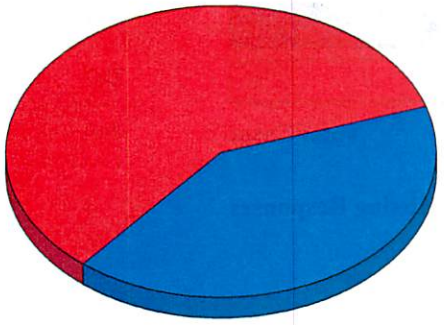


	Frequency	Percent
Satisfied	206	48.13
Dissatisfied	222	51.87
Total Cases	428	100.00
Missing Responses	5	

501073

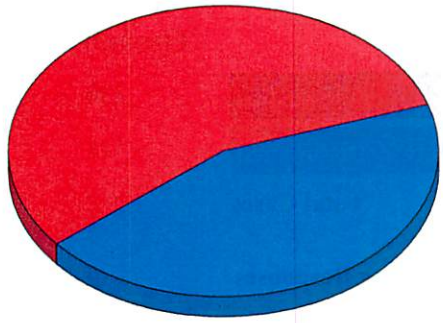
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Satisfied	96	41.03
Dissatisfied	138	58.97
Total Cases	234	100.00
Missing Responses	0	

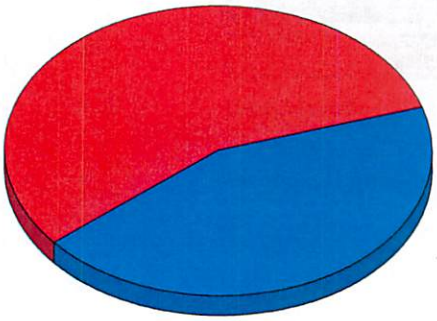
HISPANIC



	Frequency	Percent
Satisfied	41	44.09
Dissatisfied	52	55.91
Total Cases	93	100.00
Missing Responses	0	

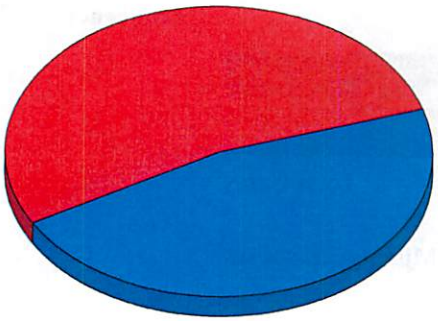
SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT, OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Satisfied	193	43.86
Dissatisfied	247	56.14
Total Cases	440	100.00
Missing Responses	4	

WOMEN



	Frequency	Percent
Satisfied	130	46.76
Dissatisfied	148	53.24
Total Cases	278	100.00
Missing Responses	0	

501041

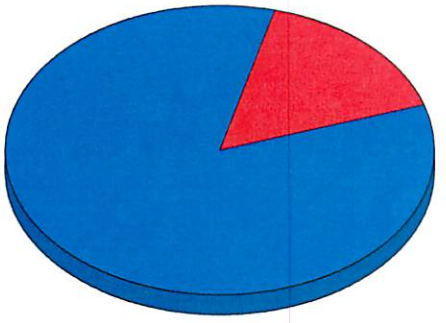
c. SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR)

This section addresses whether members of the organization are aware of sexual assault reporting options and what barriers they perceive to reporting sexual assault.

KNOWLEDGE OF SEXUAL ASSAULT REPORTING OPTIONS

The item read, "A restricted report allows a Service member to report a sexual assault and get help, but without notifying command or criminal investigators." Response options were "true" or "false," with "true" being the correct answer.

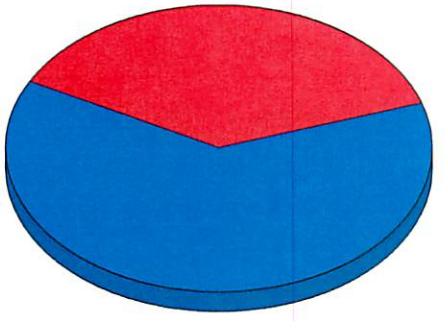
ALL Respondents



	Frequency	Percent
Answered Correctly	18,442	84.11
Answered Incorrectly	3,483	15.89
Total Cases	21,925	100.00

PERCEPTION OF BARRIERS TO REPORTING SEXUAL ASSAULT

ALL Respondents



	Frequency	Percent
1 or More Barriers	13,741	62.67
No Barriers	8,184	37.33
Total Cases	21,925	100.00

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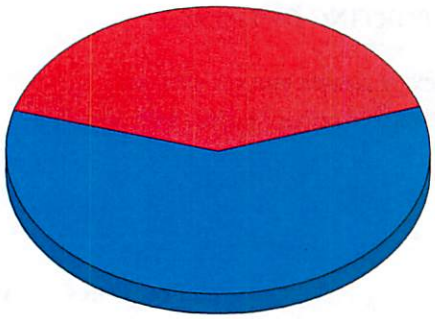
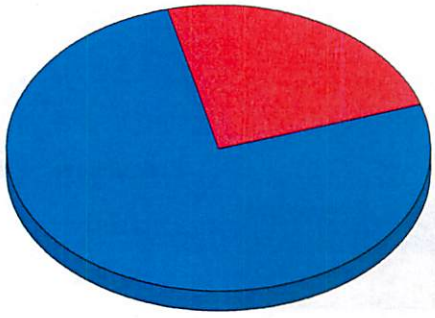
Male Respondents



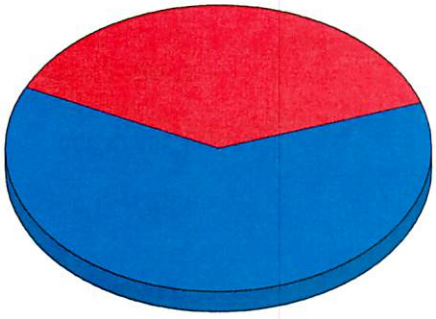
	Frequency	Percent
1 or More Barriers	10,408	59.32
No Barriers	7,138	40.68
Total Cases	17,546	100.00

Female Respondents



	Frequency	Percent
1 or More Barriers	3,333	76.11
No Barriers	1,046	23.89
Total Cases	4,379	100.00

DoD Comparison



	Percent
1 or More Barriers	62.29
No Barriers	37.71
Total Cases	100.00

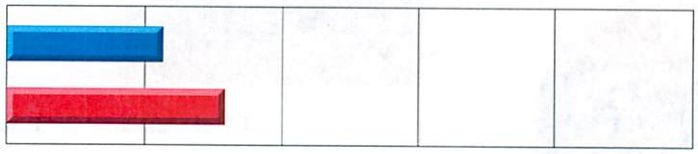
Whether your unit is above or below the DoD average, you can always strive to do better. Due to the nature of sexual assault crimes, victims often do not feel comfortable reporting or talking about their experience. Therefore, eliminating all barriers to reporting sexual assault is unlikely. With that said, as a commander there are certain actions you can take to decrease perceived barriers to reporting sexual assault within your unit. Research demonstrates sexual assault is related to the occurrence of sexual harassment and sexism within units. As a commander, you must carefully communicate two messages. First, sexual assault is a crime and has no place in your unit. Second, when sexual assault does occur, you encourage victims to pick one of the two reporting options and seek assistance. Keep in mind that these messages must be balanced. Avoid statements like "zero tolerance" within your unit. While this sounds effective, it actually sends a message to victims that you do not want them to come forward to report: No member wants to be the one to tell their commander that the number of known sexual assaults in the unit is no longer "zero." It is your duty to communicate that sexism, sexual harassment, and sexual assault have no place in the military as a whole, and stress the potential consequences for those who violate the law. However, because most perpetrators of sexual assault don't believe their behavior is criminal, messages about punishment have not been shown to prevent or deter the crime. Other approaches are likely to be more effective:

- Lead by example.
- Instill trust in your unit's Sexual Assault Response Coordinator (SARC) and Victim Advocate (VA) by stressing to your members that you do not have access to identifying information about victims making restricted reports.
- Ensure victims feel comfortable coming forward to report sexual assaults by encouraging them to do so to the SARC.
- Encourage your people to look out for each other, both on and off the battlefield, and step in when someone looks to be at risk for sexual assault or about to perpetrate a crime.
- Take all reports of sexual assault seriously and refer them immediately to military investigators (e.g., Army CID, Naval Criminal Investigative Service, Air Force Office of Special Investigations) and SARC.
- Verify that your members are up-to-date on sexual assault prevention and response training.
- Discuss your unit's DEOCS results with your installation's Sexual Assault Response Coordinator and request that he/she conduct additional training or speak at commander's calls.

501044

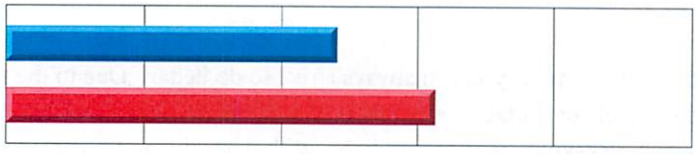
PERCENT OF RESPONDENTS WHO PERCEIVED EACH BARRIER TO REPORTING SEXUAL ASSAULT BY GENDER

Lack of privacy/confidentiality



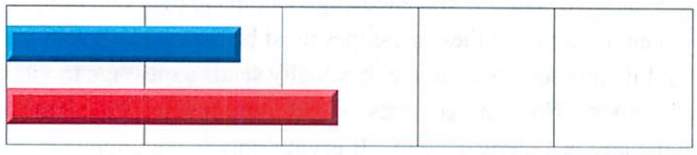
	Frequency	Percent
Males	3,980 / 17,546	22.68
Females	1,387 / 4,379	31.67
Total	5,367/ 21,925	24.48

Stigma, shame, fear



	Frequency	Percent
Males	8,441 / 17,546	48.11
Females	2,741 / 4,379	62.59
Total	11,182/ 21,925	51.00

Fear of being reduced in the eyes of the commander or colleagues

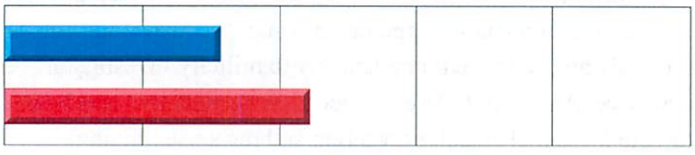


	Frequency	Percent
Males	5,944 / 17,546	33.88
Females	2,111 / 4,379	48.21
Total	8,055/ 21,925	36.74

Fear of disciplinary action due to victim's misconduct

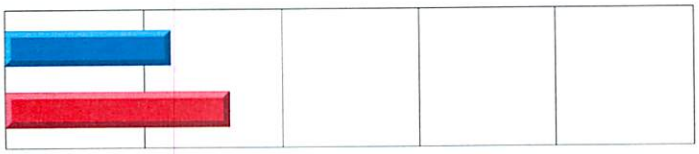
	Frequency	Percent
Males	4,891 / 17,546	27.88
Females	1,743 / 4,379	39.80
Total	6,634/ 21,925	30.26

Fear of re-victimization



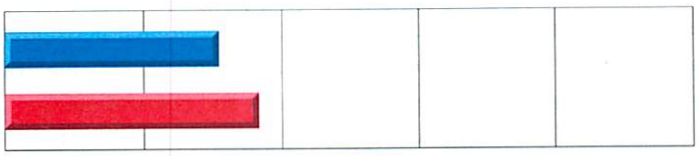
	Frequency	Percent
Males	5,496 / 17,546	31.32
Females	1,942 / 4,379	44.35
Total	7,438/ 21,925	33.92

Fear of operational impacts on training, security clearances, and overseas deployments



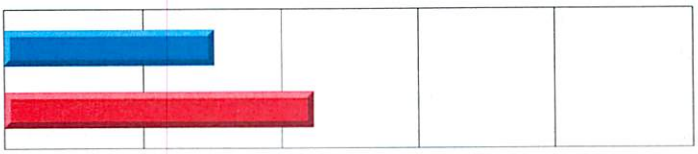
	Frequency	Percent
Males	4,184 / 17,546	23.85
Females	1,416 / 4,379	32.34
Total	5,600/ 21,925	25.54

Not knowing how to report



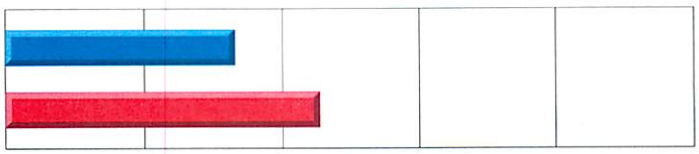
	Frequency	Percent
Males	5,410 / 17,546	30.83
Females	1,605 / 4,379	36.65
Total	7,015/ 21,925	32.00

Not thinking anything would be done



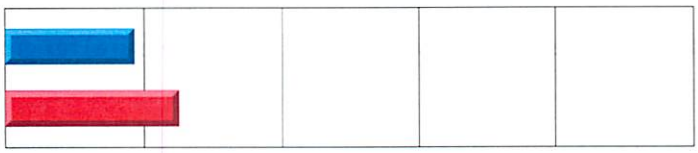
	Frequency	Percent
Males	5,308 / 17,546	30.25
Females	1,954 / 4,379	44.62
Total	7,262/ 21,925	33.12

Not wanting to get fellow Service members (e.g., perpetrator, bystanders) in trouble for actions or collateral misconduct



	Frequency	Percent
Males	5,816 / 17,546	33.15
Females	1,988 / 4,379	45.40
Total	7,804/ 21,925	35.59

Concern Victim Advocate (VA) will not keep restricted report confidential



	Frequency	Percent
Males	3,267 / 17,546	18.62
Females	1,094 / 4,379	24.98
Total	4,361/ 21,925	19.89

None of the above, sexual assaults would be reported

	Frequency	Percent
Males	7,138 / 17,546	40.68
Females	1,046 / 4,379	23.89
Total	8,184/ 21,925	37.33

d. SUBGROUP FACTOR COMPARISONS

Subgroup factor comparisons will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors, Organizational Effectiveness factors, and by Sexual Assault Prevention and Response (SAPR) factors.

The DEOCS report displays your organization's results in two ways. First, it considers average scores, where higher average scores always indicate more positive perceptions. Second, the degree different groups agree in their perceptions is also an important indicator. The **disparity index** (DI) is a statistically-derived number that reflects how much two groups agree or disagree in their perceptions. It is an indication of the magnitude of differences between two groups (e.g., men and women, majority and minority) that are being compared on a single facet (e.g., Sexual Harassment and Discrimination, Differential Command Behaviors) of the DEOCS. In other words, the DI indicates the size of the differences between two groups. Therefore, a DI allows one to determine whether there are *and* to what extent there are differences in groups' perceptions regarding each facet of Equal Opportunity (EO) Climate and Organizational Effectiveness (OE) as measured by the DEOCS. In statistical terms, the DI is also known as an effect size. There are numerous effect size formulas, all of which have specialized applications. The effect size used to calculate the DEOCS DI is known as Cohen's *d*. Cohen's *d* is used to indicate the magnitude of the differences between the averages (means) of two groups in relation to the same measure. To calculate Cohen's d, the comparison of averages of two groups is placed within the context of the variability associated with the measure in question for both groups. The following formula is used to calculate Cohen's *d*:

$$d = \frac{(\text{mean}_1 - \text{mean}_2)}{\sqrt{\frac{sd_1^2(n_1 - 1) + sd_2^2(n_2 - 1)}{n_1 + n_2}}}$$

mean_1 = The mean of group 1 (e.g., Men)

mean_2 = The mean of group 2 (e.g., Women)

sd_1^2 = The squared standard deviation (i.e., variability associated with a measure) for group 1 (e.g., Men)

sd_2^2 = The squared standard deviation (i.e., variability associated with a measure) for group 2 (e.g., Women)

n_1 = The size of group 1 (e.g., Men)

n_2 = The size of group 2 (e.g., Women)

Typically, an effect size is said to be large when it exceeds 0.8, medium when it equals 0.5 and small when it is 0.2 or less.

Therefore, for example, if men and women differ considerably in regard to their perceptions of Sexual harassment and Discrimination as measured by the DEOCS, the DI between these two groups would be equal to or exceed .80. Conversely, if men and women do not differ considerably in regard to their perceptions of Sexual Harassment and Discrimination as measured by the DEOCS, the DI would be equal to or less than .20. Together, the average and DI provide substantially more information than either score alone. Each of these combined data points is plotted, using the lowest average between the two groups being compared (vertical axis), along with the DI between those two groups (horizontal axis). GREEN indicates higher averages and levels of agreements. The YELLOW, ORANGE, and RED colored areas reflect progressively greater organizational concerns, indicated by lower averages, higher DIs, or both.

The data point can appear in one of four numbered quadrants:

Quadrant 1 is the most positive, as it reflects higher average scores and lower Disparity Index (i.e., a higher level of agreement) between the two groups.

Quadrant 2 reflects higher average scores, but also a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

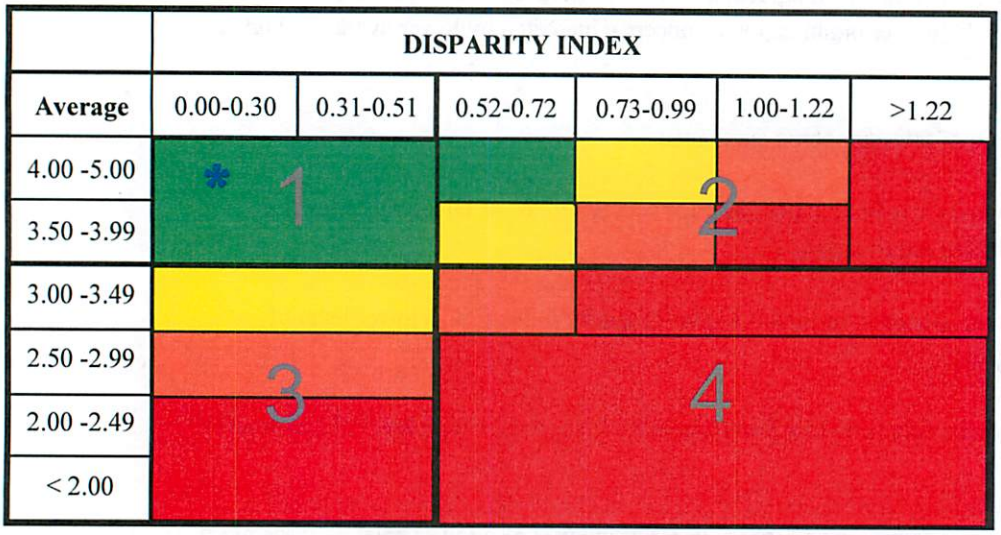
Quadrant 3 reflects lower average scores, with a lower Disparity Index (i.e., a high level of agreement) between the two groups.

Quadrant 4 reflects lower average scores and a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

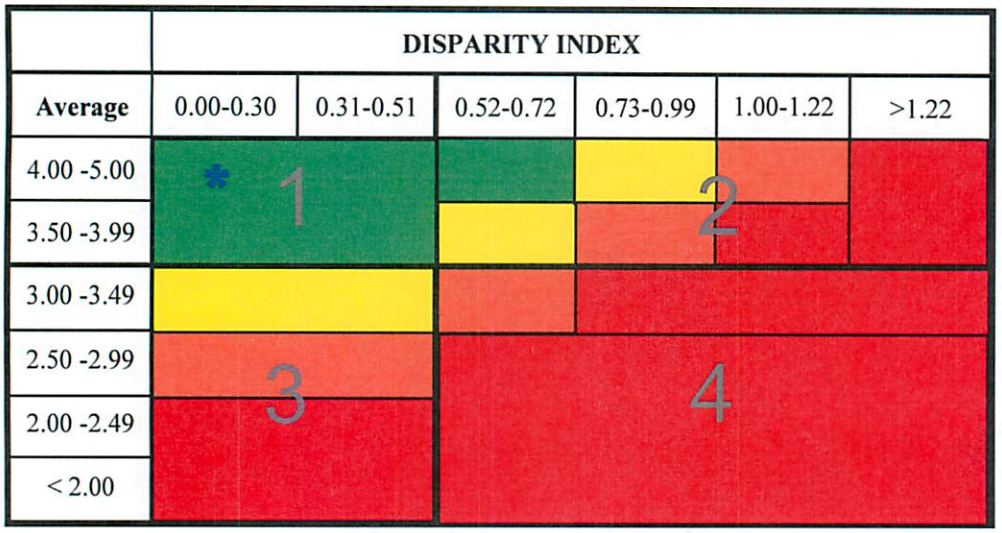
SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.32
Majority	4.43
DI:	0.13



	Average
Women	4.22
Men	4.44
DI:	0.27

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501049

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Officer	4.48
Enlisted	4.38
DI:	0.14

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Enlisted	4.35
Senior Enlisted	4.53
DI:	0.26

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501050

SEXUAL HARASSMENT / DISCRIMINATION

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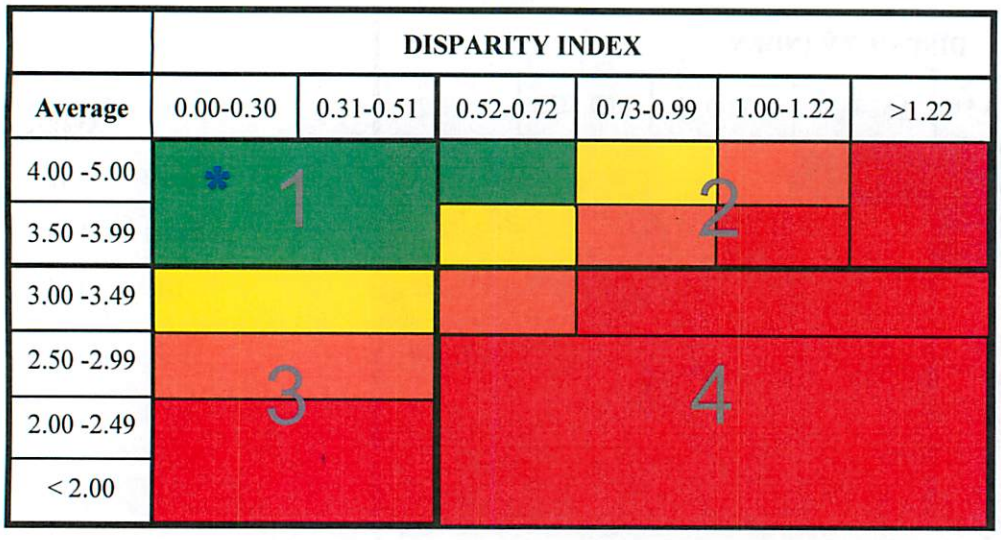
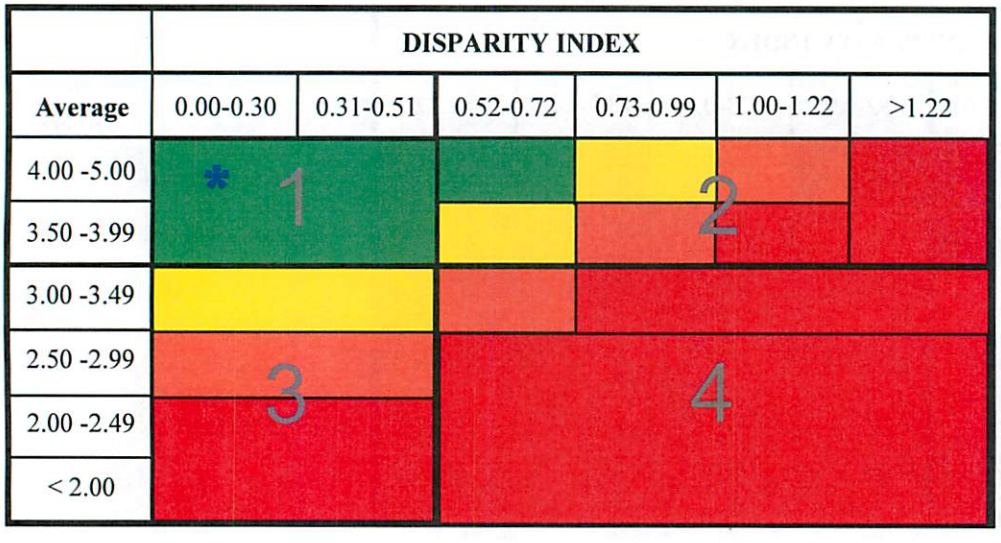


	Average
Junior Officer	4.39
Senior Officer	4.53
DI:	0.20



	Average
Military	4.40
Civilian	4.37
DI:	0.04

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501051

SEXUAL HARASSMENT / DISCRIMINATION

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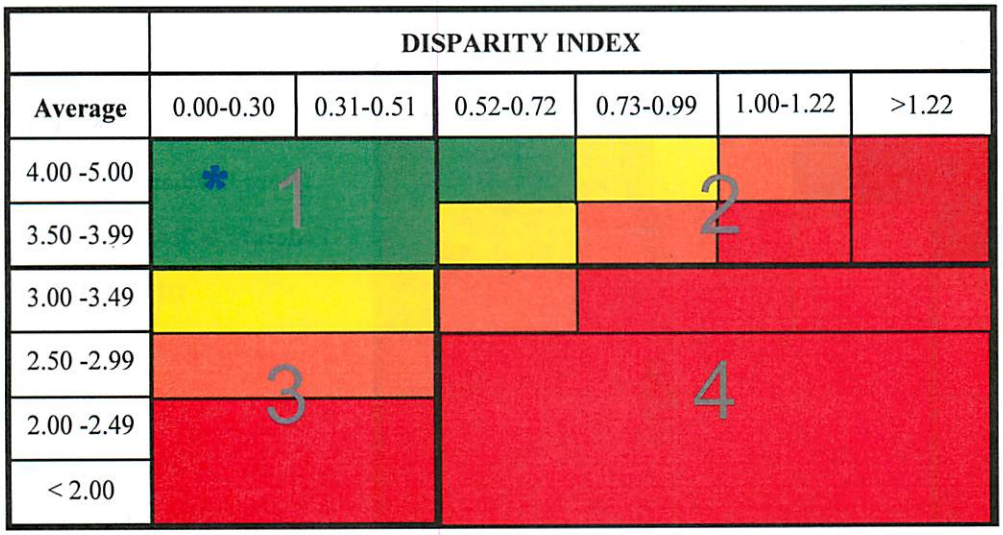
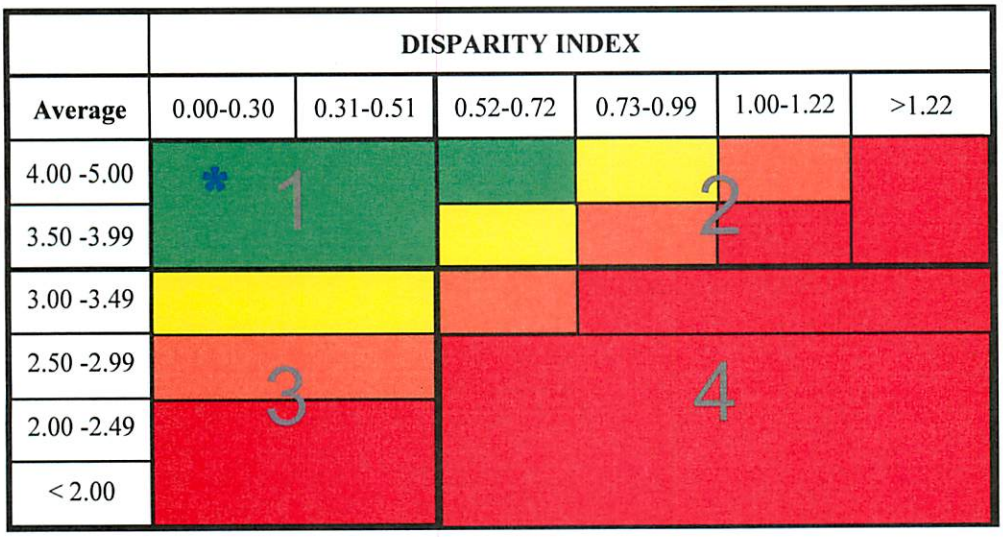


	Average
Junior Civilian	4.43
Senior Civilian	4.39
DI:	0.05



	Average
Other Military	4.55
U.S. Military	4.40
DI:	0.21

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501052

SEXUAL HARASSMENT / DISCRIMINATION

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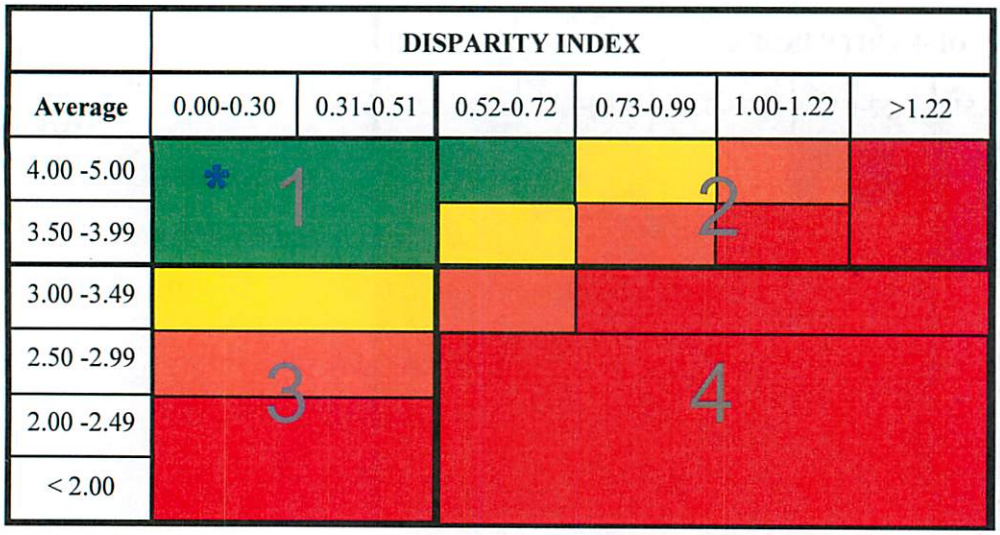

	Average
Other Civilian	4.25
Federal Civilian	4.40
DI:	0.20

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501053

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

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Yellow = Slight Organization Concern	Red = High Organization Concern

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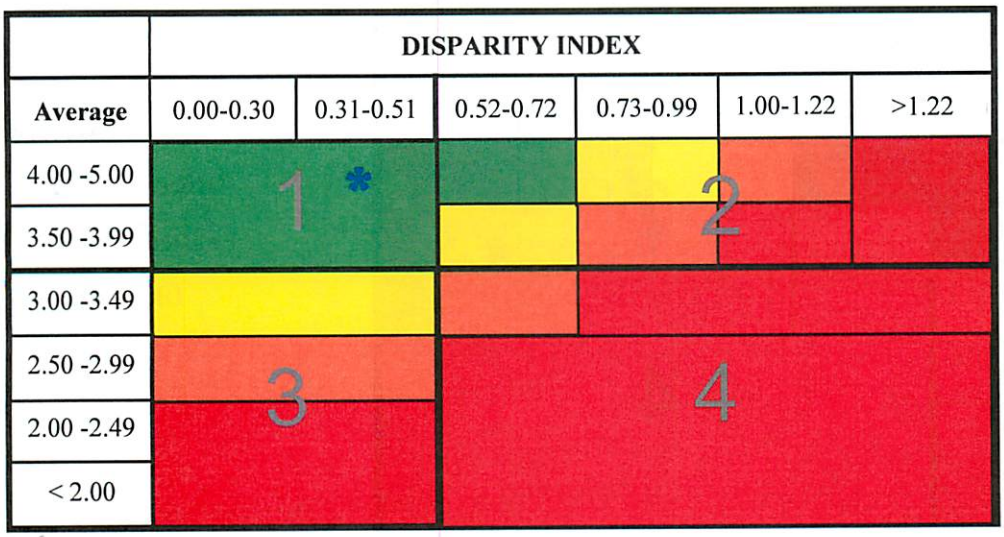
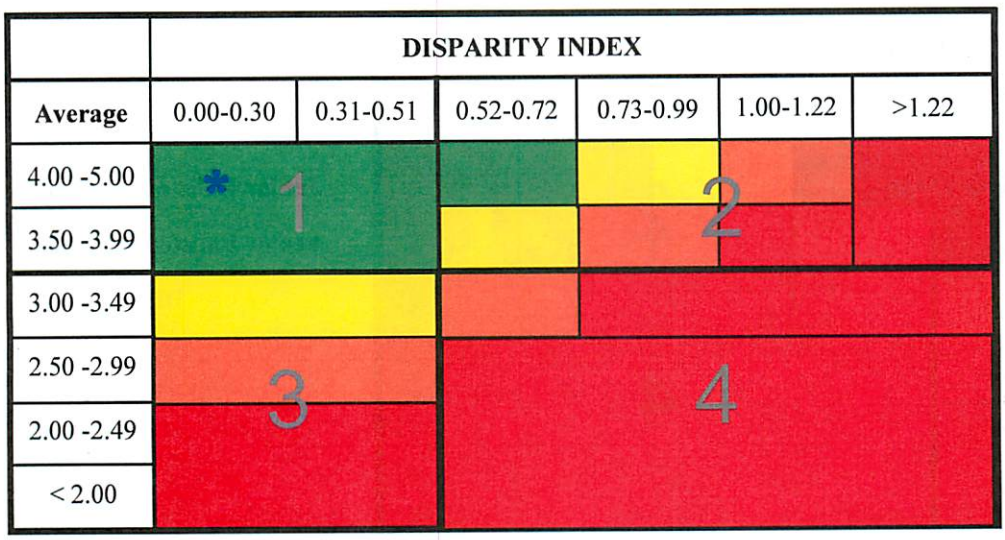


	Average
Minority	4.60
Majority	4.81
DI:	0.37



	Average
Women	4.69
Men	4.76
DI:	0.13

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501054

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

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Yellow = Slight Organization Concern	Red = High Organization Concern

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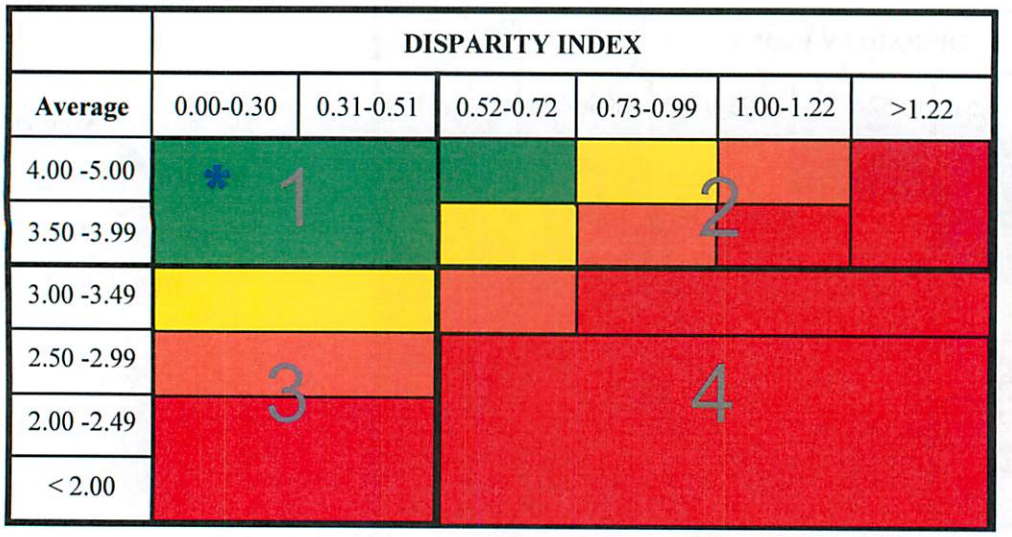
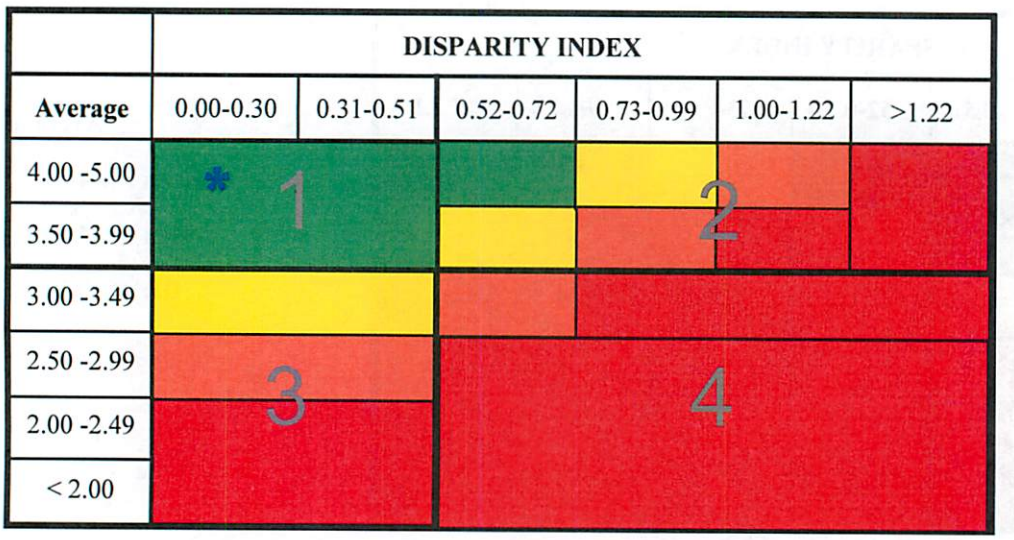


	Average
Officer	4.82
Enlisted	4.77
DI:	0.11



	Average
Junior Enlisted	4.76
Senior Enlisted	4.86
DI:	0.22

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501055

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

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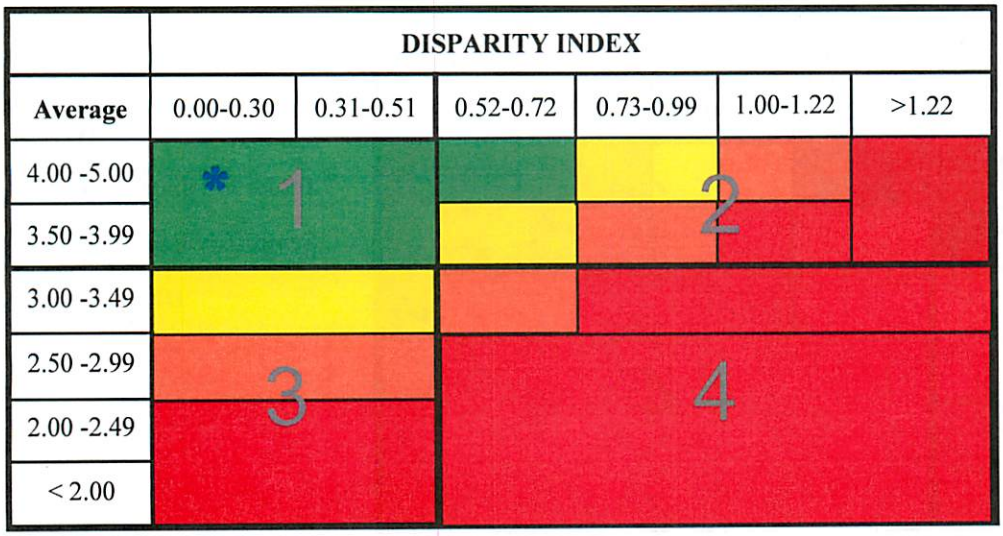
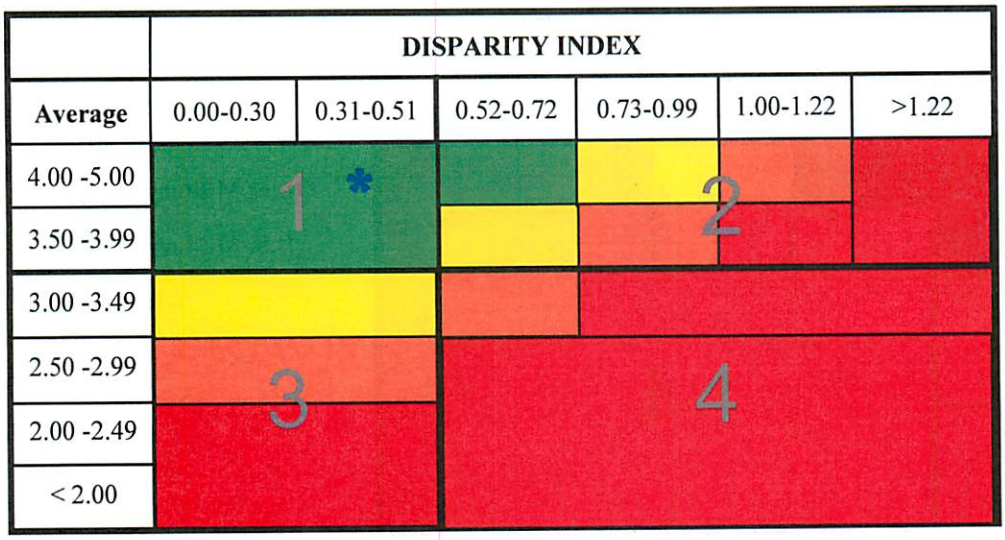


	Average
Junior Officer	4.81
Senior Officer	4.82
DI:	0.03



	Average
Military	4.78
Civilian	4.60
DI:	0.31

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

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Yellow = Slight Organization Concern	**Red = High Organization Concern**

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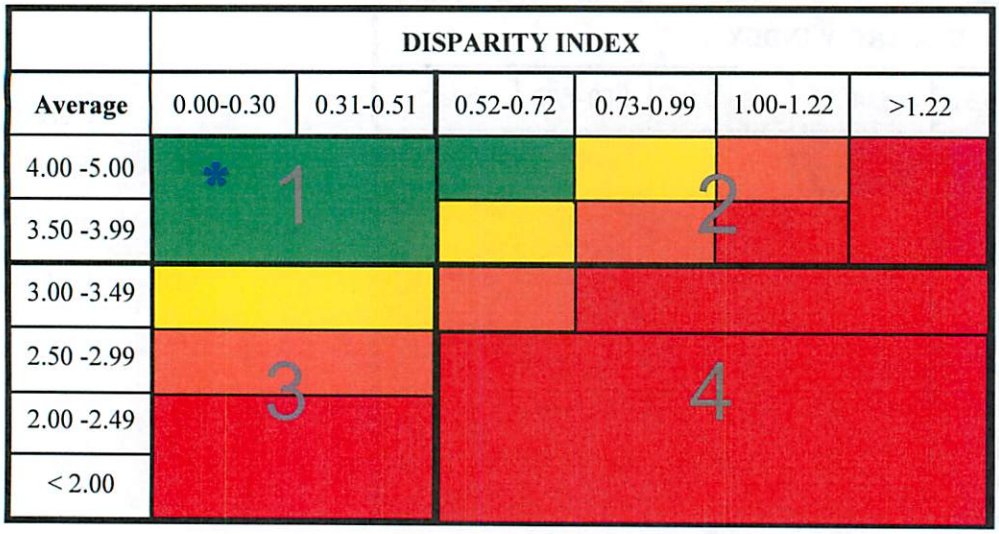
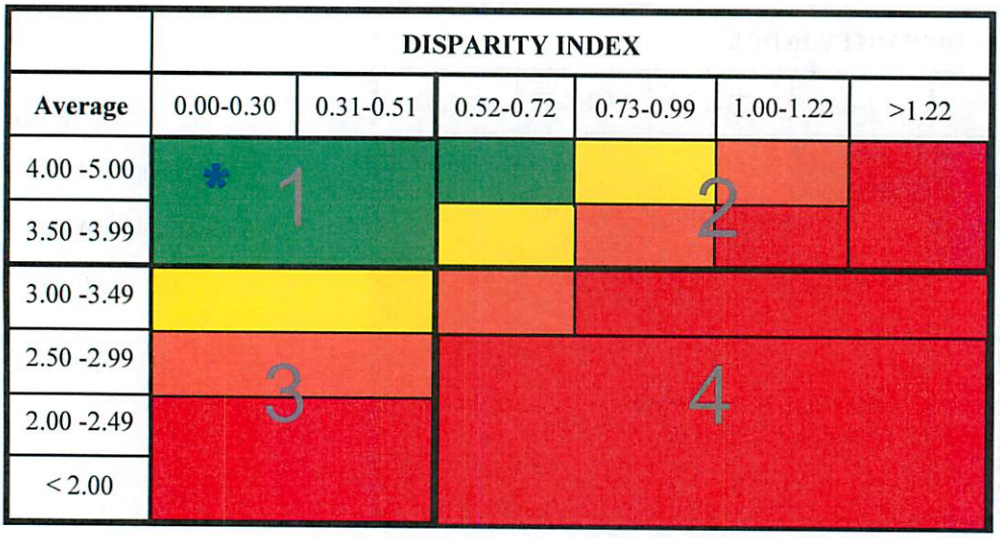


	Average
Junior Civilian	4.57
Senior Civilian	4.63
DI:	0.10



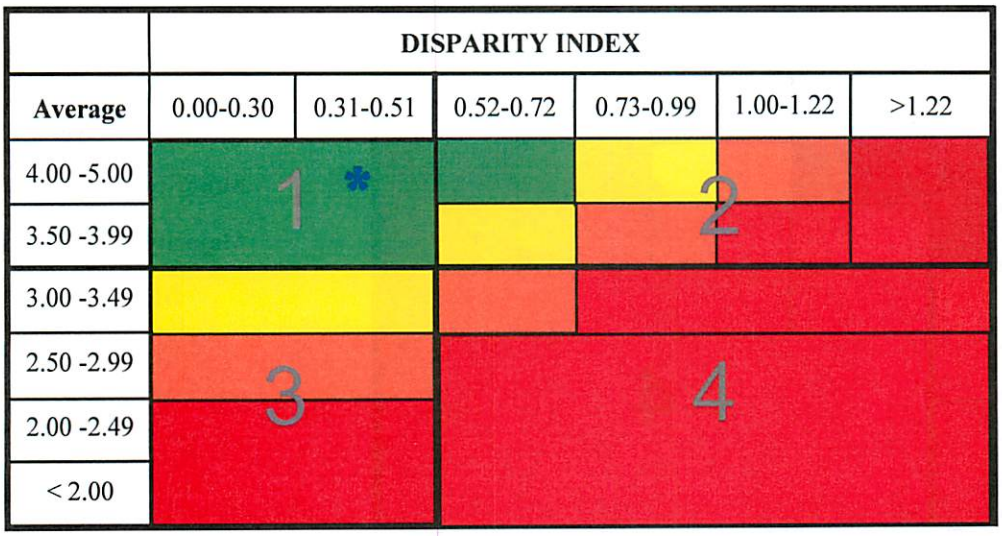
	Average
Other Military	4.75
U.S. Military	4.78
DI:	0.06

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

✻ **You are here. This denotes the lowest average of the two identified groups and the associated DI.**



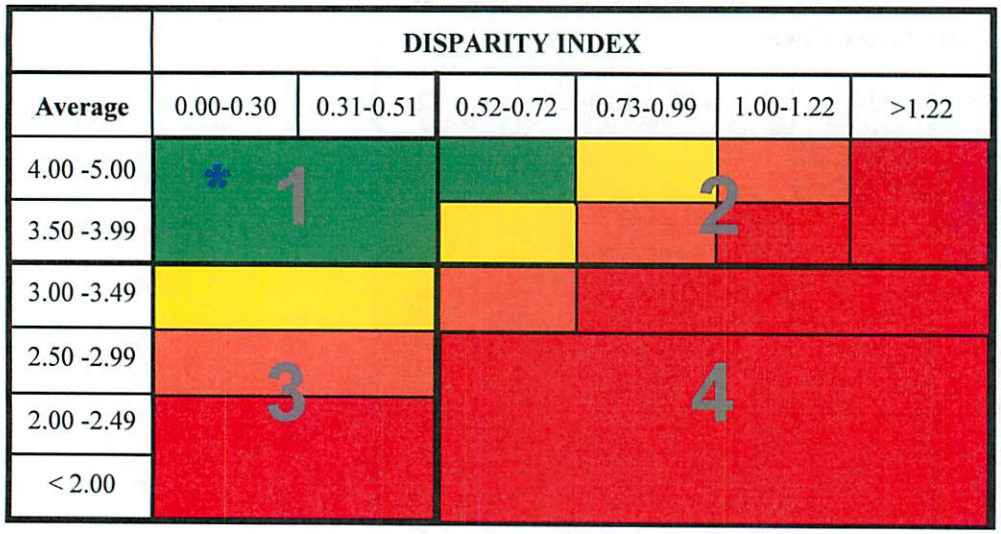
	Average
Other Civilian	4.56
Federal Civilian	4.76
DI:	0.34

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

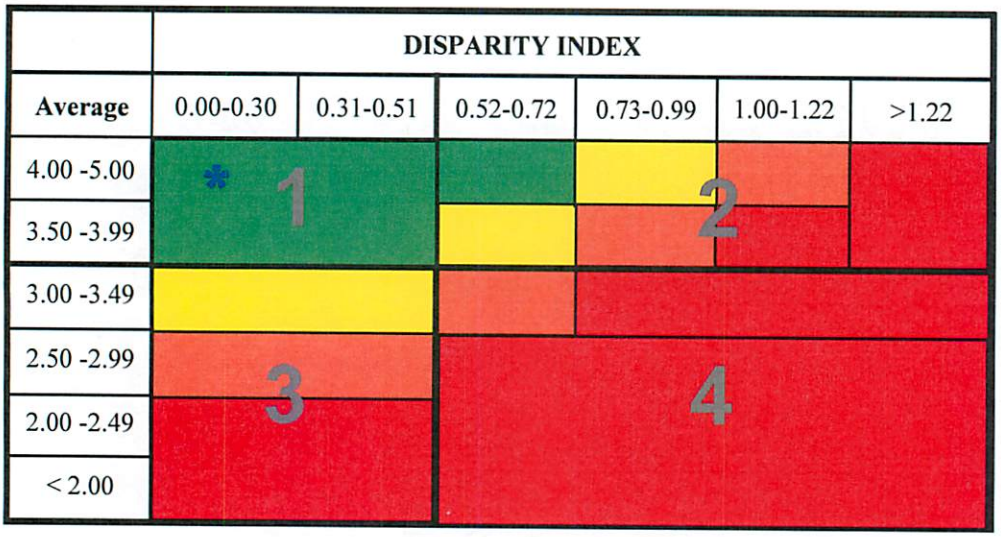
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.14
Majority	4.29
DI:	0.15



	Average
Women	4.20
Men	4.26
DI:	0.07

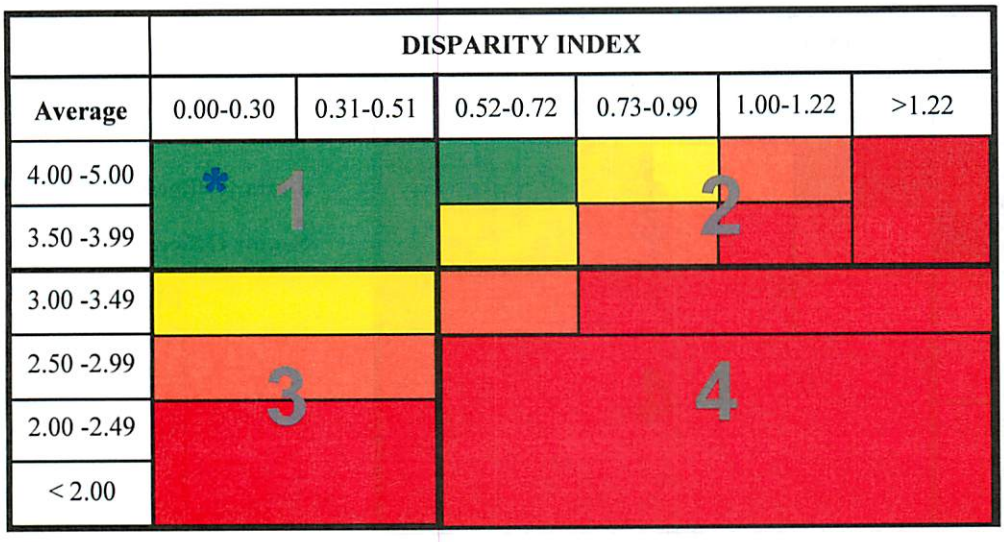
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501059

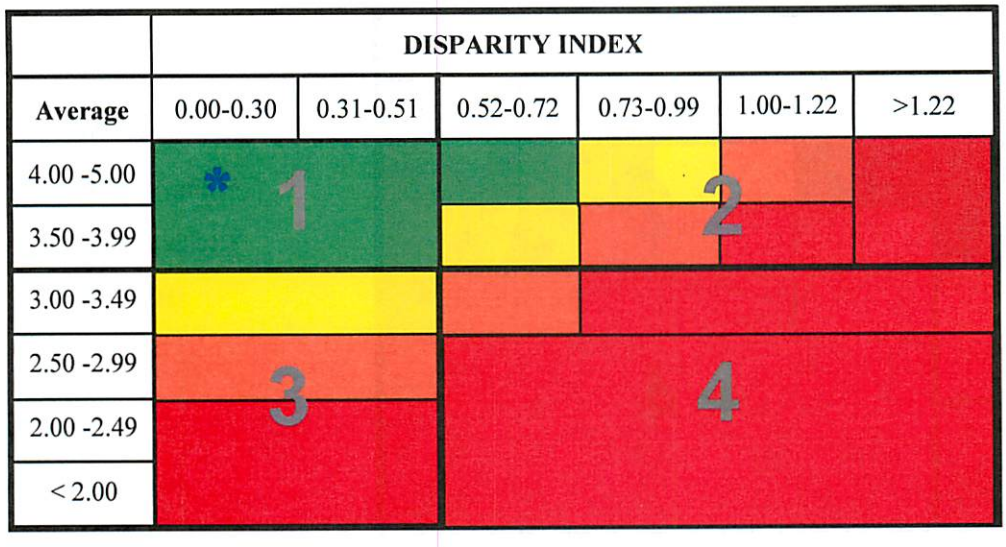
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	4.44
Enlisted	4.24
DI:	0.23



	Average
Junior Enlisted	4.22
Senior Enlisted	4.35
DI:	0.14

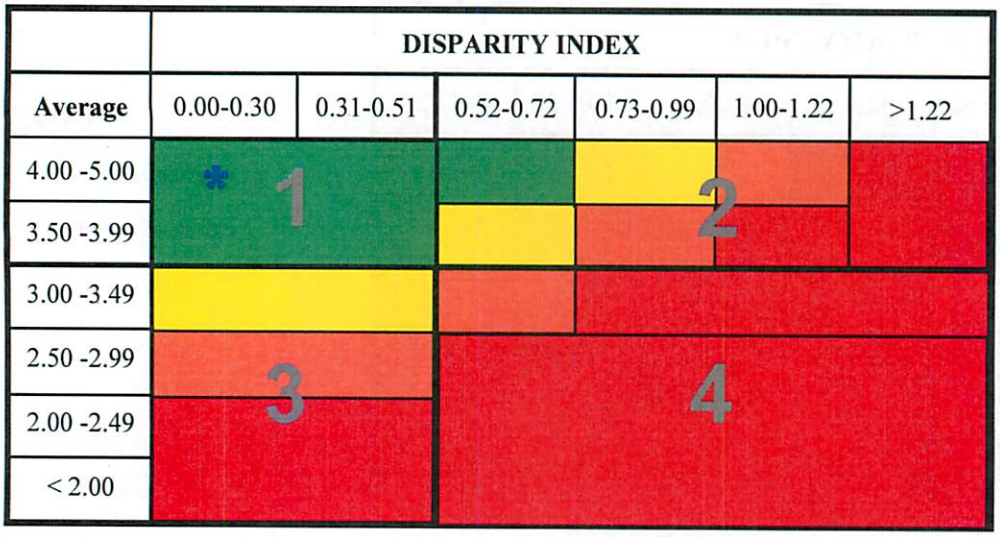
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

001060

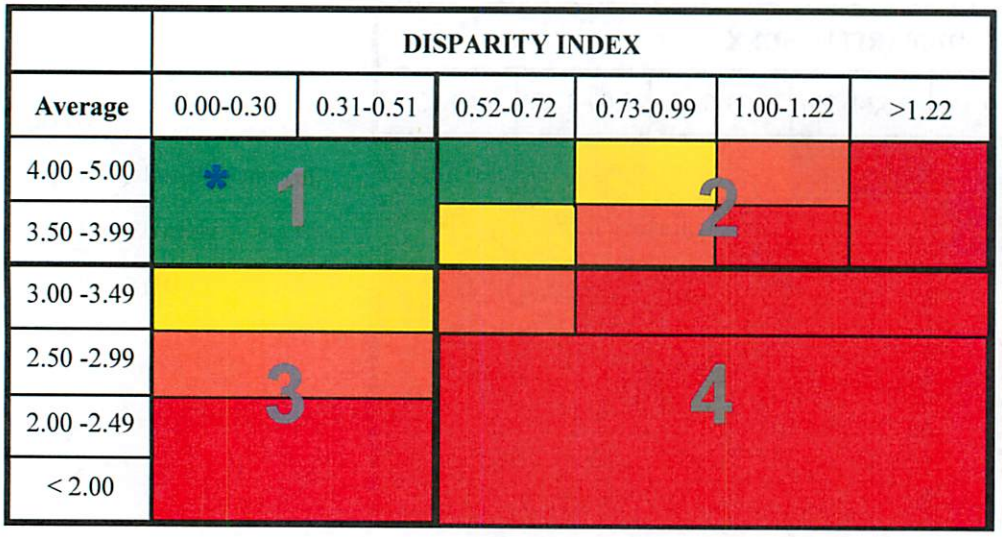
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	4.47
Senior Officer	4.46
DI:	0.01



	Average
Military	4.29
Civilian	4.08
DI:	0.22

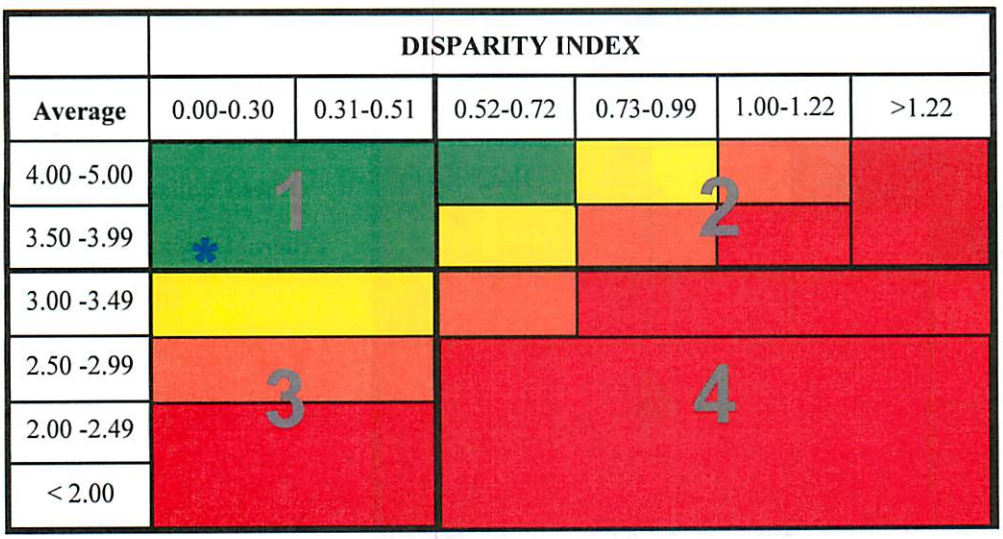
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501061

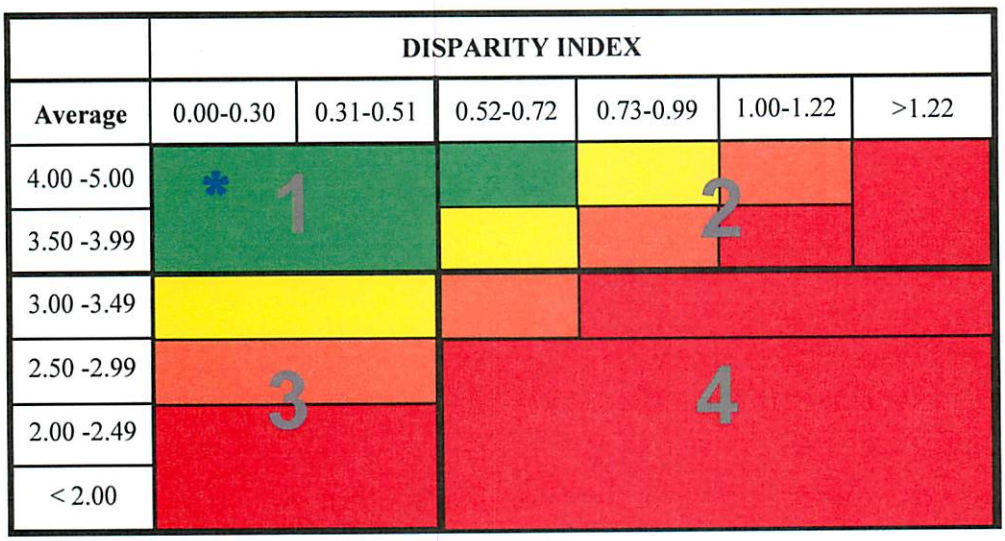
POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Civilian	3.91
Senior Civilian	4.10
DI:	0.19



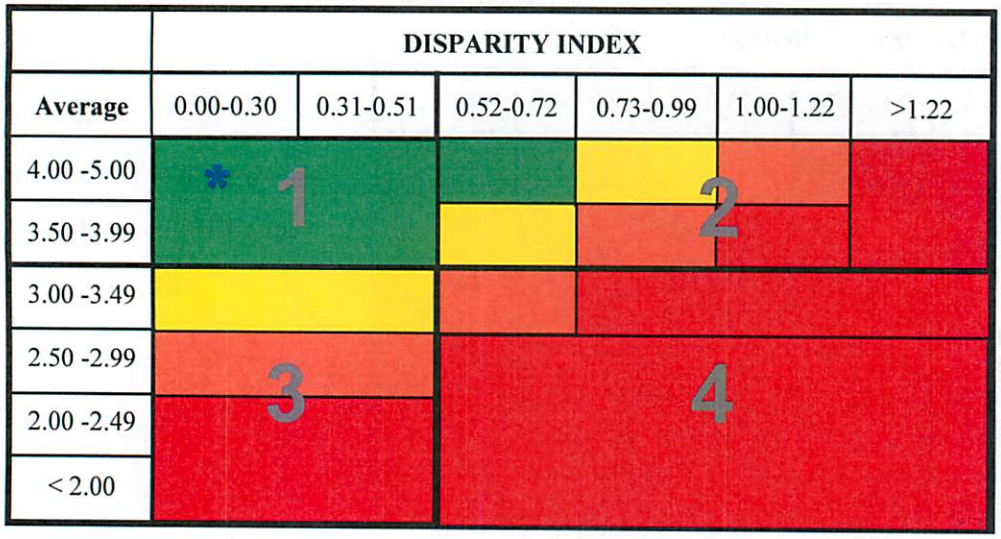
	Average
Other Military	4.54
U.S. Military	4.29
DI:	0.28

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

POSITIVE EO BEHAVIOR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Other Civilian	4.20
Federal Civilian	4.25
DI:	0.05

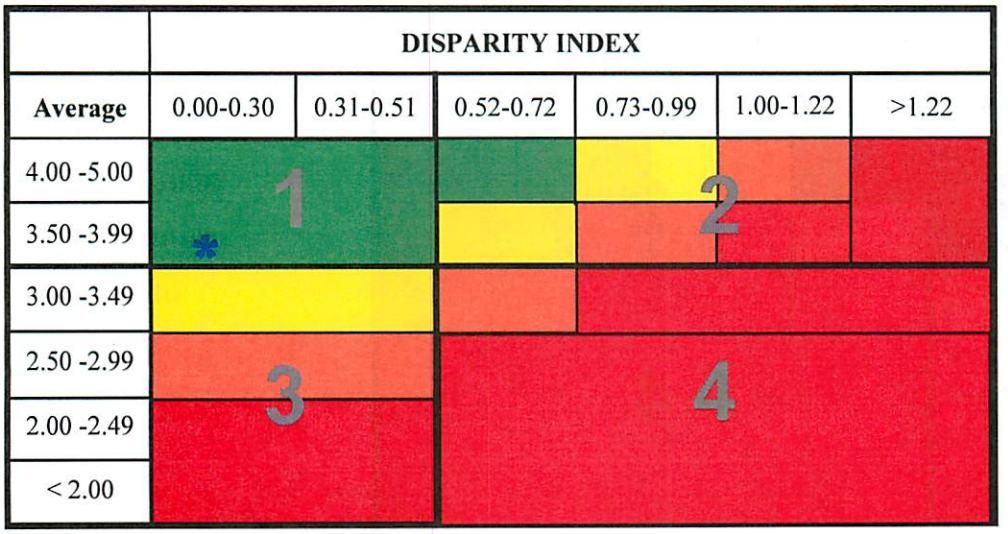
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501053

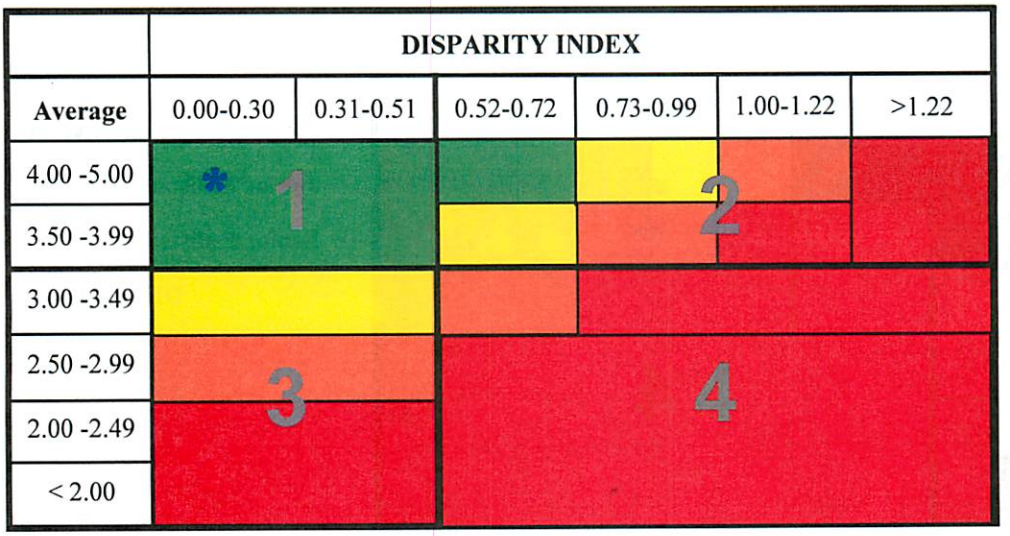
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	3.96
Majority	4.25
DI:	0.29



	Average
Women	4.15
Men	4.17
DI:	0.03

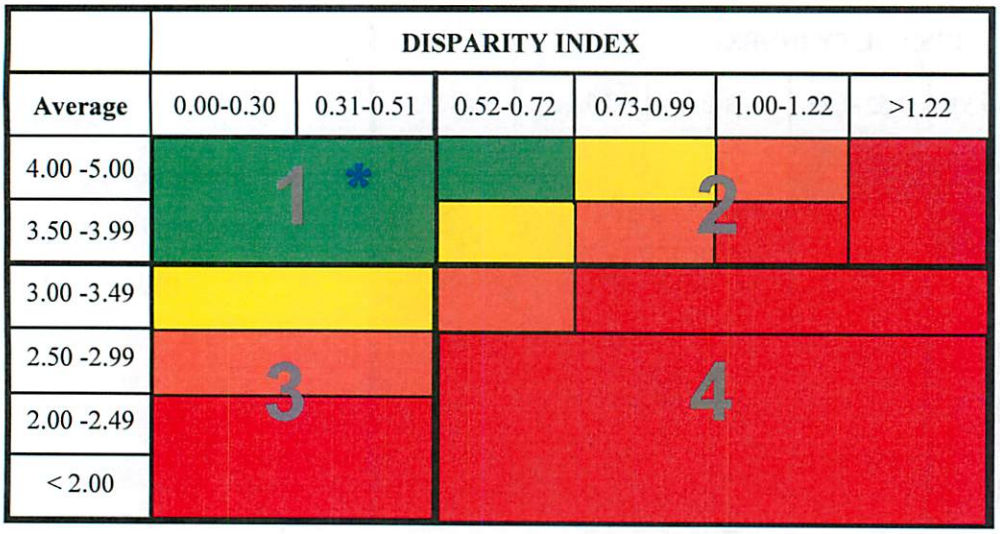
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

001054

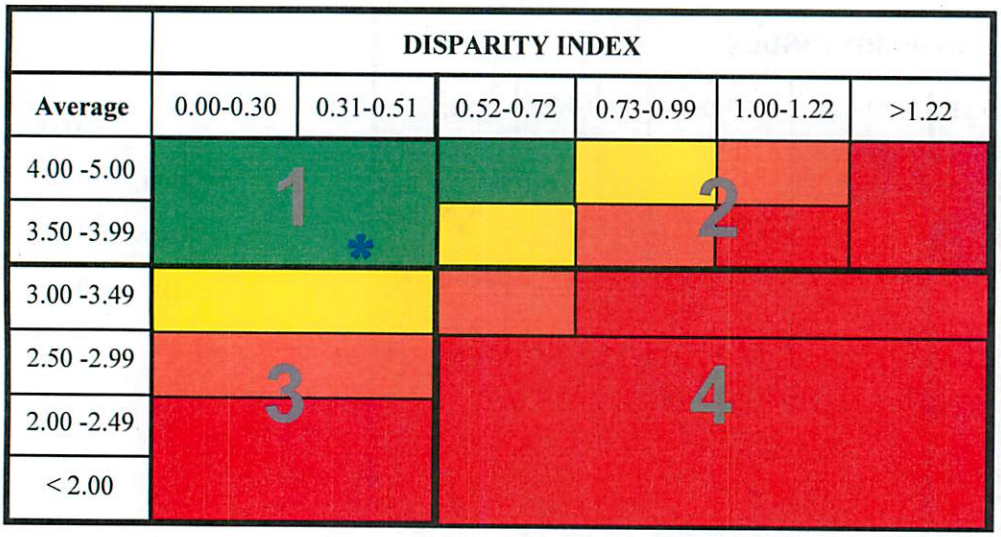
RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	4.40
Enlisted	4.05
DI:	0.41



	Average
Junior Enlisted	3.99
Senior Enlisted	4.38
DI:	0.44

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501065

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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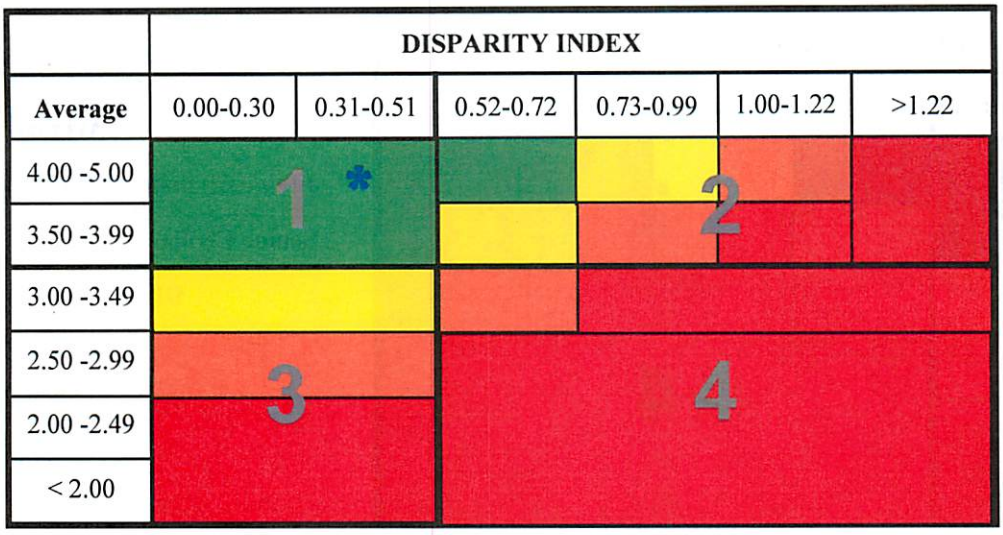
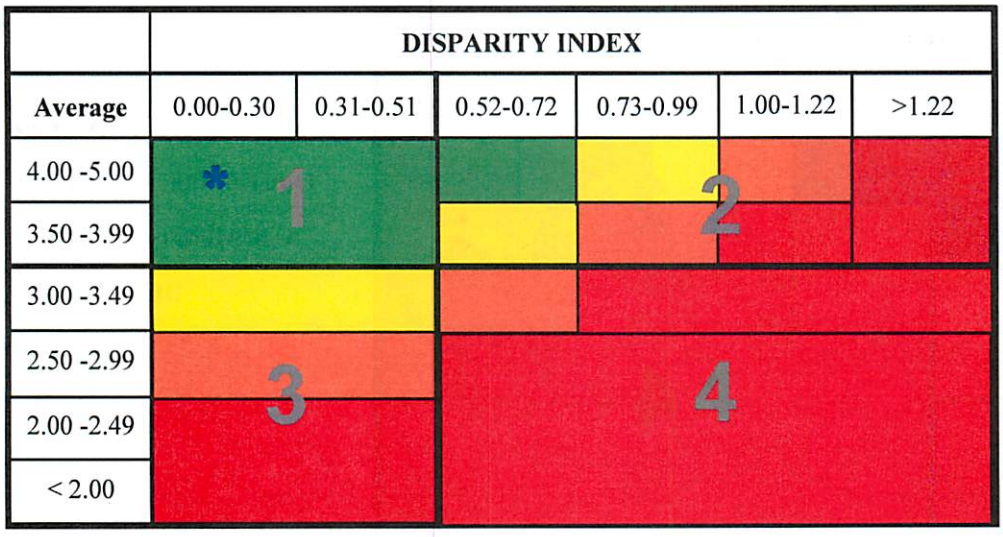


	Average
Junior Officer	4.23
Senior Officer	4.55
DI:	0.45



	Average
Military	4.13
Civilian	4.34
DI:	0.24

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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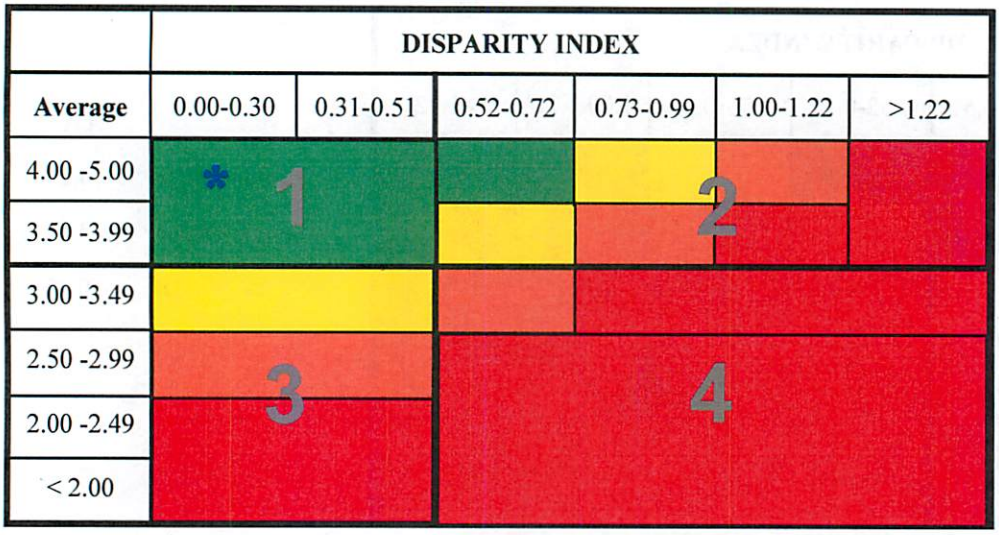
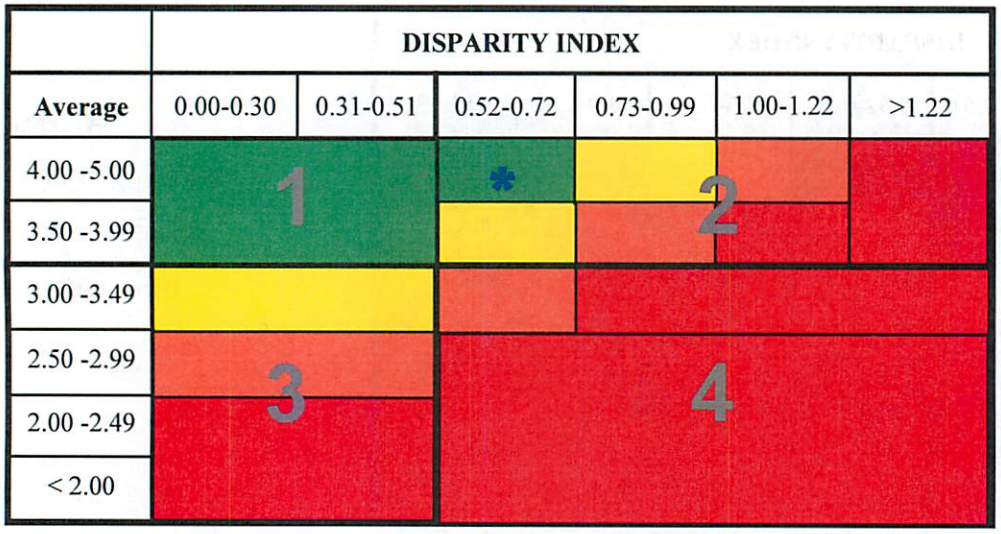


	Average
Junior Civilian	4.37
Senior Civilian	4.43
DI:	0.07



	Average
Other Military	4.62
U.S. Military	4.13
DI:	0.64

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501067

RACIST BEHAVIORS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Civilian	4.06
Federal Civilian	4.17
DI:	0.12

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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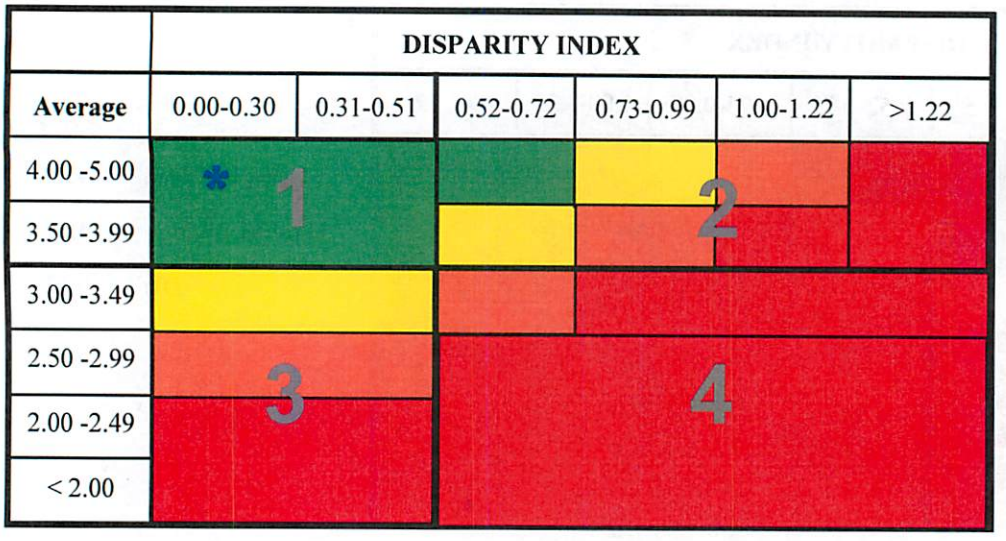
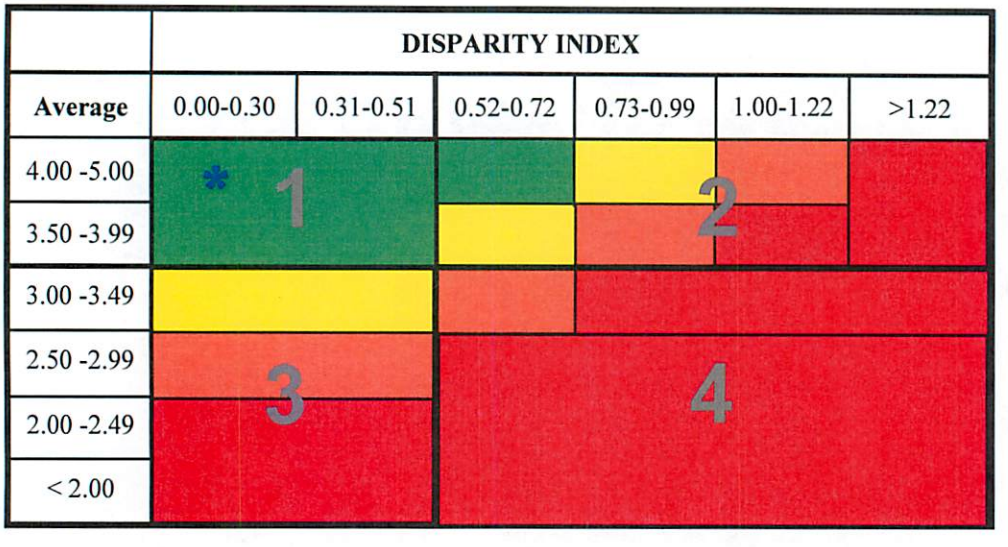


	Average
Minority	4.47
Majority	4.58
DI:	0.15



	Average
Women	4.47
Men	4.57
DI:	0.13

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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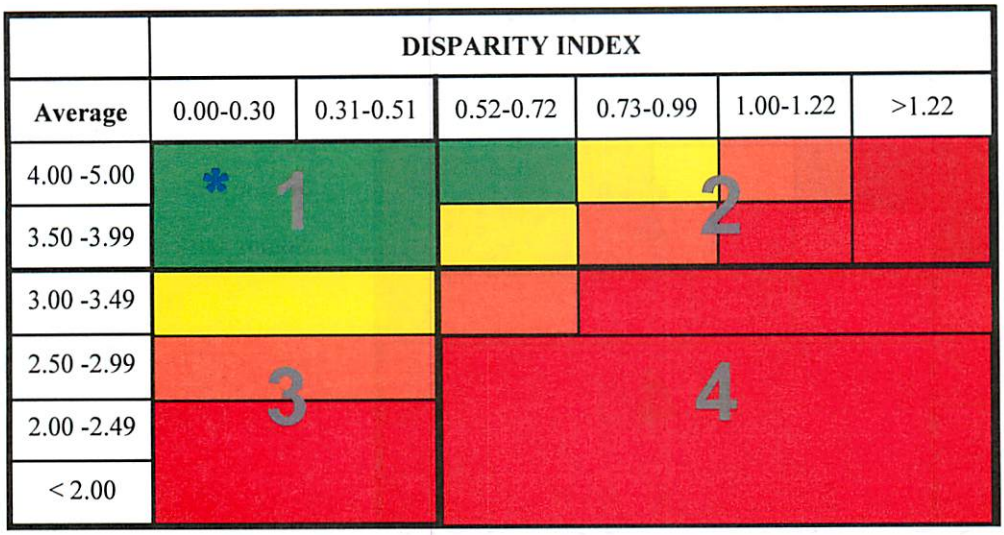
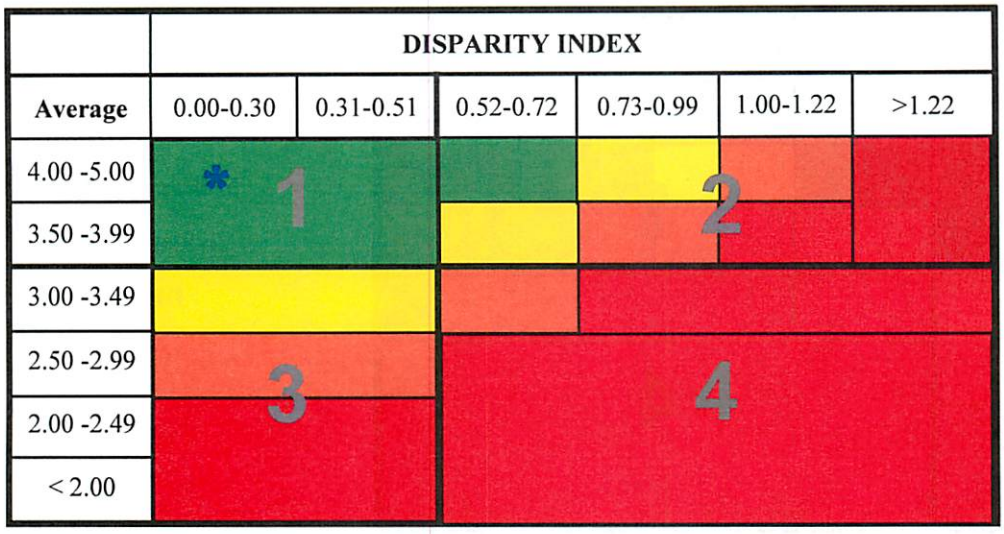


	Average
Officer	4.64
Enlisted	4.62
DI:	0.04



	Average
Junior Enlisted	4.61
Senior Enlisted	4.66
DI:	0.06

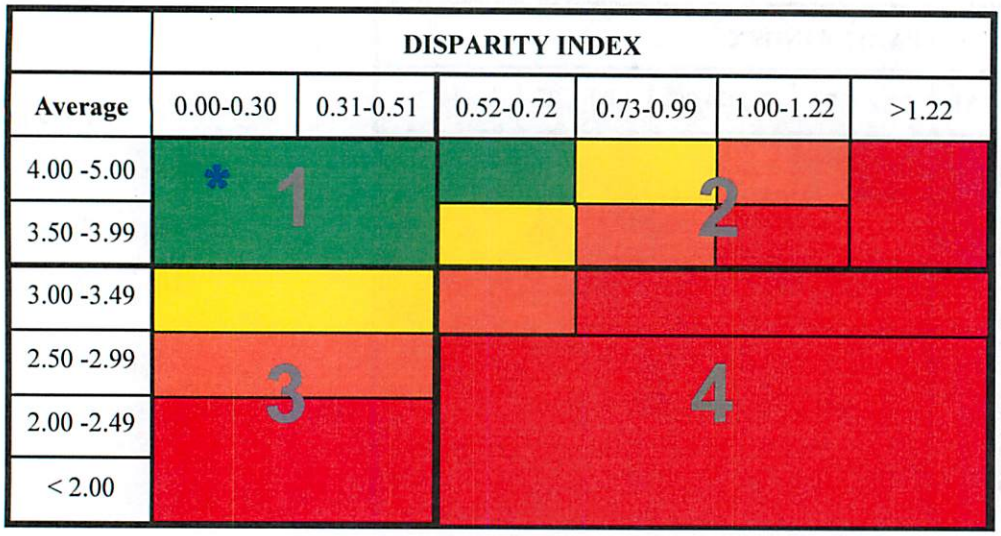
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501070

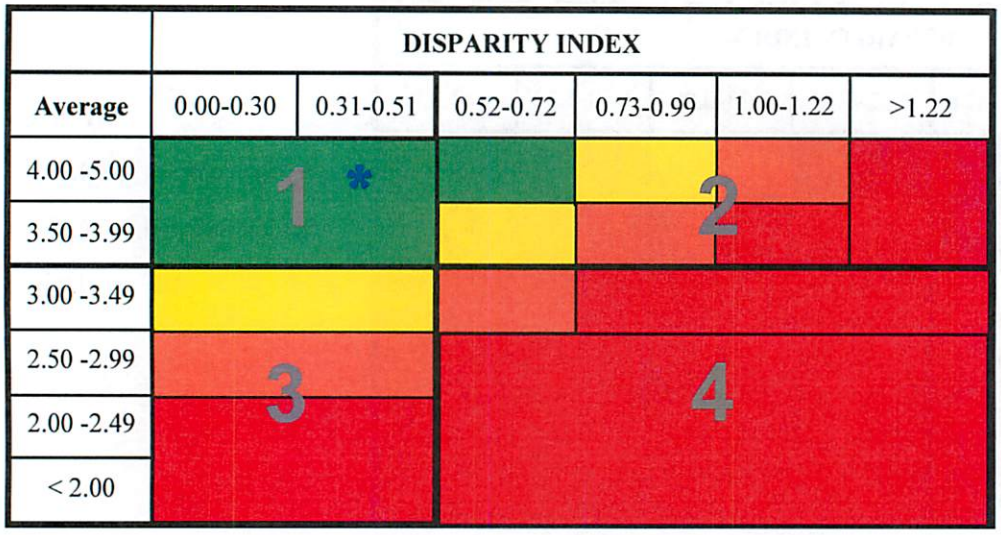
AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	4.63
Senior Officer	4.66
DI:	0.05



	Average
Military	4.62
Civilian	4.22
DI:	0.48

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501071

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Civilian	4.20
Senior Civilian	4.19
DI:	0.01

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Military	4.40
U.S. Military	4.62
DI:	0.25

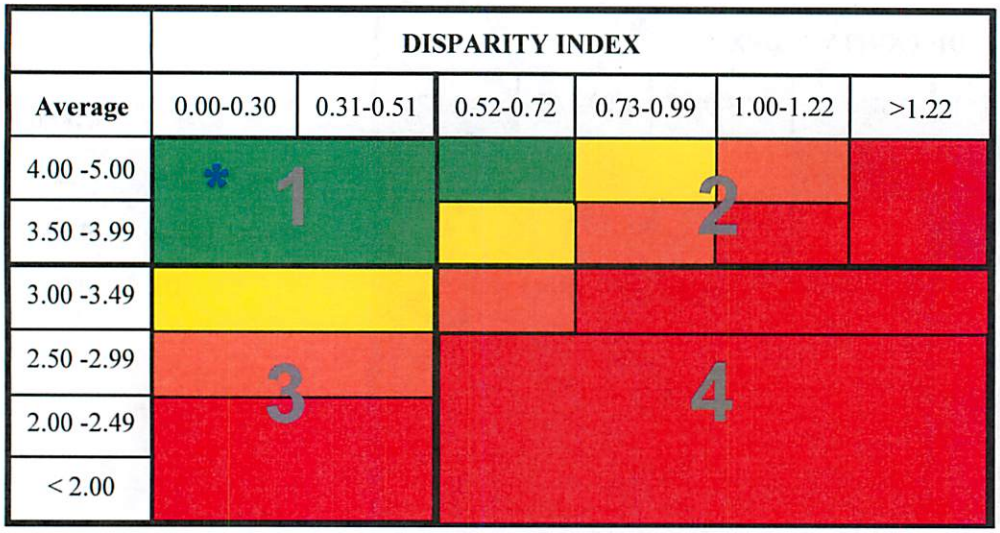
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

001072

AGE DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

✻ **You are here. This denotes the lowest average of the two identified groups and the associated DI.**



	Average
Other Civilian	4.34
Federal Civilian	4.56
DI:	0.27

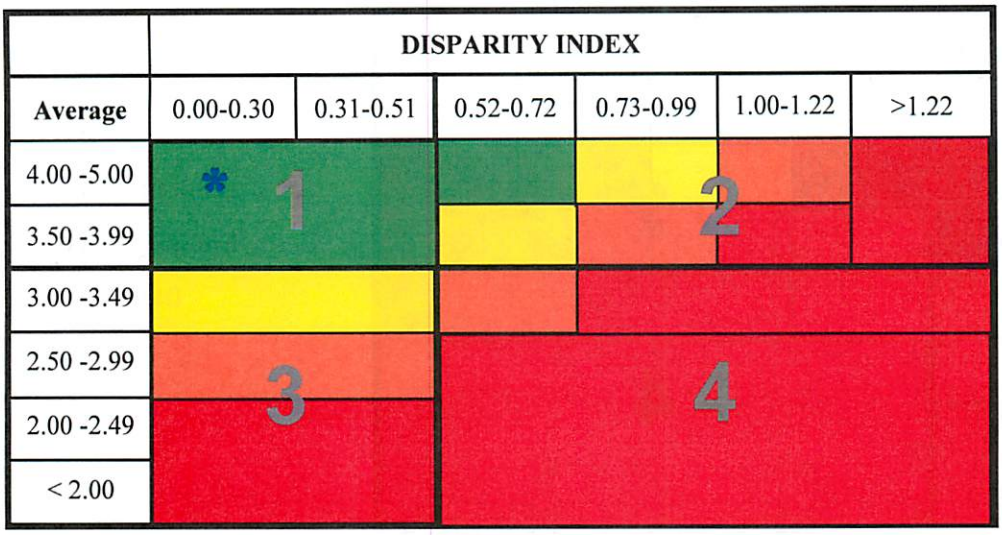
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501073

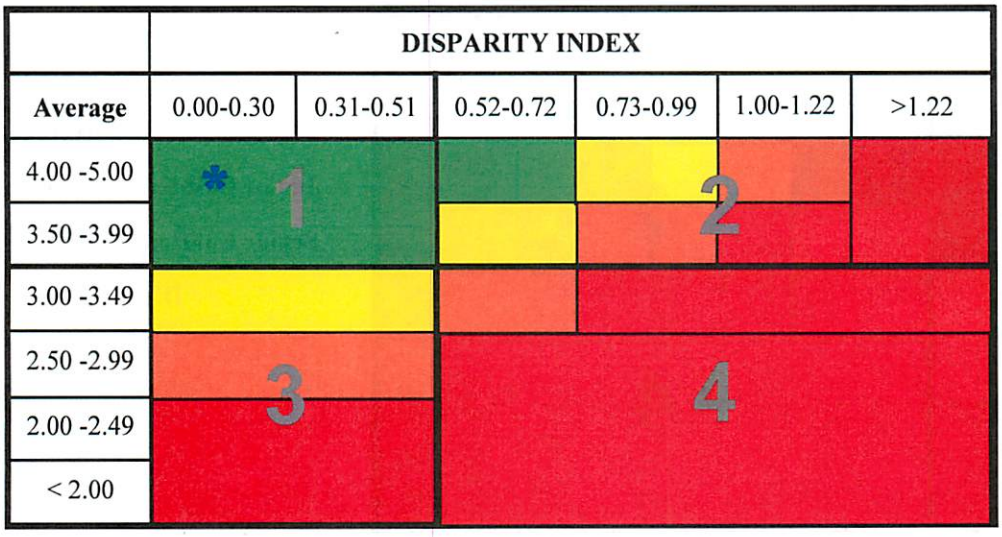
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.57
Majority	4.67
DI:	0.16



	Average
Women	4.60
Men	4.64
DI:	0.06

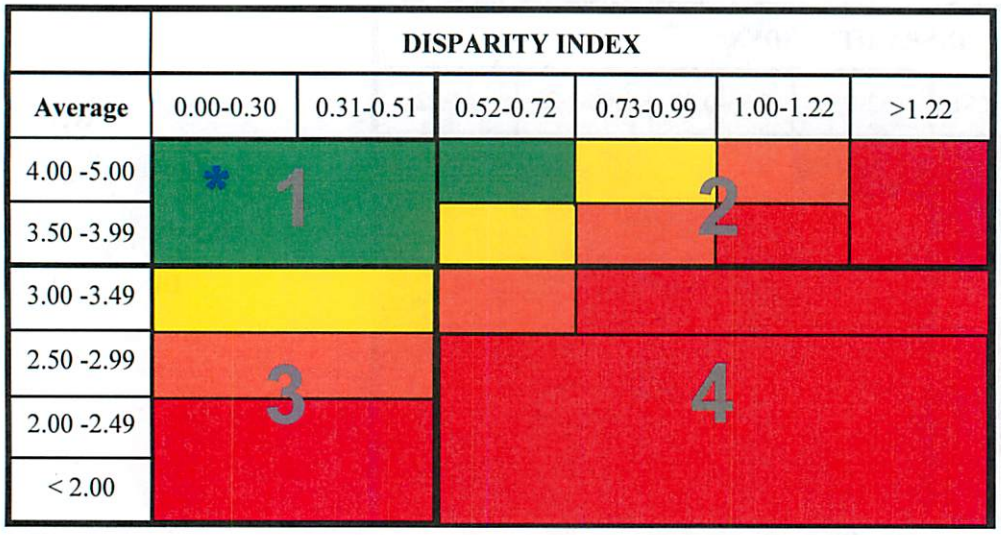
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501074

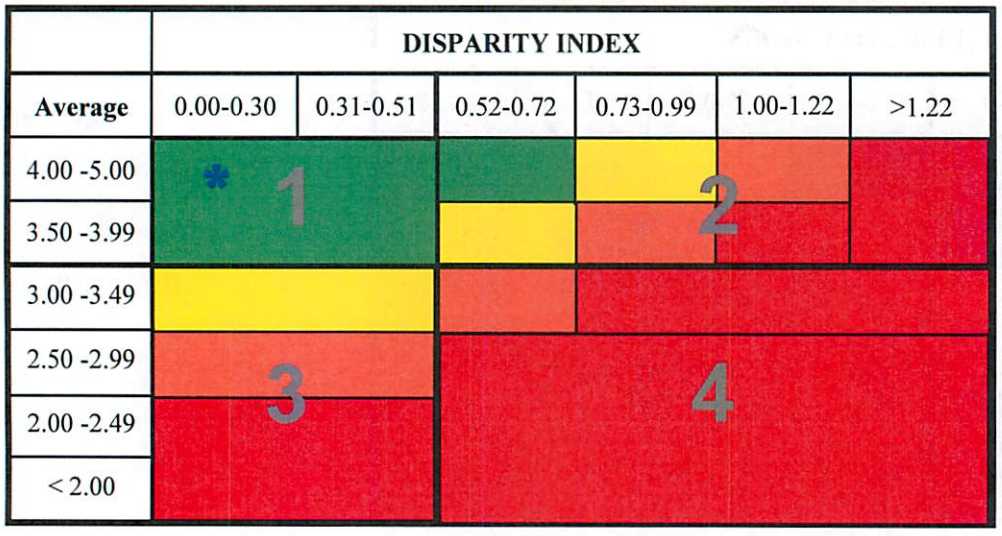
RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	4.67
Enlisted	4.65
DI:	0.03



	Average
Junior Enlisted	4.64
Senior Enlisted	4.71
DI:	0.13

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501075

RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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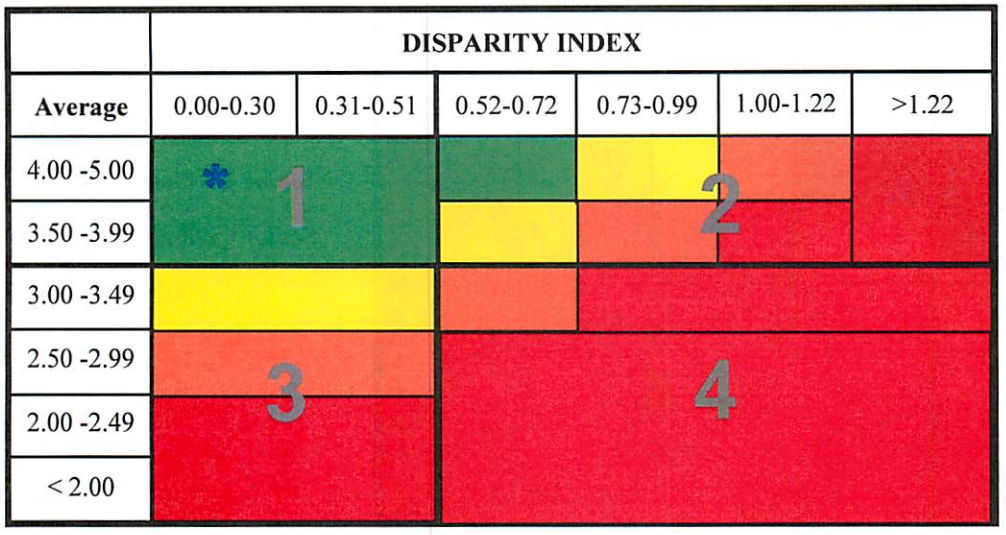
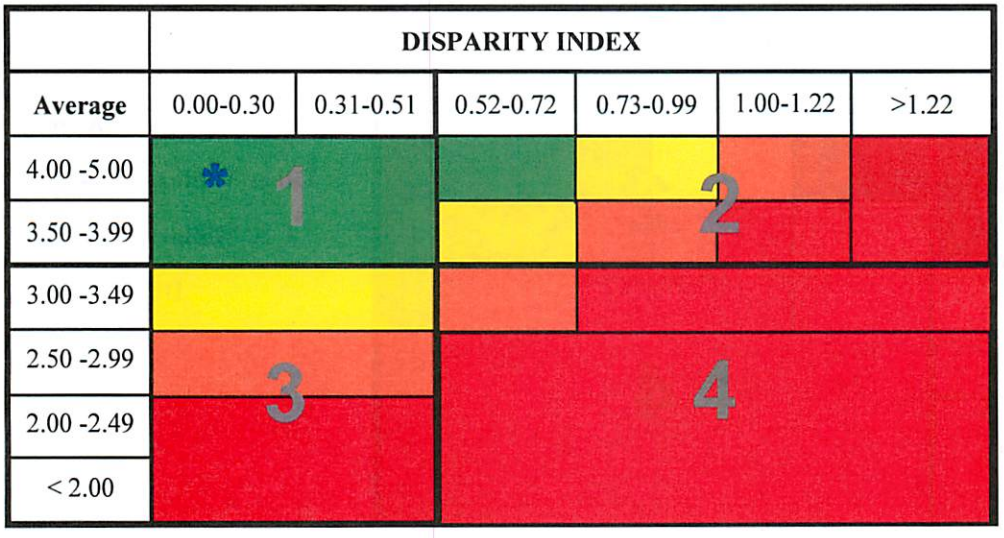


	Average
Junior Officer	4.64
Senior Officer	4.67
DI:	0.05



	Average
Military	4.66
Civilian	4.55
DI:	0.16

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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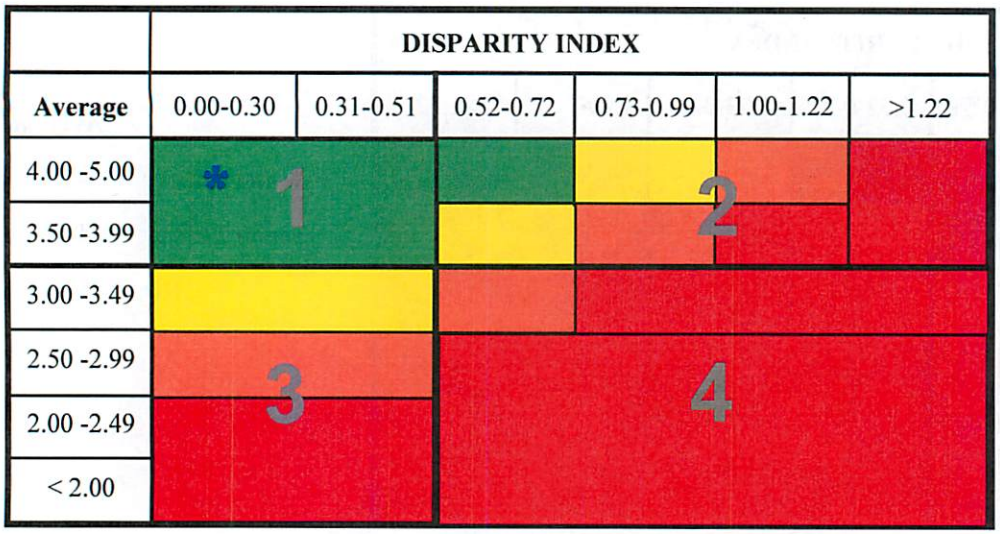
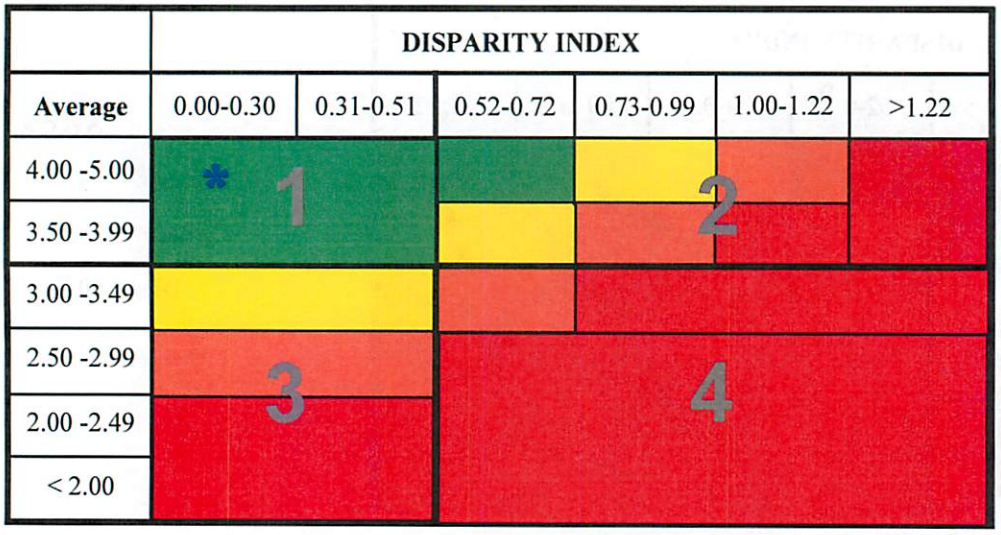


	Average
Junior Civilian	4.58
Senior Civilian	4.54
DI:	0.05



	Average
Other Military	4.55
U.S. Military	4.66
DI:	0.13

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RELIGIOUS DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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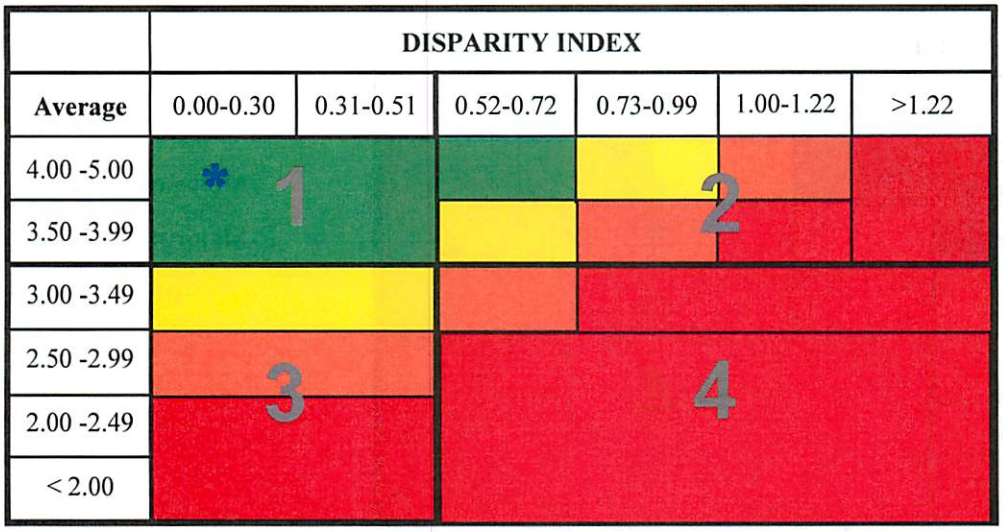


	Average
Other Civilian	4.54
Federal Civilian	4.64
DI:	0.16

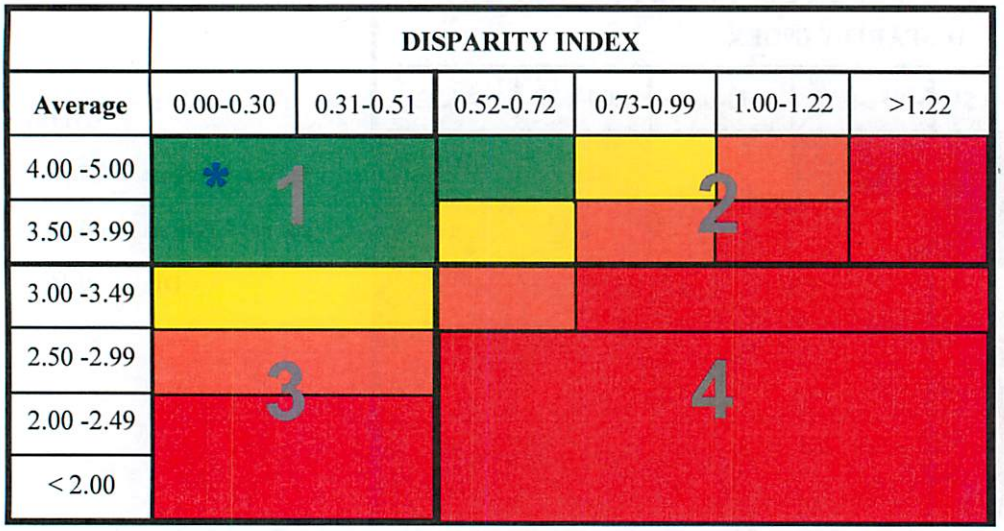
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501078

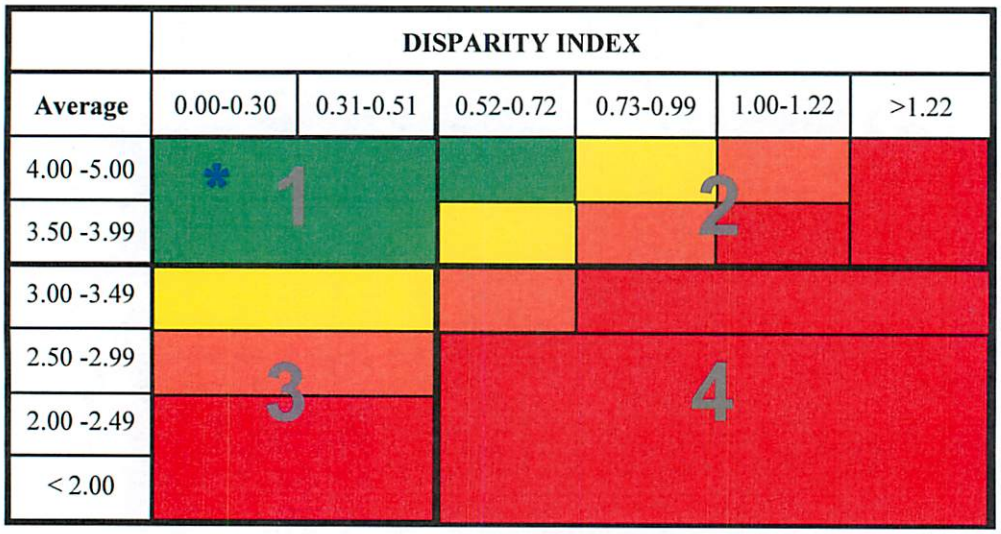
DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.58
Majority	4.69
DI:	0.17



	Average
Women	4.61
Men	4.67
DI:	0.10

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501079

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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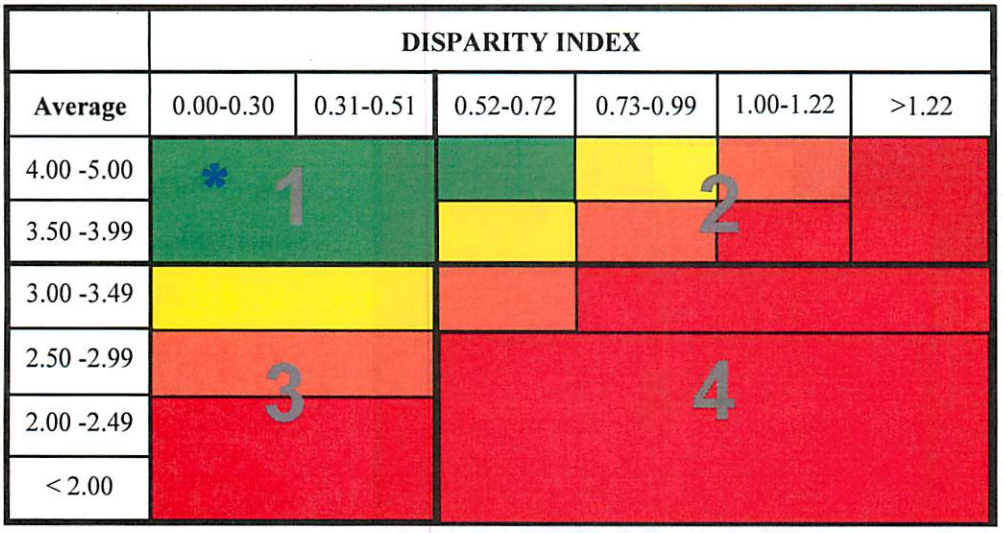
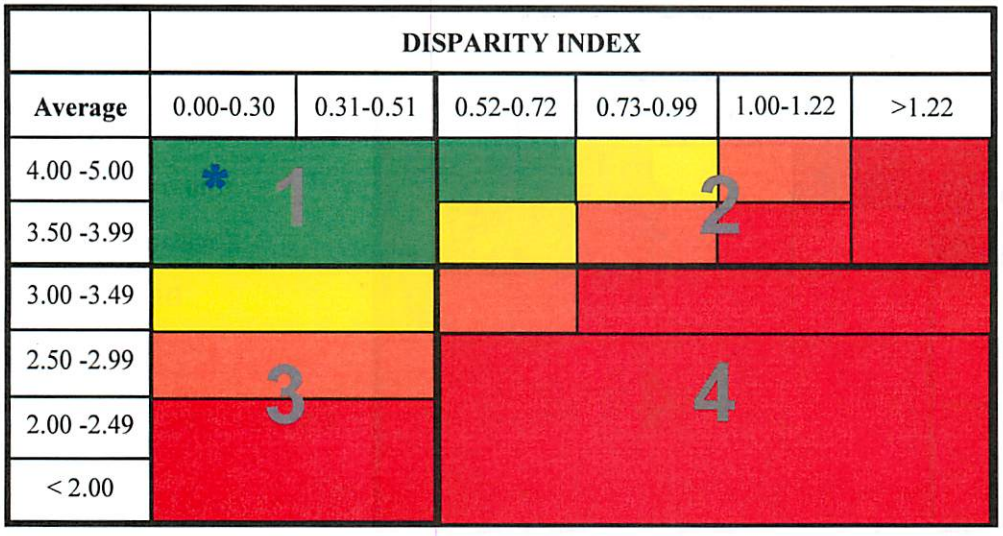


	Average
Officer	4.75
Enlisted	4.68
DI:	0.11



	Average
Junior Enlisted	4.67
Senior Enlisted	4.78
DI:	0.20

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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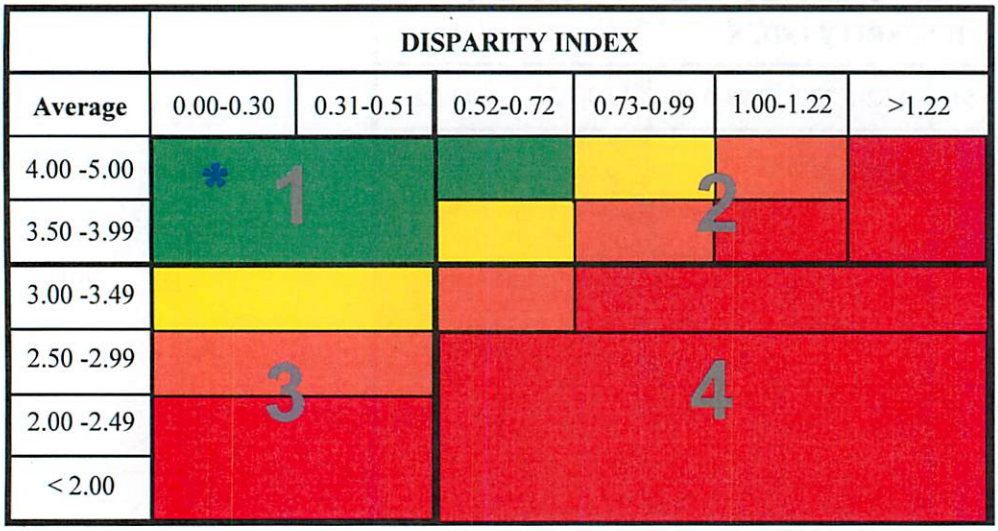
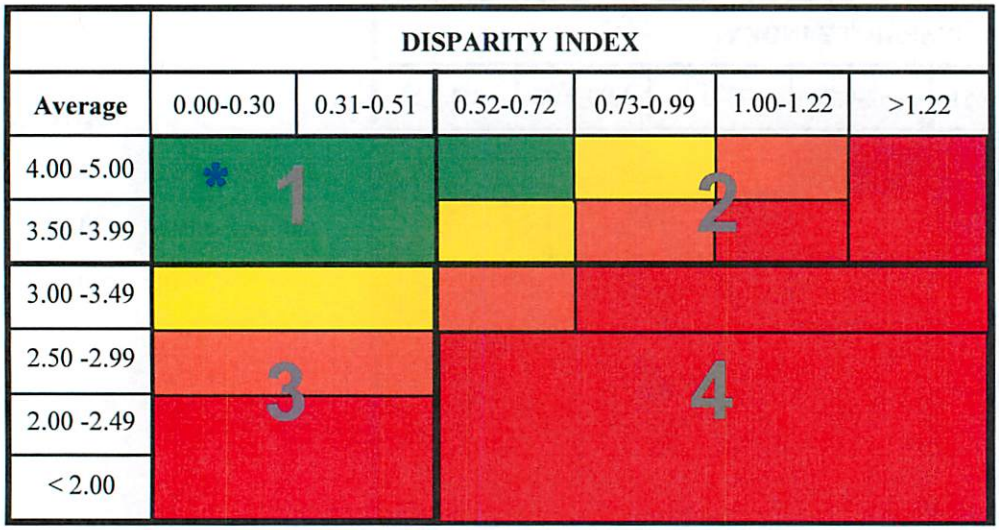


	Average
Junior Officer	4.73
Senior Officer	4.74
DI:	0.02



	Average
Military	4.70
Civilian	4.49
DI:	0.30

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501081

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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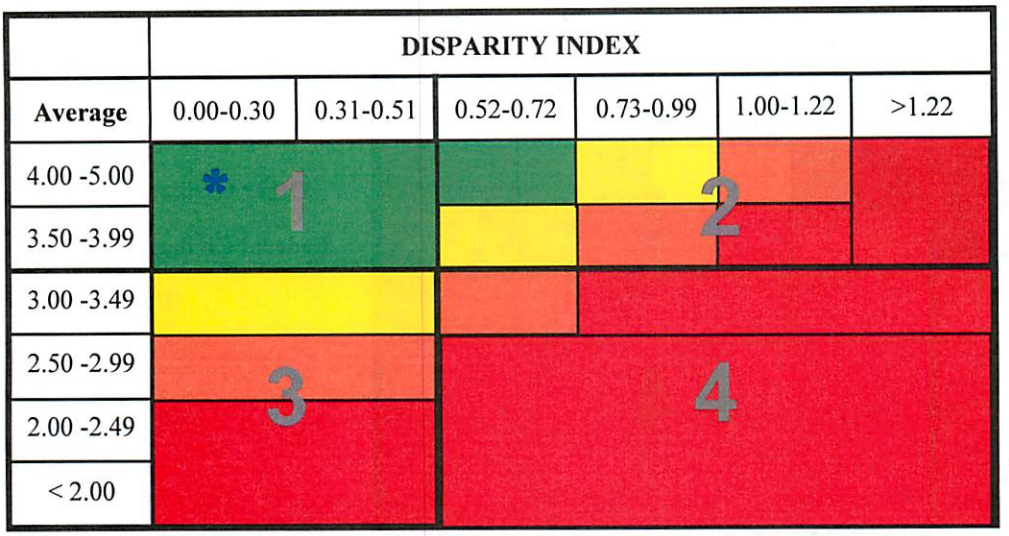
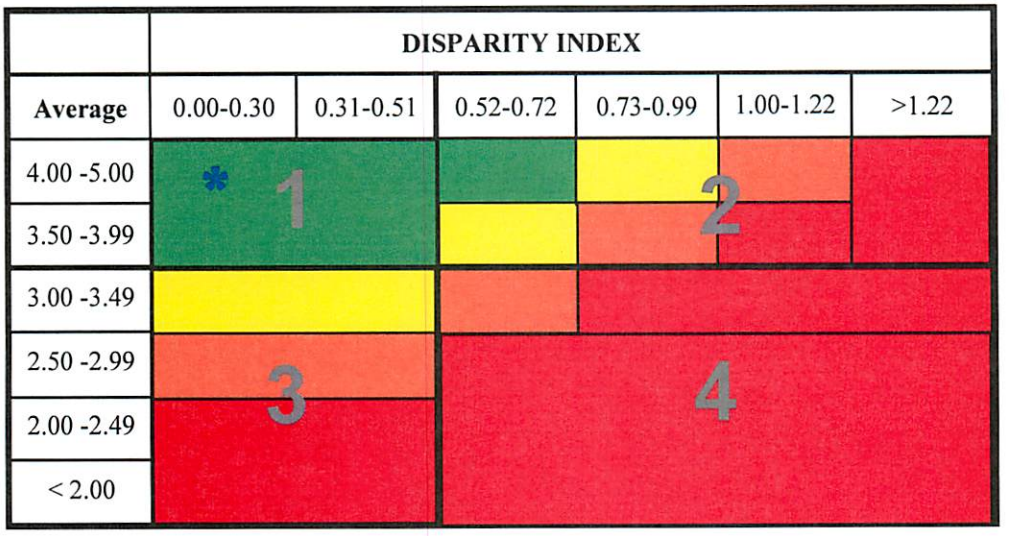


	Average
Junior Civilian	4.50
Senior Civilian	4.52
DI:	0.03



	Average
Other Military	4.48
U.S. Military	4.70
DI:	0.24

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DISABILITY DISCRIMINATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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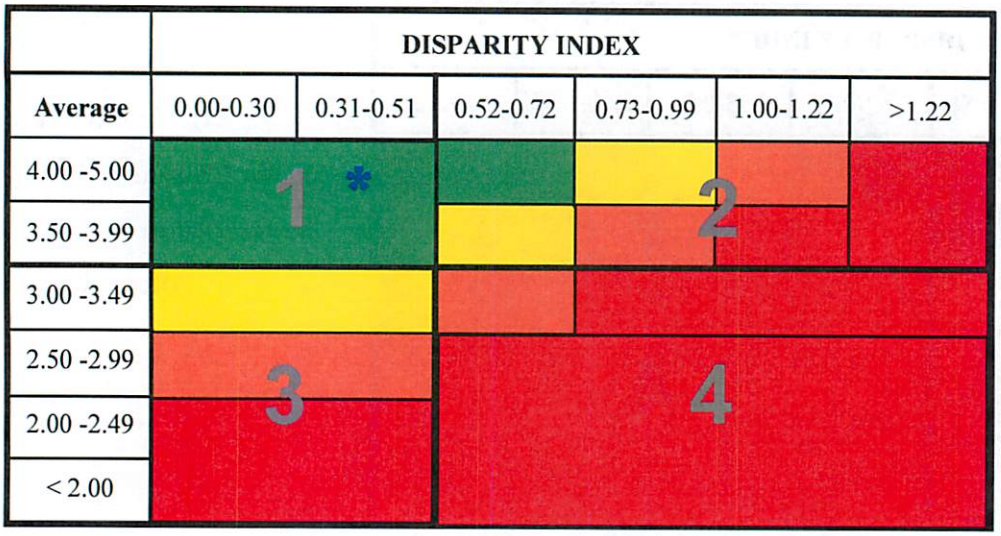

	Average
Other Civilian	4.40
Federal Civilian	4.67
DI:	0.38

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501083

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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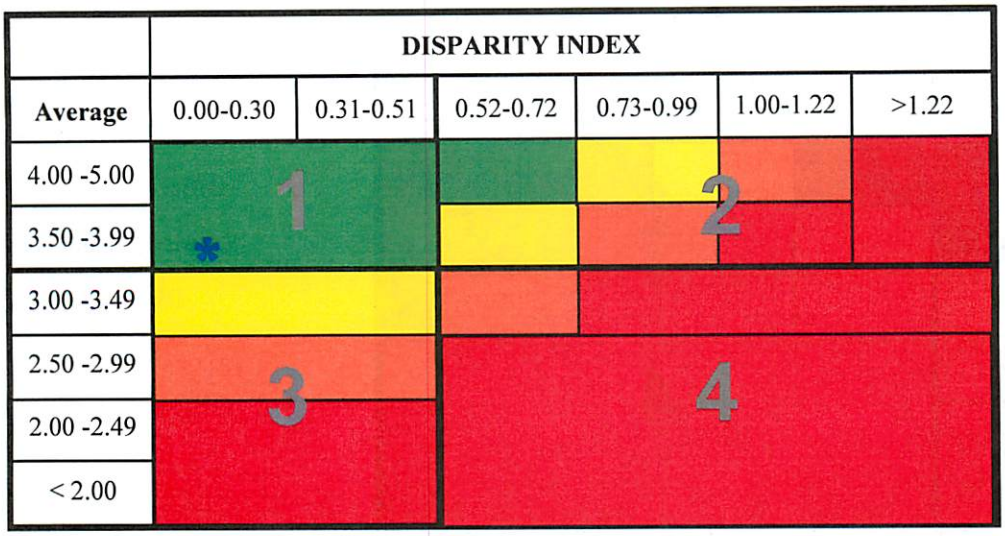
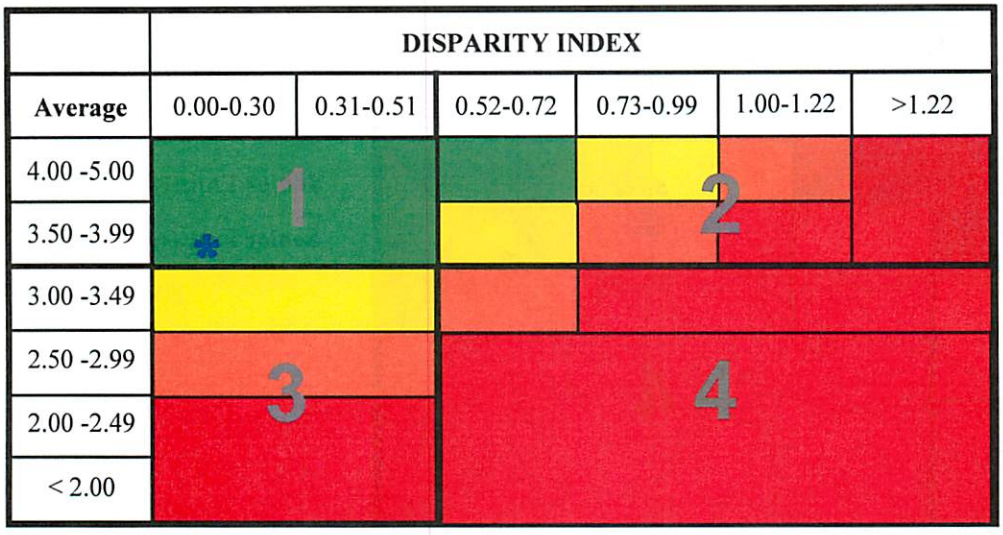


	Average
Minority	3.83
Majority	3.98
DI:	0.17



	Average
Women	3.87
Men	3.94
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501084

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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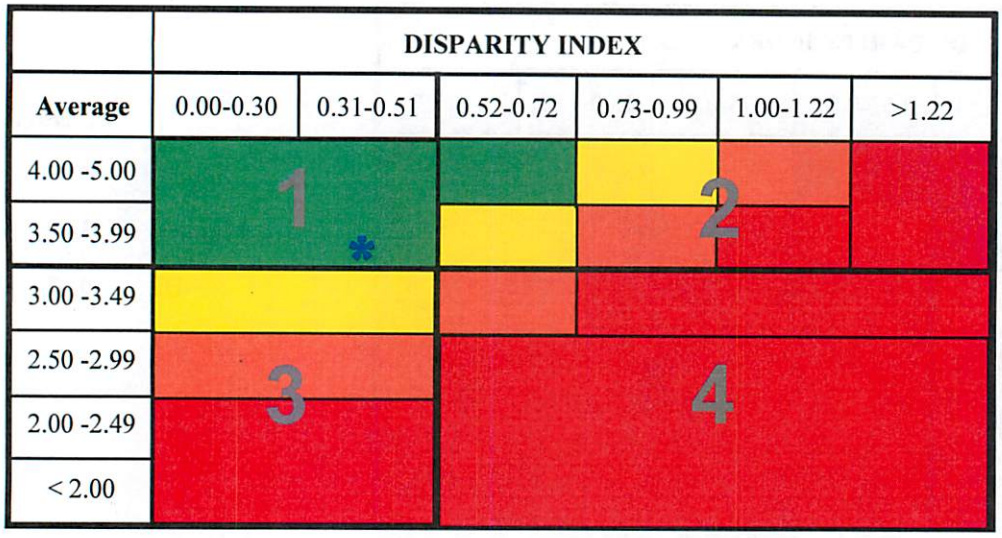
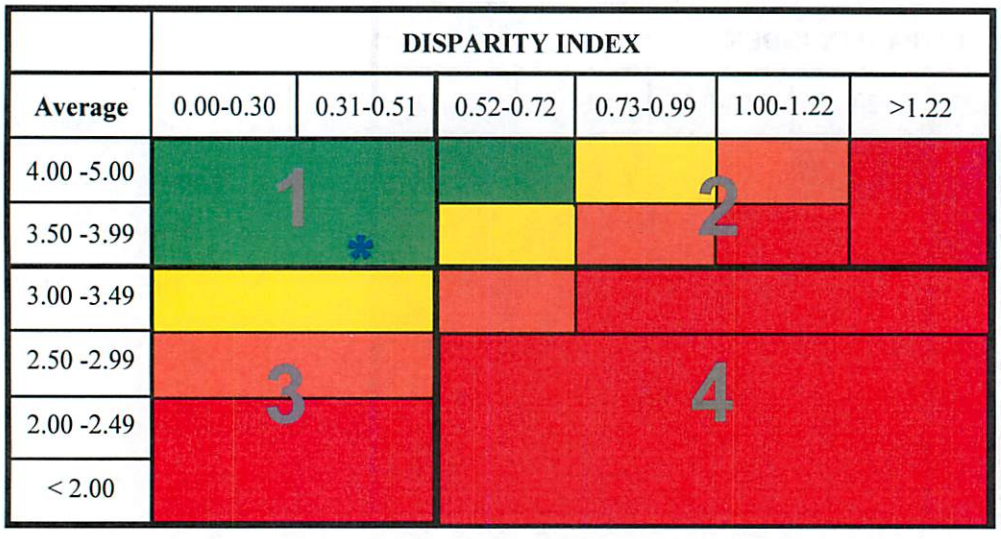


	Average
Officer	4.21
Enlisted	3.84
DI:	0.49



	Average
Junior Enlisted	3.78
Senior Enlisted	4.16
DI:	0.49

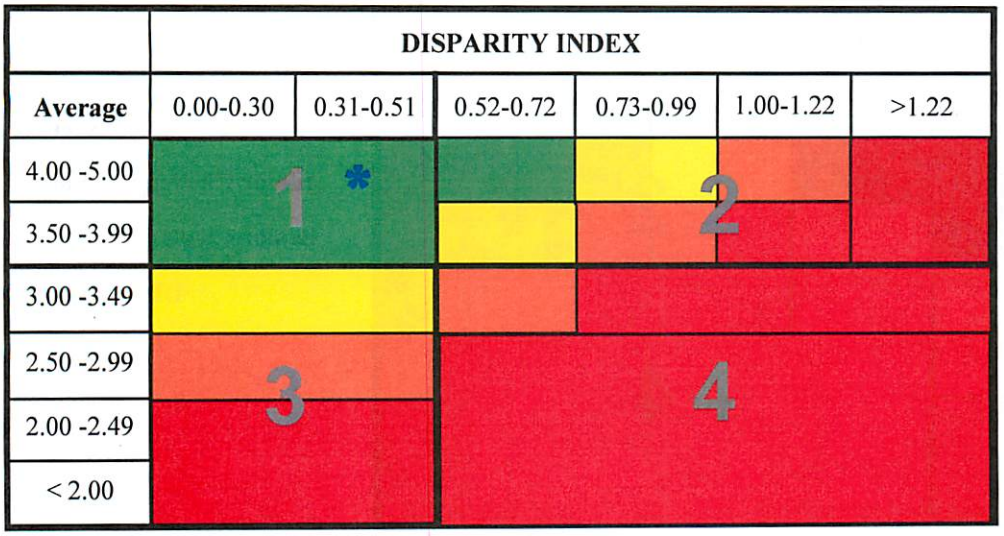
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501035

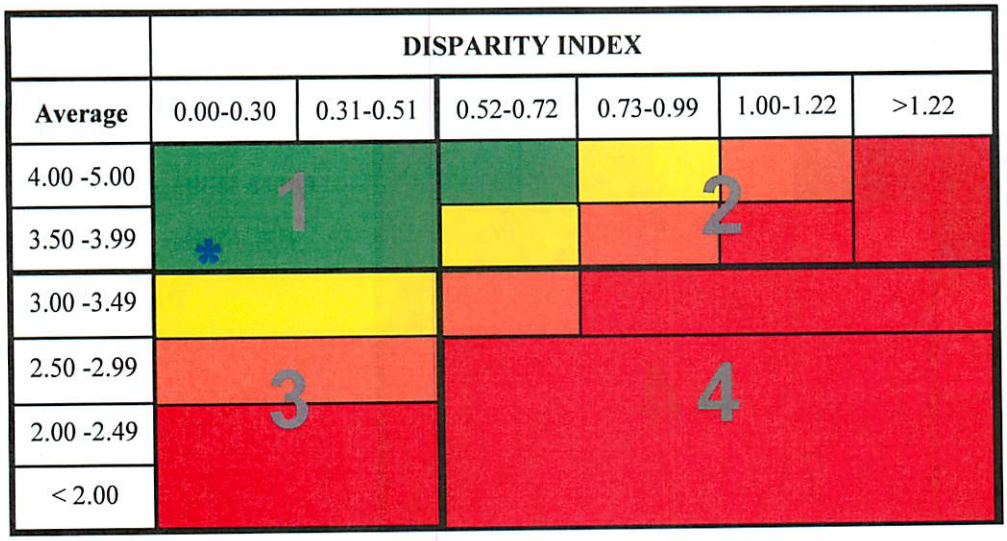
ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	4.10
Senior Officer	4.35
DI:	0.36



	Average
Military	3.92
Civilian	3.92
DI:	0.00

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501036

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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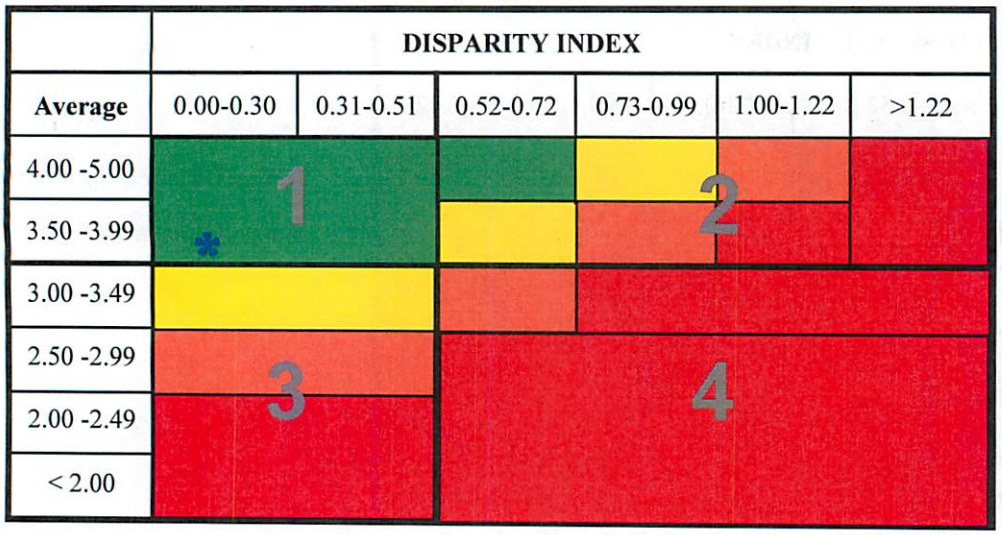
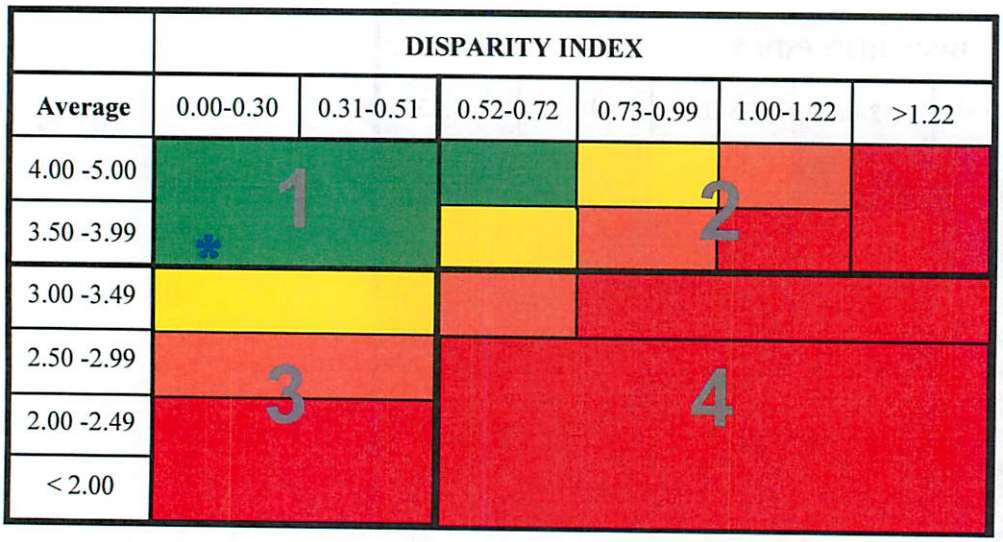


	Average
Junior Civilian	3.88
Senior Civilian	3.93
DI:	0.06



	Average
Other Military	4.04
U.S. Military	3.92
DI:	0.16

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501087

ORGANIZATIONAL COMMITMENT

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

* **You are here. This denotes the lowest average of the two identified groups and the associated DI.**

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	*					
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Civilian	3.95
Federal Civilian	3.92
DI:	0.04

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501038

TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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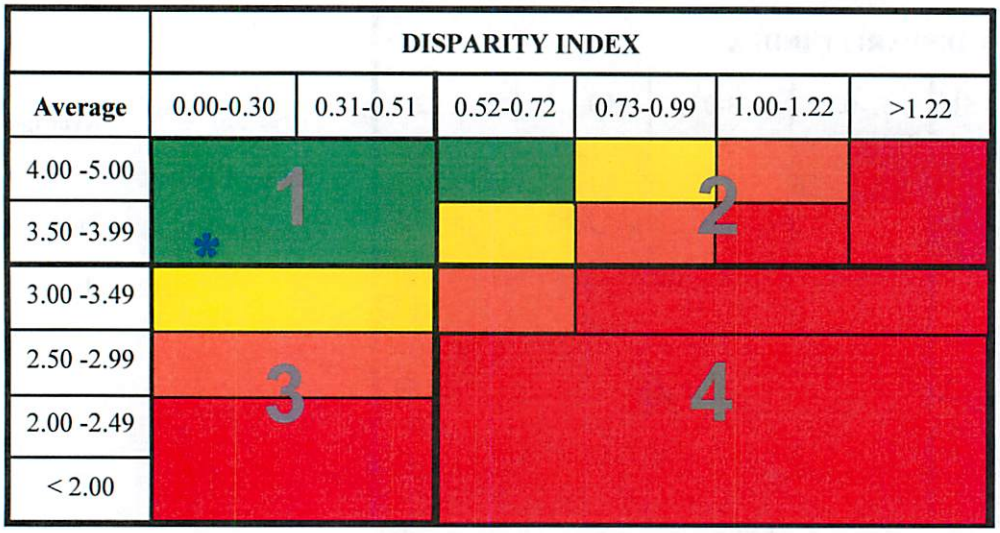
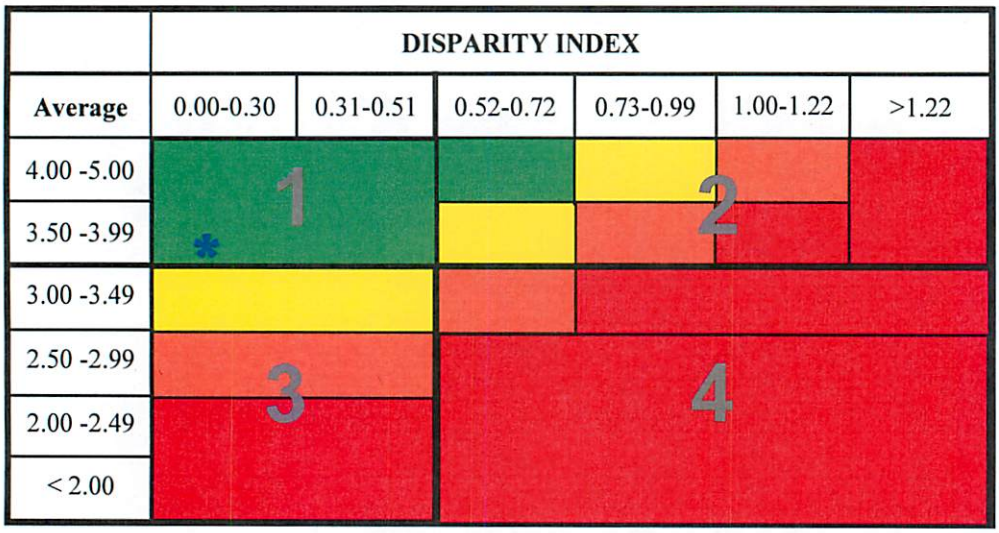


	Average
Minority	3.68
Majority	3.76
DI:	0.09



	Average
Women	3.69
Men	3.73
DI:	0.05

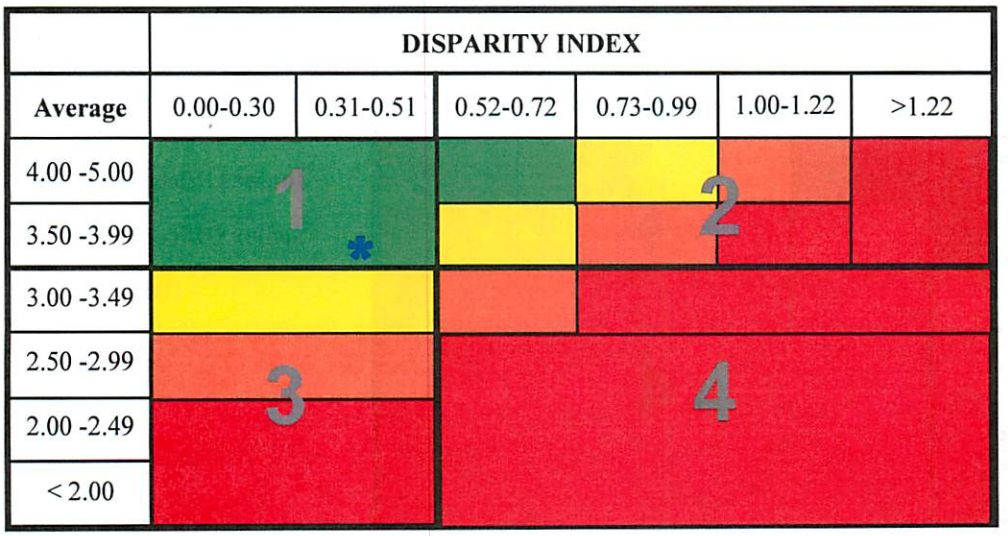
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501089

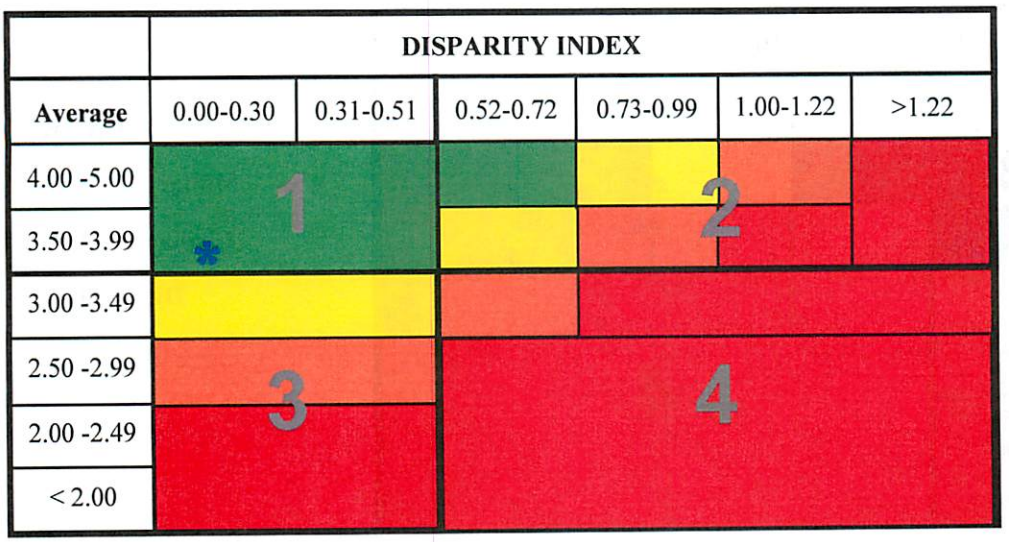
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	3.98
Enlisted	3.63
DI:	0.40



	Average
Junior Enlisted	3.59
Senior Enlisted	3.86
DI:	0.30

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501090

TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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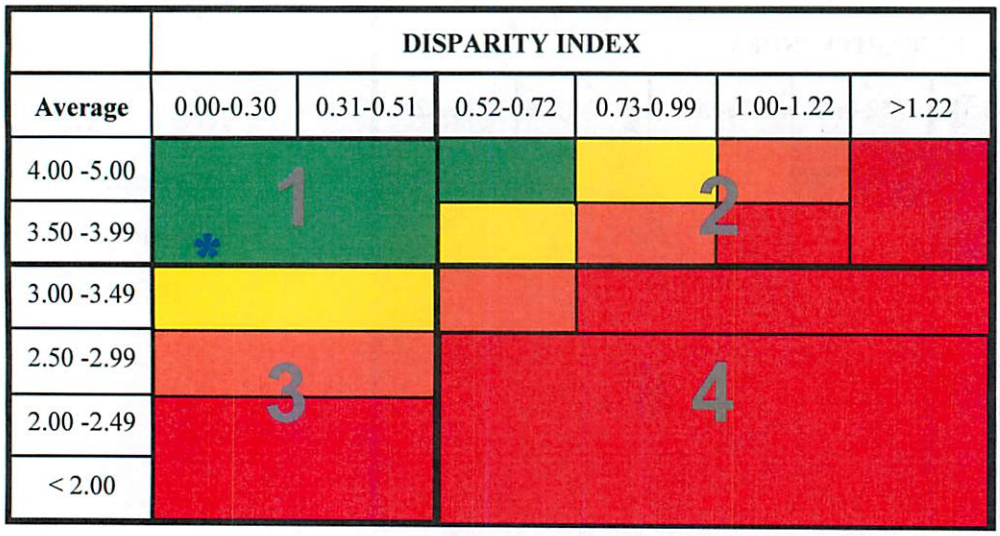
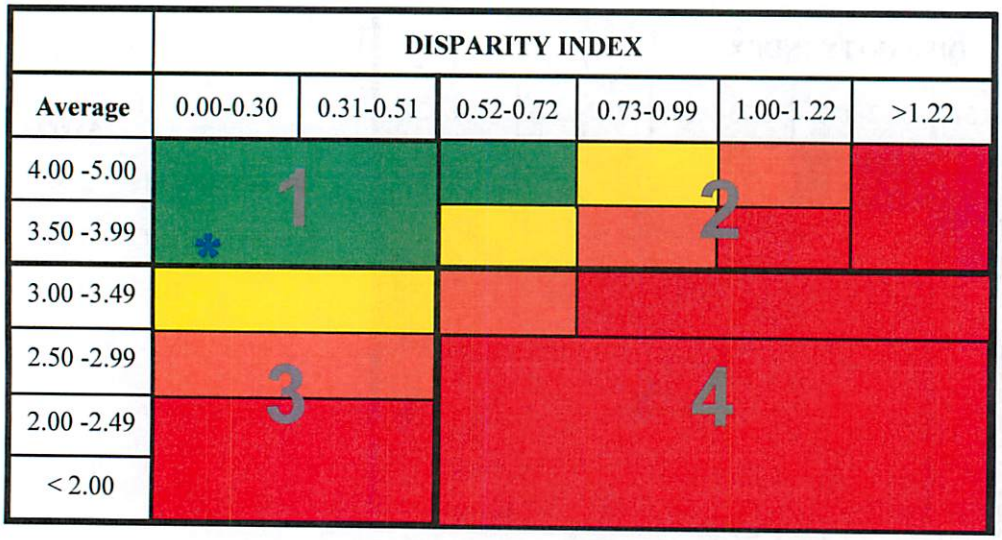


	Average
Junior Officer	3.92
Senior Officer	4.08
DI:	0.21



	Average
Military	3.71
Civilian	3.79
DI:	0.08

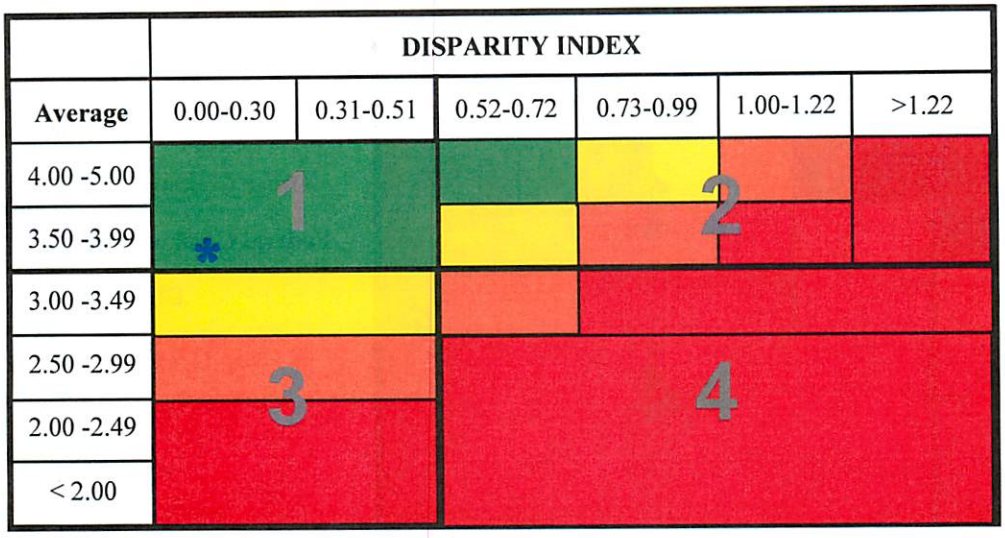
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501091

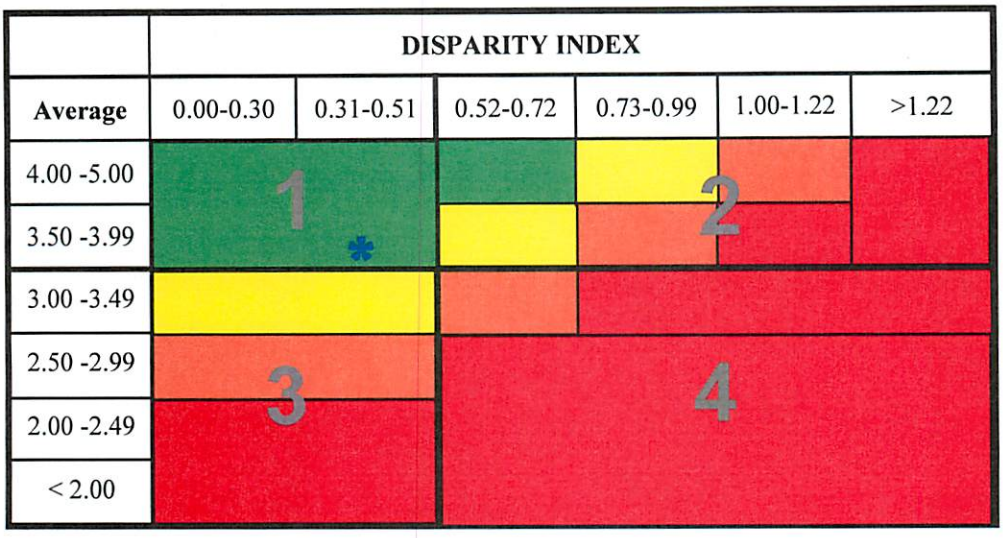
TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Civilian	3.76
Senior Civilian	3.74
DI:	0.01



	Average
Other Military	4.05
U.S. Military	3.71
DI:	0.37

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501092

TRUST IN ORGANIZATION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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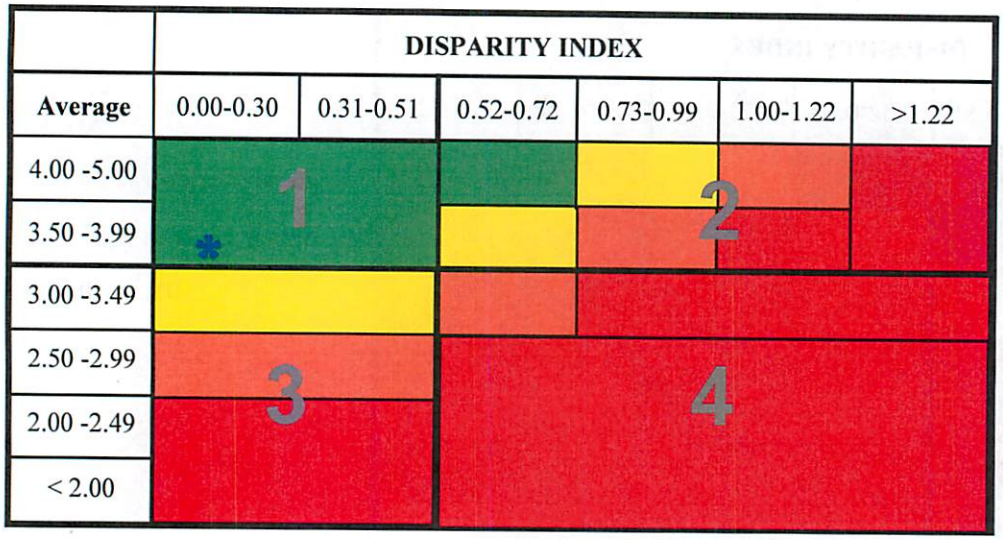


	Average
Other Civilian	3.95
Federal Civilian	3.71
DI:	0.25

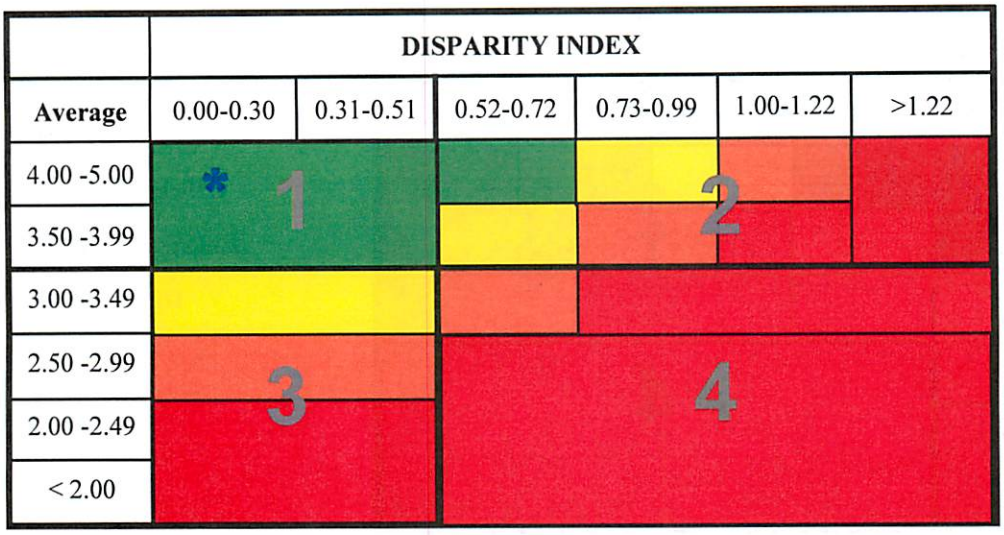
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501093

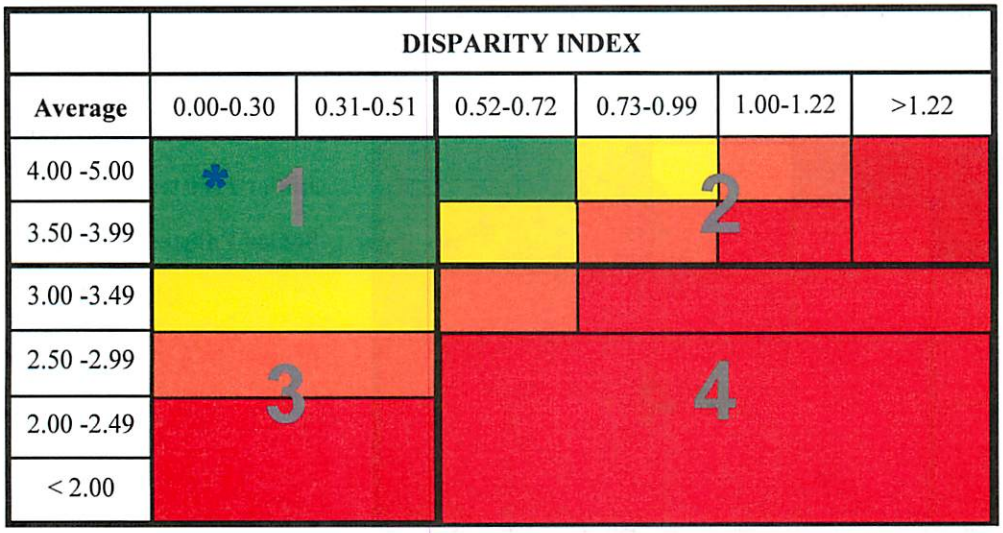
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	4.36
Majority	4.40
DI:	0.06



	Average
Women	4.33
Men	4.40
DI:	0.10

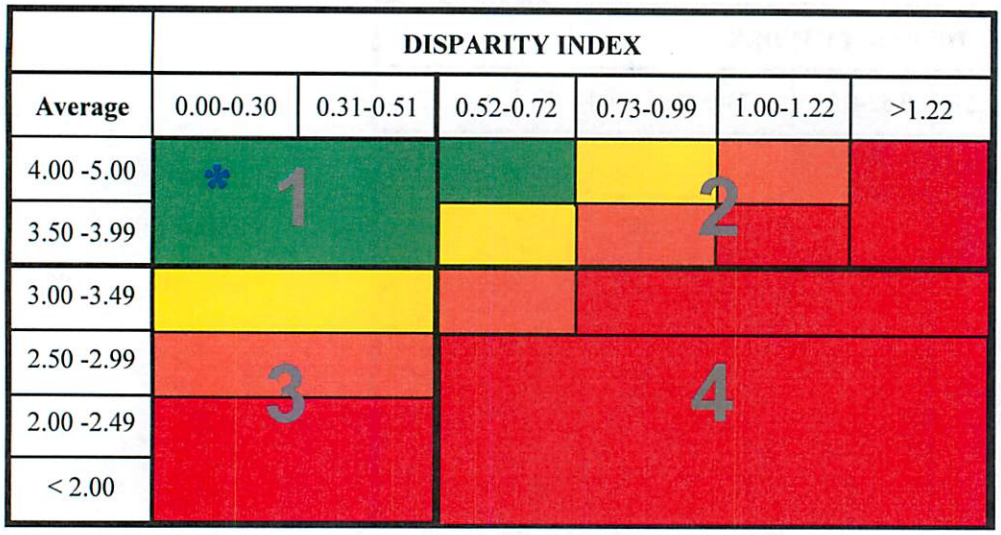
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501094

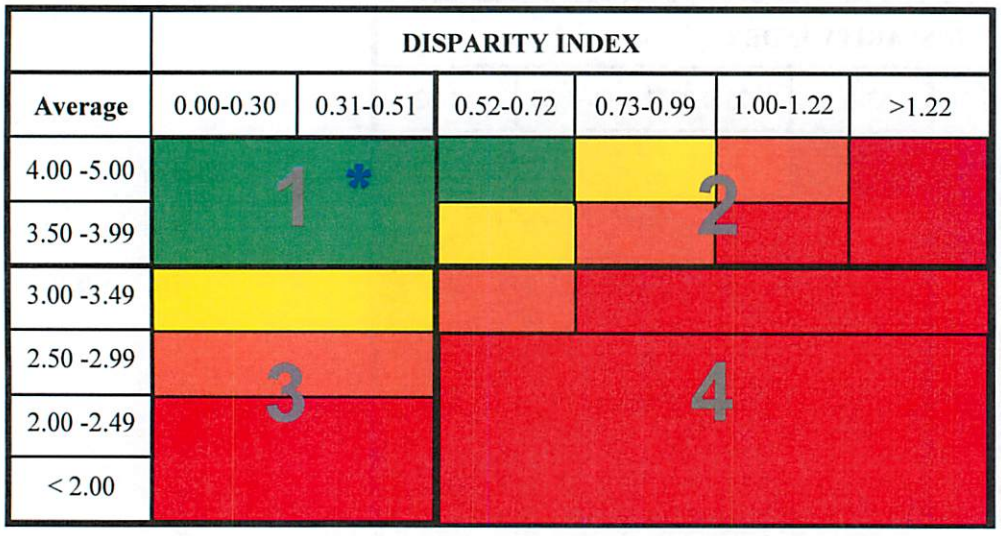
WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Officer	4.53
Enlisted	4.35
DI:	0.28



	Average
Junior Enlisted	4.31
Senior Enlisted	4.57
DI:	0.40

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501095

WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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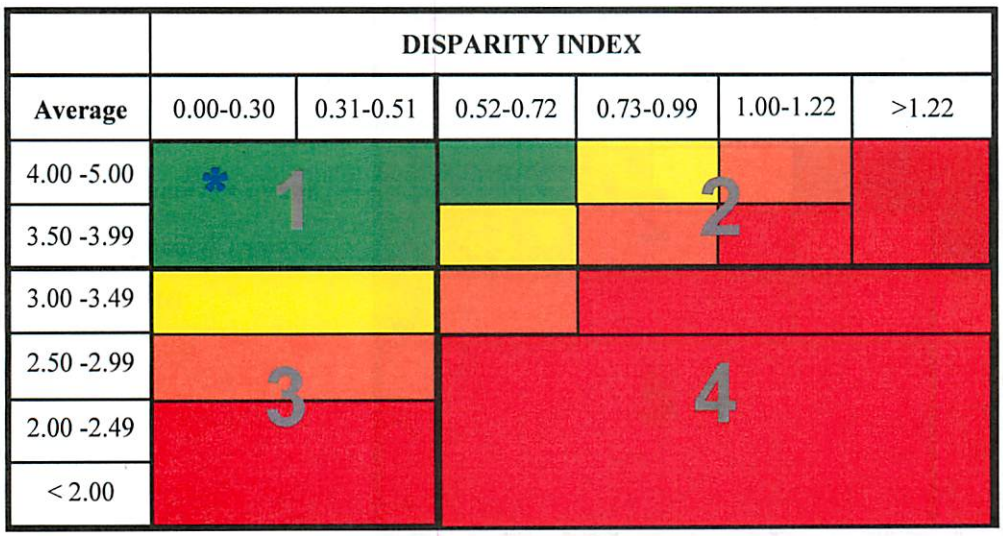
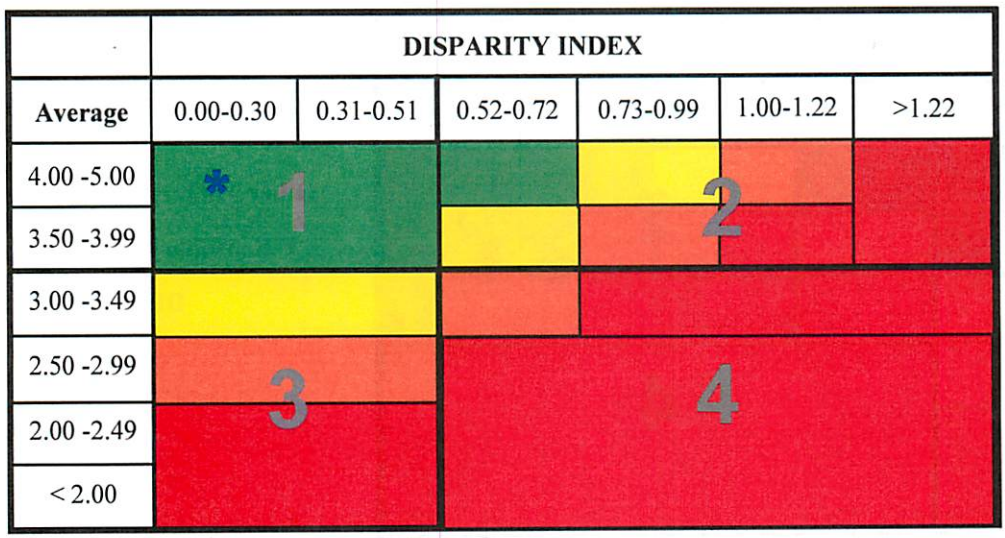


	Average
Junior Officer	4.48
Senior Officer	4.59
DI:	0.18



	Average
Military	4.39
Civilian	4.38
DI:	0.01

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501096

WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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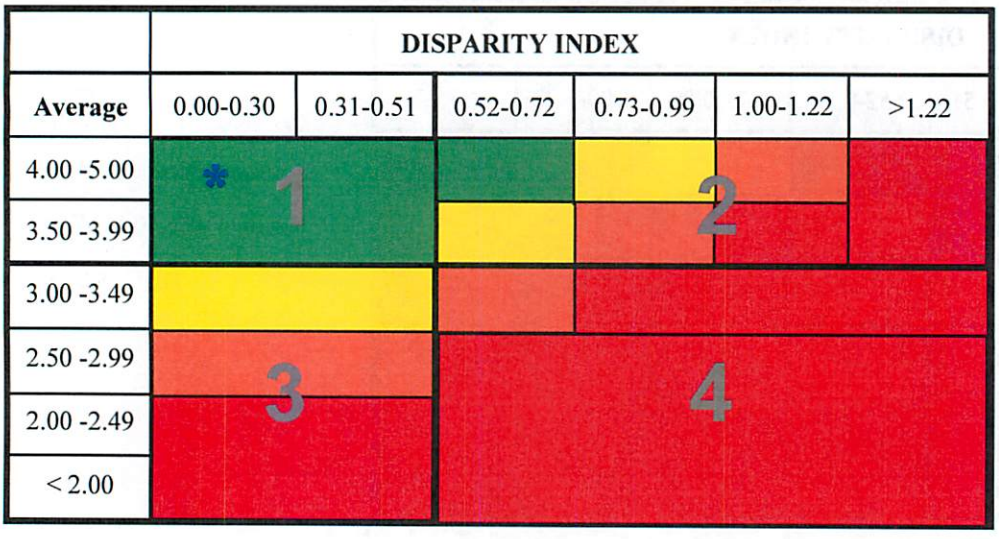
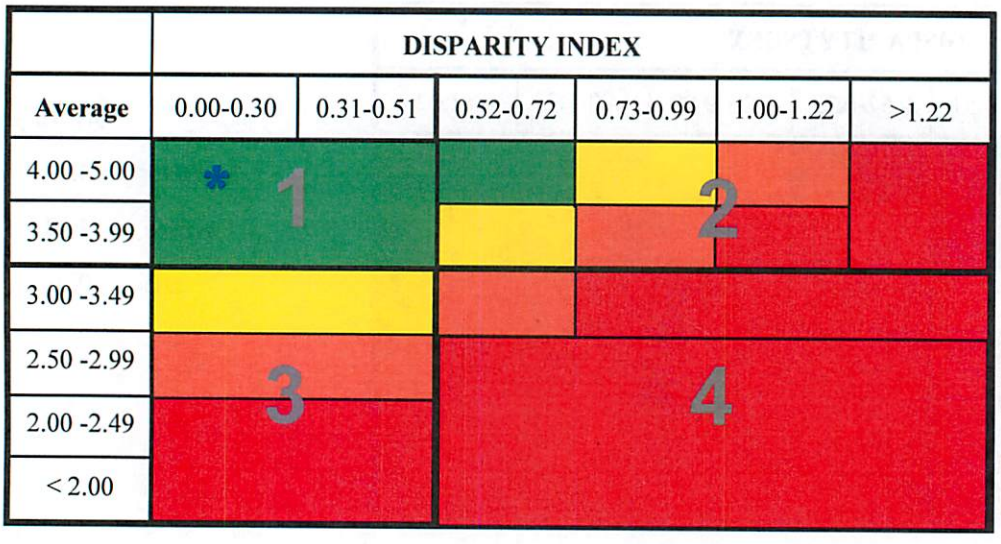


	Average
Junior Civilian	4.40
Senior Civilian	4.42
DI:	0.04



	Average
Other Military	4.46
U.S. Military	4.39
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501097

WORK GROUP EFFECTIVENESS

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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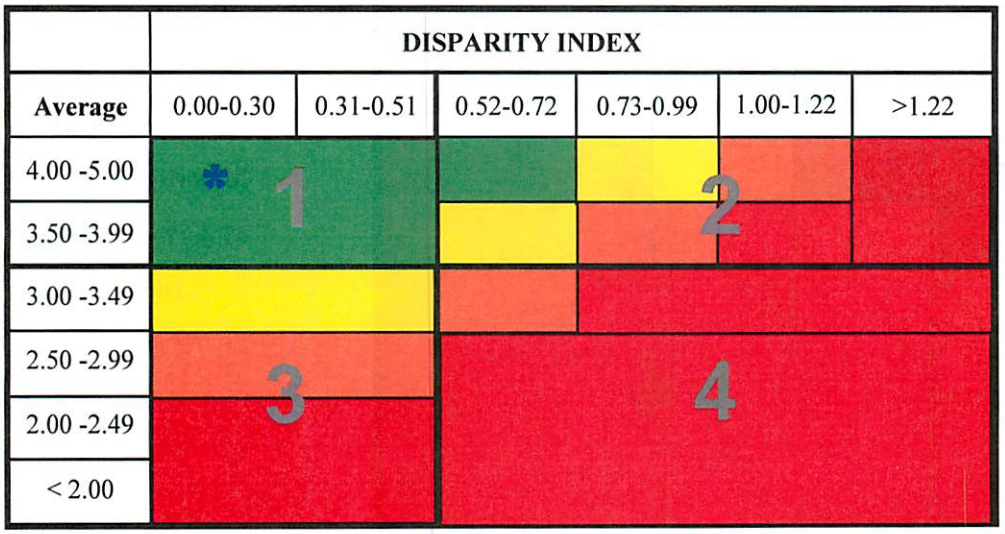

	Average
Other Civilian	4.24
Federal Civilian	4.39
DI:	0.22

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501098

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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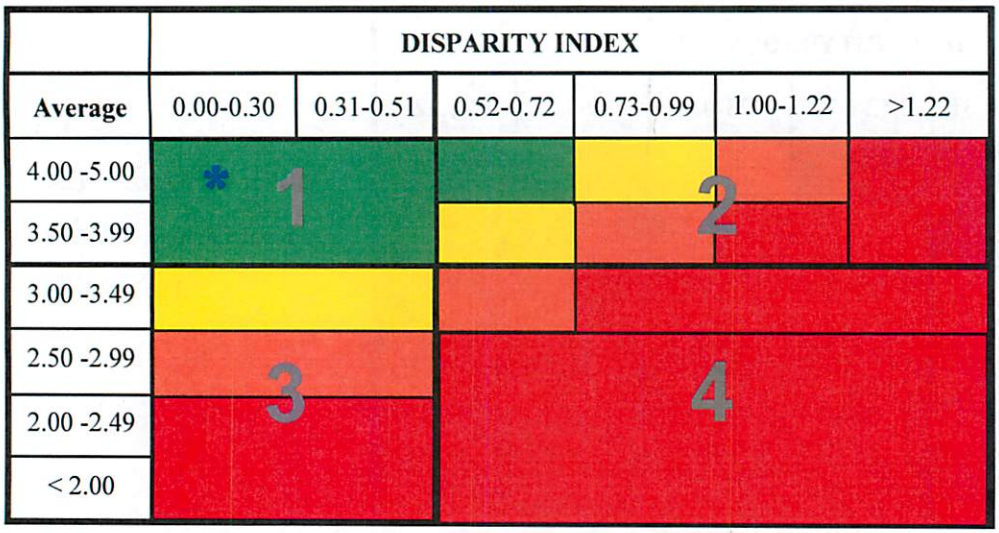
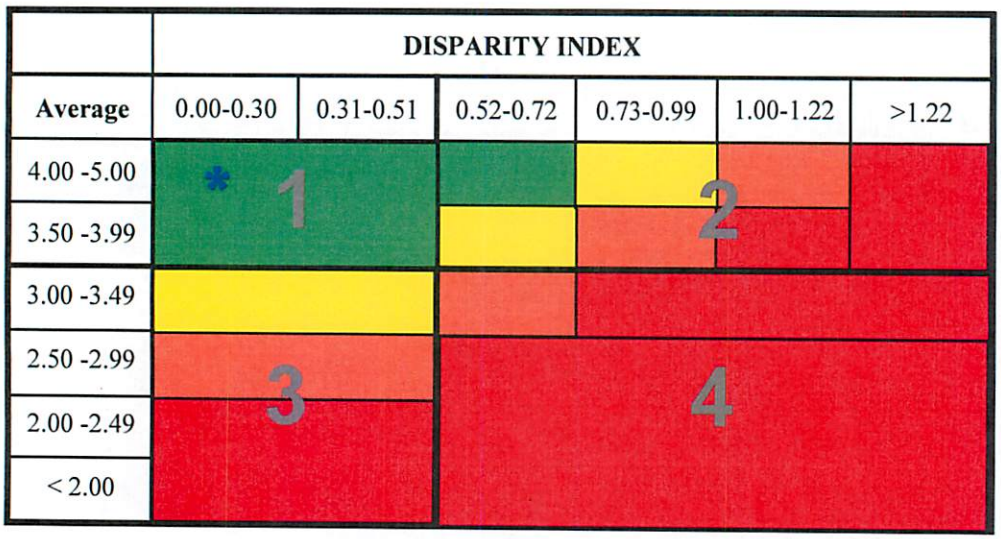


	Average
Minority	4.15
Majority	4.24
DI:	0.12



	Average
Women	4.08
Men	4.24
DI:	0.19

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501093

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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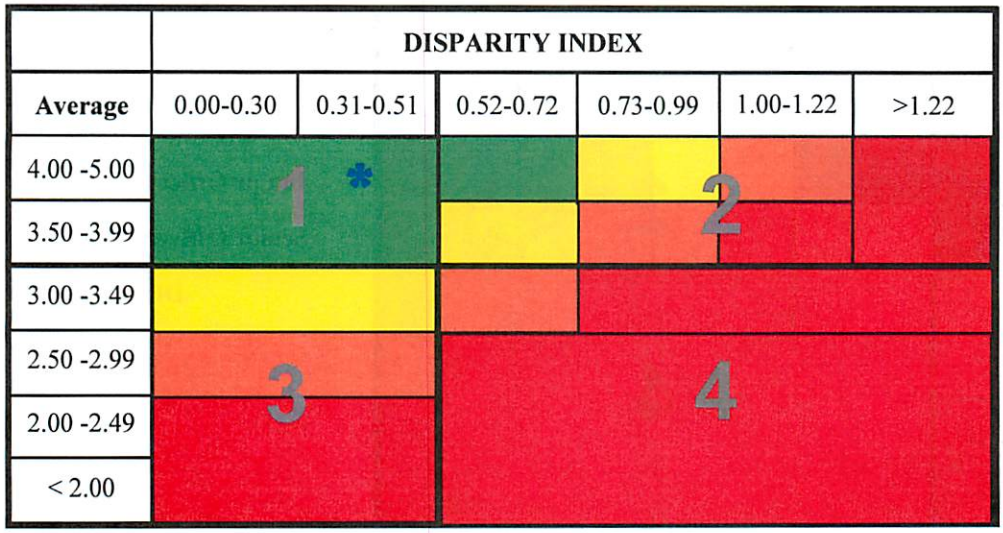
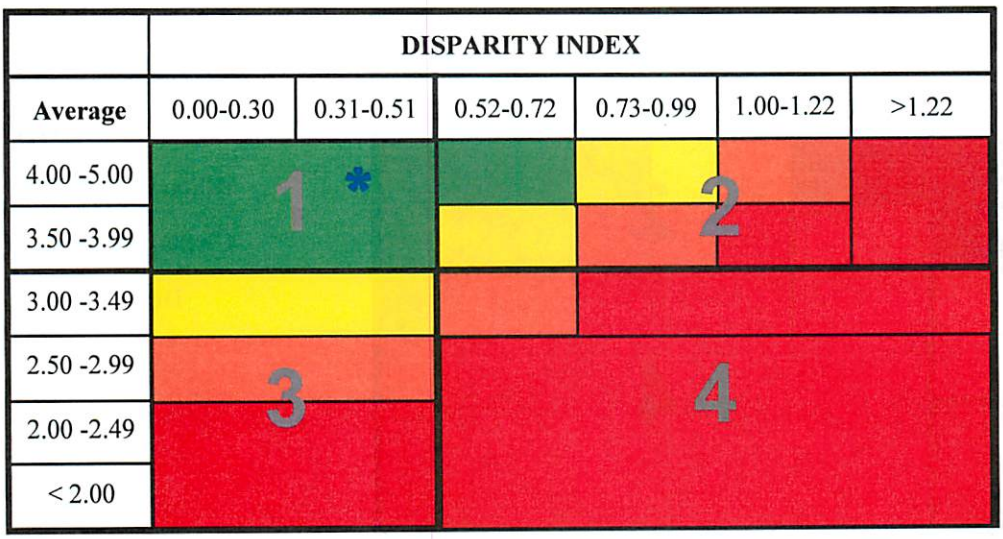


	Average
Officer	4.42
Enlisted	4.16
DI:	0.34



	Average
Junior Enlisted	4.12
Senior Enlisted	4.44
DI:	0.42

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501109

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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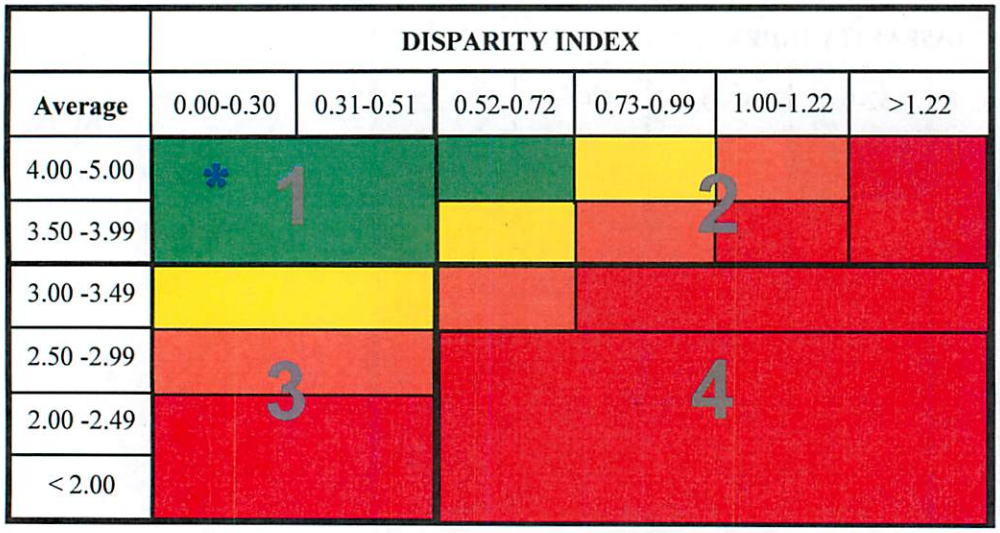
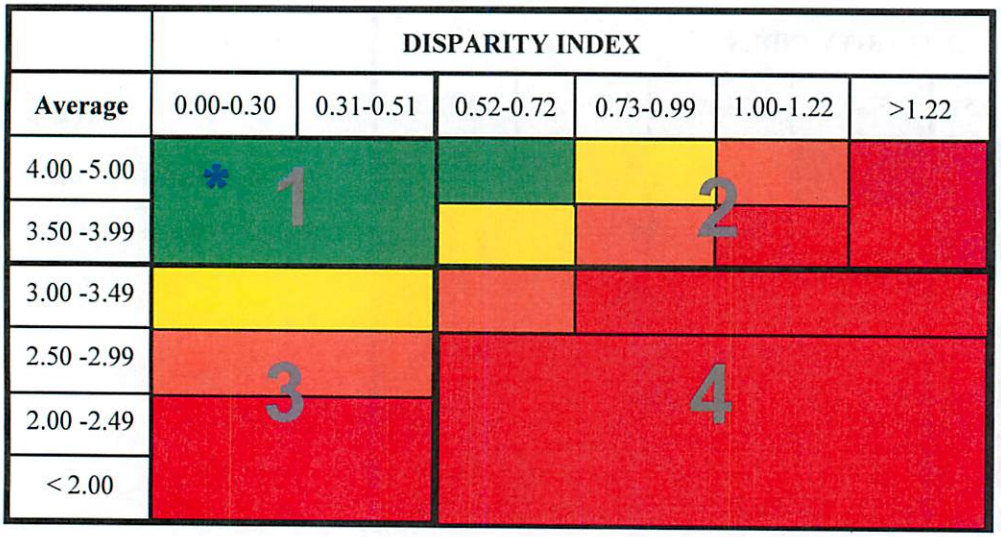


	Average
Junior Officer	4.36
Senior Officer	4.50
DI:	0.20



	Average
Military	4.22
Civilian	4.16
DI:	0.07

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501101

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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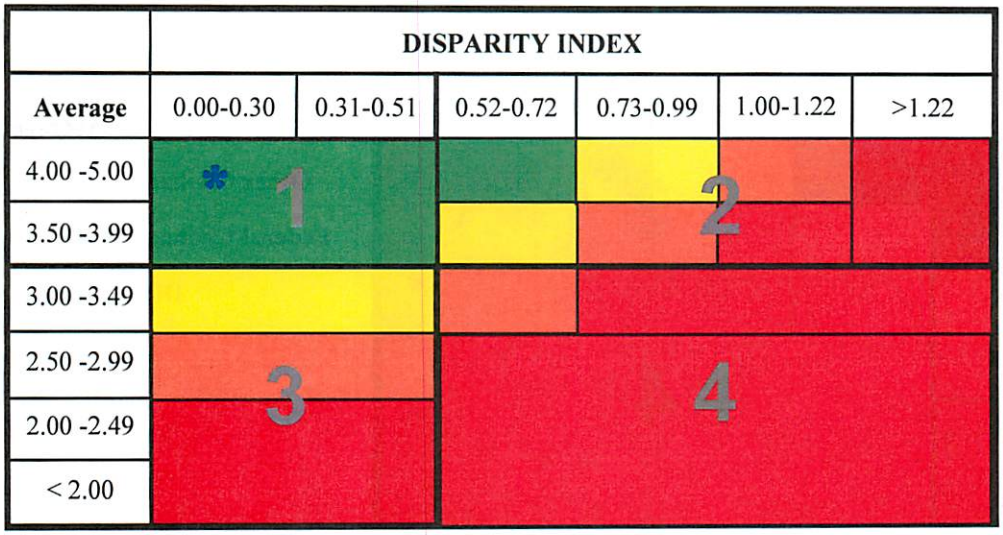
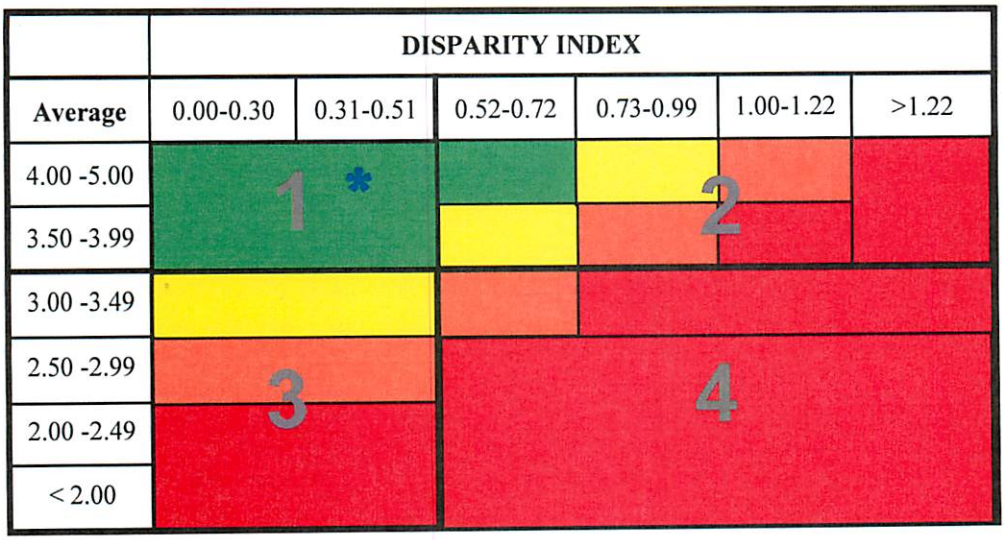


	Average
Junior Civilian	4.11
Senior Civilian	4.15
DI:	0.04



	Average
Other Military	4.59
U.S. Military	4.22
DI:	0.41

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501102

WORK GROUP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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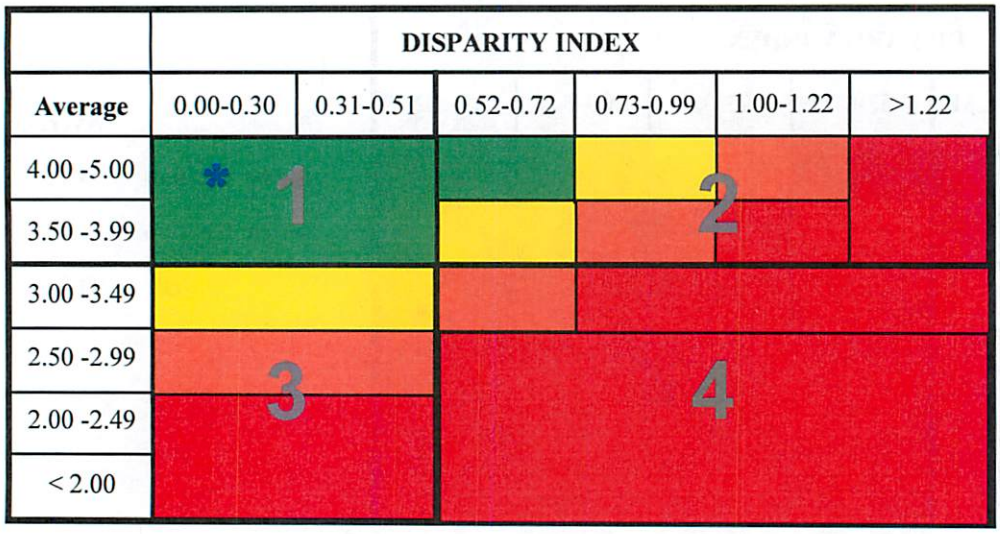


	Average
Other Civilian	4.23
Federal Civilian	4.21
DI:	0.02

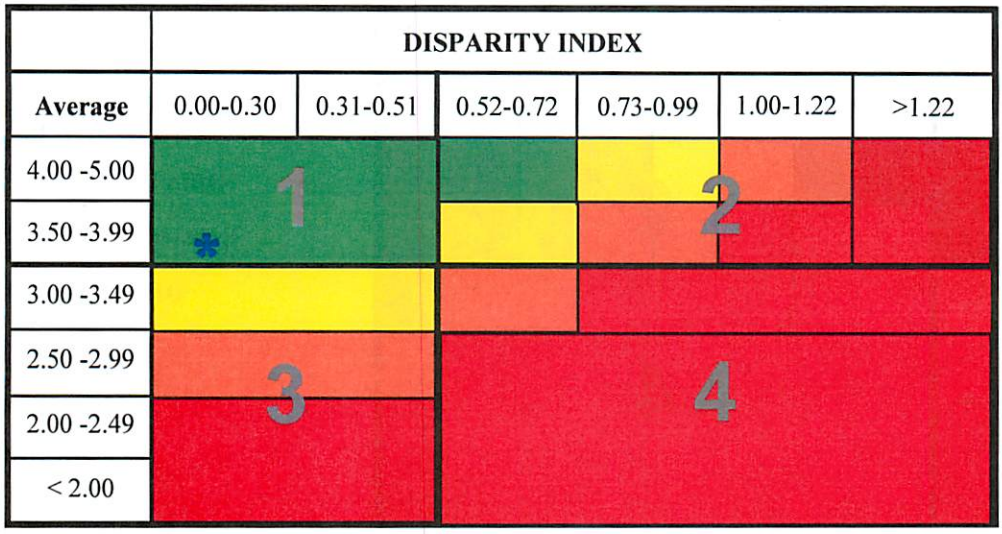
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501103

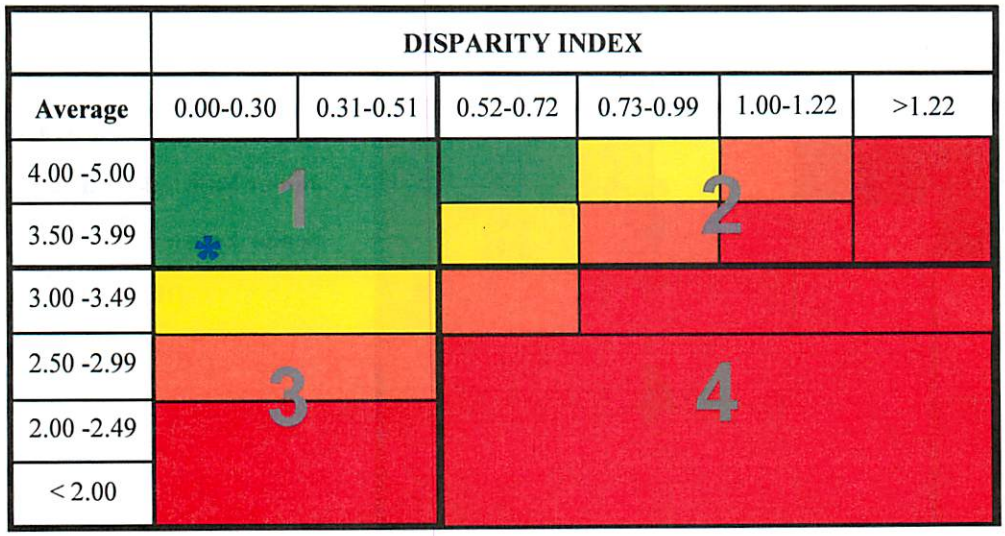
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Minority	3.69
Majority	3.73
DI:	0.04



	Average
Women	3.66
Men	3.71
DI:	0.05

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501104

LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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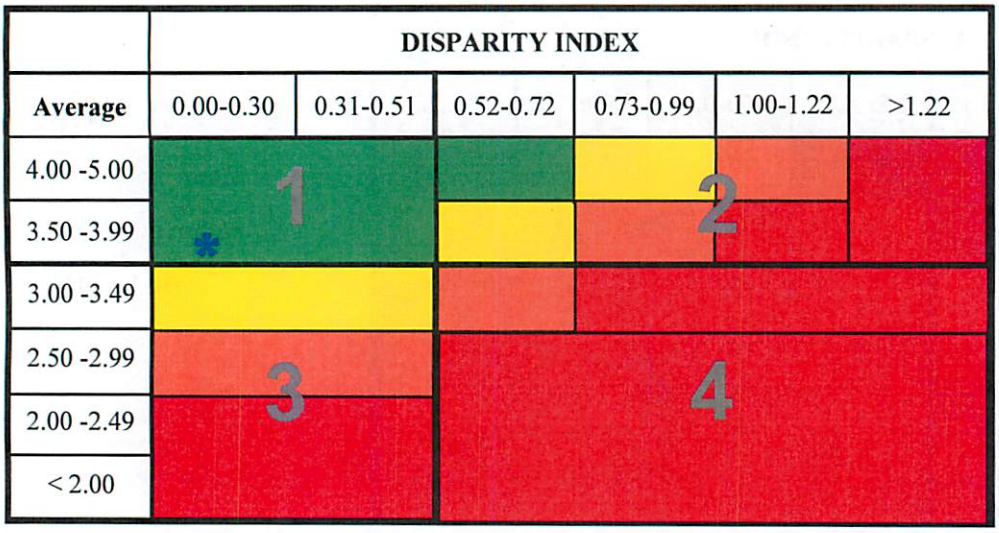
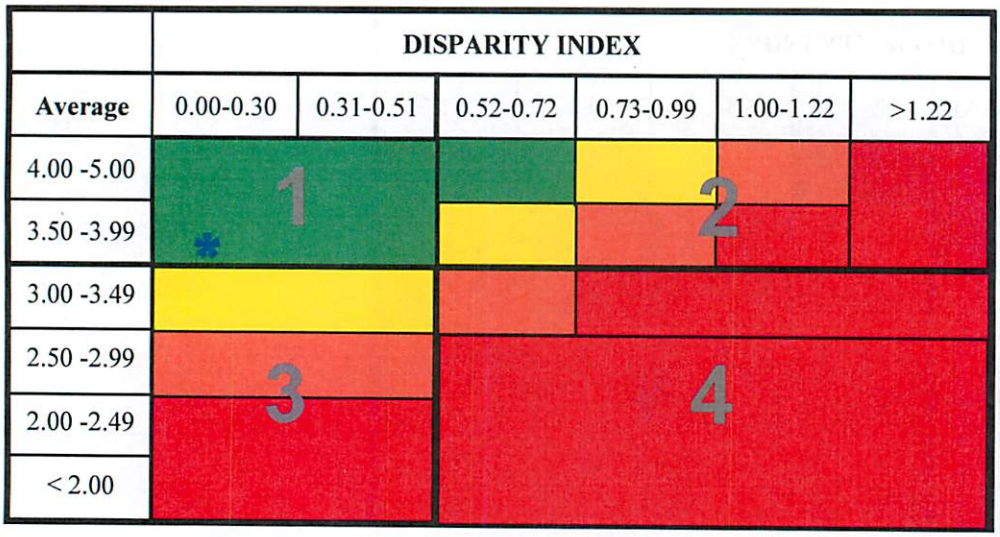


	Average
Officer	3.88
Enlisted	3.65
DI:	0.23



	Average
Junior Enlisted	3.62
Senior Enlisted	3.83
DI:	0.21

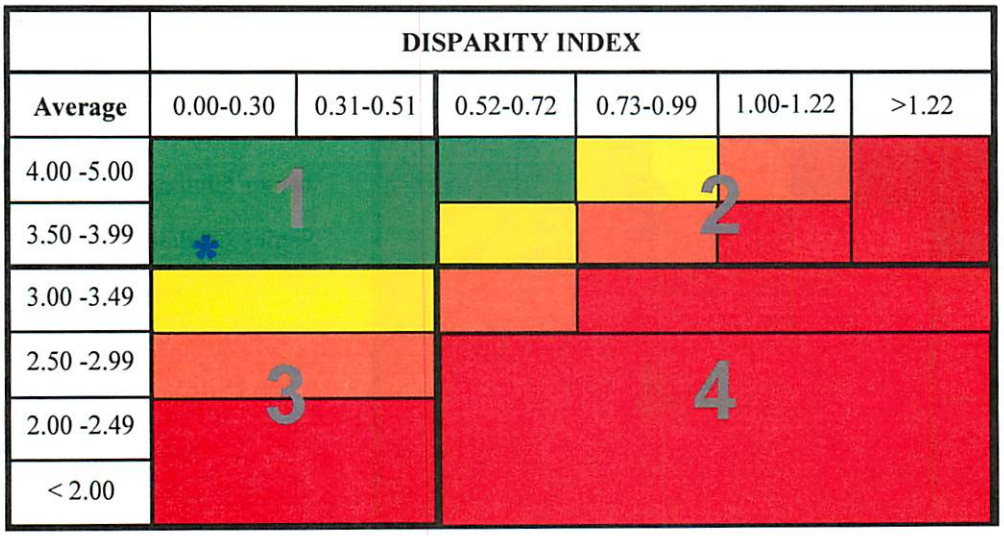
Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501105

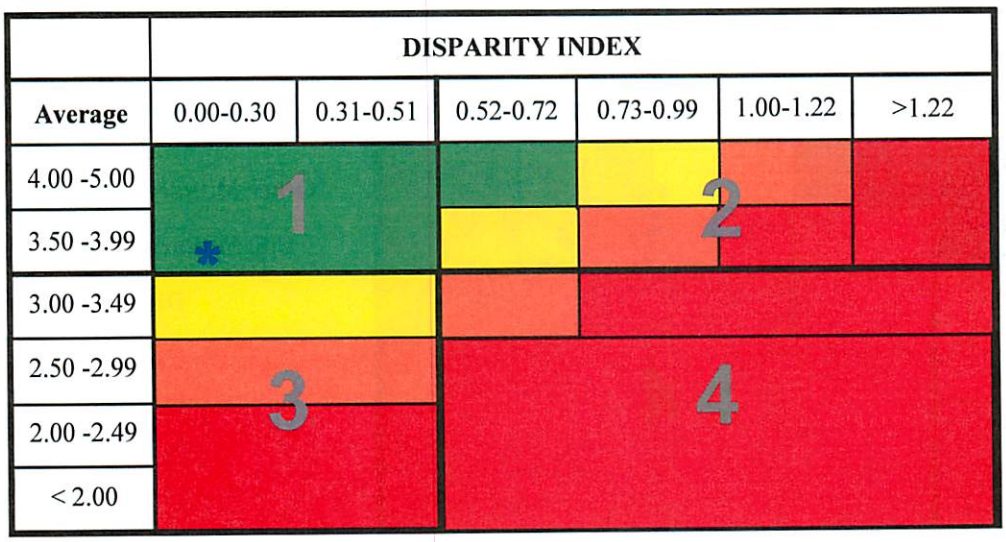
LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Officer	3.85
Senior Officer	3.96
DI:	0.11



	Average
Military	3.71
Civilian	3.67
DI:	0.04

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501106

LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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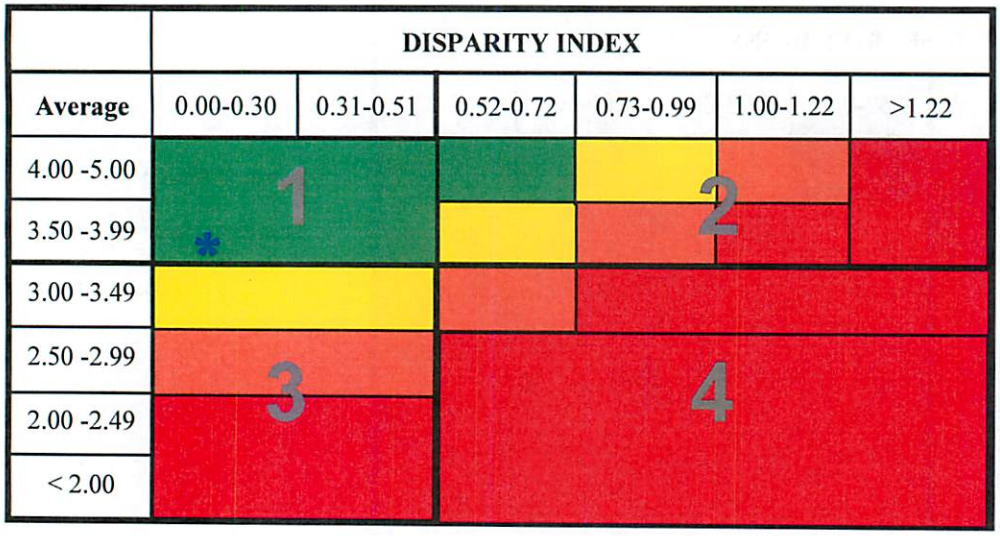
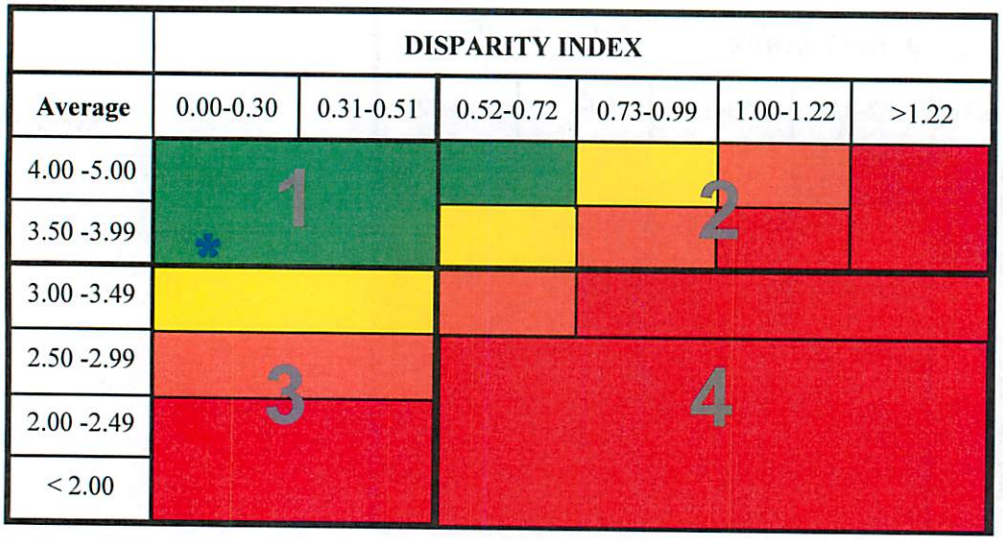


	Average
Junior Civilian	3.69
Senior Civilian	3.57
DI:	0.11



	Average
Other Military	3.63
U.S. Military	3.71
DI:	0.07

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501107

LEADERSHIP COHESION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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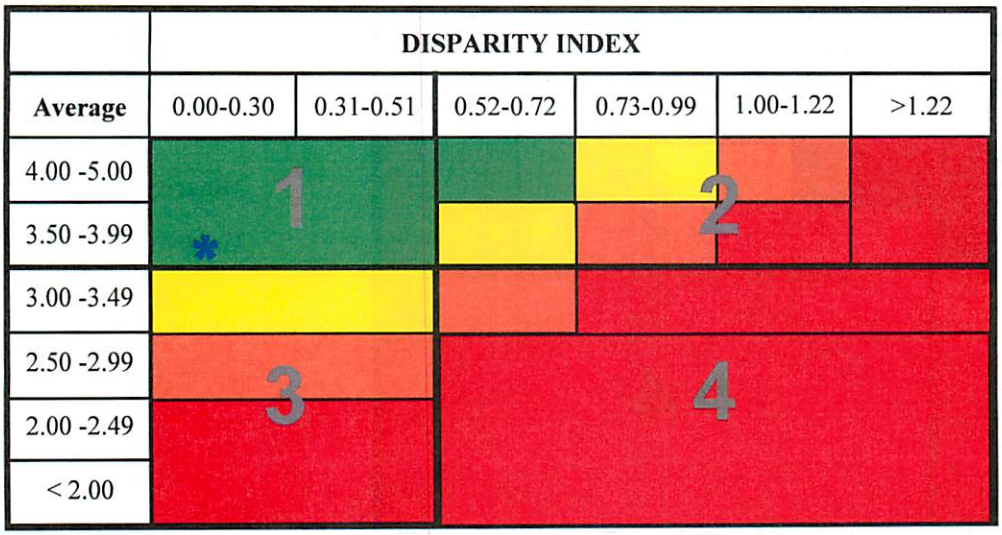

	Average
Other Civilian	3.92
Federal Civilian	3.69
DI:	0.23

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501108

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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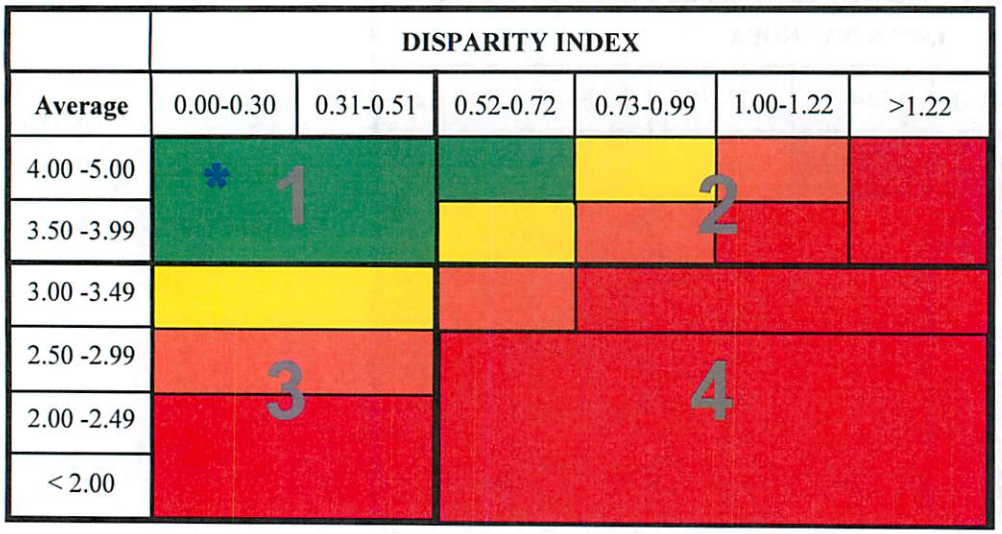
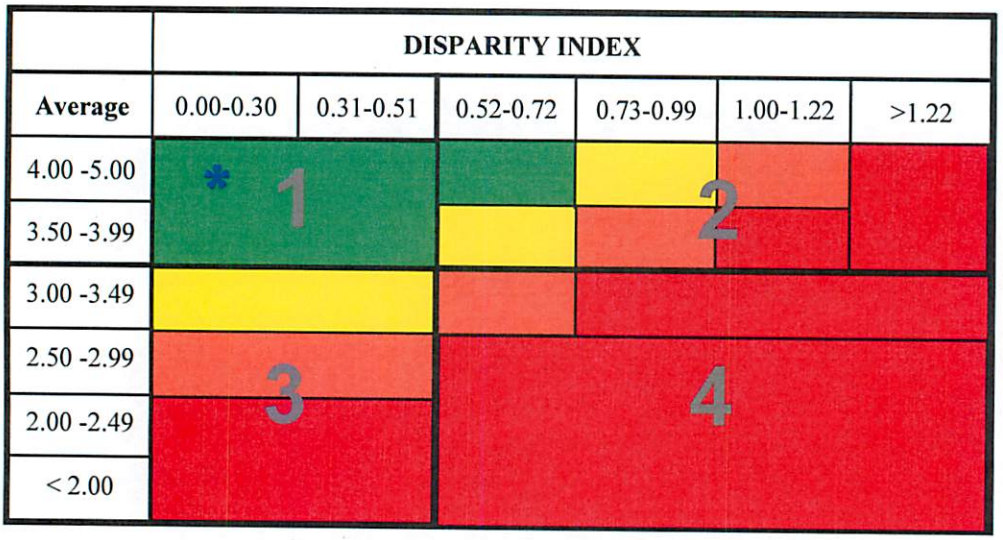


	Average
Minority	4.05
Majority	4.05
DI:	0.00



	Average
Women	4.00
Men	4.05
DI:	0.06

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501109

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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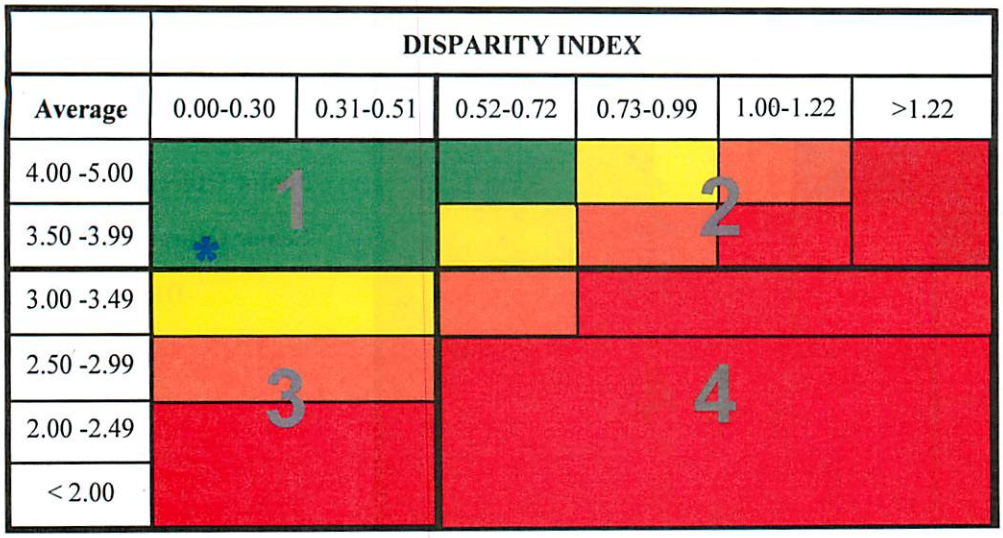
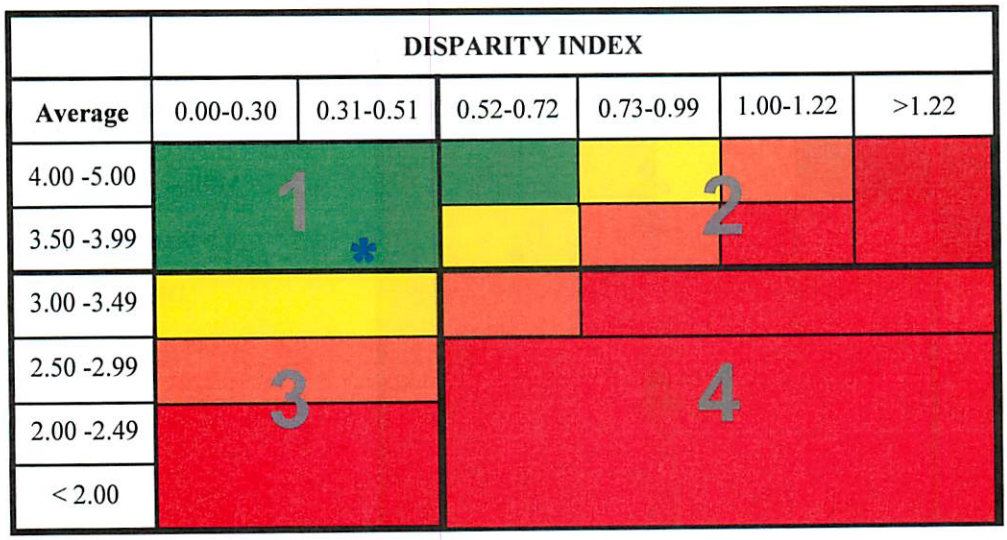


	Average
Officer	4.21
Enlisted	3.99
DI:	0.30



	Average
Junior Enlisted	3.95
Senior Enlisted	4.20
DI:	0.33

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501110

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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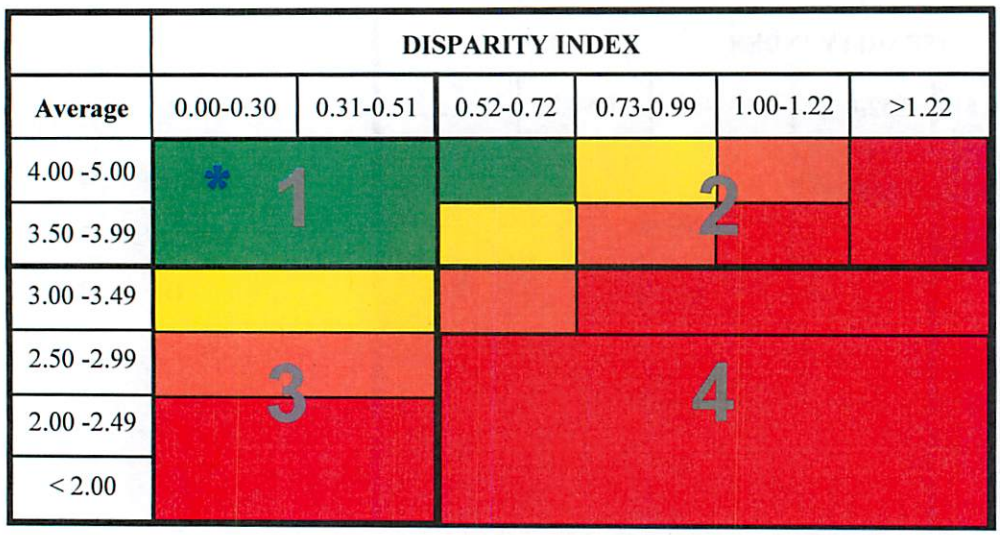
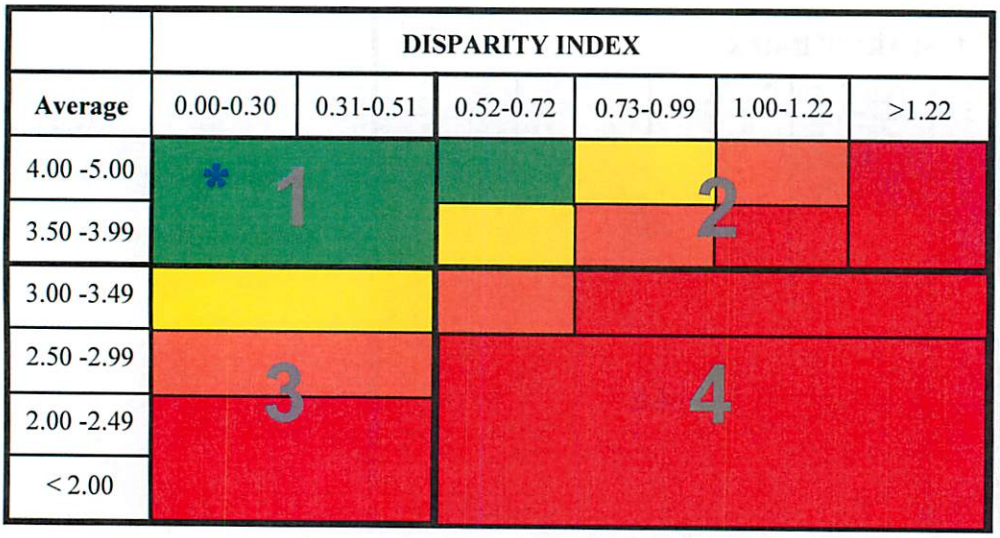


	Average
Junior Officer	4.14
Senior Officer	4.28
DI:	0.20



	Average
Military	4.04
Civilian	4.04
DI:	0.00

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501111

JOB SATISFACTION

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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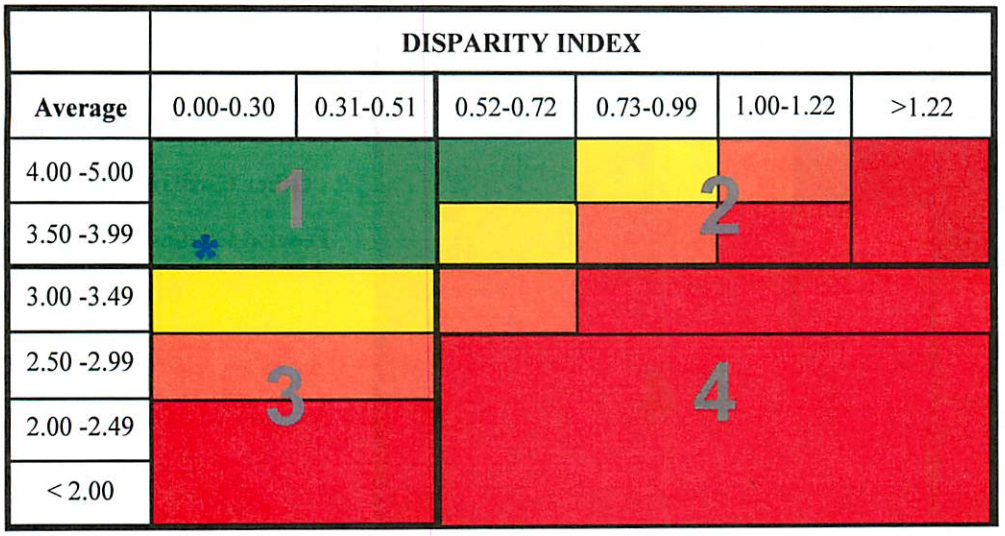
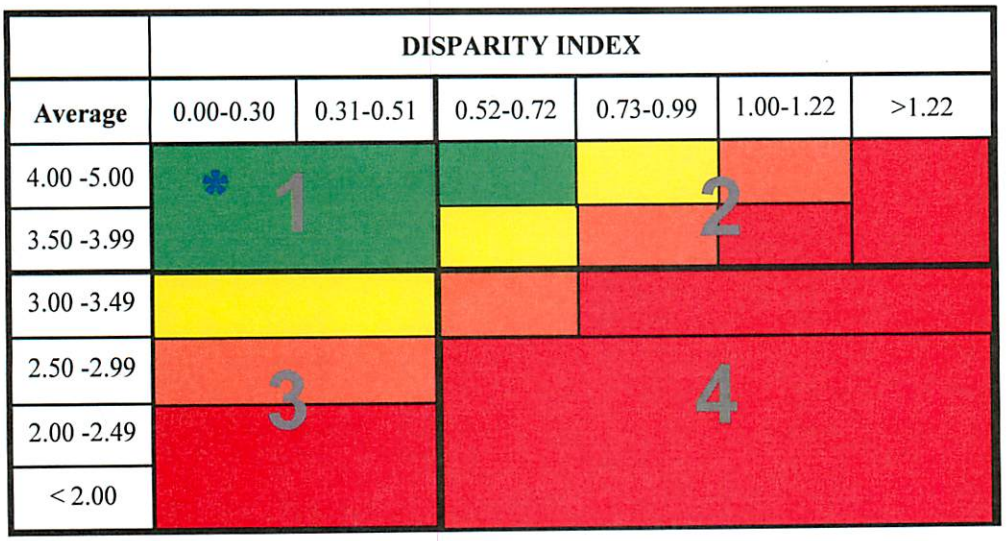


	Average
Junior Civilian	4.02
Senior Civilian	3.98
DI:	0.04



	Average
Other Military	4.19
U.S. Military	4.04
DI:	0.20

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

JOB SATISFACTION

Green = Organization Strength	**Orange = Moderate Organization Concern**
Yellow = Slight Organization Concern	**Red = High Organization Concern**

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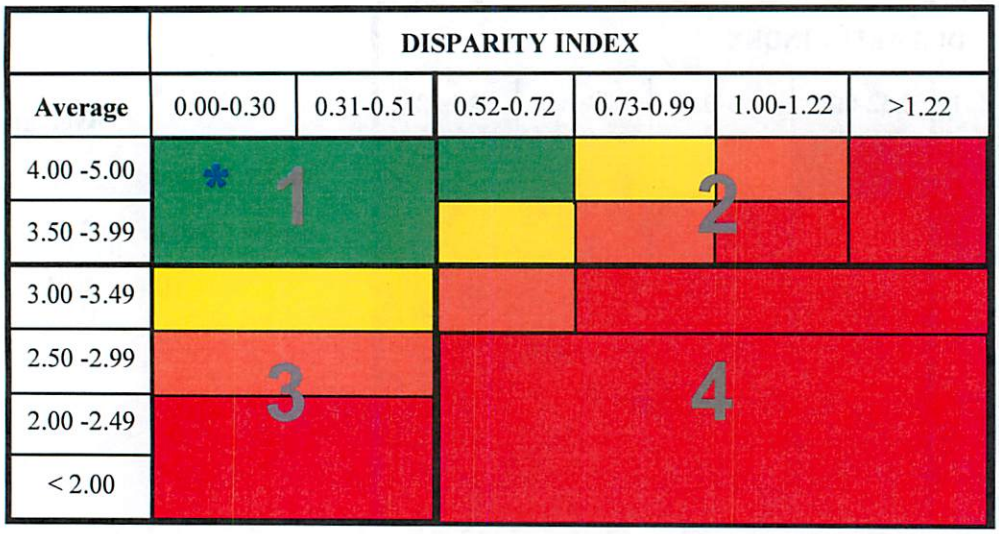

	Average
Other Civilian	4.22
Federal Civilian	4.03
DI:	0.26

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501113

LEADER SUPPORT FOR SAPR

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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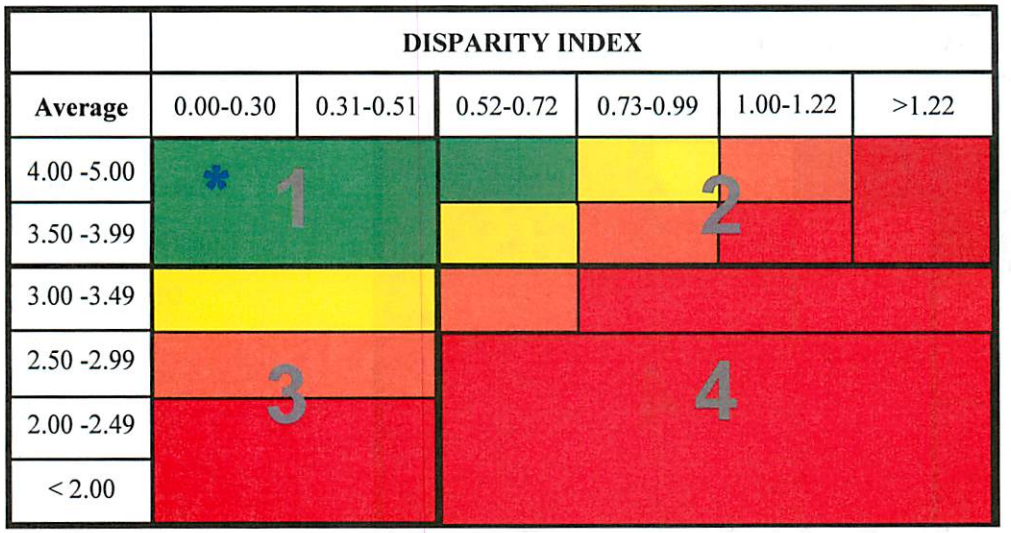
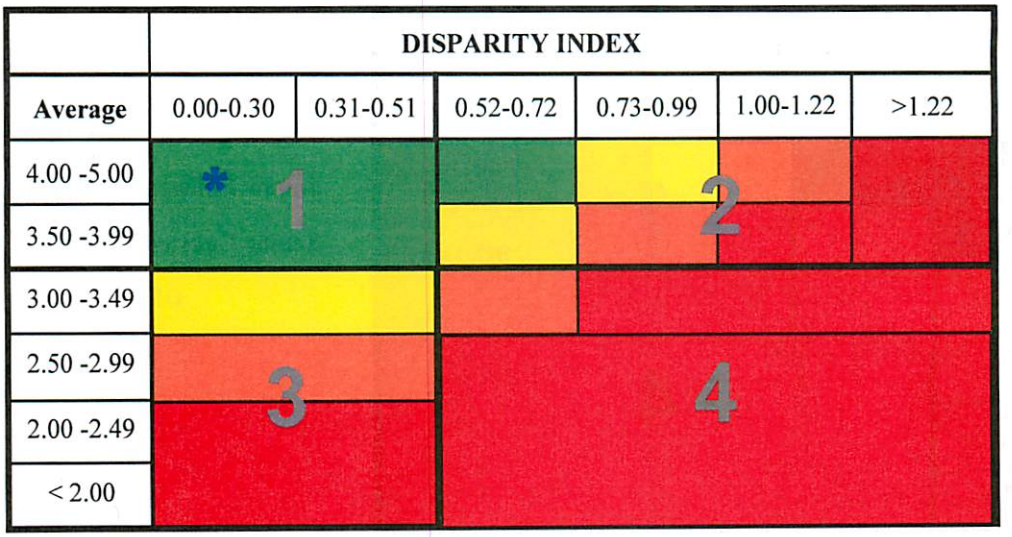


	Average
Minority	4.47
Majority	4.55
DI:	0.12



	Average
Women	4.40
Men	4.55
DI:	0.21

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501114

LEADER SUPPORT FOR SAPR

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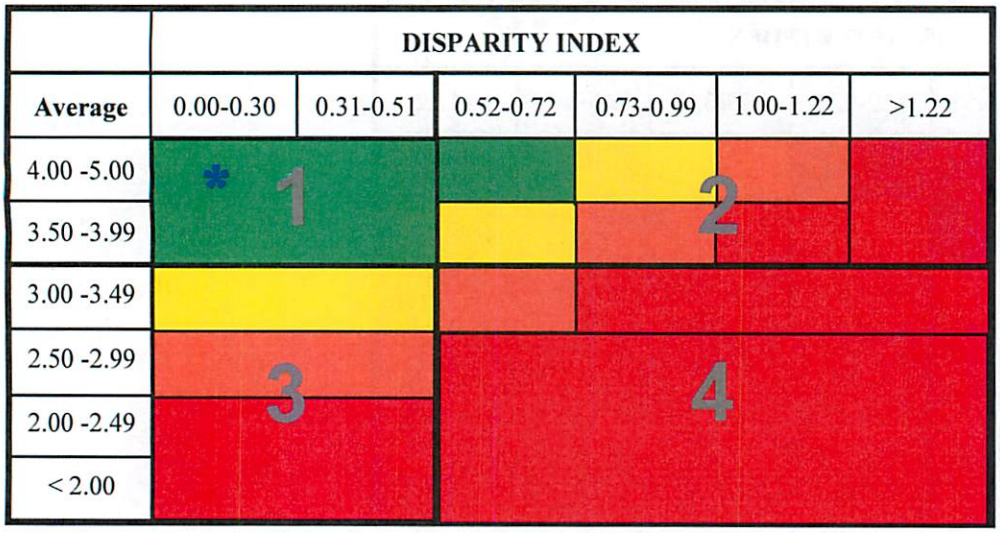
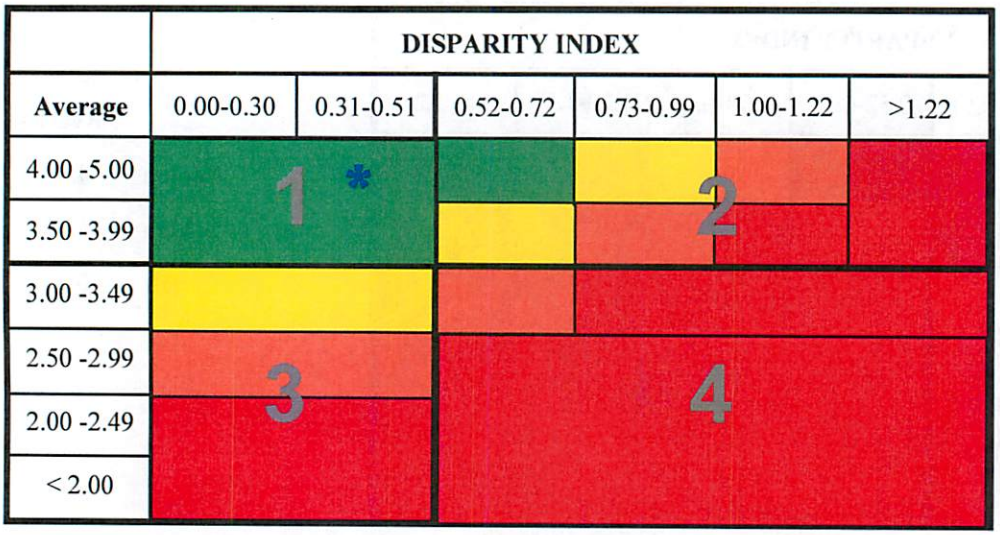


	Average
Officer	4.69
Enlisted	4.49
DI:	0.30



	Average
Junior Enlisted	4.46
Senior Enlisted	4.69
DI:	0.36

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501115

LEADER SUPPORT FOR SAPR

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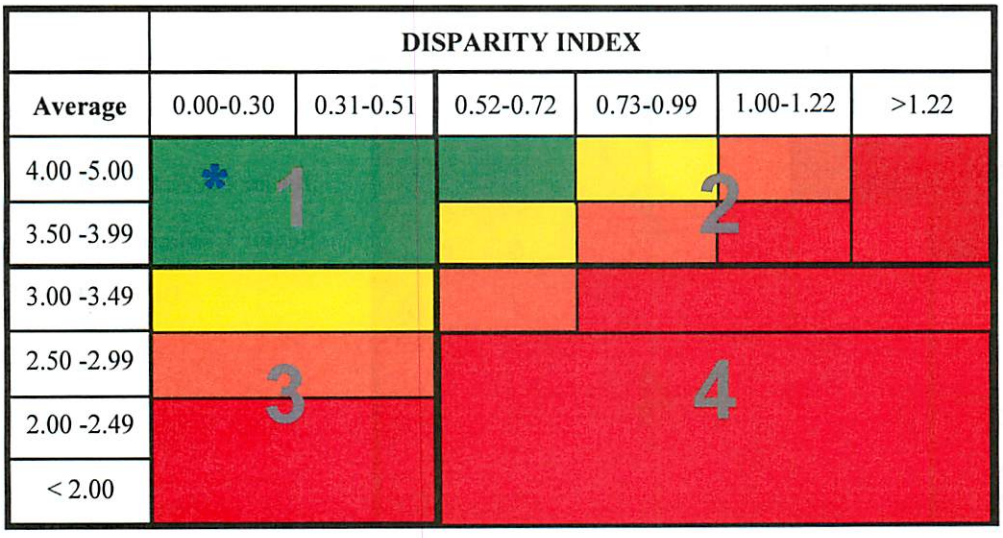
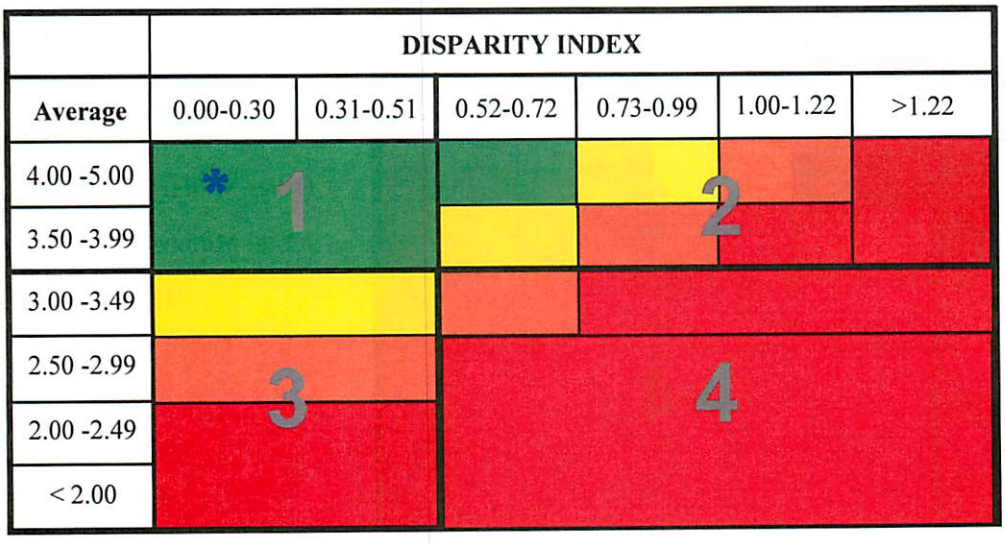


	Average
Junior Officer	4.65
Senior Officer	4.73
DI:	0.15



	Average
Military	4.54
Civilian	4.47
DI:	0.10

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501116

LEADER SUPPORT FOR SAPR

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Yellow = Slight Organization Concern	Red = High Organization Concern

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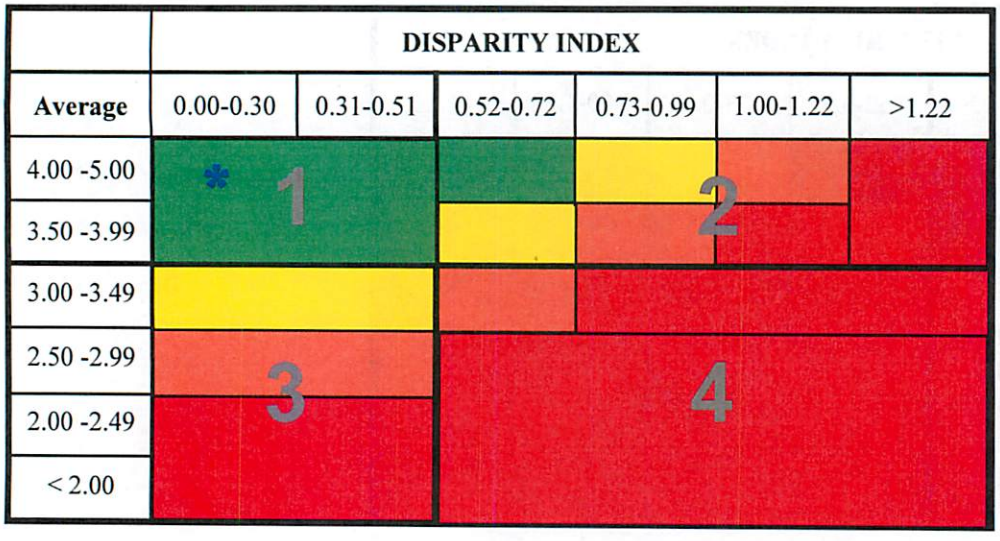
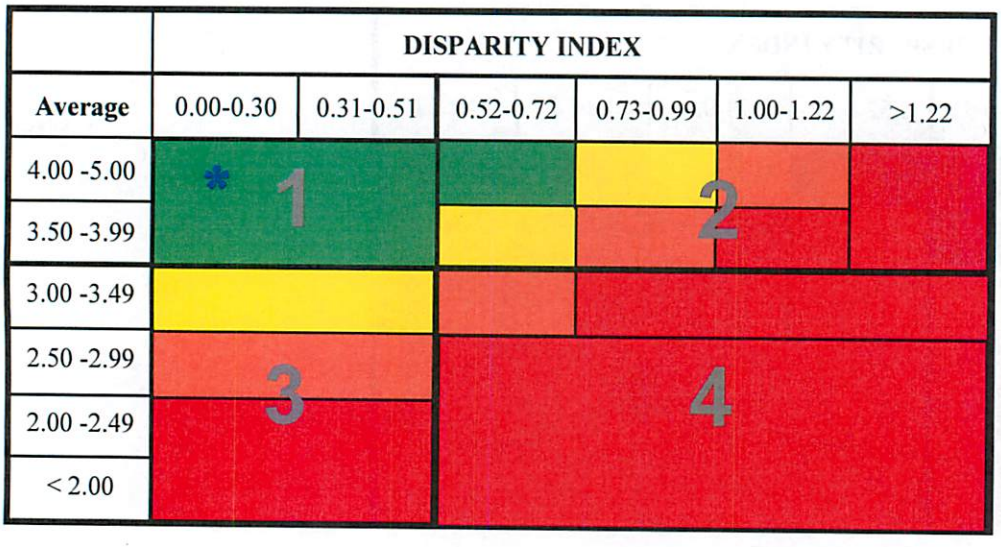


	Average
Junior Civilian	4.41
Senior Civilian	4.49
DI:	0.10



	Average
Other Military	4.68
U.S. Military	4.54
DI:	0.22

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501117

LEADER SUPPORT FOR SAPR

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Yellow = Slight Organization Concern	Red = High Organization Concern

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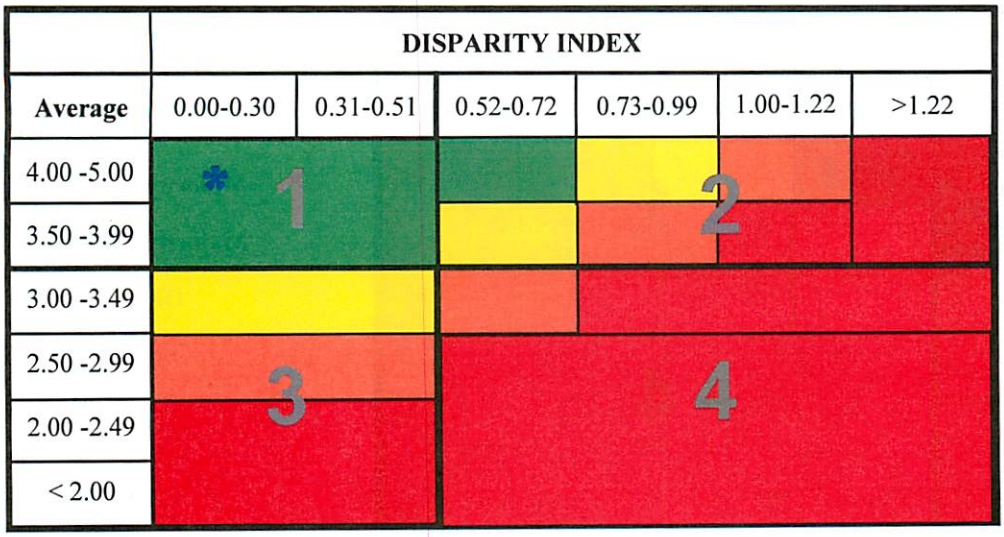

	Average
Other Civilian	4.46
Federal Civilian	4.53
DI:	0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501118

SAPR BYSTANDER INTERVENTION CLIMATE

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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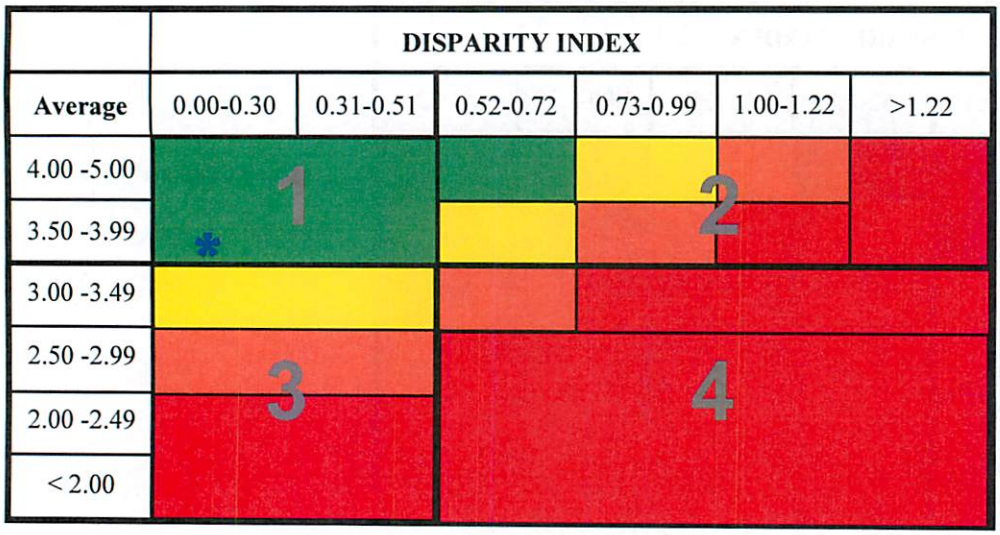
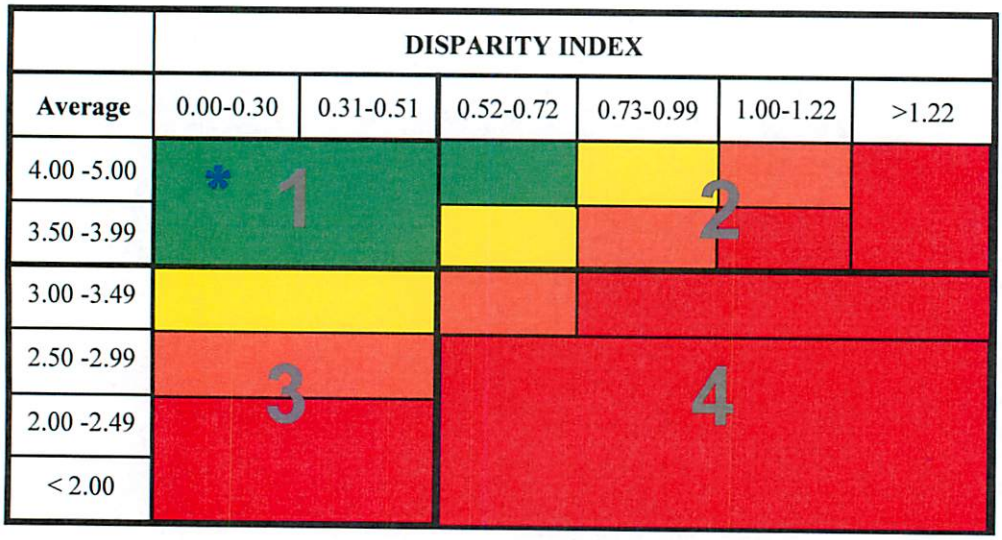


	Average
Minority	3.95
Majority	4.17
DI:	0.21



	Average
Women	4.11
Men	4.11
DI:	0.00

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501119

SAPR BYSTANDER INTERVENTION CLIMATE

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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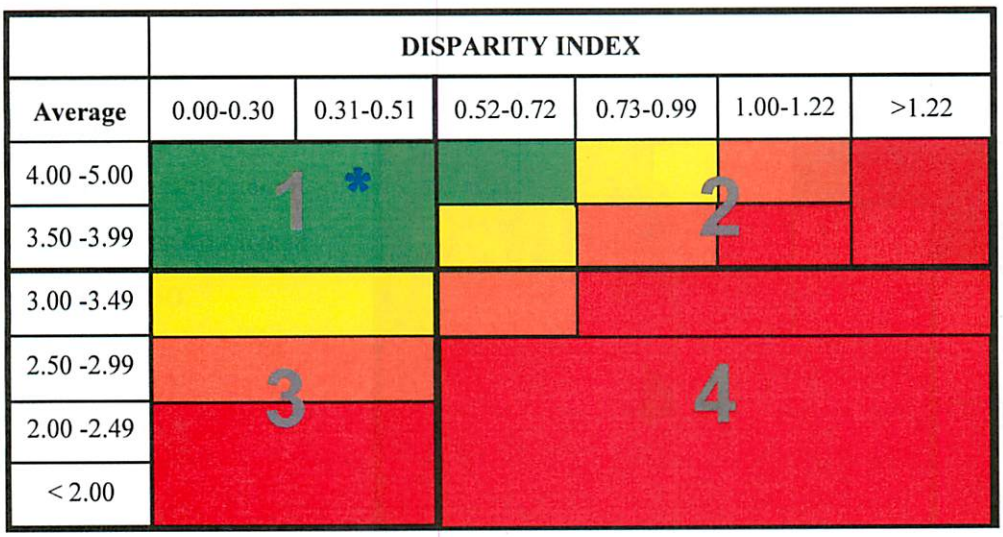
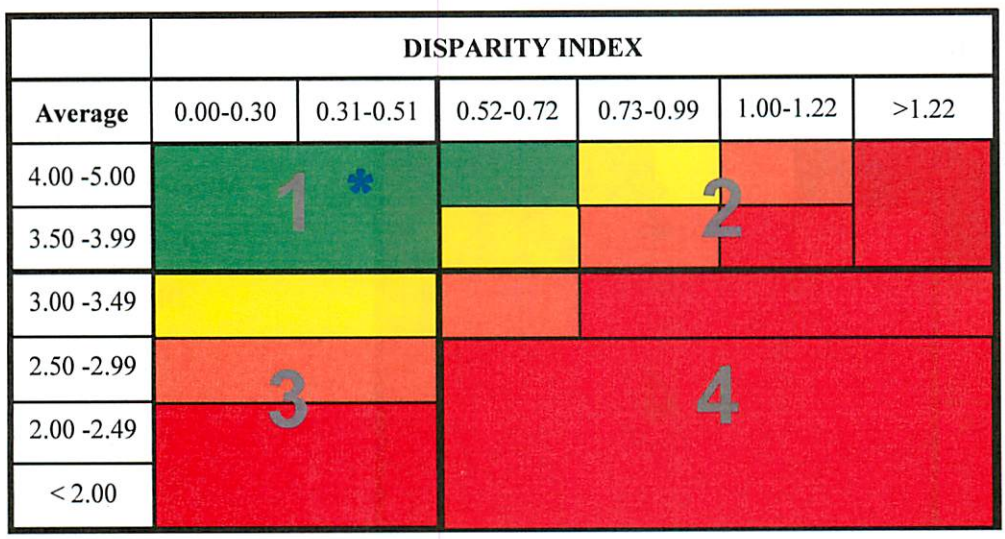


	Average
Officer	4.36
Enlisted	4.07
DI:	0.32



	Average
Junior Enlisted	4.01
Senior Enlisted	4.41
DI:	0.42

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

501120

SAPR BYSTANDER INTERVENTION CLIMATE

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

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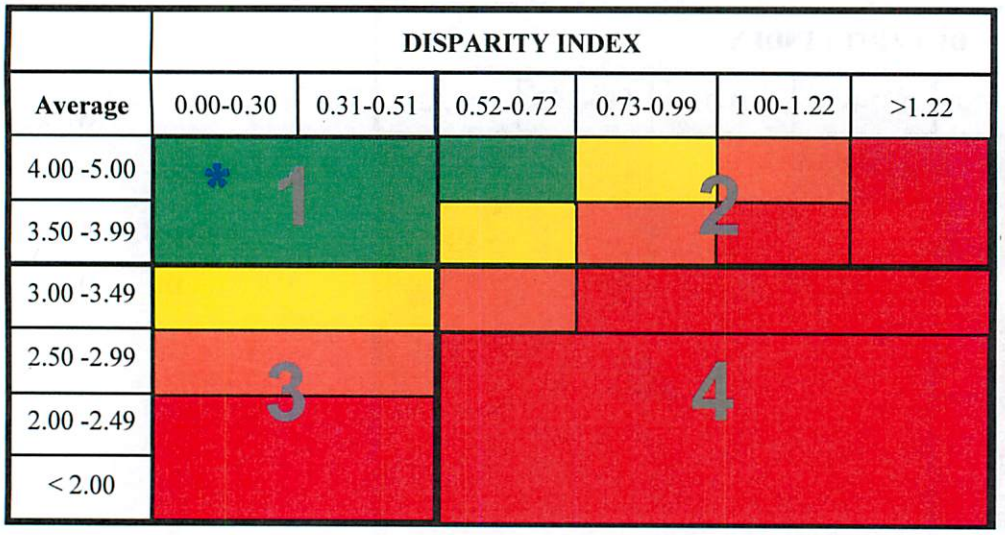
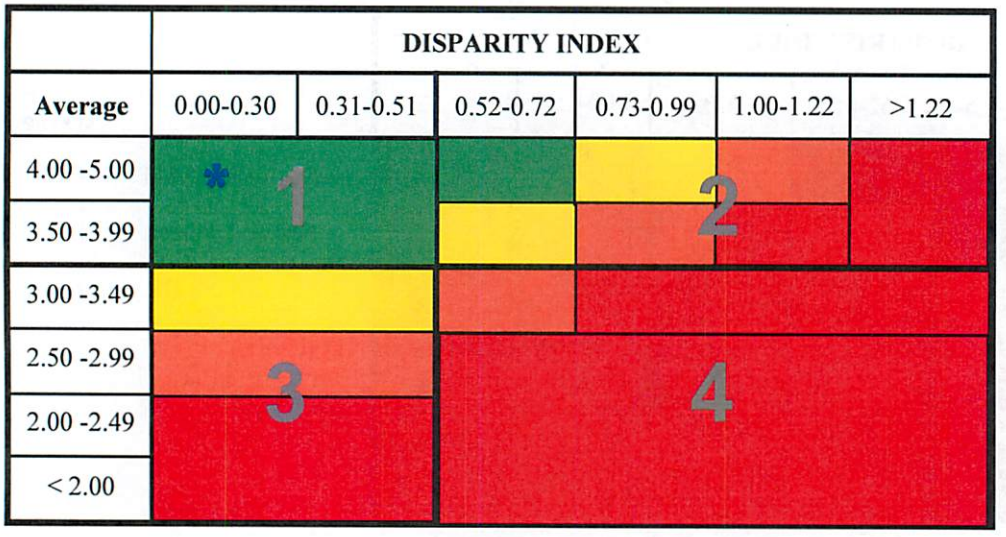


	Average
Junior Officer	4.29
Senior Officer	4.45
DI:	0.21



	Average
Military	4.14
Civilian	4.00
DI:	0.13

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

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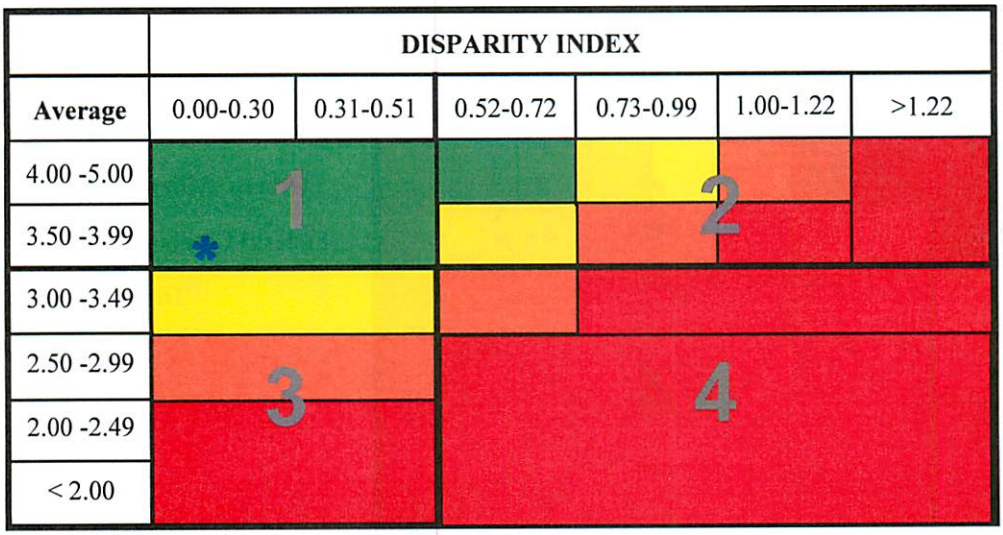
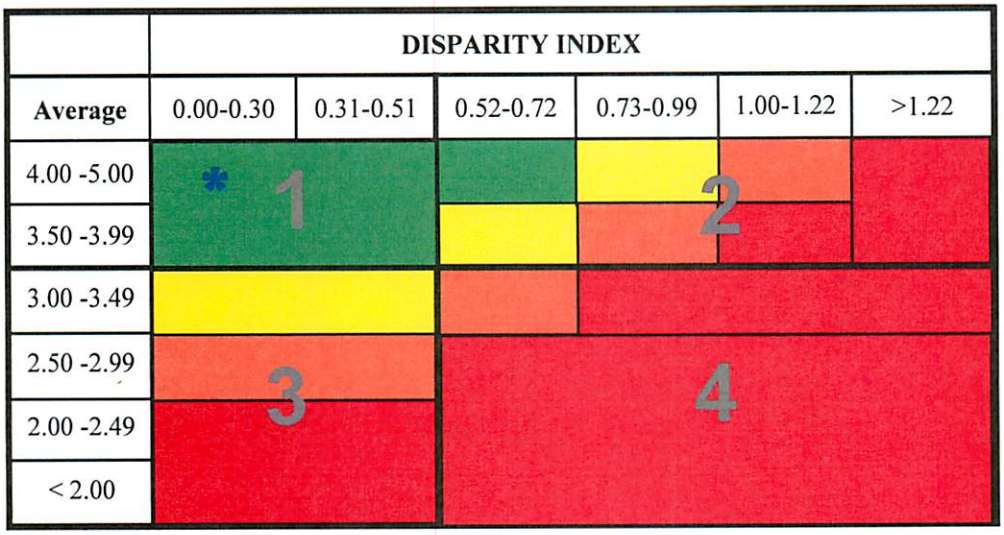
SAPR BYSTANDER INTERVENTION CLIMATE

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.



	Average
Junior Civilian	3.80
Senior Civilian	4.09
DI:	0.25



	Average
Other Military	4.29
U.S. Military	4.14
DI:	0.16

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

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SAPR BYSTANDER INTERVENTION CLIMATE

Green = Organization Strength	Orange = Moderate Organization Concern
Yellow = Slight Organization Concern	Red = High Organization Concern

* You are here. This denotes the lowest average of the two identified groups and the associated DI.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	*					
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Other Civilian	3.96
Federal Civilian	4.12
DI:	0.15

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

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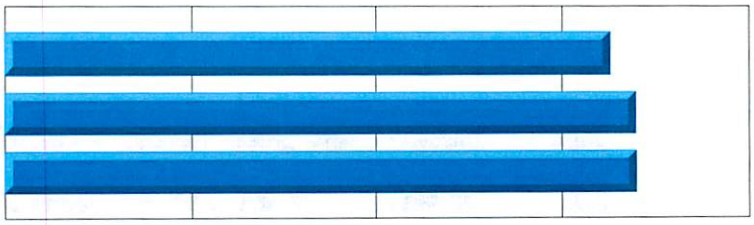
e. OVERALL UNIT SUMMARY

Below you will find the overall unit summary for information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors, Organizational Effectiveness (OE) factors, and by Sexual Assault Prevention and Response (SAPR) factors.

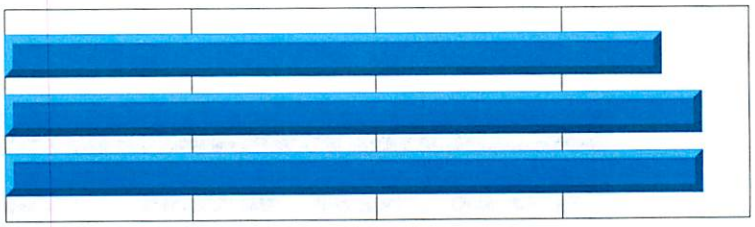
Sexual Harassment / Discrimination



	Average
ALL SERVICES	4.26
COAST GUARD	4.39
FY13 USCG Rollup Report	4.40

Your units score implies: Very little chance of occurring

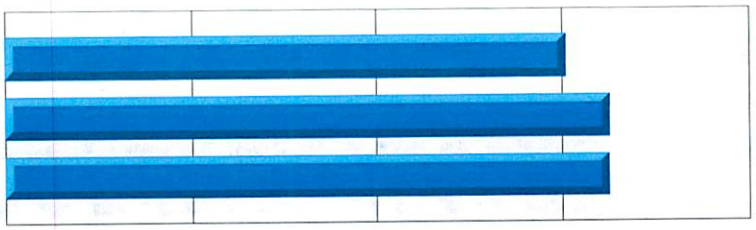
Differential Command Behavior toward Minorities



	Average
ALL SERVICES	4.53
COAST GUARD	4.74
FY13 USCG Rollup Report	4.75

Your units score implies: Very little chance of occurring

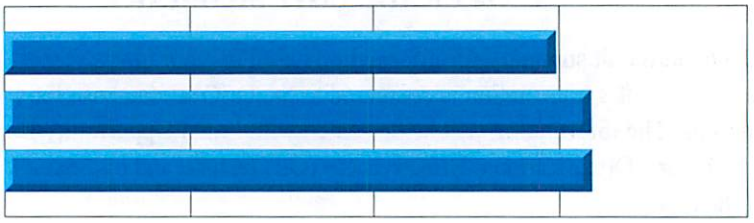
Positive EO Behaviors



	Average
ALL SERVICES	4.02
COAST GUARD	4.25
FY13 USCG Rollup Report	4.25

Your units score implies: Fairly high chance of occurring

Racist Behaviors



	Average
ALL SERVICES	3.98
COAST GUARD	4.17
FY13 USCG Rollup Report	4.17

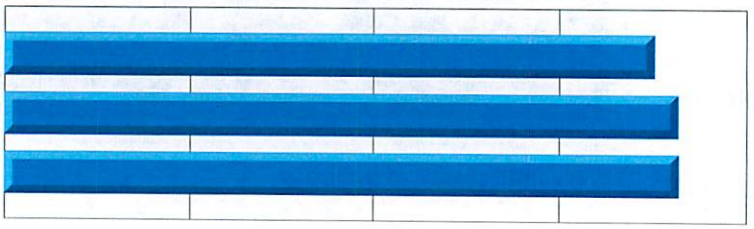
Your units score implies: Small chance of occurring

Age Discrimination

	Average
ALL SERVICES	4.36
COAST GUARD	4.55
FY13 USCG Rollup Report	4.55

Your units score implies: Very little chance of occurring

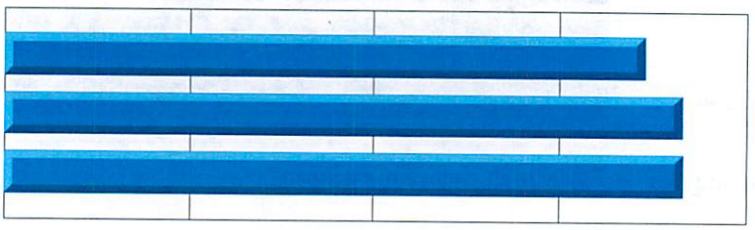
Religious Discrimination



	Average
ALL SERVICES	4.50
COAST GUARD	4.63
FY13 USCG Rollup Report	4.64

Your units score implies: Very little chance of occurring

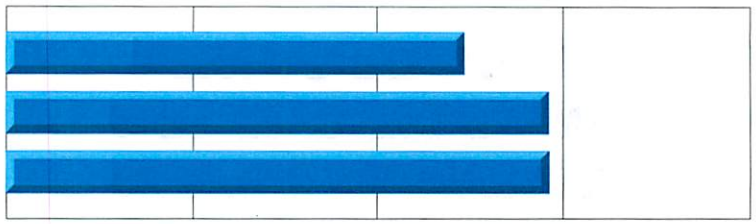
Disability Discrimination



	Average
ALL SERVICES	4.45
COAST GUARD	4.65
FY13 USCG Rollup Report	4.66

Your units score implies: Very little chance of occurring

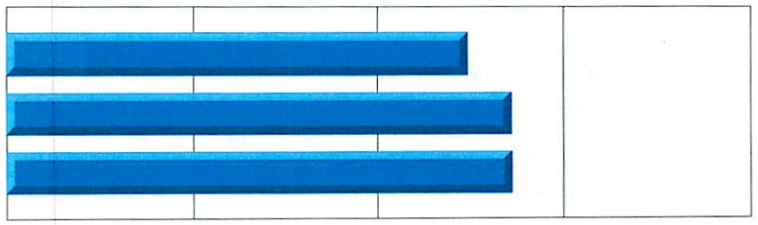
Organizational Commitment



	Average
ALL SERVICES	3.47
COAST GUARD	3.92
FY13 USCG Rollup Report	3.92

Your units score implies: Fairly positive rating

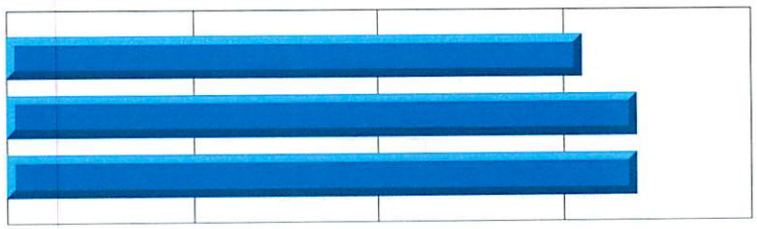
Trust in the Organization



	Average
ALL SERVICES	3.48
COAST GUARD	3.72
FY13 USCG Rollup Report	3.72

Your units score implies: Somewhat positive rating

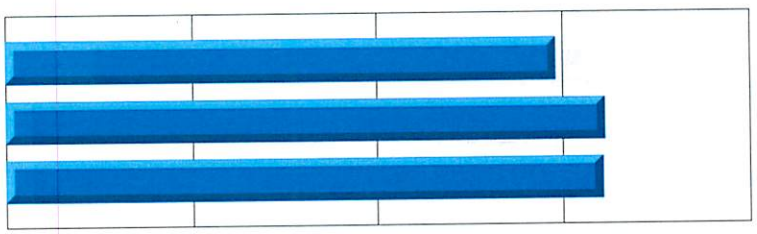
Work Group Effectiveness



	Average
ALL SERVICES	4.09
COAST GUARD	4.39
FY13 USCG Rollup Report	4.39

Your units score implies: Very positive rating

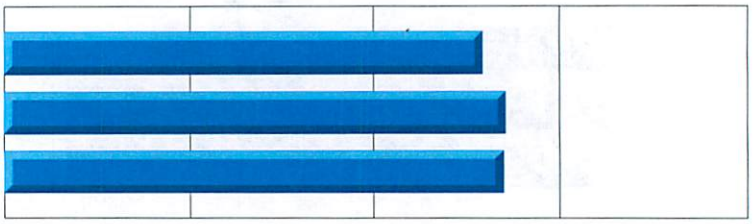
Work Group Cohesion



	Average
ALL SERVICES	3.96
COAST GUARD	4.22
FY13 USCG Rollup Report	4.21

Your units score implies: Fairly positive rating

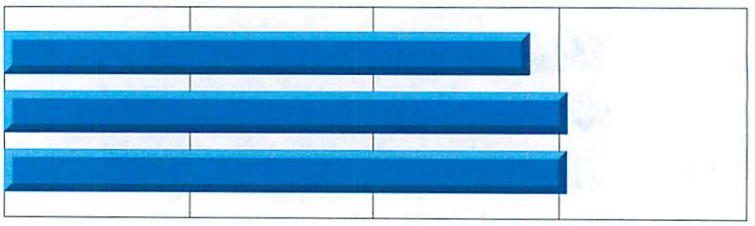
Leadership Cohesion



	Average
ALL SERVICES	3.59
COAST GUARD	3.71
FY13 USCG Rollup Report	3.70

Your units score implies: Somewhat positive rating

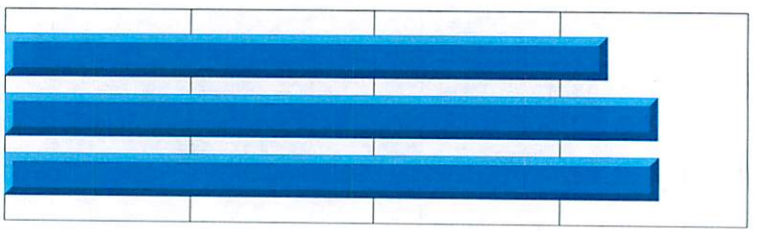
Job Satisfaction



	Average
ALL SERVICES	3.84
COAST GUARD	4.04
FY13 USCG Rollup Report	4.04

Your units score implies: Moderately satisfied

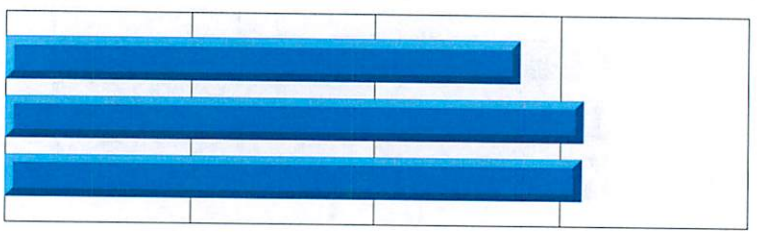
Leader Support for SAPR



	Average
ALL SERVICES	4.25
COAST GUARD	4.52
FY13 USCG Rollup Report	4.52

Your units score implies: Positive perceptions of leadership support for SAPR efforts

SAPR Bystander Intervention Climate



	Average
ALL SERVICES	3.78
COAST GUARD	4.12
FY13 USCG Rollup Report	4.11

Your units score implies: Moderate to rather strong likelihood of bystanders intervening to prevent sexual assault

III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1.	Share the results with your organization
2.	Validate the results through other sources
3.	Establish an action team
4.	Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.

2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.

3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web age at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/4217; Commercial: (321) 494-2675/4217] or email us a support@deocs.net.

Thank you for using the DEOCS!

DEOMI

Organizational Climate Survey (DEOCS)

Organization: FY13 USCG Rollup Report

Commander/Director: CAPT Ketchum

Admin Number: CGDRS13156

Saturday, October 26, 2013

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

RCS: DD-P&R (AR) 2338

501130

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE
ORGANIZATIONAL CLIMATE SURVEY
(DEOCS)

General Description

The DEOCS questionnaire is intended for organizations of any size, and is suitable for military and/or civilian personnel. The questionnaire measures climate factors associated with the military equal opportunity (EO) program, civilian equal employment opportunity (EEO) program, Sexual Assault Prevention and Response (SAPR), and organizational effectiveness (OE) issues. The race-ethnic classification system used on DEOCS is consistent with recent Office of Management and Budget (OMB) guidelines for classification of racial groups and multi-racial designations. Approximately half of the questionnaire items address EO/EEO issues, the remainder address organizational and demographic areas. The DEOCS is a climate assessment instrument designed to assess the "shared perceptions" of respondents about formal or informal policies, practices, and procedures likely to occur in the organization. This survey does not collect or use personally identifiable information and is not retrieved by personal identifier. Therefore, the information collected is not subject to the Privacy Act of 1974.

For the purposes of this survey, the following ethnicity and race definitions are provided (using standard Federal definitions).

Per OMB guidance, 1 January 2003, Spanish/Hispanic/Latino is an ethnic category, not a race category. All race and ethnicity responses are rolled up into minority or majority categories for the final report.

Spanish/Hispanic/Latino. A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term, "Spanish origin," can be used in addition to "Hispanic or Latino."

American Indian or Alaska Native. A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian. A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black or African American. A person having origins in any of the black racial groups of Africa. Terms such as "Haitian" or "Negro" can be used in addition to "Black or African American."

Native Hawaiian or Other Pacific Islander. A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White. A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

MORE INSTRUCTIONS ON NEXT PAGE

IMPORTANT! Before beginning the survey:

IN THE AREA MARKED "ADMIN NO." AT THE TOP OF YOUR ANSWER SHEET, WRITE IN THE FOLLOWING NUMBER: **CGDRS13156**

PART I

The information provided below **WILL NOT** be used to identify you. It is used by a computer to identify groups of people (e.g., Male, Female, Officer, Enlisted, Civilian, etc.). If fewer than five responses are given for a particular group, those responses are not reported for that group.

YOUR ACCURACY IS IMPORTANT IN GETTING AN HONEST ASSESSMENT OF YOUR ORGANIZATION.

1. I am

   1 = Male 2 = Female

2. Are you Spanish/Hispanic/Latino?

   1 = No
   2 = Yes

3. What is your race? *Mark one or more races to indicate what you consider yourself to be.*

   1 = American Indian or Alaska Native
   2 = Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)
   3 = Black or African American
   4 = Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, or Chamorro)
   5 = White
   6 = N/A

4. My age is

   1 = 18 - 21
   2 = 22 - 30
   3 = 31 - 40
   4 = 41 - 50
   5 = 51 or over

5. Are you currently deployed?

   1 = No, it has been more than 6 months since my last deployment, or I have never deployed
   2 = No, but I returned from combat zone deployment within the past 6 months
   3 = No, but I returned from non-combat zone deployment within the past 6 months
   4 = Yes (CONUS)
   5 = Yes (OCONUS, in a combat zone)
   6 = Yes (OCONUS, in a non-combat zone)

6. I am a(n):

   1 = Military officer
   2 = Warrant officer
   3 = Enlisted member
   4 = Federal DoD civilian employee
   5 = Federal non-DoD civilian employee
   6 = Other (e.g., contractor, private civilian, State employee) --> **GO TO QUESTION 14**

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7. If you are a federal civilian employee, in which category are you a member?

1 = GS
2 = GM
3 = WG/WL/WS/WB
4 = SES
5 = NSPS **–> GO TO QUESTION 9**
6 = N/A

8. What is your pay grade (for example; an E3 or O3 would select 1; an E5 or O5 would select 2)? **FOR NSPS CIVILIANS ONLY: Leave #8 BLANK on the bubble sheet.**

1 = 1 - 3
2 = 4 - 6
3 = 7 - 8
4 = 9 - 10
5 = 11 - 13
6 = 14 - 15

9. If you are a Federal civilian employee under NSPS, what is your Career Group?

1 = Medical
2 = Investigative/Protective
3 = Scientific/Engineering
4 = Standard
5 = N/A

10. If you are a Federal civilian employee under NSPS, what is your Pay Schedule? **FOR MILITARY AND NON-NSPS EMPLOYEE: Leave #10 BLANK on the bubble sheet.**

1 = Professional or Investigative
2 = Technician/Support
3 = Supervisor/Manager
4 = Fire Protection or Police/Security Guard
5 = Physician/Dentist
6 = Student

11. If you are a Federal civilian employee under NSPS, what is your Pay Band? **FOR MILITARY AND NON-NSPS EMPLOYEE: Leave #11 BLANK on the bubble sheet.**

1 = 1
2 = 2
3 = 3
4 = 4

12. **MILITARY ONLY**: My branch of service is: **FOR CIVILIAN EMPLOYEES: Leave #12 BLANK on the bubble sheet.**

1 = Air Force
2 = Army
3 = Coast Guard
4 = Marine Corps
5 = Navy
6 = Non U.S. Military Service

13. **MILITARY ONLY**: I am a (n): **FOR CIVILIAN EMPLOYEES: Leave #13 BLANK on the bubble sheet.**

1 = Active component member (including Coast Guard)
2 = Traditional guardsman (Drilling)
3 = Guardsman on active duty
4 = Traditional reservist (Drilling)
5 = Reservist on active duty

Part II

YOU NEED NOT HAVE PERSONALLY SEEN OR EXPERIENCED THE ACTIONS BELOW.

Use the following scale to rate the *LIKELIHOOD* that the actions listed below COULD have happened, even if you have not personally observed or experienced it. *If you are a member of a Reserve or National Guard unit or are a part time employee, "your last 30 work days" refers to the last 30 days you spent at your unit (not necessarily the past consecutive 30 workdays).*

1 = There is a *very high chance* that the action occurred.
2 = There is a *reasonably high chance* that the action occurred.
3 = There is a *moderate chance* that the action occurred.
4 = There is a *small chance* that the action occurred.
5 = There is *almost no chance* that the action occurred.

CHECKPOINT: ENSURE YOU ARE AT #14 ON YOUR BUBBLE SHEET BEFORE PROCEEDING.

During your last 30 workdays at your duty location:

14. A person told several jokes about a particular race/ethnicity.

15. Supervisors of different racial or ethnic backgrounds were seen having lunch together.

16. Personnel of different racial or ethnic backgrounds were seen having lunch together.

17. A supervisor did not select a qualified subordinate for promotion because of their race/ethnicity.

18. A member was assigned less desirable office space because of their race/ethnicity.

19. The person in charge of the organization changed the duty assignments when it was discovered that two people of the same race/ethnicity were assigned to the same sensitive area on the same shift.

20. While speaking to a group, the person in charge of the organization took more time to answer questions from one race/ethnic group than from another group.

21. Members from different racial or ethnic groups were seen socializing together.

22. Members joined friends of a different racial or ethnic group at the same table in the cafeteria or designated eating area.

23. When a person complained of sexual harassment, the supervisor said, "You're being too sensitive."

24. Offensive racial/ethnic names were frequently heard.

26. A supervisor referred to subordinates of one gender by their first names in public while using titles for subordinates of the other gender.

27. Sexist jokes were frequently heard.

28. Someone made sexually suggestive remarks about another person.

29. A well-qualified person was denied a job because the supervisor did not like the religious beliefs of the person.

30. A demeaning comment was made about a certain religious group.

31. A supervisor favored a worker who had the same religious beliefs as the supervisor.

32. A younger person was selected for a prestigious assignment over an older person who was equally, if not slightly better qualified.

33. An older individual did not get the same career opportunities as did a younger individual.

34. A worker with a disability was not given the same opportunities as other workers.

35. A young supervisor did not recommend promotion for a qualified older worker.

36. A career opportunity presentation to a worker with a disability focused on the lack of opportunity elsewhere; to others, it emphasized promotion.

37. A supervisor did not appoint a qualified worker with a disability to a new position, but instead appointed another, less qualified worker.

Part III

In this part of the survey, answer the following questions regarding *how you feel about your organization*, that is the organization led by the individual who requested you complete this survey.

1 = *Totally agree* with the statement
2 = *Moderately agree* with the statement
3 = *Neither agree nor disagree* with the statement
4 = *Moderately disagree* with the statement
5 = *Totally disagree* with the statement

38. I find that my values and the organization's values are very similar.

39. I am proud to tell others that I am part of this organization.

40. Assuming I could stay until eligible for retirement, I do not see many reasons to do so.

41. Often, I find it difficult to agree with the policies of this organization on important matters relating to its people.

42. Becoming a part of this organization was definitely not in my best interests.

43. The values of this organization reflect the values of its members.

44. This organization is loyal to its members.

45. This organization is proud of its people.

Part IV

Respond to the following items regarding the *effectiveness of your work group* (all persons who report to the same supervisor that you do), and top leaders, using the scale below:

1 = *Totally agree* with the statement
2 = *Moderately agree* with the statement
3 = *Neither agree nor disagree* with the statement
4 = *Moderately disagree* with the statement
5 = *Totally disagree* with the statement

46. The amount of output of my work group is very high.

47. The quality of output of my work group is very high.

48. When high priority work arises, such as short deadlines, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.

49. My work group's performance in comparison to similar work groups is very high.

50. My work group works well together as a team.

51. Members of my work group pull together to get the job done.

52. Members of my work group really care about each other.

53. Members of my work group trust each other.

54. Top leaders in my organization work well together as a team.

55. Top leaders in my organization pull together to get the job done.

56. Top leaders in my organization really care about each other.

57. Top leaders in my organization trust each other.

Part V

The questions in this section are used to determine *how satisfied you are with job-related issues.* Indicate your degree of satisfaction or dissatisfaction by choosing the most appropriate phrase:

1 = *Very* satisfied
2 = *Moderately* satisfied
3 = *Neither* satisfied nor dissatisfied
4 = *Moderately* dissatisfied
5 = *Very* dissatisfied

How satisfied are you with:

58. The chance to help people and improve their welfare through the performance of my job.

59. My amount of effort compared to the efforts of my co-workers.

60. The recognition and pride my family has in the work I do.

61. The chance to acquire valuable skills in my job that prepare me for future opportunities.

62. My job as a whole.

Part VI

63. Within the past 12 months, I have personally experienced an incident of discrimination within my current organization. (Mark all that apply.)

1 = YES, racial/national origin/color
2 = YES, gender (sex)
3 = YES, age
4 = YES, disability
5 = YES, religion
6 = No

64. Within the past 12 months, I have personally experienced an incident of sexual harassment within my current organization.

1 = YES 2 = NO

65. Did you report any of the above incidents of discrimination or sexual harassment to someone in your organization?

1 = I filed a formal complaint through my organization's EO/EEO representative.
2 = I reported the incident through my organization's EO/EEO representative without filing a formal complaint .
3 = I reported the incident to my supervisor/superior without filing a formal complaint.
4 = I confronted the individual who committed the act without filing a formal complaint.
5 = I did not report the incident to anyone.
6 = N/A. I did not experience an incident of discrimination or sexual harassment in the past 12 months.

If you did not report the incident to anyone, please explain why.

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

1 = *Very* satisfied
2 = *Moderately* satisfied
3 = *Moderately* dissatisfied
4 = *Very* dissatisfied
5 = N/A

If you were moderately or very dissatisfied with how the

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Part VII

The questions in this section are used to determine your perceptions of leadership support in regards to sexual assault, your knowledge of sexual assault reporting options, perceived barriers to reporting sexual assault, and bystander intervention.

63. My leadership promotes a climate that is free of sexual assault.

1 = Strongly agree
2 = Agree
3 = Neither agree nor disagree
4 = disagree
5 = Strongly disagree

64. My leadership would respond appropriately in the event a sexual assault was reported.

1 = Strongly agree
2 = Agree
3 = Neither agree nor disagree
4 = disagree
5 = Strongly disagree

65. A restricted report allows a Service member to report a sexual assault and get help, but without notifying command or criminal investigators.

1 = True
2 = False

66. Which of the following would be reasons why a victim of sexual assault would not report the incident within your unit (Mark all that apply):

1 = Lack of privacy/confidentiality
2 = Stigma, shame, fear
3 = Fear of being reduced in the eyes of the commander or colleagues
4 = Fear of disciplinary action due to victim's misconduct
5 = Fear of re-victimization
6 = Fear of operational impacts on training, security clearances, and overseas deployments
7 = Not knowing how to report
8 = Not thinking anything would be done
9 = Not wanting to get fellow Service members (e.g., perpetrator, bystanders) in trouble for actions or collateral misconduct
10 = Concern Victim Advocate (VA) will not keep restricted report confidential
11 None of the above, sexual assaults would be reported

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67. Suppose you see a Service member put something in a person's drink. You're unsure what it was and question if your eyes were playing tricks on you. What are you most likely to do in this kind of situation?

1 = Nothing
2 = Leave to avoid any kind of trouble
3 = Watch the situation to see if it escalates
4 = Tell the person what you saw the Service member do
5 = Confront the Service member

68. Imagine you go TDY for some training. The first night you go to a restaurant/bar with a large group of colleagues, whom you just met. At what point would you intervene in the following escalating situation?

1 = A senior leader at the training buys your colleague a drink and he/she is told a drink may never be refused, as doing so would go against tradition
2 = The senior leader buys your colleague a second and third drink despite his/her repeated objections
3 = Your colleague appears intoxicated and disoriented, and continues to be the senior leader's main focus of attention
4 = The senior leader repeatedly hugs your colleague, rubs his/her shoulders, and offers to walk him/her back to quarters
5 = You see the senior leader quietly taking your intoxicated colleague out of the place
6 = As they leave, your colleague tries to push away the senior leader and says, "no."
7 = In this scenario, I would not intervene at any point

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Please provide any written comments in the space below. Use additional paper if needed.

ALL COMMENTS WILL BE PROVIDED TO YOUR COMMAND EXACTLY AS THEY ARE WRITTEN.

Thank you for your responses. Please provide your answer sheet and this survey to your survey administrator.

You may send comments regarding this survey directly to:

Directorate of Research
Defense Equal Opportunity Management Institute
366 Tuskegee Airman Drive Building 352
Patrick Air Force Base, Florida 32925-3399
Email: support@deocs.net

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FM COMDT COGARD WASHINGTON DC//CG-00H//
TO ALCOAST
BT
UNCLAS //N05350//
ALCOAST 355/12
COMDTNOTE 5350
SUBJ: ADMINISTRATION OF THE DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE (DEOMI) ORGANIZATIONAL CLIMATE SURVEY (DEOCS)
A. COAST GUARD CIVIL RIGHTS MANUAL COMDTINST 5350.4(SERIES)
1. SERVING IN COMMAND IS A UNIQUE PRIVILEGE AND CHALLENGE. AN IMPORTANT FACTOR OF SUCCESS IN COMMAND IS UNDERSTANDING COMMAND CLIMATE. THE DEOCS IS A TOOL WHICH HELPS THE CO/OIC UNDERSTAND, DEVELOP, AND SUSTAIN A HEALTHY COMMAND CLIMATE.
2. REFERENCE A OFFERS GUIDANCE FOR DEOCS ADMINISTRATION. THE CO/OIC MUST ADMINISTER DEOCS TO HIS/HER WORKFORCE WITHIN 180 DAYS OF ASSUMING COMMAND AND ANNUALLY THEREAFTER. THIS REQUIREMENT APPLIES TO UNITS WITH 25 OR MORE ASSIGNED PERSONNEL AS INDICATED ON THE OFFICIAL PERSONNEL ALLOWANCE LIST (PAL). FOR DEOCS PURPOSES, UNIT PARTICIPATION AND REPORTING ARE BY OPERATING FACILITY (OPFAC) NUMBER.
3. GETTING STARTED. VIEW INSTRUCTIONS INCLUDING HOW TO REQUEST A DEOCS ASSESSMENT BY ACCESSING WWW.DEOCS.NET. PAPER AND ONLINE VARIATIONS, AND COMBINATIONS THEREOF ARE AVAILABLE AND PERMITTED. IN ADDITION TO PREFABRICATED QUERIES, COMMANDS MAY ADD UP TO 10 LOCALLY DEVELOPED QUESTIONS AND 5 SHORT ANSWER QUESTIONS. ON AVERAGE, EACH WORKFORCE MEMBER WILL NEED APPROXIMATELY 30 MINUTES TO COMPLETE THE SURVEY.
4. WHY THE DEOCS? DEOCS USES EMPLOYEE PERCEPTIONS TO MEASURE 17 CLIMATEFACTORS ASSOCIATED WITH MILITARY EQUAL OPPORTUNITY, CIVILIAN EQUALEMPLOYMENT OPPORTUNITY, SEXUAL ASSAULT PREVENTION AND RESPONSE, AND ORGANIZATIONAL EFFECTIVENESS. THE TOOL IS BASED ON 22 YEARS OF EXTENSIVE STUDY, RESEARCH, AND CUSTOMER FEEDBACK, AND IS CAREFULLY CRAFTED TO ASSESS WORKFORCE PERCEPTIONS OF COMMAND CLIMATE. DEOCS IS UNIQUE BY ITS QUERY OF EQUAL OPPORTUNITY FACTORS, SPECIFICALLY: SEXUAL HARASSMENT AND SEX DISCRIMINATION, DIFFERENTIAL COMMAND BEHAVIOR TOWARD MINORITIES, POSITIVE EQUAL OPPORTUNITY BEHAVIORS, RACIST BEHAVIORS, AND RELIGIOUS/AGE/DISABILITY DISCRIMINATION. RESULTS ALSO COMPARE PERCEPTIONS OF COMPLEMENTARY GROUPS SUCH AS MINORITY/MAJORITY, WOMEN/MEN, MILITARY/CIVILIAN, OFFICER/ENLISTED, JUNIOR/SENIOR CIVILIAN, JUNIOR/SENIOR ENLISTED, JUNIOR/SENIOR OFFICER, U.S./OTHER MILITARY, AND GOVERNMENT/NON-GOVERNMENT CIVILIAN.
5. OBTAINING RESULTS. SURVEY RESULTS ARE AVAILABLE WITHIN 24 HOURS OF COMPLETION FOR COMMANDS ELECTING THE ONLINE VERSION, LONGER FOR PAPER RESULTS. RESPONSES WILL BE AGGREGATED AND SUBJECTED TO A HIGHLY PRESCRIBED PROTOCOL WHICH ENSURES PARTICIPANT ANONYMITY. UNITS MAY FORTIFY COMMITMENT TO ANONYMITY BY ALLOWING PERSONNEL TO DRAW PASSWORDS AT RANDOM FROM A COMMON POOL, OR BY ASSIGNING THE SAME PASSWORD TO THE ENTIRE UNIT. UNIT-SPECIFIC RESULTS WILL NOT BE REPORTED OR VISIBLE TO OTHER UNITS. CO/OICS ARE CAUTIONED THAT NARRATIVE RESPONSES TO OPENENDED QUESTIONS MAY CONTAIN PRIVACY-PROTECTED CONTENT, INCONSISTENT WITH SHARING. THEREFORE, UNITS MAY NOT ENTER INTO AGREEMENTS TO JOINTLY ADMINISTER DEOCS OR SHARE RESULTS. SUPERIOR COMMANDS MAY REQUEST COMPOSITE REPORTS FOR THEIR AREA OF RESPONSIBILITY (AOR) BY CONTACTING THE COAST GUARD CIVIL RIGHTS DIRECTORATE (CRD). COMPOSITE REPORTS PROVIDE OVERALL SCORES FOR AN AOR, BUT NO NARRATIVE RESPONSES OR UNITSPECIFIC INFORMATION. REPORTS REQUESTED THROUGH CRD WILL ONLY BE RELEASED TO THE CO/OIC.
6. HELP IS AVAILABLE. CIVIL RIGHTS SERVICE PROVIDERS (CRSPS) HAVE RECEIVED SPECIFIC TRAINING AND UPON REQUEST WILL ASSIST COMMANDS IN ADMINISTERING THE TOOL, INTERPRETING RESULTS, AND OFFERING PERSPECTIVE FOR TANGIBLE AND MEASURABLE FOLLOW UP ACTIONS IF INDICATED. A LIST OF CRSPS IS AVAILABLE AT

HTTP://WWW.USCG.MIL/HQ/CG00/CG00H/SERVICEPROVIDERS.ASP. THE GOAL IS TO HELP THE CO/OIC SUCCEED.
7. RELEASED BY TERRI A. DICKERSON, DIRECTOR OF CIVIL RIGHTS.
8. INTERNET RELEASE AUTHORIZED.
BT
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5-Year USCG Workforce Perception Trends, 2008 through 2012

Coast Guard Workforce Sub-Groups	# of FY12 Parti-cipants	Sexual Harassment/ Discrimination	Differential Command Behaviors Toward Minorities	Positive EO Behaviors	Racist Behaviors	Age Discrimination	Religious Discrimination	Disability Discrimination	Organization Commitment	Trust in Organization	Work Group Effectiveness	Work Group Cohesion	Leadership Cohesion	Job Satisfaction
Minority	6879	0.15	0.04	0.03	0.27	0.03	0.08	0.06	0.01	0.06	0.06	0.07	0.04	0.03
Majority	18614	0.19	0.02	0.08	0.23	0.06	0.10	0.04	0.00	0.04	0.04	0.09	0.05	0.05
Women	4774	0.19	0.00	-0.02	0.19	0.03	0.11	0.03	-0.02	0.03	0.06	0.08	0.02	0.03
Men	21990	0.18	0.03	0.08	0.25	0.05	0.10	0.05	0.01	0.05	0.05	0.09	0.05	0.05
Officer	4600	0.22	0.04	0.04	0.21	0.06	0.14	0.07	-0.07	0.02	0.03	0.08	0.01	0.03
Enlisted	17836	0.19	0.05	0.11	0.26	0.09	0.11	0.08	0.04	0.08	0.07	0.11	0.10	0.07
Junior Enlisted	15285	0.20	0.06	0.13	0.28	0.11	0.13	0.09	0.05	0.10	0.06	0.11	0.10	0.07
Senior Enlisted	2484	0.09	0.02	0.02	0.11	0.00	0.07	0.01	-0.07	-0.05	0.06	0.08	0.06	0.04
Junior Officer	2238	0.27	0.05	0.02	0.24	0.10	0.15	0.10	-0.06	0.01	0.05	0.09	-0.01	0.03
Senior Officer	1396	0.14	0.02	-0.06	0.13	0.01	0.13	0.03	-0.16	-0.03	-0.02	0.01	-0.04	-0.05
Military	22436	0.20	0.05	0.09	0.25	0.08	0.13	0.08	0.01	0.06	0.06	0.10	0.08	0.07
Civilian	4297	0.06	-0.04	-0.03	0.05	-0.12	-0.02	-0.07	-0.09	-0.14	-0.07	-0.04	-0.15	-0.10
Junior Civilian	835	-0.12	-0.20	-0.16	-0.11	-0.28	-0.19	-0.21	-0.21	-0.32	-0.08	-0.09	-0.27	-0.18
Senior Civilian	2671	0.11	-0.02	0.00	0.11	-0.11	0.04	-0.08	-0.10	-0.14	-0.06	-0.06	-0.15	-0.13
OVERALL	**26764**	**0.18**	**0.03**	**0.07**	**0.24**	**0.05**	**0.11**	**0.05**	**0.00**	**0.04**	**0.05**	**0.08**	**0.06**	**0.04**

GREEN indicates improved/positive trend; RED indicates declining/negative trend

USCG Q349
31 pg

DEOMI ORGANIZATIONAL CLIMATE SURVEY (DEOCS)
Coast Guard Roll-up Report Executive Summary – FY2012
Executive Summary by CDR Eric Hoernemann, CG-00H-E

The DEOCS is a commander's management tool that allows them to proactively assess critical organizational climate dimensions that can impact the organization's effectiveness. Respondents answer questions that characterize their unit's readiness, formal and informal policies, practices, and procedures that occur or are likely to occur within the organization.

The survey assesses 17 climate factors by posing questions that survey takers respond to using various response scales. The questionnaire focuses on four primary areas: Military Equal Opportunity (EO), Civilian Equal Employment Opportunity (EEO), Sexual Assault Prevention and Response (SAPR), and Organizational Effectiveness (OE). The survey takes about 20 minutes to complete, and provides multiple opportunities for respondents to enter their personalized comments.

DEOCS aggressively protects respondent anonymity. In order to generate a DEOCS report, a minimum of 16 assigned personnel must complete the survey. The survey will not display group data any time fewer than five members of a group complete the survey. The online survey uses a computer-generated, untraceable, password. Also, no personally identifying information is collected. However, specific comments sometimes voluntarily breach anonymity.

CO/OIC can add up to 10 locally-developed questions (LDQs) and five-short answer questions (SAQs) to their survey, helping them target specific areas of concern.

The reports are the property of the CO/OIC and are used to take action on critical organizational climate dimensions. Roll up reports may be requested by CO/OIC that supervise other units, but these reports only provide numerical data, not raw comments.

The attached data shows the results of the FY12 DEOCS for the entire Coast Guard. A website disruption and associated contract dispute took all DEOCS surveys and data off line from mid-September 2012 through mid-March 2013. Surveys suspended were re-opened and completed by 1 April 2013.

The Coast Guard had a record number of DEOCS respondents in FY12, with over 26,000 Coast Guard members and employees completing surveys.

Key Findings:

- FY12 to FY11 comparison:
    - All Coast Guard FY12 DEOCS results mirror DOD results in which categories are of least and greatest concern. All Coast Guard responses are significantly more favorable in all categories than DOD results in the same categories.

- For the workforce as a whole, Coast Guard FY12 DEOCS responses are above an average of 3.50, which is noted by DEOCS as "favorable".

- Categories showing the most improvement from FY11 to FY12 include those most commonly associated with Civil Rights/EEO matters, such as Positive EO Behaviors and Racist Behaviors.

- Women and Junior Civilians showed a slight drop in their perceptions of sexual harassment/discrimination from FY11 to FY12, while all other populations showed slight to moderate increases in perceptions of sexual harassment/discrimination.

- Categories showing the most decline from FY11 to FY12 include those associated with leadership climate, including Organizational Commitment and Leadership Cohesion.

- Senior Officers showed a steep decline from FY11 to FY12 in their perceptions of Trust in Organization and moderate declines from FY11 to FY12 in their perceptions of Organizational Commitment, Trust in Organization, and Job Satisfaction.

- Junior Civilians showed a steep decline from FY11 to FY12 in their perceptions of Work Group Cohesion.

- Five-year trends from FY08 to FY12:

  - Over the past five years, 11 of 13 DEOCS categories showed aggregate increases. Only 2 of 13 categories showed slight decreases. These two categories were Differential Command Behaviors Toward Minorities and Organizational Commitment.

  - Junior Civilians showed a steep decline across nearly all 13 DEOCS measures during the past five years.

  - Junior Enlisted showed an increase in their perceptions of Organizatonal Commitment over the past five years, while Senior Enlisted, Junior Officers, and Senior Officers showed a decline in their perceptions of Organizational Commitment.

  - Favorable responses by junior enlisted members in the leadership-oriented categories of Organization Commitment, Trust in Organization, Work Group Effectivenes, Work Group Cohesion, Leadership Cohesion, and Job Satisfaction mask, in aggregate, negative to steeply negative trends in perceptions of Senior Enlisted, Junior Officers, Senior Officers, and all Civilians.

  - Five year trends show that the Coast Guard has made great improvements in organizational perceptions of Sexual Harassment/Discrimination, Racist Behaviors, and Religious Discrimination.

FY12 DEOCS CG-wide Rollup

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ANNUAL MASTER TABLE - FY12

USCG-FY12	# Respondents	Sexual Harassment/ Discrimination	Differential Command Behavoirs Toward Minorities	Positive EO Behaviors	Racist Behaviors	Age Discrimination	Religous Discrimination	Disability Discrimination	Organization Commitment	Trust in Organization	Work Group Effectiveness	Work Group Cohesion	Leadership Cohesion	Job Satisfaction
Minority	6879	4.28	4.58	4.12	3.91	4.44	4.55	4.56	3.82	3.67	4.34	4.13	3.67	4.06
Majority	18614	4.39	4.80	4.26	4.18	4.58	4.65	4.68	3.97	3.77	4.39	4.23	3.70	4.05
Women	4774	4.21	4.67	4.17	4.10	4.45	4.60	4.60	3.86	3.67	4.34	4.08	3.64	4.00
Men	21990	4.38	4.75	4.23	4.10	4.55	4.62	4.65	3.93	3.74	4.38	4.22	3.68	4.05
Officer	4600	4.45	4.83	4.43	4.36	4.65	4.68	4.75	4.21	4.00	4.52	4.43	3.87	4.21
Enlisted	17836	4.32	4.75	4.22	3.98	4.60	4.62	4.66	3.84	3.65	4.33	4.15	3.64	4.00
Junior Enlisted	15285	4.29	4.74	4.20	3.92	4.59	4.61	4.64	3.79	3.62	4.29	4.10	3.62	3.97
Senior Enlisted	2484	4.48	4.84	4.34	4.35	4.65	4.72	4.75	4.14	3.84	4.55	4.42	3.77	4.19
Junior Officer	2238	4.36	4.81	4.43	4.19	4.63	4.63	4.73	4.11	3.96	4.45	4.36	3.83	4.14
Senior Officer	1396	4.52	4.84	4.46	4.55	4.65	4.70	4.76	4.35	4.10	4.61	4.53	3.99	4.29
Military	22436	4.35	4.77	4.26	4.06	4.61	4.64	4.68	3.91	3.72	4.37	4.20	3.69	4.05
Civilian	4297	4.38	4.56	4.01	4.35	4.16	4.52	4.48	3.91	3.74	4.38	4.13	3.61	4.01
Junior Civilian	835	4.33	4.43	3.92	4.28	4.08	4.47	4.38	3.82	3.67	4.40	4.10	3.63	3.98
Senior Civilian	2671	4.39	4.60	4.06	4.39	4.14	4.52	4.48	3.94	3.73	4.41	4.14	3.55	4.00
Other Military	*8*	*4.14*	*4.46*	*4.50*	*4.29*	*3.71*	*4.38*	*4.29*	*4.38*	*3.75*	*4.16*	*4.16*	*3.53*	*4.23*
U.S. Military	*22394*	*4.35*	*4.77*	*4.26*	*4.06*	*4.61*	*4.64*	*4.68*	*3.91*	*3.72*	*4.37*	*4.20*	*3.69*	*4.05*
Other Civilian	557	4.39	4.60	4.03	4.25	4.33	4.57	4.55	3.90	3.89	4.26	4.14	3.79	4.07
Federal Civilian	3740	4.35	4.74	4.23	4.10	4.54	4.62	4.65	3.91	3.72	4.37	4.19	3.67	4.04
Overall	**26764**	**4.35**	**4.74**	**4.22**	**4.10**	**4.53**	**4.62**	**4.64**	**3.91**	**3.72**	**4.37**	**4.19**	**3.68**	**4.04**

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Change in USCG Overall DEOCS Scores between **2011** and 2012

	DIFFERENCE in the # Respondents each year (positive = favorable)	Sexual Harassment/ Discrimination	Differential Command Behavoirs Toward Minorities	Positive EO Behaviors	Racist Behaviors	Age Discrimination	Religous Discrimination	Disability Discrimination	Organization Commitment	Trust in Organization	Work Group Effectiveness	Work Group Cohesion	Leadership Cohesion	Job Satisfaction
Minority		0.02	0.01	0.06	0.03	0.01	0.03	0.04	-0.01	-0.01	0.02	0.00	-0.04	-0.01
Majority		0.04	0.03	0.06	0.05	0.03	0.03	0.03	0.01	0.01	0.02	0.04	0.00	0.01
Women		-0.03	0.02	0.06	-0.04	0.00	0.00	0.02	-0.02	-0.04	0.01	-0.01	-0.06	-0.01
Men		0.05	0.03	0.07	0.06	0.03	0.03	0.03	0.01	0.02	0.02	0.04	0.00	0.01
Officer		0.02	0.01	0.06	0.03	0.01	0.04	0.01	-0.01	-0.01	-0.01	0.00	-0.04	0.00
Enlisted		0.04	0.02	0.07	0.07	0.04	0.03	0.04	0.01	0.01	0.04	0.05	0.00	0.01
Junior Enlisted		0.04	0.03	0.07	0.07	0.04	0.03	0.04	0.01	0.00	0.03	0.04	0.00	0.01
Senior Enlisted		0.05	0.02	0.03	0.05	0.07	0.05	0.03	0.03	0.05	0.03	0.02	-0.02	0.03
Junior Officer		0.04	0.02	0.05	0.04	0.01	0.04	0.02	0.01	0.01	-0.01	0.01	-0.02	0.01
Senior Officer		0.00	-0.01	0.04	0.00	-0.02	0.01	-0.01	-0.07	-0.06	-0.03	-0.01	-0.09	-0.06
Military		0.04	0.02	0.06	0.06	0.03	0.04	0.04	0.00	0.00	0.03	0.03	-0.01	0.01
Civilian		0.04	0.02	0.07	0.05	-0.01	0.01	0.01	0.00	0.03	-0.01	-0.01	0.01	-0.03
Junior Civilian		-0.04	-0.02	0.11	-0.01	-0.09	-0.03	-0.02	-0.05	-0.01	-0.01	-0.09	-0.03	-0.07
Senior Civilian		0.06	0.01	0.01	0.08	-0.02	0.01	-0.03	-0.03	-0.03	-0.01	0.00	-0.02	-0.03
Other Military														
U.S. Military														
Other Civilian														
Federal Civilian														
Overall														

Positive (favorable) changes are shown in shades of green. Darker shades reflect greater (more favorable) change.
Negative (unfavorable) changes are shown in shades of red/pink. Darker shades reflect greater (less favorable) change.

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5-Year USCG Workforce Perception Trends, 2008 through 2012

Coast Guard Workforce Sub-Groups	# of FY12 Parti-cipants	Sexual Harassment/ Discrimination	Differential Command Behaviors Toward Minorities	Positive EO Behaviors	Racist Behaviors	Age Discrimination	Religious Discrimination	Disability Discrimination	Organization Commitment	Trust in Organization	Work Group Effectiveness	Work Group Cohesion	Leadership Cohesion	Job Satisfaction
Minority	6879	0.15	0.04	0.03	0.27	0.03	0.08	0.06	0.01	0.06	0.06	0.07	0.04	0.03
Majority	18614	0.19	0.02	0.08	0.23	0.06	0.10	0.04	0.00	0.04	0.04	0.09	0.05	0.05
Women	4774	0.19	0.00	-0.02	0.19	0.03	0.11	0.03	-0.02	0.03	0.06	0.08	0.02	0.03
Men	21990	0.18	0.03	0.08	0.25	0.05	0.10	0.05	0.01	0.05	0.05	0.09	0.05	0.05
Officer	4600	0.22	0.04	0.04	0.21	0.06	0.14	0.07	-0.07	0.02	0.03	0.08	0.01	0.03
Enlisted	17836	0.19	0.05	0.11	0.26	0.09	0.11	0.08	0.04	0.08	0.07	0.11	0.10	0.07
Junior Enlisted	15285	0.20	0.06	0.13	0.28	0.11	0.13	0.09	0.05	0.10	0.06	0.11	0.10	0.07
Senior Enlisted	2484	0.09	0.02	0.02	0.11	0.00	0.07	0.01	-0.07	-0.05	0.06	0.08	0.06	0.04
Junior Officer	2238	0.27	0.05	0.02	0.24	0.10	0.15	0.10	-0.06	0.01	0.05	0.09	-0.01	0.03
Senior Officer	1396	0.14	0.02	-0.06	0.13	0.01	0.13	0.03	-0.16	-0.03	-0.02	0.01	-0.04	-0.05
Military	22436	0.20	0.05	0.09	0.25	0.08	0.13	0.08	0.01	0.06	0.06	0.10	0.08	0.07
Civilian	4297	0.06	-0.04	-0.03	0.05	-0.12	-0.02	-0.07	-0.09	-0.14	-0.07	-0.04	-0.15	-0.10
Junior Civilian	835	-0.12	-0.20	-0.16	-0.11	-0.28	-0.19	-0.21	-0.21	-0.32	-0.08	-0.09	-0.27	-0.18
Senior Civilian	2671	0.11	-0.02	0.00	0.11	-0.11	0.04	-0.08	-0.10	-0.14	-0.06	-0.06	-0.15	-0.13
OVERALL	**26764**	**0.18**	**0.03**	**0.07**	**0.24**	**0.05**	**0.11**	**0.05**	**0.00**	**0.04**	**0.05**	**0.08**	**0.06**	**0.04**

GREEN indicates improved/positive trend; RED indicates declining/negative trend

501148

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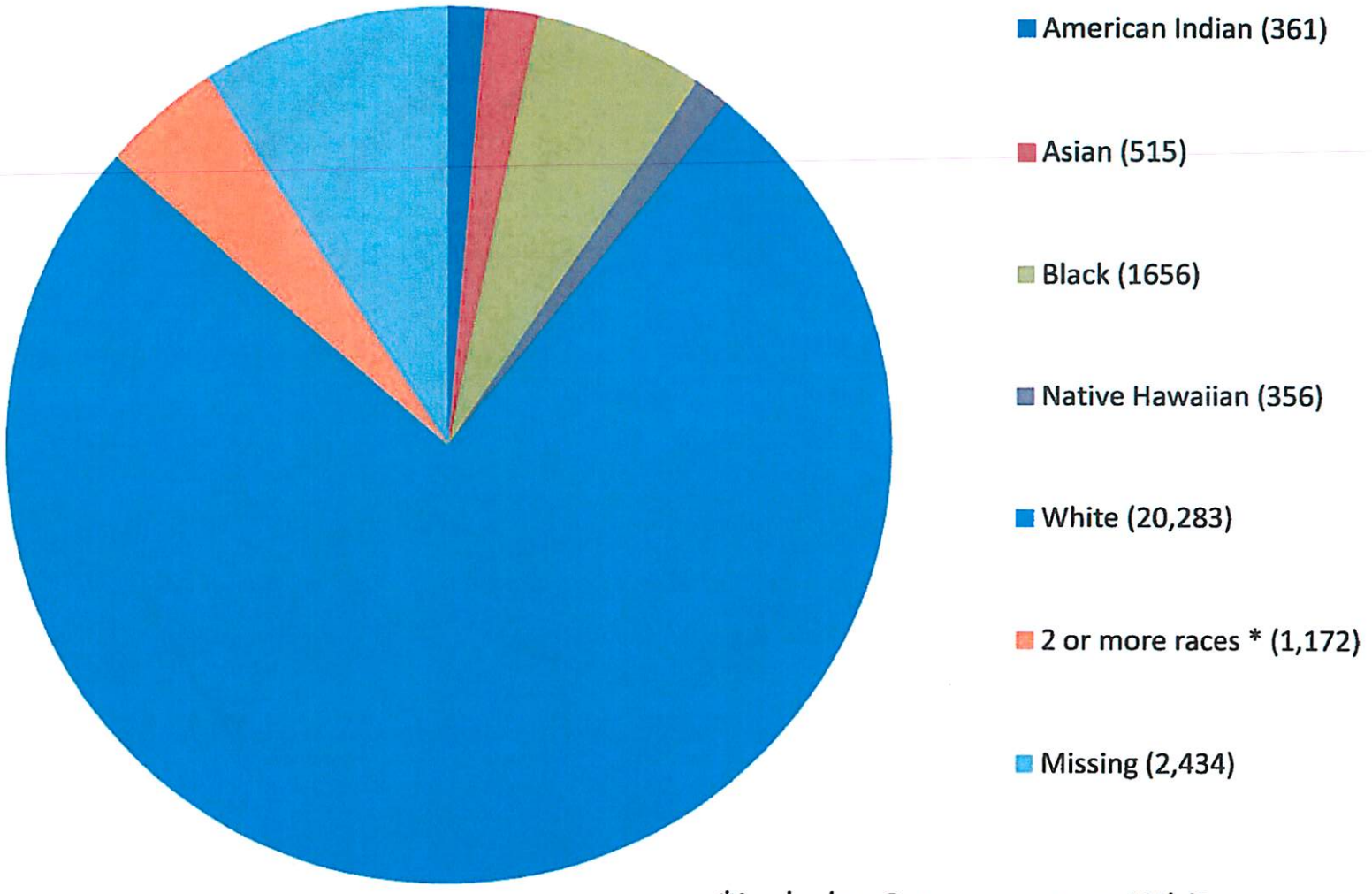
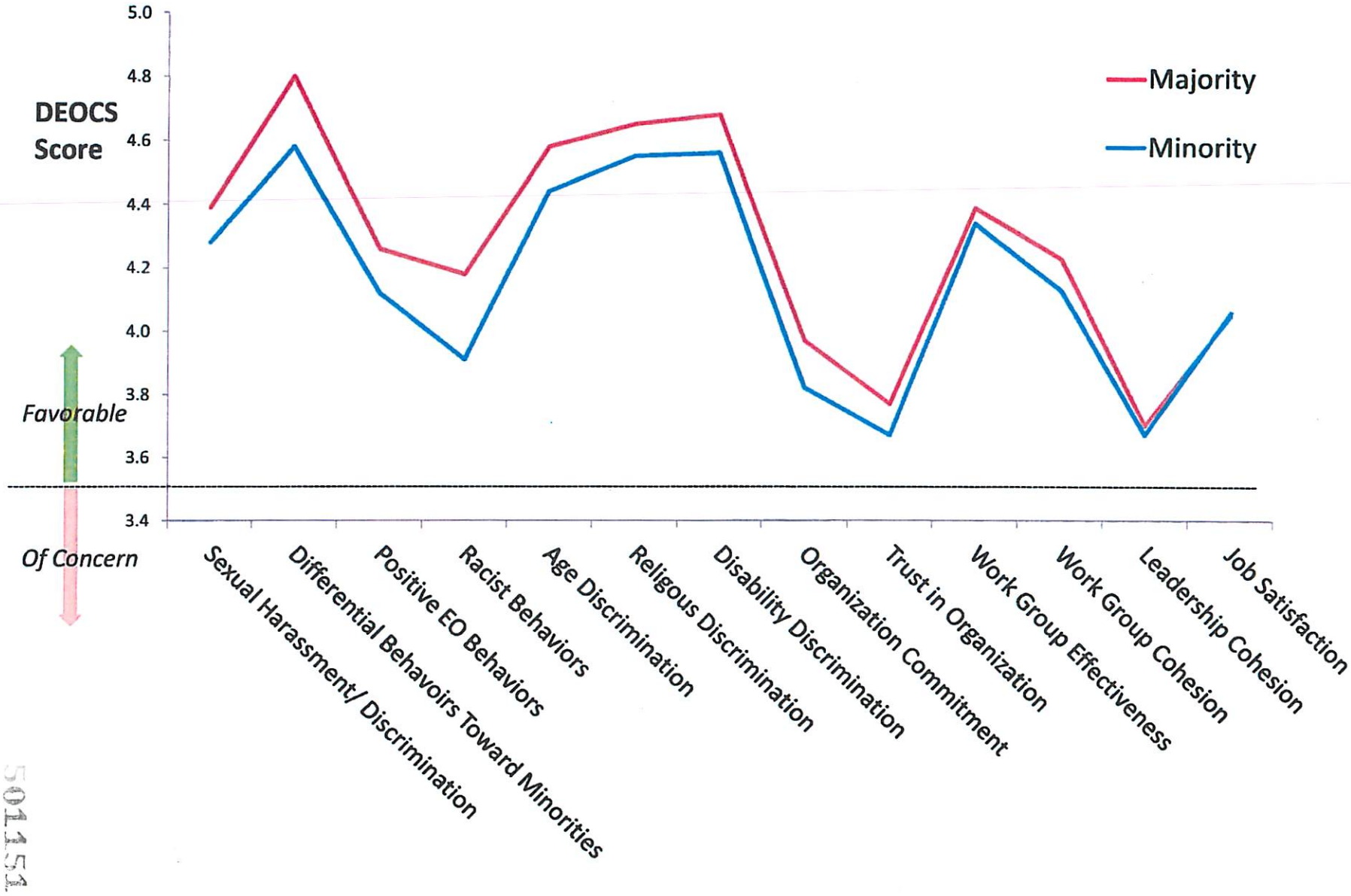
FY12 DEOCS - CG Demographics of DEOCS Participants



*Includes 2 or more non-White races only

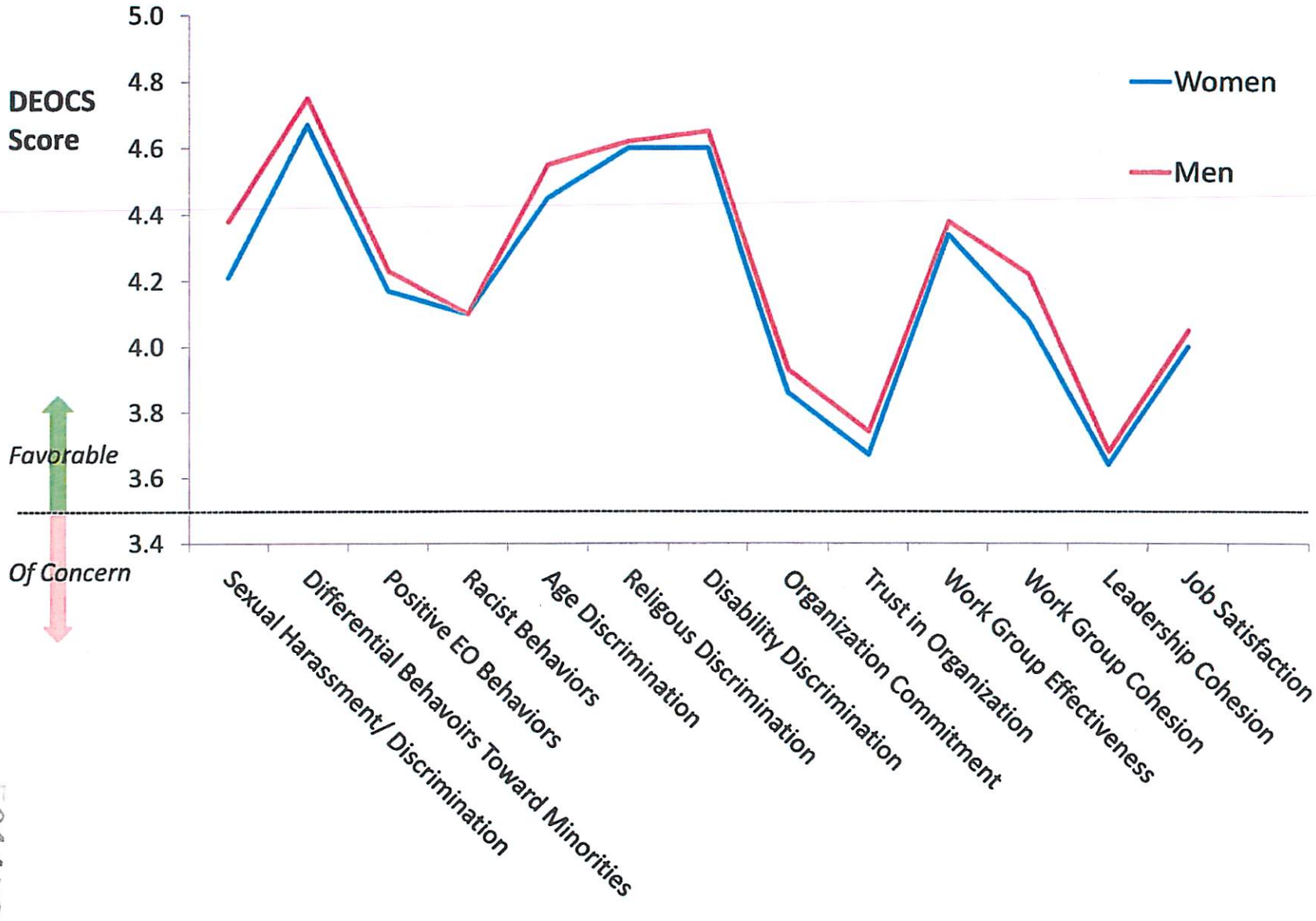
501150

FY12 CG-Wide DEOCS – Minority vs. Majority Perceptions



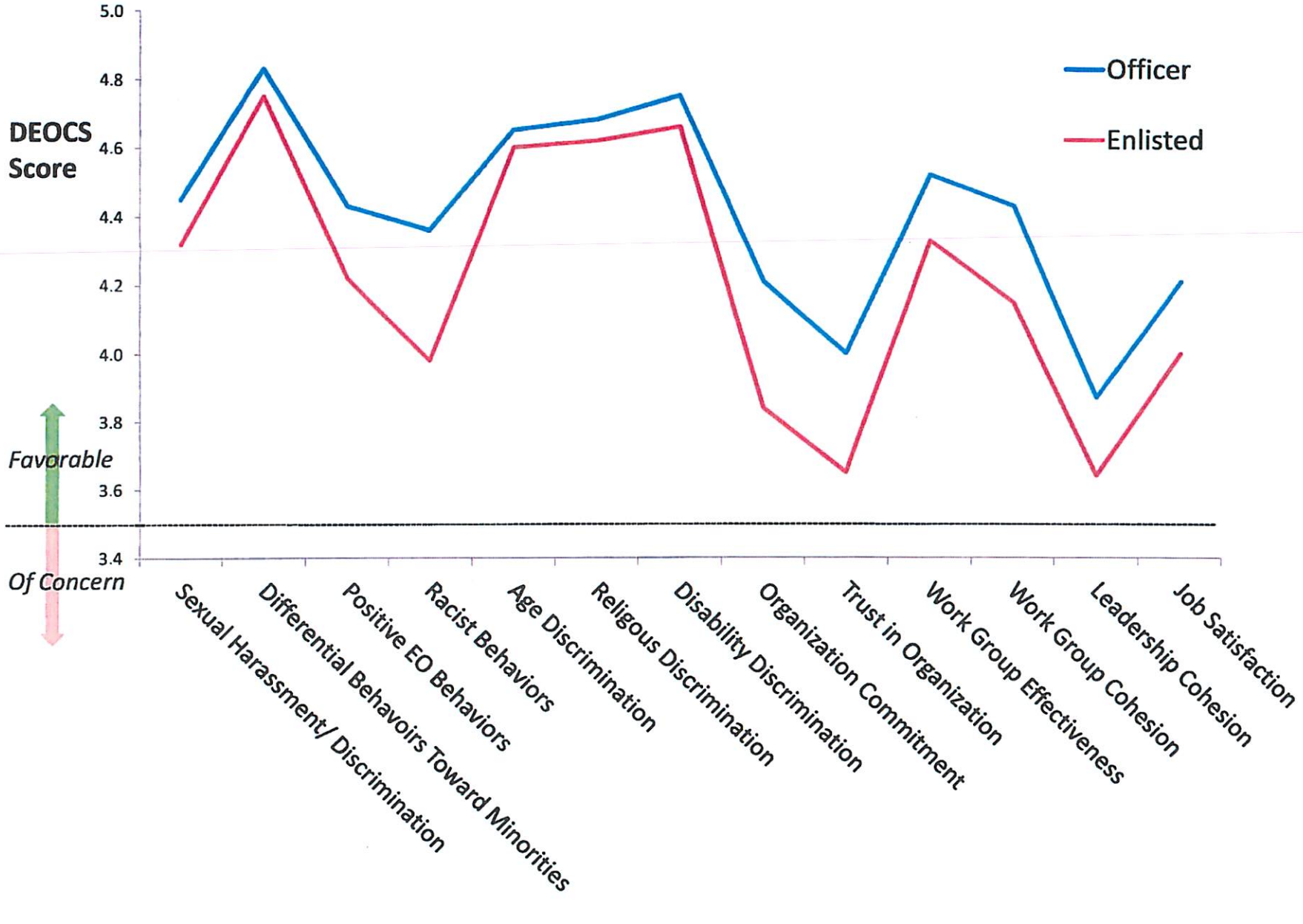
501151

FY12 DEOCS - Women vs. Men



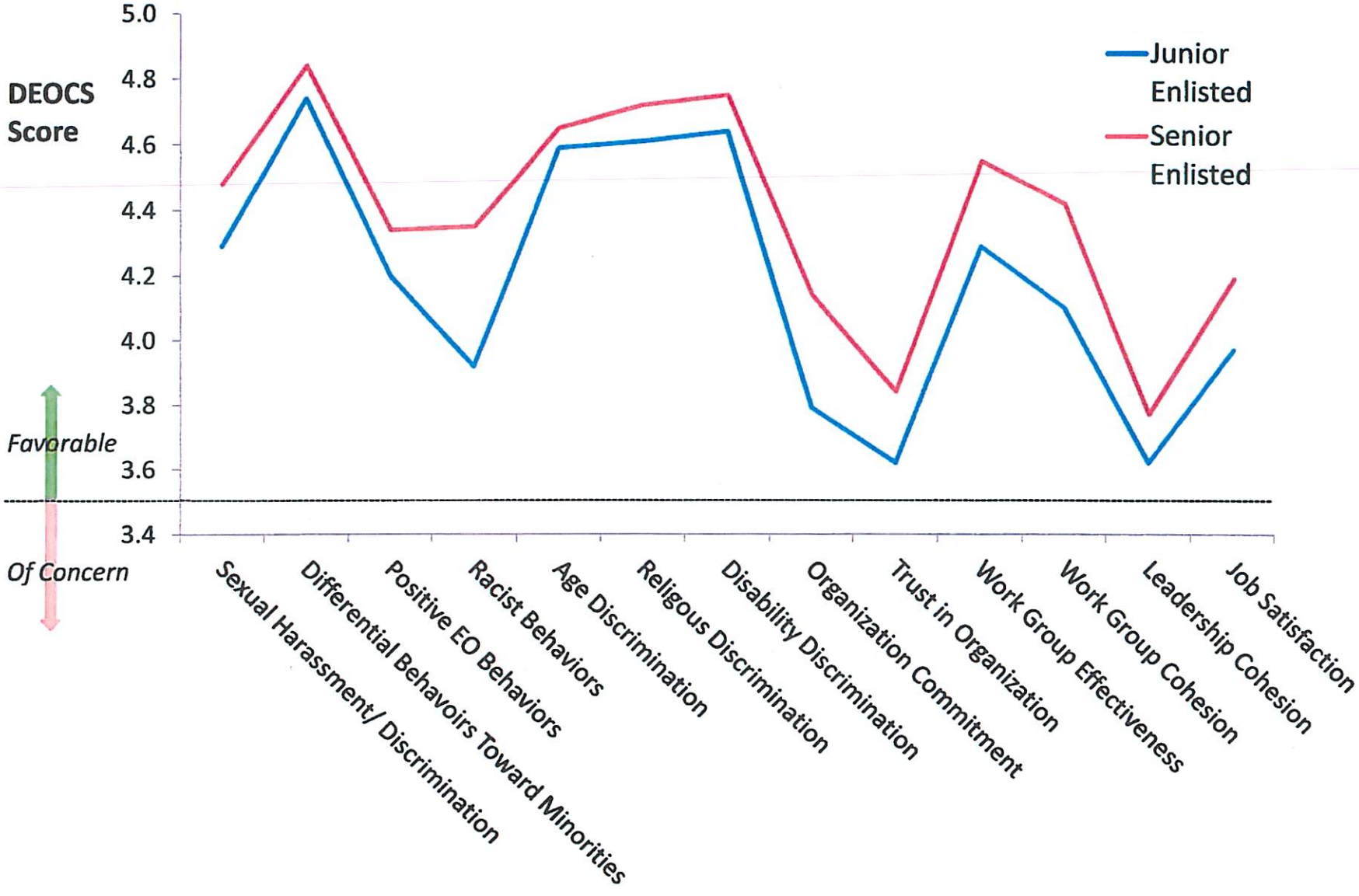
501152

FY12 DEOCS - Officer vs. Enlisted



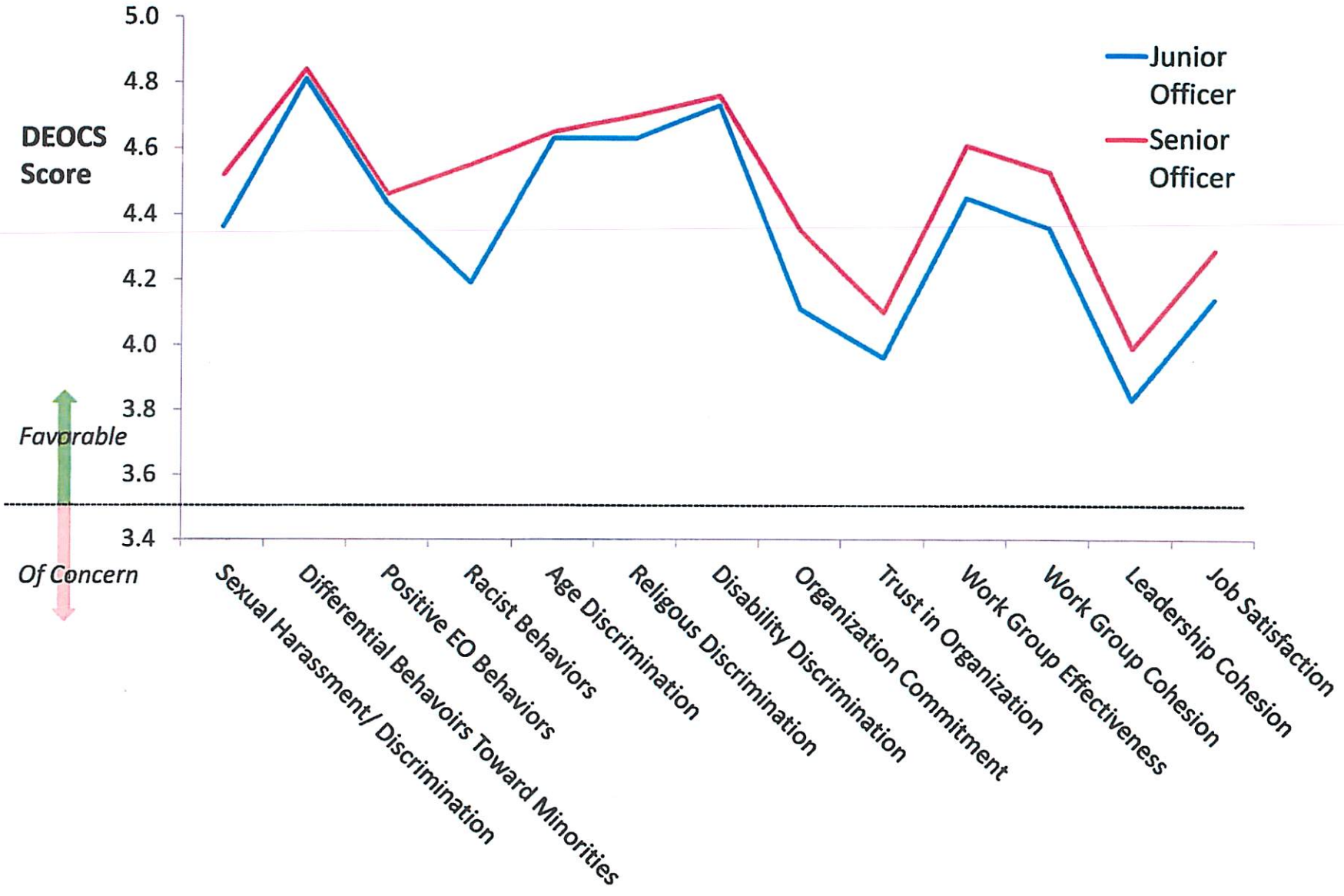
501153

FY 12 DEOCS - Junior Enlisted vs. Senior Enlisted



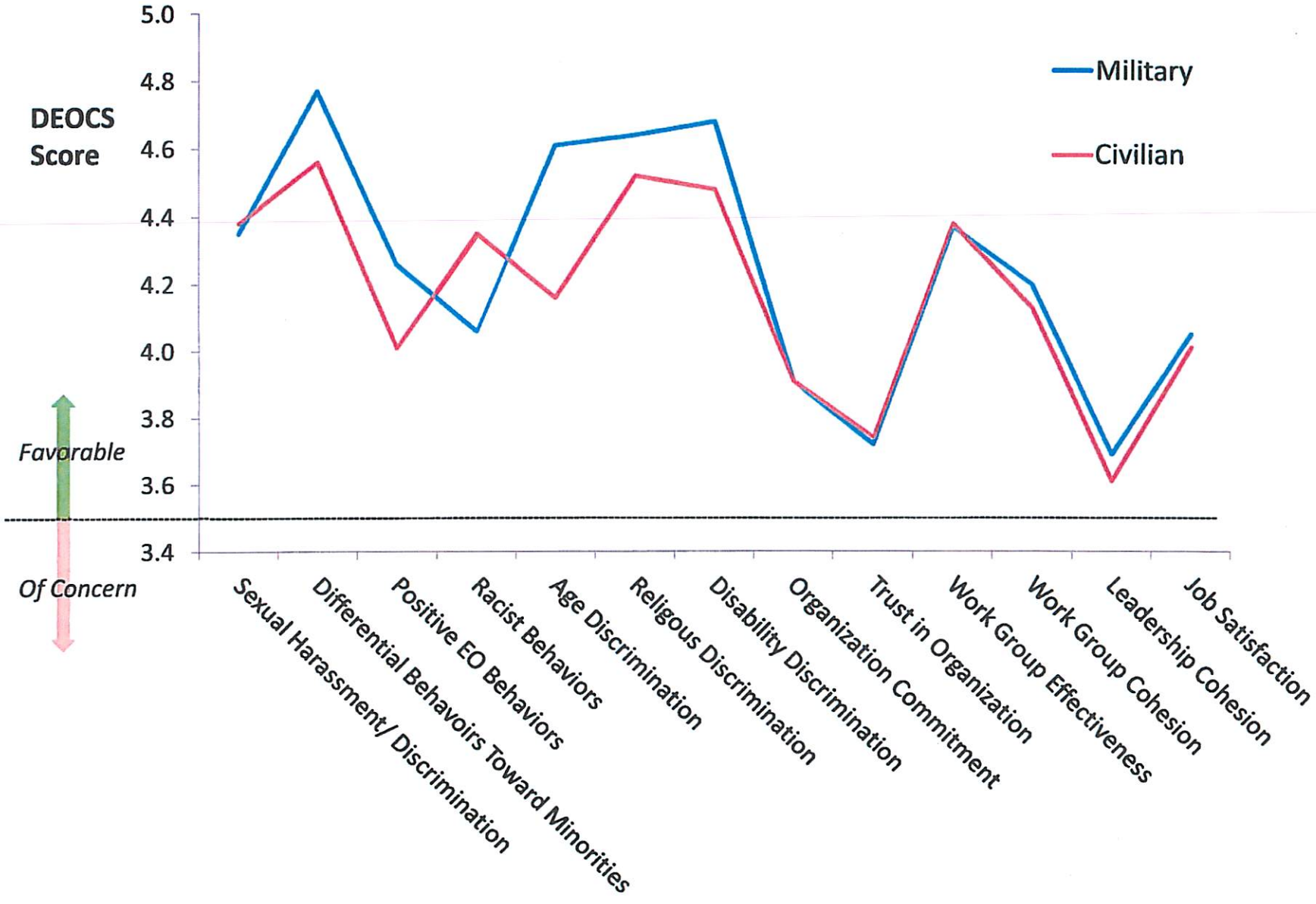
501454

FY12 DEOCS - Junior Officer vs. Senior Officer



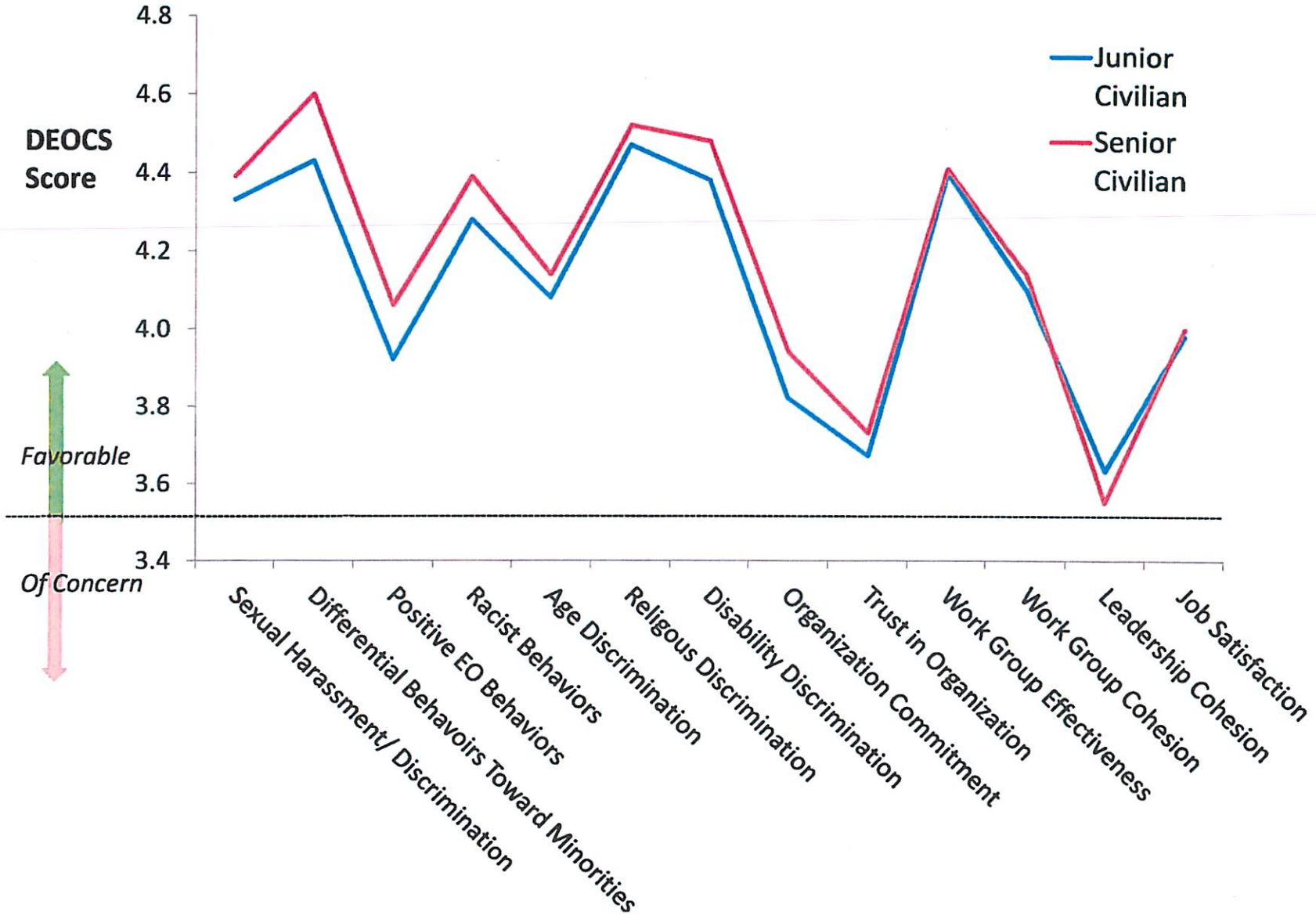
501155

FY12 DEOCS - Military vs. Military



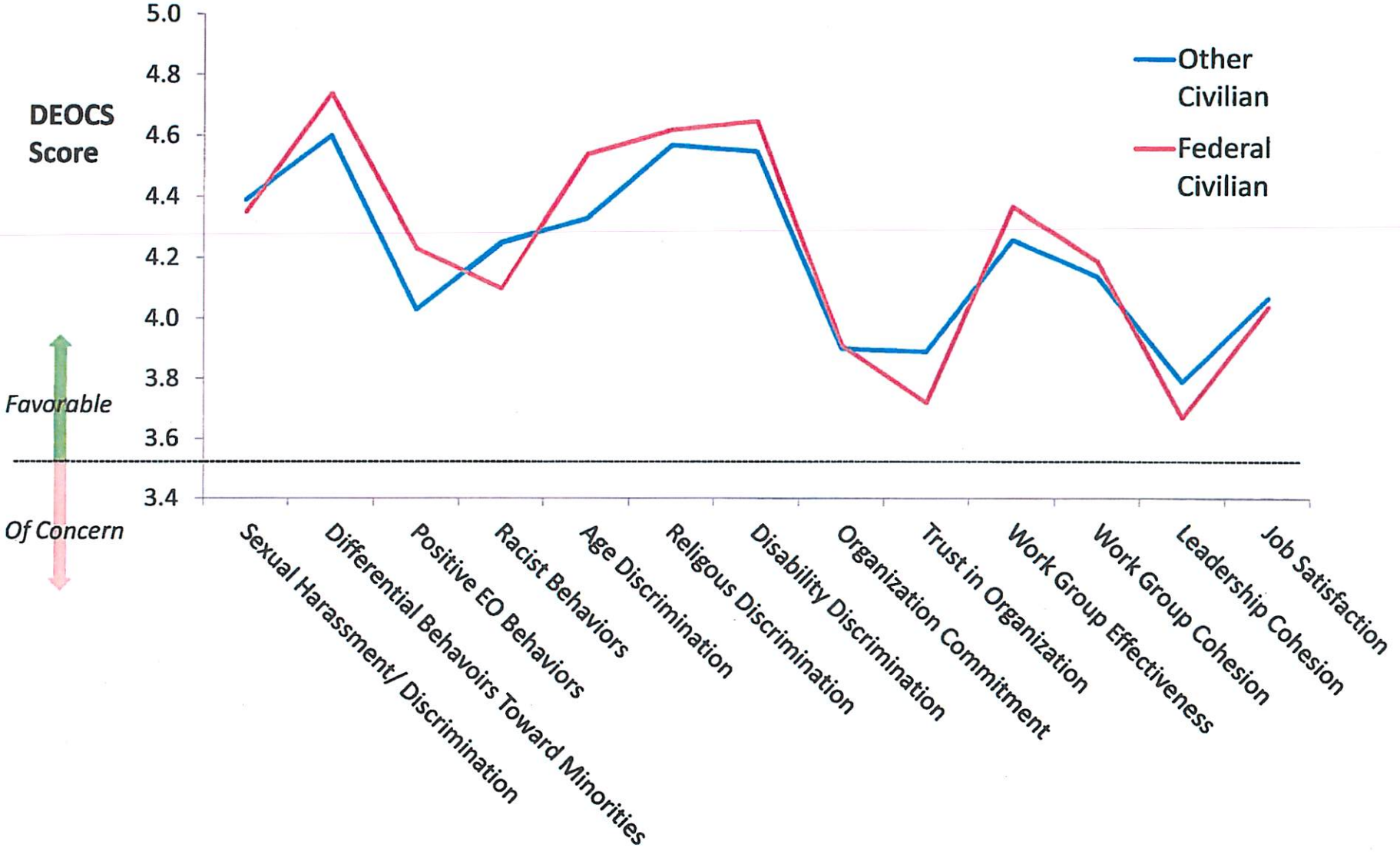
501456

FY12 DEOCS - Junior Civilian vs. Senior Civilian



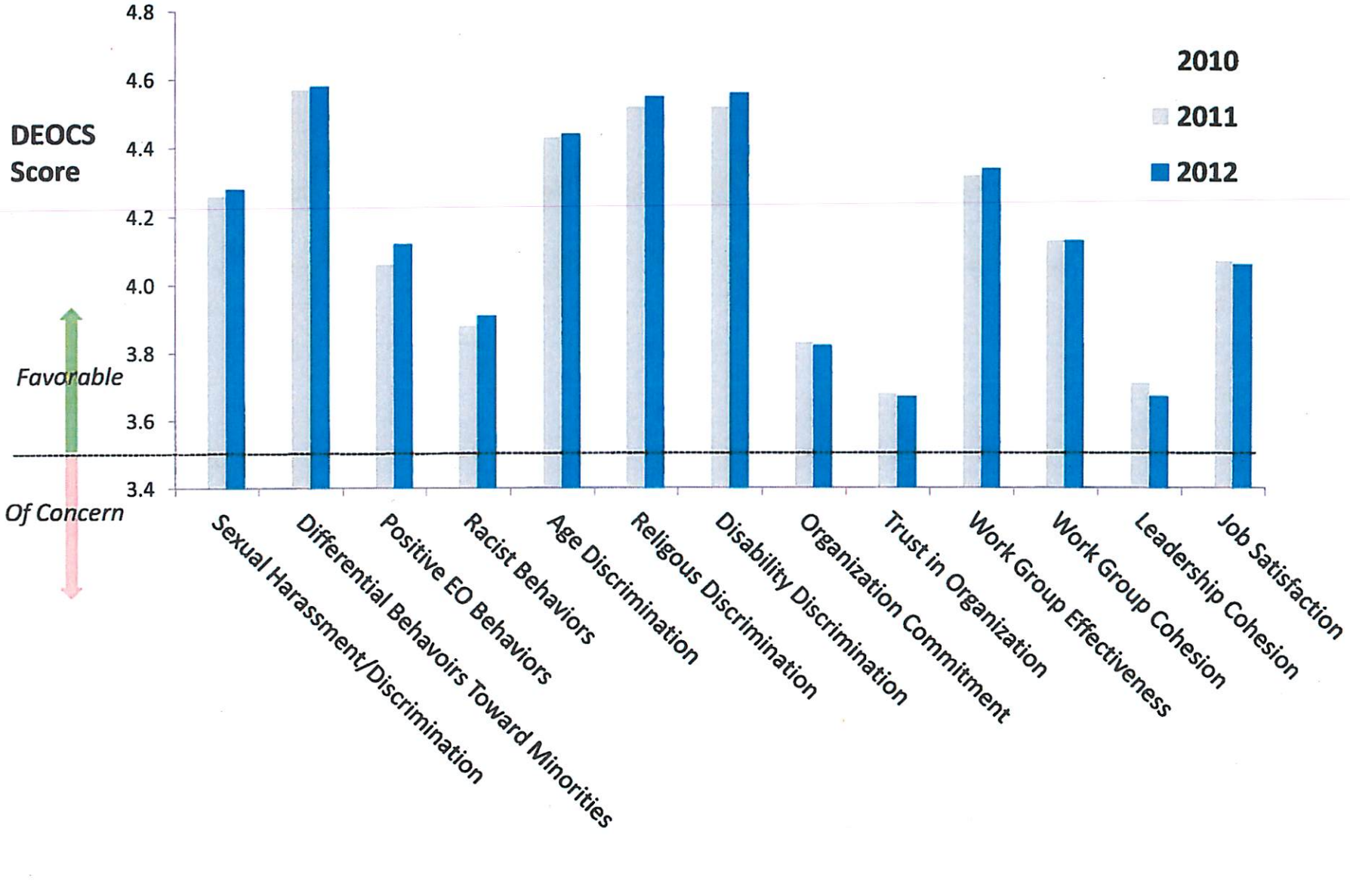
501457

FY12 DEOCS - Other Civilian vs. Federal Civilian



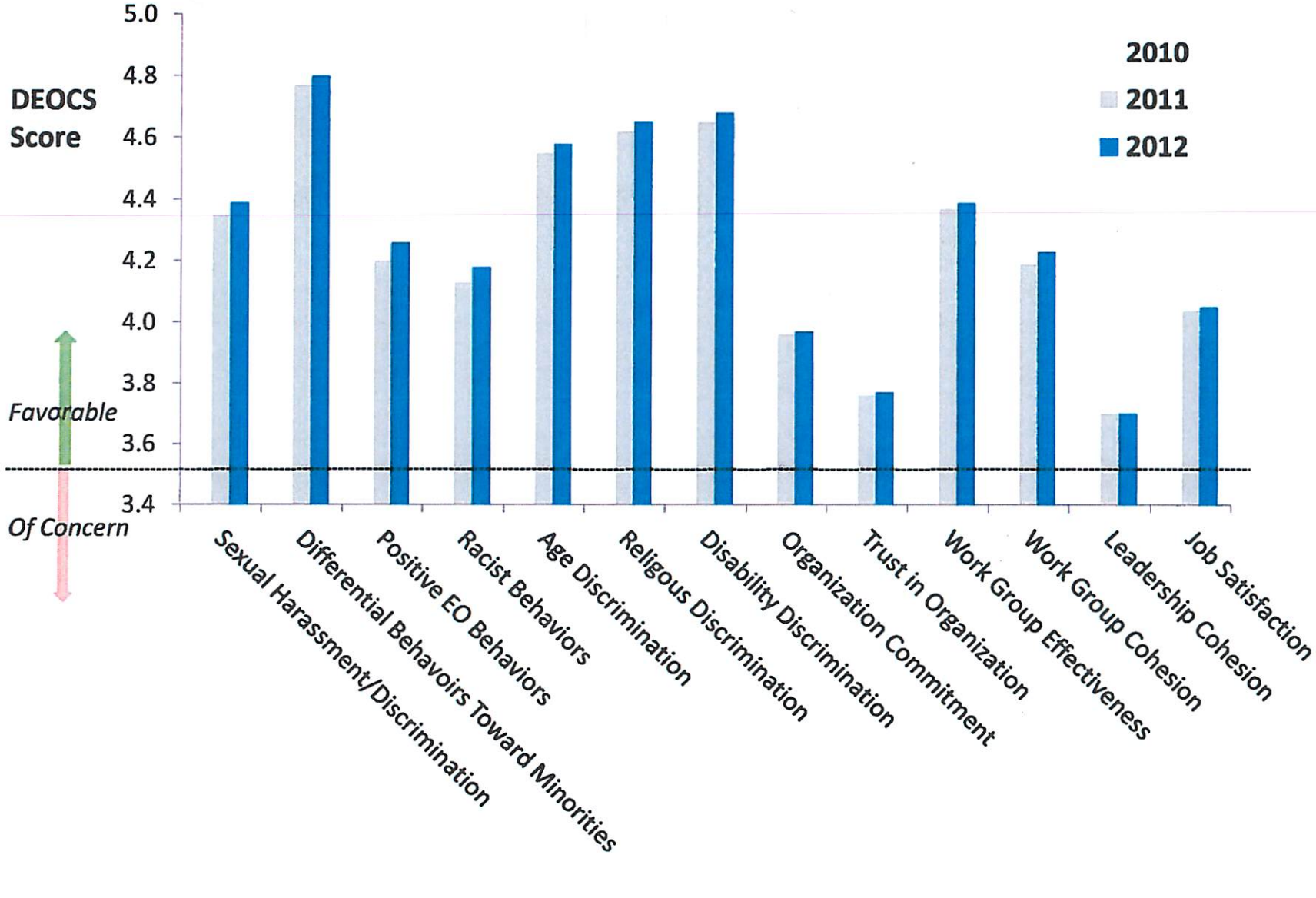
501158

FY12 DEOCS - Perceptions of Minority Members (3-year Trend)



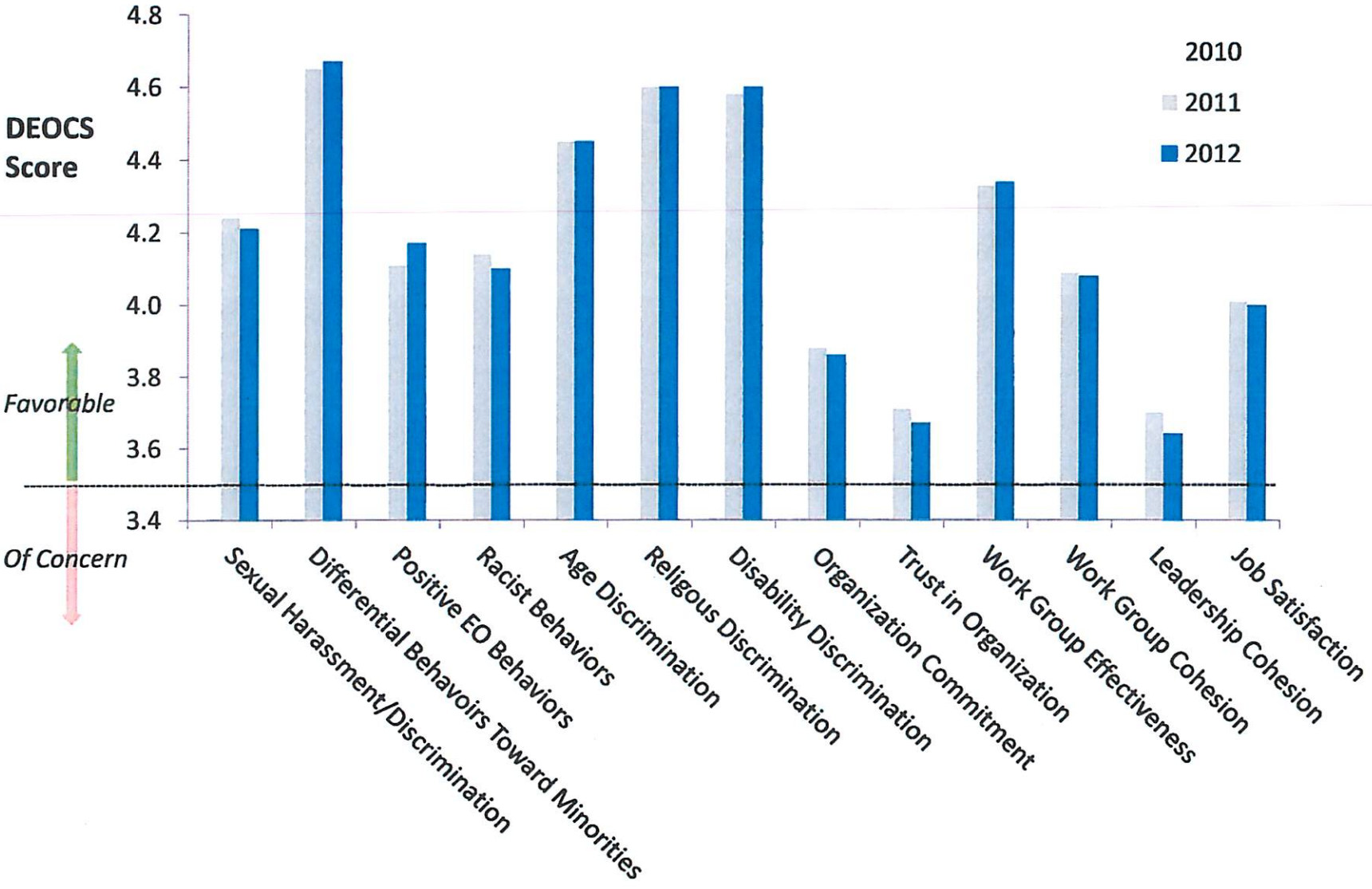
501159

FY12 DEOCS - Perception of Majority Members (3-year Trend)



501160

FY12 DEOCS - Perceptions of Women (3-year Trend)



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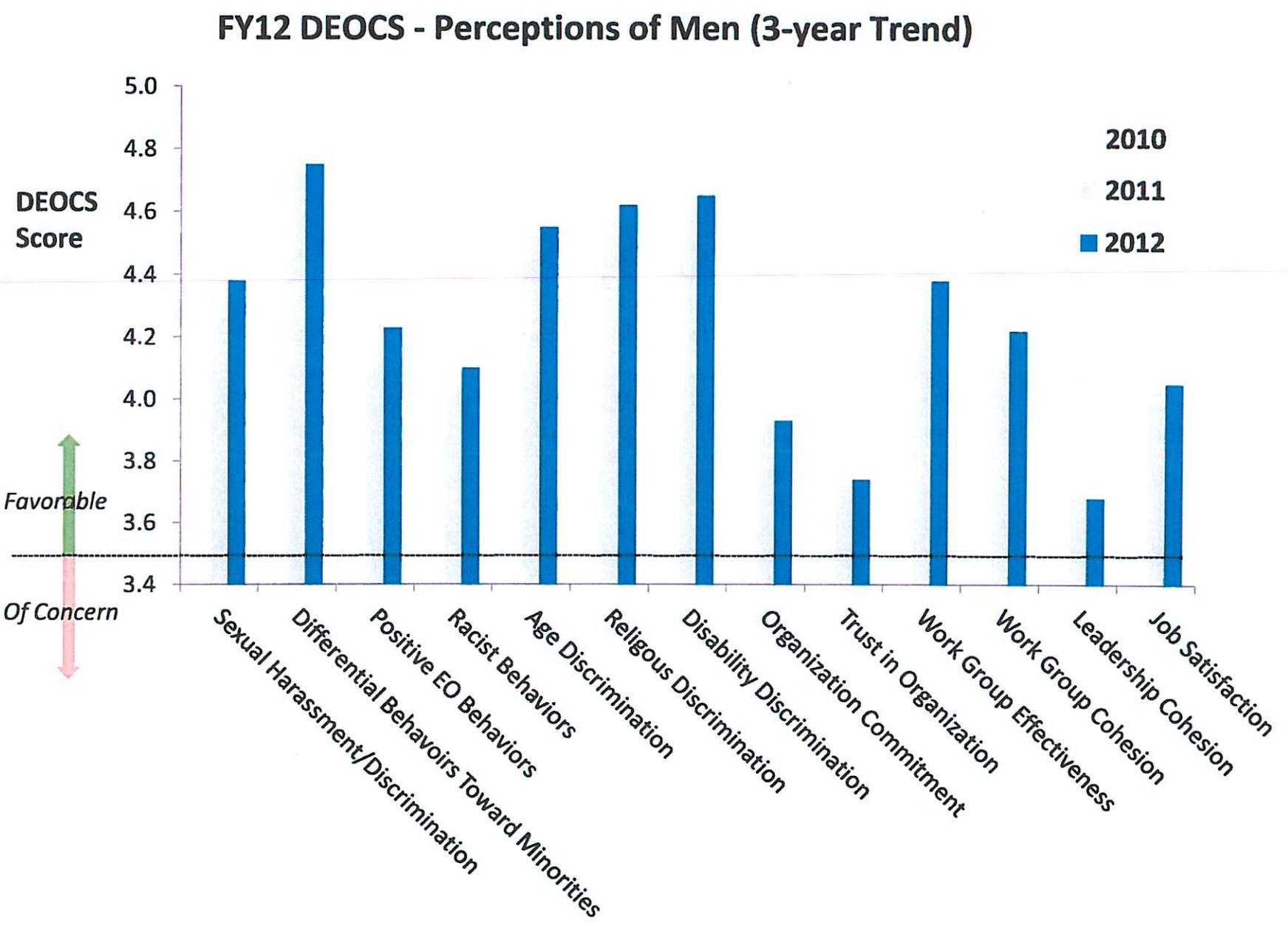
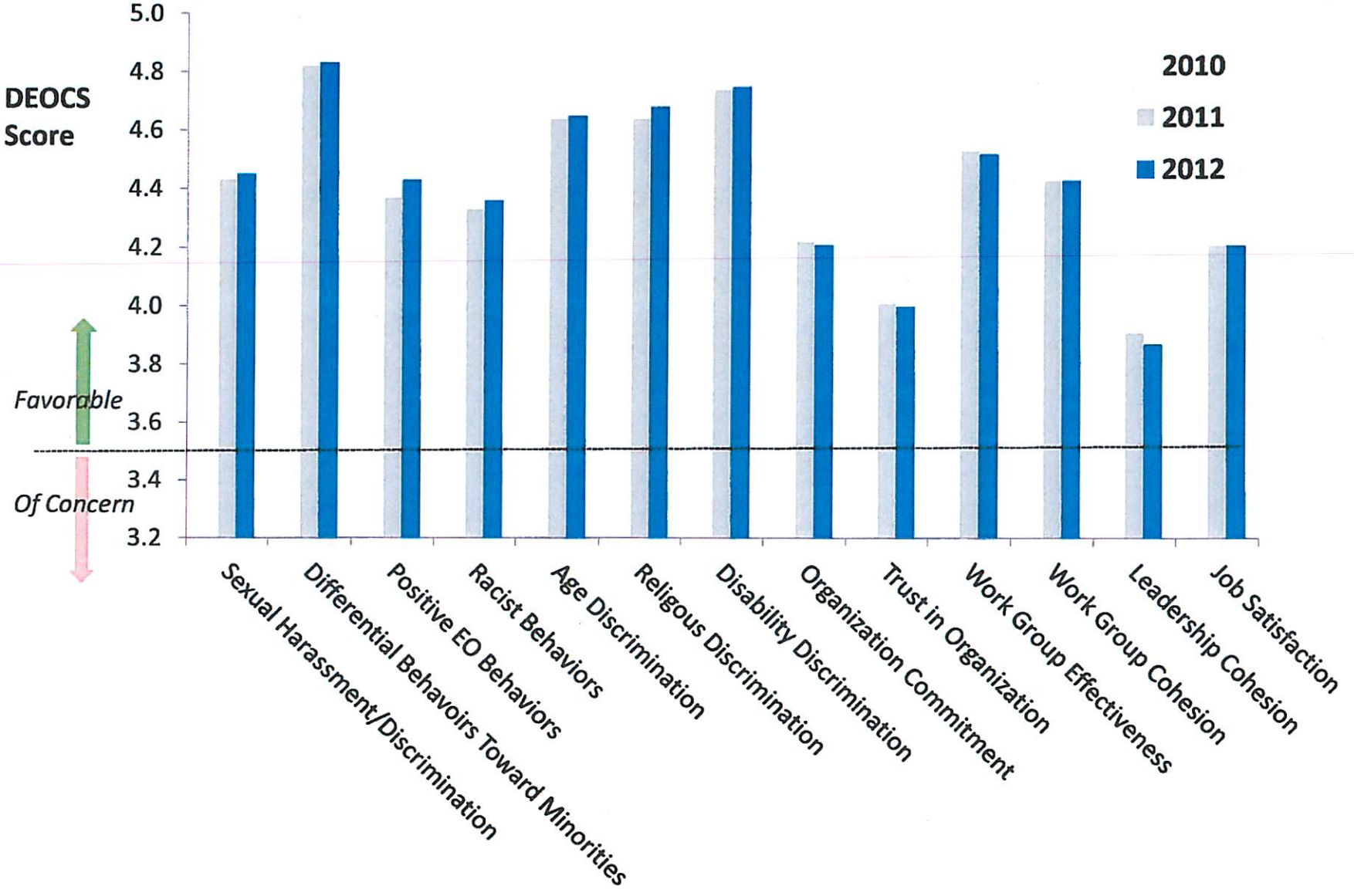
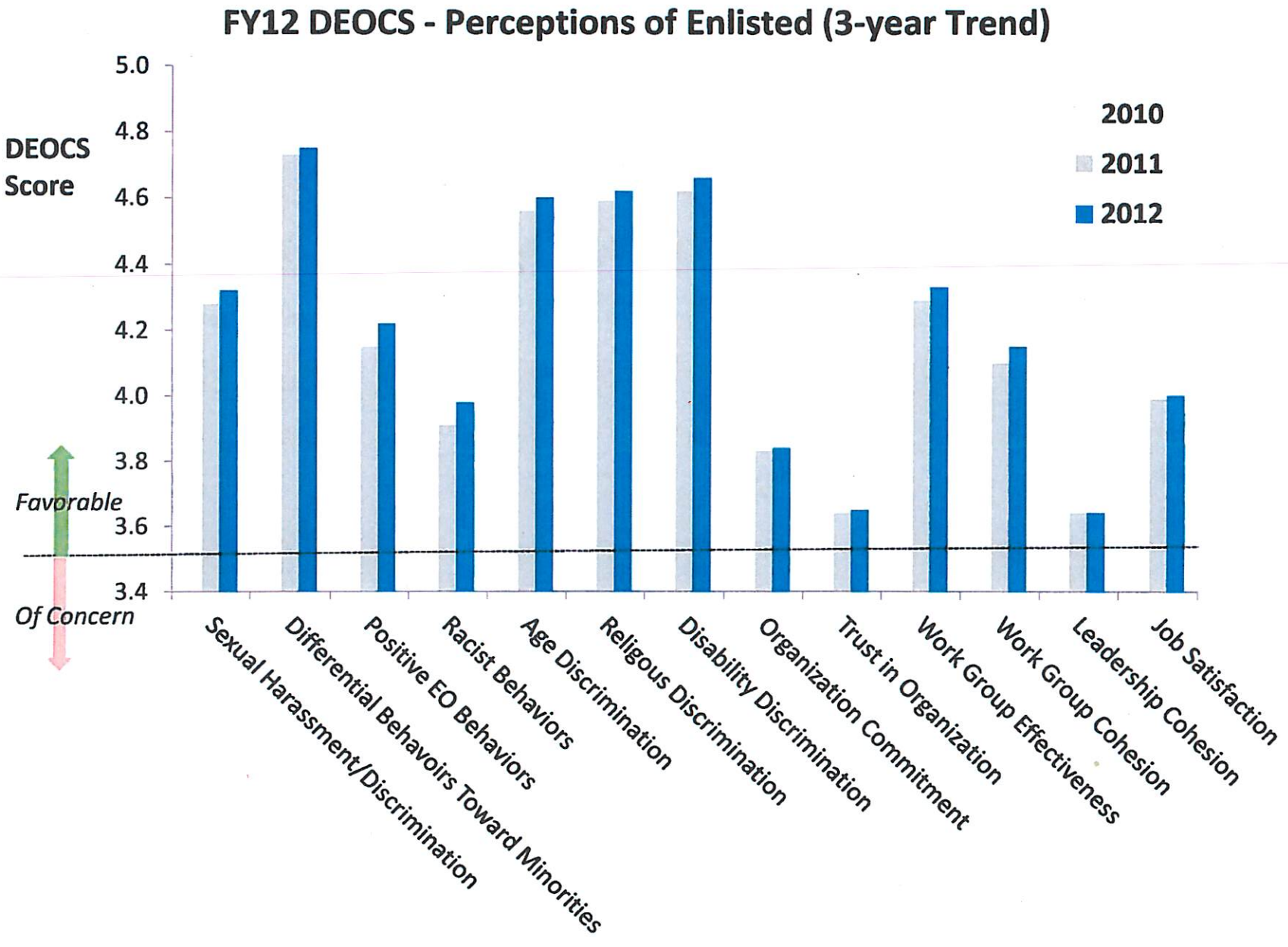

FY12 DEOCS - Perceptions of Men (3-year Trend)
DEOCS Score
5.0
4.8
4.6
4.4
4.2
4.0
3.8
3.6
3.4
Favorable
Of Concern
2010
2011
2012
Sexual Harassment/Discrimination
Differential Behavoirs Toward Minorities
Positive EO Behaviors
Racist Behaviors
Age Discrimination
Religous Discrimination
Disability Discrimination
Organization Commitment
Trust in Organization
Work Group Effectiveness
Work Group Cohesion
Leadership Cohesion
Job Satisfaction

501162

FY12 DEOCS - Perceptions of Officers (3-year Trend)

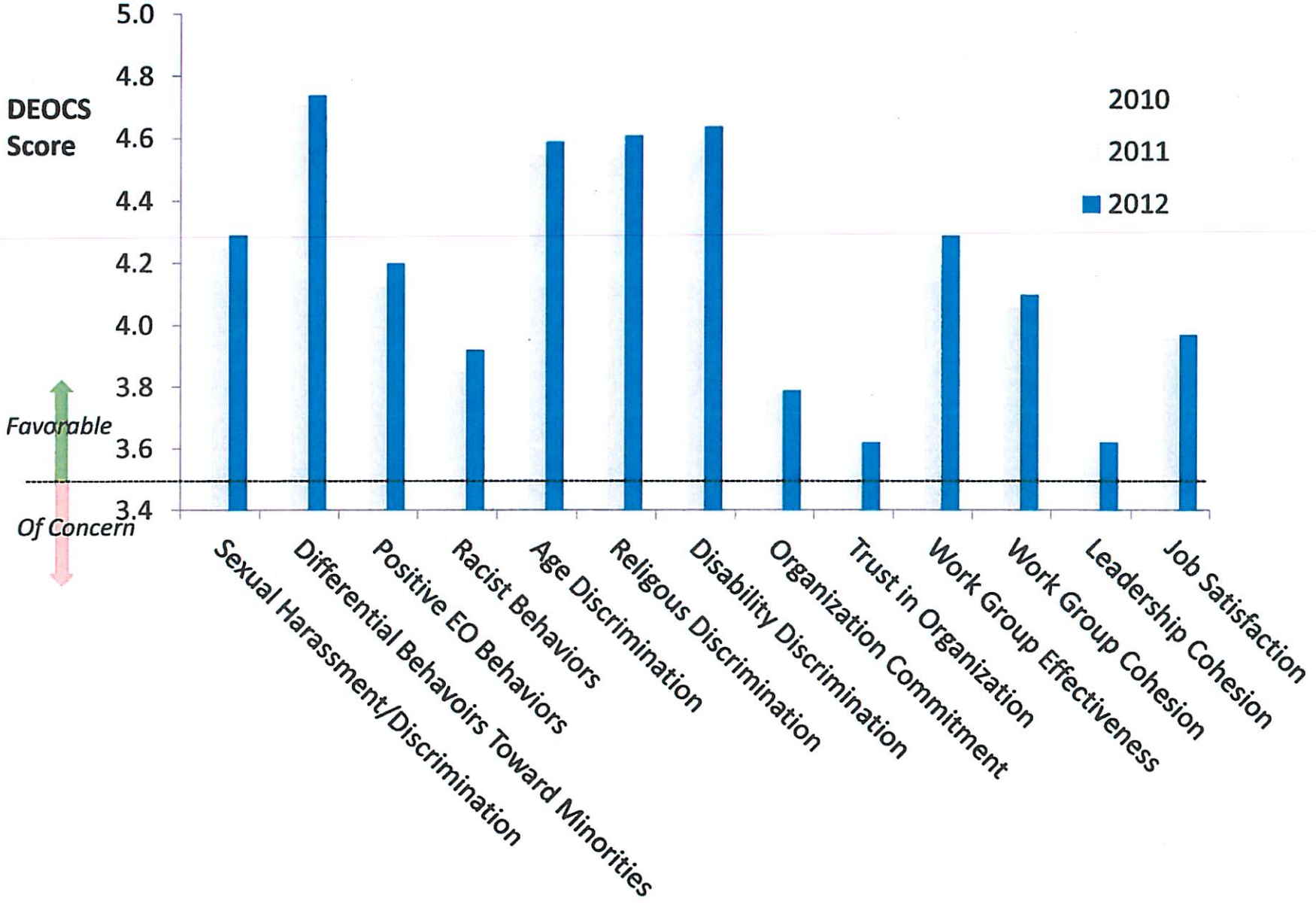


504 of 63


FY12 DEOCS - Perceptions of Enlisted (3-year Trend)
DEOCS Score
5.0
4.8
4.6
4.4
4.2
4.0
3.8
3.6
3.4
Favorable
Of Concern
2010
2011
2012
Sexual Harassment/Discrimination
Differential Behavoirs Toward Minorities
Positive EO Behaviors
Racist Behaviors
Age Discrimination
Religous Discrimination
Disability Discrimination
Organization Commitment
Trust in Organization
Work Group Effectiveness
Work Group Cohesion
Leadership Cohesion
Job Satisfaction

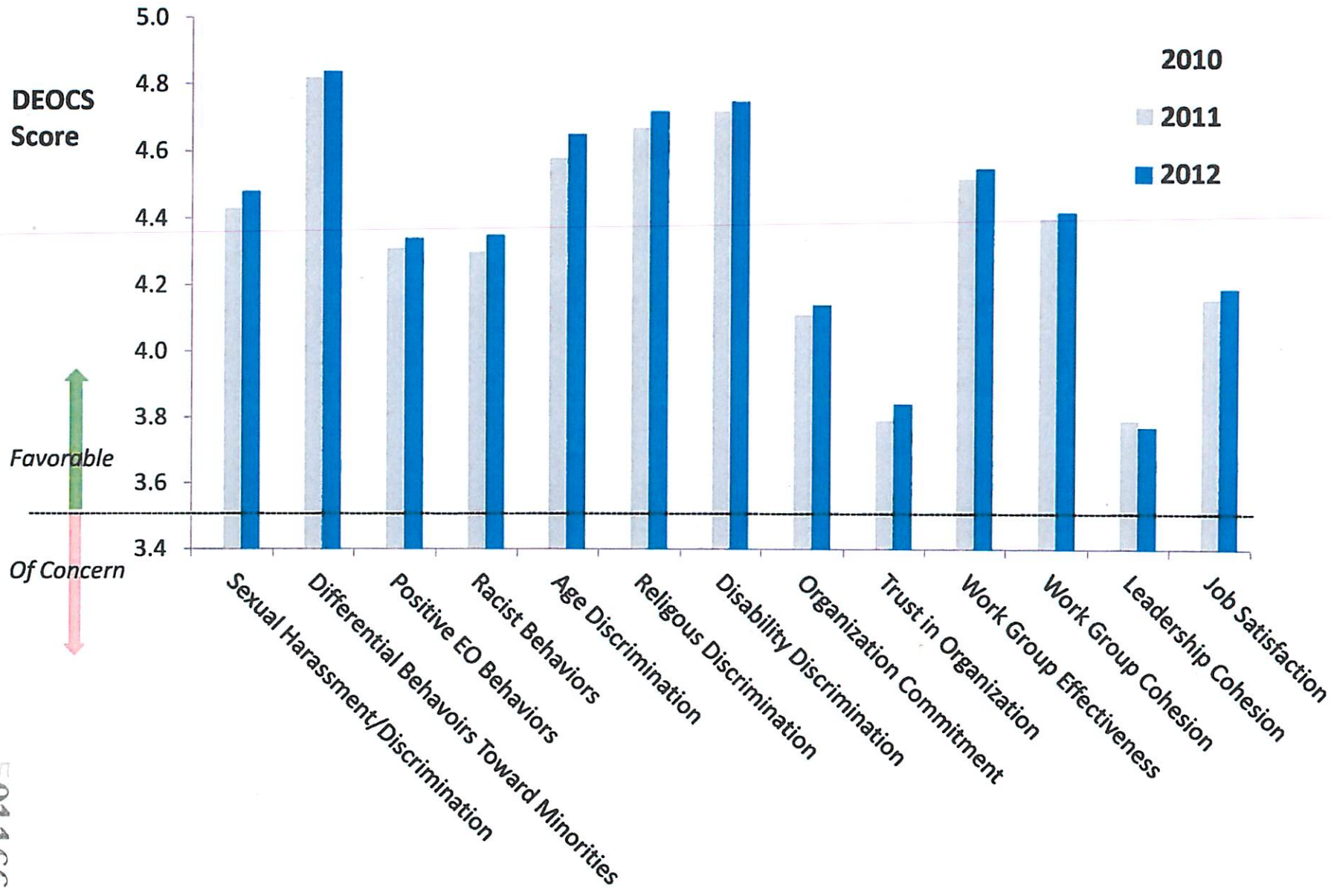
501164

FY12 DEOCS - Perceptions of Junior Enlisted (3-year Trend)



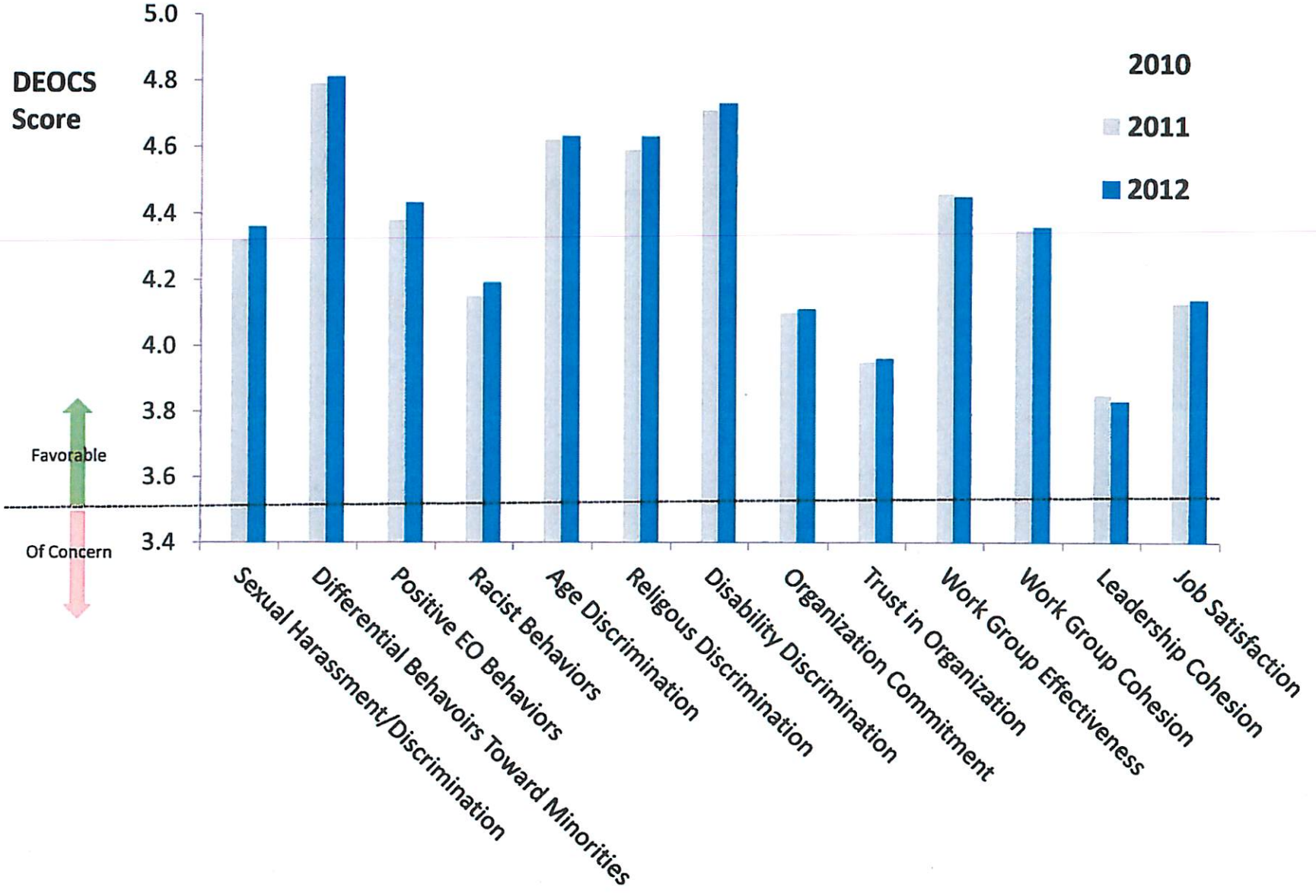
501165

FY12 DEOCS - Perceptions of Senior Enlisted (3-year Trend)



501169

FY12 DEOCS - Perceptions of Junior Officers (3-year Trend)



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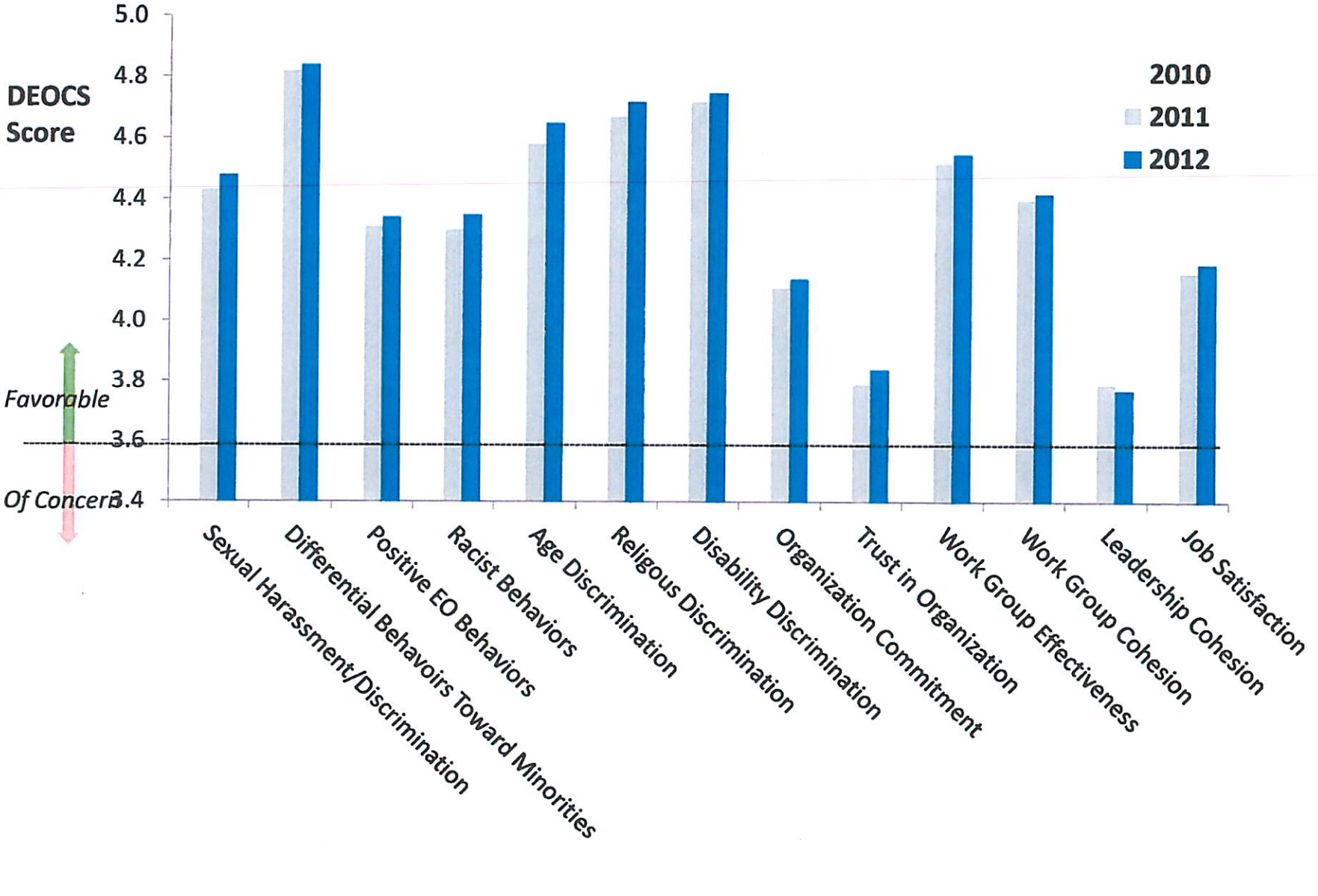
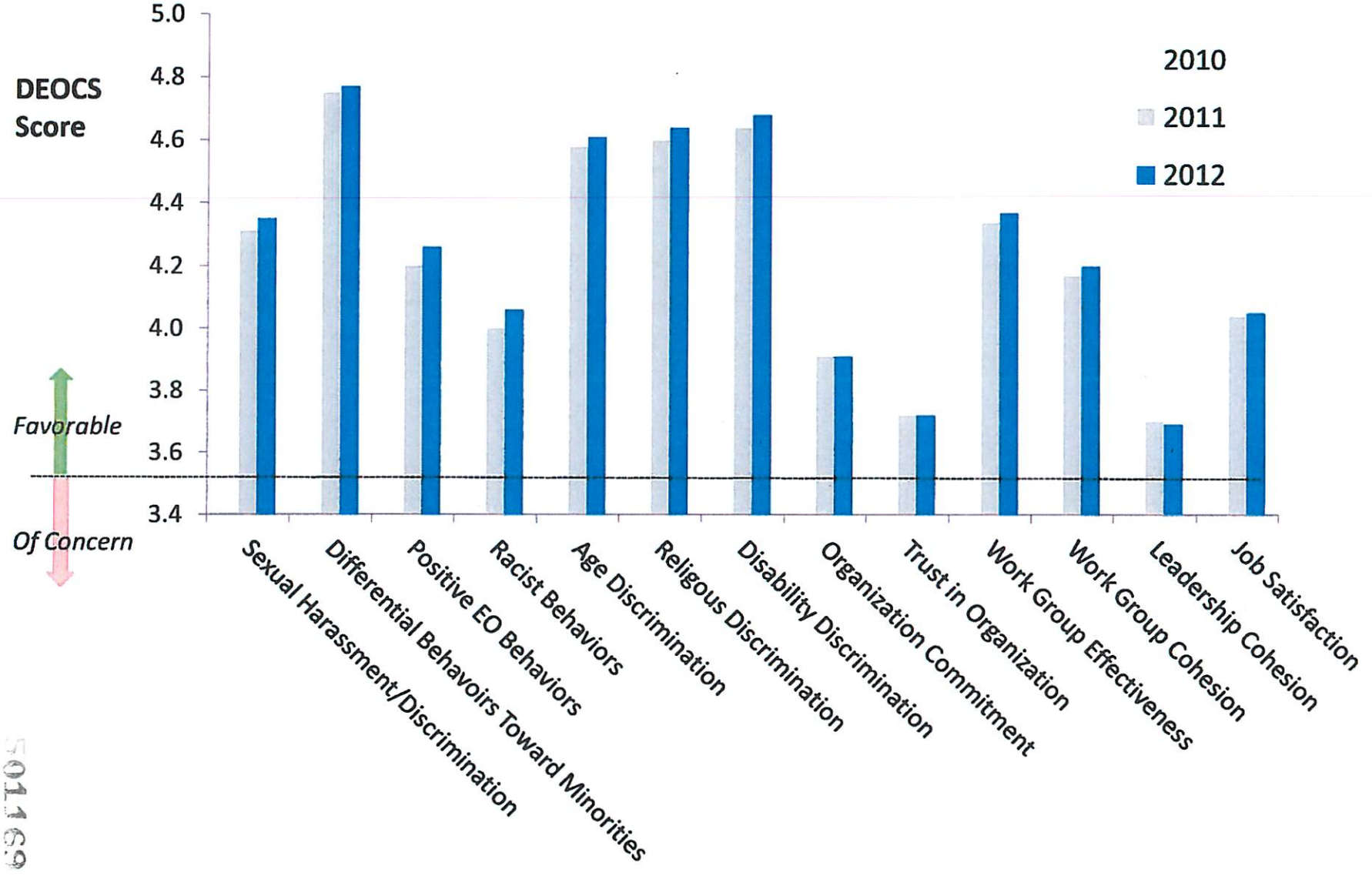
FY12 DEOCS - Perceptions of Senior Enlisted (3-year Trend)



501168

FY12 DEOCS - Perceptions of Military (3-year Trend)



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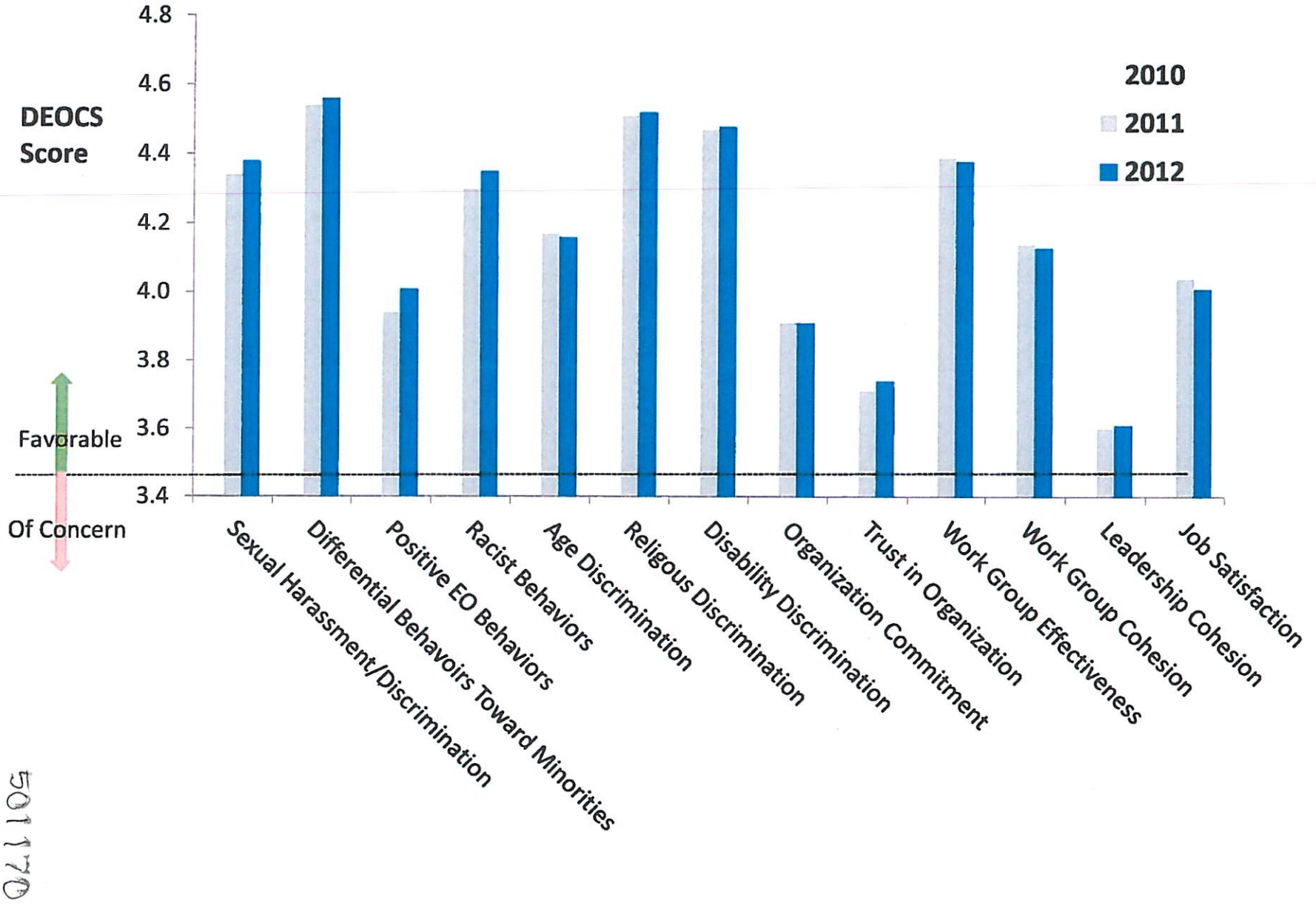
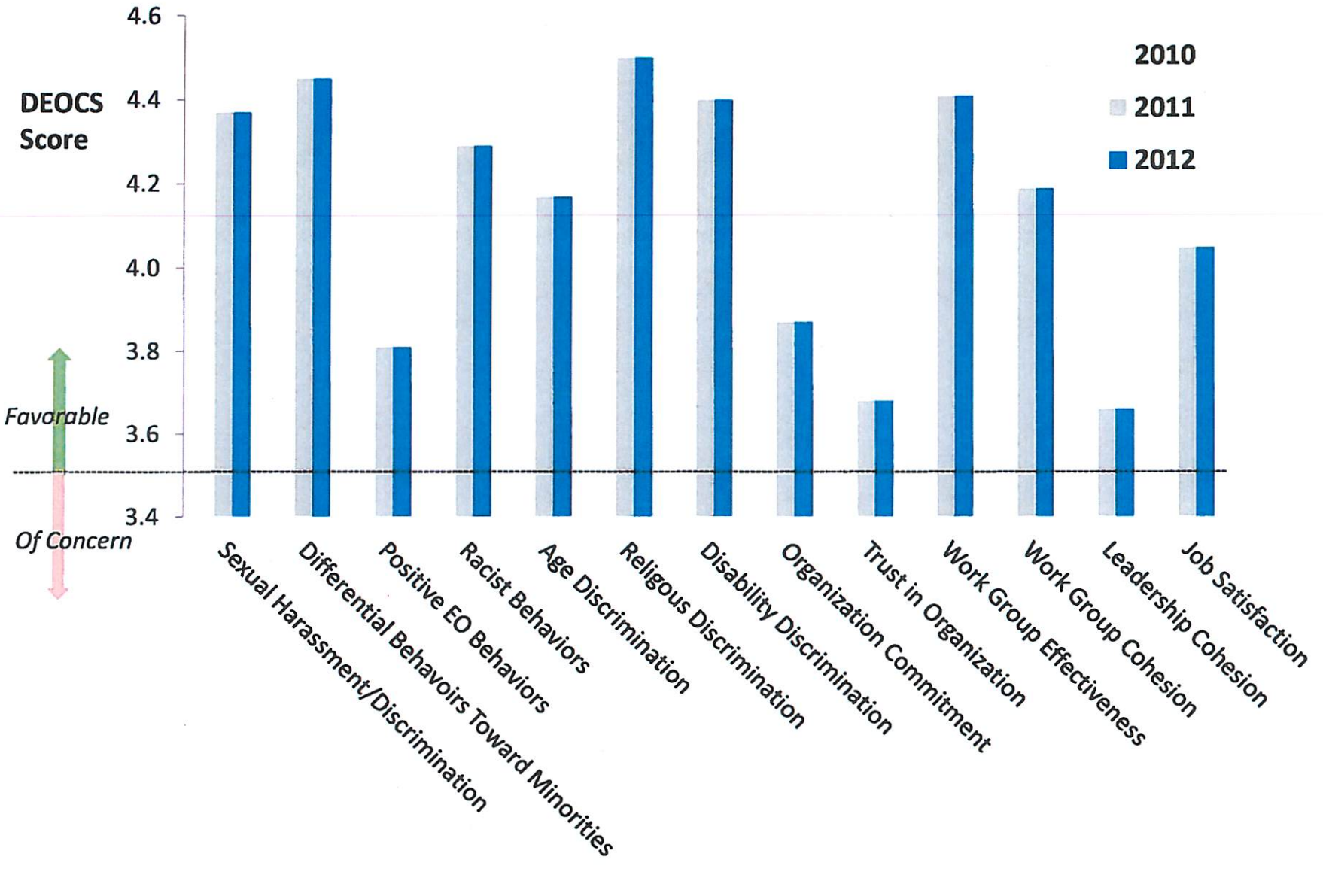
FY12 DEOCS - Perceptions of Civilians (3-year Trend)



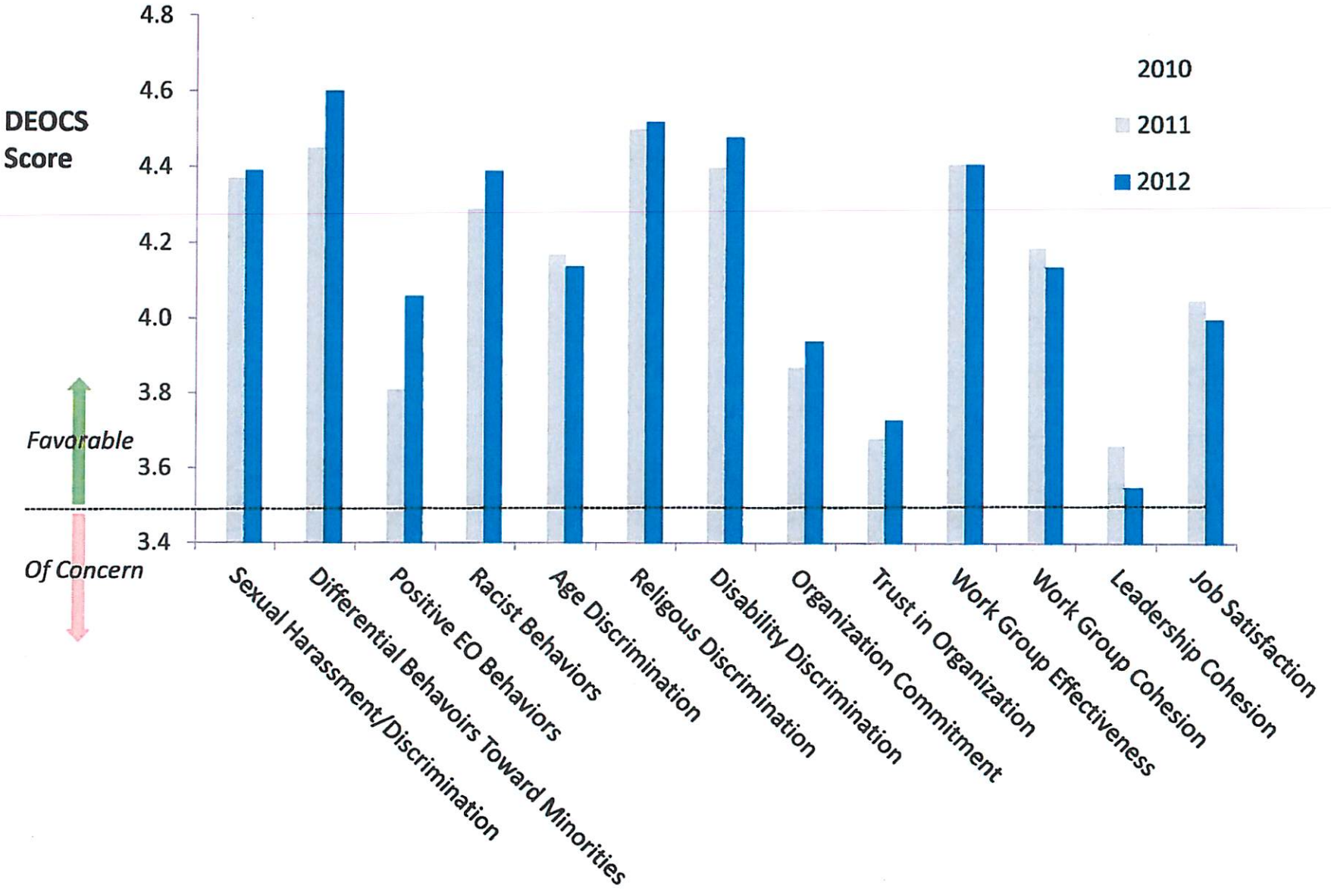
501170

FY12 DEOCS - Perceptions of Junior Civilians (3-year Trend)



501171

FY12 DEOCS - Perceptions of Senior Civilians (3-year Trend)



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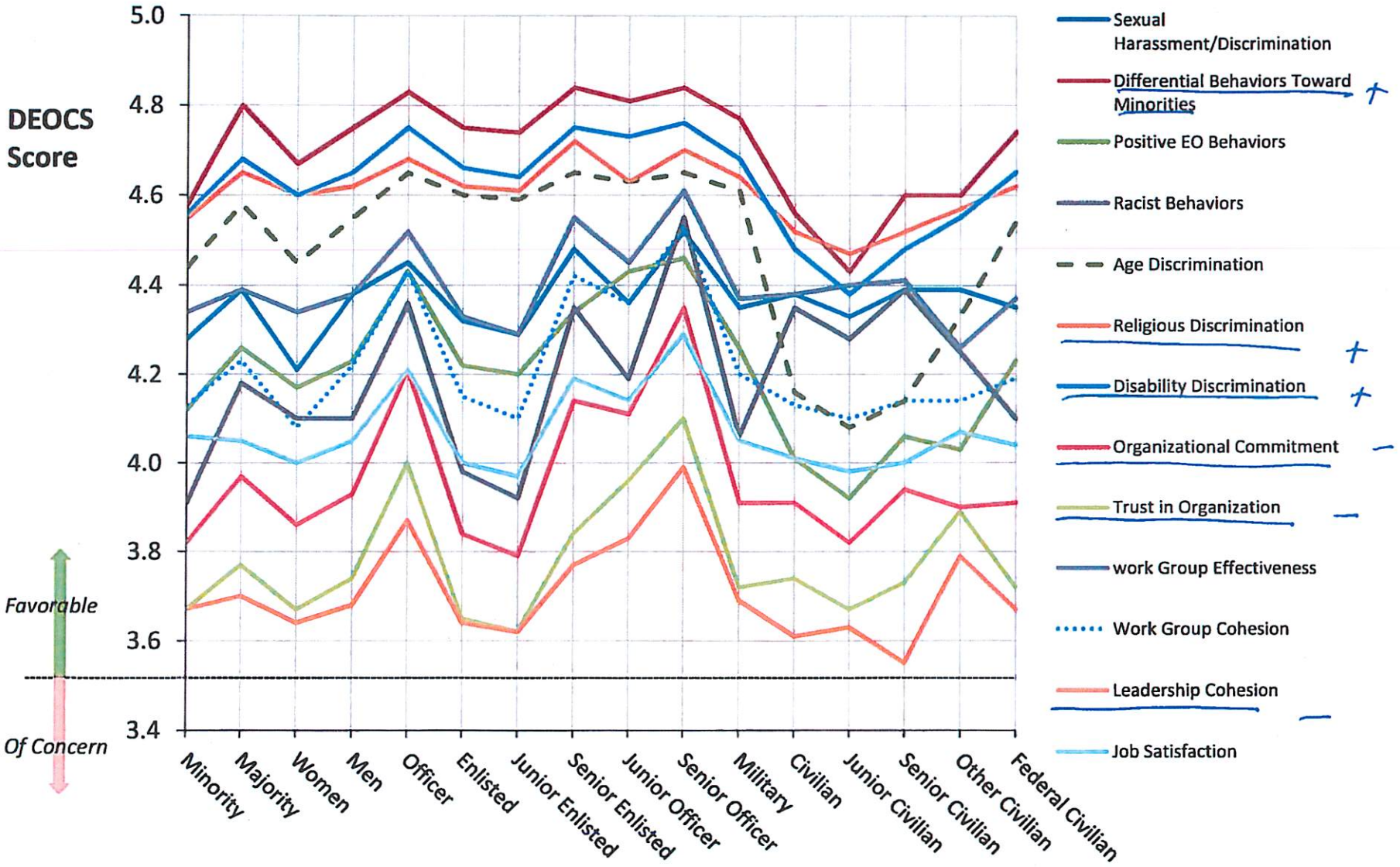
FY12 – DEOCS Groups to EO/EEO Questions Comparison



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5 pg

Sample Short Answer Question (SAQ) Bank

NOTE: When responding to Short Answer Questions there is a limit of 500 characters. Questions selected or self-created will be added to the survey during the request process. Requesting organizations can select up to five short answer questions.

Available Resources and Support

- ☐ What things help you perform your work well?
- ☐ What things keep you from performing your work well?
- ☐ What can be done to help you better perform your work?
- ☐ Do you get sufficient time and resources to accomplish your assigned tasks? Please explain.
- ☐ What is the ONE thing that leadership can do for you that they currently don't do?
- ☐ How much does your supervisor value, support and encourage your ideas for improvement? Please explain.

Communication / Flow of Information

- ☐ How would you characterize the flow of information at this unit? Please explain.
- ☐ Has communication improved in the unit since last year? Please explain.
- ☐ Describe how information is communicated from senior leadership to all levels of the unit.
- ☐ How would you improve the communication processes in the unit?
- ☐ If communication breaks down in this unit, where do you see it happening?
- ☐ What one thing would you change to improve communication?
- ☐ How effective is communication within this unit? What are your suggestions for improvement?
- ☐ How comfortable are you with expressing your opinion without fear of reprisal?
- ☐ How would you feel about expressing your opinion to leadership concerning unit issues?
- ☐ How would you describe the timing of releasing the boat's schedule?

Deployment

- ☐ What are your biggest concerns as you prepare to deploy?
- ☐ What is the one thing you like MOST about this deployment?
- ☐ What is the one thing you like LEAST about this deployment?
- ☐ If you could CHANGE one thing about this deployment, what would it be?
- ☐ If you could MAINTAIN one thing about the deployment, what would it be?
- ☐ How can leadership better support the deployment process?

Family Support / Work-Life Balance

- ☐ How does the balance between work and liberty hours affect your quality of life?
- ☐ What is the quality of life in the barracks? Please explain.
- ☐ How satisfied are you with the level of support for your family that is provided by Base Support Services?
- ☐ What one thing would you change about Base Support Services?
- ☐ What one thing would you make sure Base Support Services continues to provide?
- ☐ The most valuable feature of Base Support Services is:

Interpersonal / Interdepartmental Relations

- ☐ How much does fraternization create problems at this unit? Please explain.
- ☐ Which inter-department relationships enhance our mission, and why?
- ☐ Which inter-department relationships negatively impact our mission, and why?
- ☐ How much do you trust the senior leadership at the unit? Please explain.
- ☐ How would you describe the way officers in this unit deal with enlisted service members?

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- How would you describe the way NCOs in this unit deal with junior enlisted service members?
- What would your advice be to someone seeking military orders here?
- What would your advice be to someone seeking civilian employment here?

Job Satisfaction / Dissatisfaction

- How happy are you working in this unit? Why?
- How would you rate your level of job satisfaction (low, average, or high), and why?

Leadership Effectiveness

- How effectively do leaders deal with conflicts or difficulties within the unit? Please explain.
- How would you describe the way leadership deals with conflict when it occurs within the unit?
- How would you characterize the way leadership within your department treats its members?
- How would you describe the example set by your unit's top leaders? Please explain.
- How would you describe the example set by your unit's middle managers? Please explain.
- How well does the Chain of Command deal with adversity or conflict?
- Can you describe an example where leadership has failed you?
- How effectively do leaders in this unit use their time?
- What is your overall approval rating of the unit leader's job performance?
- What is your overall approval rating of the Senior Enlisted's job performance?
- Do you feel that your Chain of Command micromanages? Give an example if yes.
- How well has your Team Leader provided you with sound TTPs to help you penetrate your assigned schools? Please explain.

Mentorship

- How satisfied are you with the unit's Mentorship Program? Please explain
- What you recommend to improve the unit's Mentorship Program?
- What is the best feature of the unit's Mentorship Program?

OPTEMPO

- How has the unit's current OPTEMPO impacted you professionally?
- How has the unit's current OPTEMPO impacted your interactions with your family?
- What ONE change would you make that you feel would improve the unit's OPTEMPO issues?
- What ONE thing about the unit's OPTEMPO would you NOT want to change?

Performance Evaluation, Feedback and Recognition

- How well are you recognized for your performance? Please explain.
- How well are you rewarded for your performance? Please explain.
- How well are your fellow workers recognized for their performance? Please explain.
- How well are your fellow workers rewarded for their performance? Please explain.
- What type of performance feedback do you receive from your Chain of Command? Describe whether it has been beneficial, and why.
- How much are your contributions to the unit's mission appreciated? Please explain.
- How well does the unit hold people accountable for their performance?
- In your own words, explain how you feel the comments you make in this survey will have an impact on the unit.
- How fair and objective are the written evaluations you have received from this unit? Please explain.
- How fair and objective is the evaluation process (ranking board, SOQ process, etc.) at this unit? Please explain.

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- ☐ How fair and objective is the quarterly or yearly board (SSMOQ, JSMOQ, IOQ or COQ) selection process? Please explain.

Physical Environment

- ☐ What would you suggest to improve the parking situation?
- ☐ If you could make one facility improvement, what would it be?

Physical Health / Well-being

- ☐ Briefly list the sources of job related stress you experience, from the greatest source to the least.
- ☐ How would you characterize the medical care obtained from on-base providers?
- ☐ How would you characterize the medical care obtained from off- base?
- ☐ What would you change about the current food service?

Process Fairness

- ☐ How fair do you see the Individual Augmentee selection process? Please explain.
- ☐ Do you feel that the unit's disciplinary policies are fair? Please explain.
- ☐ Do you feel that the unit's disciplinary process is fair? Please explain.
- ☐ Do you feel that the unit handles discipline issues fairly? Please explain.

Respect for Individuals

- ☐ Have you witnessed any incidents where members of the unit acted disrespectfully to superiors? If yes, describe.
- ☐ Have you witness any incidents where members of the unit acted disrespectfully to subordinates? If yes, describe.
- ☐ What kinds of inappropriate or offensive conduct have you witnessed while assigned to this unit?
- ☐ How would you describe the level of respect higher level leadership provides your department's members?
- ☐ How committed is leadership to creating an environment of human respect and dignity? Please explain.

Sensitive Issues / Discrimination / Sexual Harassment

- ☐ How comfortable are you approaching your immediate supervisor with sensitive information?
- ☐ To what extent would you feel free to report an incident of sexual discrimination?
- ☐ To what extent would you feel free to report an incident of racial/ethnic discrimination?
- ☐ To what extent would you feel free to report an incident of age discrimination?
- ☐ To what extent would you feel free to report an incident of disability discrimination?
- ☐ To what extent would you feel free to report an incident of religious discrimination?
- ☐ To whom would you feel comfortable reporting an act of discrimination or sexual harassment (Commanding Officer, Dept Head, Division Officer, SEA, CMC, etc.), and why?
- ☐ If you experienced discrimination or sexual harassment but did not report it, why did you choose not to report it?
- ☐ How serious a problem do you think *sexual harassment* is in this unit? Please explain.
- ☐ How serious a problem do you think *sexual discrimination* is in this unit? Please explain.
- ☐ How serious a problem do you think *racial discrimination* is in this unit? Please explain.
- ☐ How serious a problem do you think *age discrimination* is in this unit? Please explain.
- ☐ How serious a problem do you think *disability discrimination* is in this unit? Please explain.
- ☐ How serious a problem do you think *religious discrimination* is in this unit? Please explain.
- ☐ What do you see as the most prominent form of discrimination you see in this unit? Please explain.

- What is your impression of the equal opportunity policies at this unit?
- Has something been said while at work that offended you or made you uncomfortable? Please explain.
- Can you provide any recent examples of favoritism or discrimination you have *witnessed*? What actions did you take?
- Can you provide any recent examples of favoritism or discrimination you have *experienced*? What actions did you take?
- How well does your unit value the rights of its members to practice their respective religions?

Significant Challenges

- What do you see as the most significant challenge currently facing this unit right now? What would you recommend to address this challenge?
- What do you see as the most significant challenge facing this unit next year?
- What would you recommend to address this challenge?
- What do you see as the most significant challenge facing this unit over the next five years?
- What would you recommend to address this challenge?

Special Observances / Cultural Celebrations

- How much do you participate in unit-sponsored events? Please explain.
- What type of MWR/cultural activities would you be interested in seeing this unit sponsor?

Sponsorship

- How would you describe your experience with your check-in procedures when you first arrived at this unit?
- When you first arrived at this unit, how well were you provided the necessary information to set you up to succeed?
- How would you rate your unit's Sponsor Program? Why?
- How would you describe your experience with your Sponsor prior to arriving at this unit?
- How would you describe your experience with your Sponsor after arriving at this unit?

Task Characteristics / Efficiency

- How well is your day planned and coordinated with jobs/tasks so your time is well utilized?
- How important do you feel your daily duties are to this unit's mission? Please explain.
- How would you describe the way time is utilized to complete tasks in your work area?
- In a few words, how would you describe your daily activities?

Teamwork / Team Cohesion / Morale

- The greatest morale-enhancing action leadership could make at this unit would be:
- How would you characterize the morale of the *military members* of this unit?
- How would you characterize the morale of the *civilian staff* of this unit?
- What do you see as the most significant factor leading to *reduced morale* at this unit?
- What do you see as the most significant factor leading to *improved morale* at this unit?
- Are you proud to be a member of this unit? Please explain.
- What changes does this unit need to make to improve morale?
- How much do you feel like a valued member of the team? Please explain.

Training, Knowledge, and Professional Development

- How much time and opportunity are provided for you to pursue military training?
- How much time and opportunity are provided for you to pursue personal education?
- Describe how the unit encourages/discourages growth/advancement.
- How effective is the unit's support of formalized training (billet-related and professional)?
- What recommendations would you offer to improve unit support of formalized training?
- What type of training would you like to see available to you in the next fiscal year?

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- What type of training would you like to see available to you in the next couple of years?
- How can the unit assist you with completing the next military education you are scheduled to complete?
- How can the unit assist you with pursuing personal education you are hoping to complete?
- What factors contribute to your decision whether or not to pursue a career in the Service?
- What can be done to motivate you to continue serving in this unit?
- How would you describe the *availability* of small unit training?
- How would you describe the *quality* of small unit training?
- How would you describe the *value* of small unit training?

Unit Climate / Culture

- How is the overall climate of this unit, compared to one year ago? Please explain.
- What one thing about our unit would you want to change?
- What climate issue does this unit most need to improve?
- What three change(s) would you make that you feel would most improve the unit's climate?
- How have changes (positive or negative) at this unit during the past year impacted you?
- How would you describe the level of professionalism in your work center/department? Please explain.
- What do you know about this unit that leadership does not know, but should?
- In a few words, how would you describe your workplace?
- What issues do you feel need to be addressed in your work center/department

Don't Ask, Don't Tell

- How has the repeal of "Don't Ask, Don't Tell" influenced your desire to stay in the military? Please explain.
- How has the repeal of "Don't Ask, Don't Tell" influenced your immediate unit's ability to work well as a team? Please explain.
- How has the repeal of "Don't Ask, Don't Tell" influenced trust levels among members of your immediate unit? Please explain.
- Please describe whether the repeal of "Don't Ask, Don't Tell" has influenced conflict levels among members of your immediate unit. Please explain.
- In what ways has the repeal of "Don't Ask, Don't Tell" influenced leaders' ability to enforce good order and discipline in your unit?
- In what ways has the repeal of "Don't Ask, Don't Tell" influenced your immediate unit's overall level of performance in completing its assigned tasks or missions?
- In what ways has the repeal of "Don't Ask, Don't Tell" influenced your immediate unit's morale? Please explain.
- In what ways has the repeal of "Don't Ask, Don't Tell" influenced how much members of your immediate unit get along with each other? Please explain.
- Please describe your comfort level at sharing quarters/berthing areas with a person of a different sexual orientation.
- Please describe how a known gay or lesbian member in your immediate unit could expect to be treated.

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DEOMI Diversity Management Climate Assessment Survey
Sample of Locally Developed Questions List

All questions will be answered using the following five-point scale.

- Totally Agree
- Moderately Agree
- Neither Agree Nor Disagree
- Moderately Disagree
- Totally Disagree

NOTE: Questions selected or self-created will be added to the survey during the request process. Requesting organizations can select up to ten locally developed questions.

Inclusion

- ☐ My values and my organizations values are very similar I am sometimes excluded from social interactions that might help my career.
- ☐ In my organization a person can retain their cultural identity and still be successful.
- ☐ I feel like "part of the team" in my current organization.

Benefits of Diversity

- ☐ I am aware of my organizations diversity efforts.
- ☐ I support my organizations diversity efforts.
- ☐ In the past year, I have heard my leaders speak about diversity
- ☐ I have a good understanding of what diversity means
- ☐ My unit currently encourages diversity
- ☐ Leadership in my organization supports diversity
- ☐ Diversity is an important element in building a quality force
- ☐ I personally feel committed to leading diversity

Mentoring

- ☐ In my organization, mentoring is available to those who want it My supervisor provides most of my mentoring.

Physical Health/Well-being

- ☐ A mandatory structured physical training program should be implemented in my unit.
- ☐ I am given adequate time to maintain my physical conditioning.
- ☐ I am given the time I need in my duty day to comply with the mandatory fitness program.
- ☐ I receive the required time to participate in personal fitness.
- ☐ Alcohol consumption is a problem in this command.
- ☐ Illegal drug use is a problem in this command.
- ☐ Alcohol abuse by the members of this command is a problem.

Fairness

- ☐ Additional duties are assigned fairly.
- ☐ Deployments are distributed fairly throughout the organization.
- ☐ The leave policy is administered fairly.
- ☐ I am afforded opportunities to take leave.
- ☐ The promotion policy is fair to everyone, regardless of ethnic or racial background.
- ☐ When making an honest mistake on the job, members of this command are corrected fairly.
- ☐ Correctional training for poor performance is enforced fairly in this command.

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Respect for Individuals

- ☐ All unit personnel receive the same level of respect from leadership.
- ☐ An atmosphere of respect exists in my work area.
- ☐ Contributions of all career fields are respected in my squadron.
- ☐ My commander takes steps to ensure I am treated with respect.
- ☐ I am treated with dignity and respect in this command.
- ☐ I am harassed by higher ranking personnel while on duty.
- ☐ I am harassed by higher ranking personnel while off duty.
- ☐ My command enforces the standards of military courtesy.
- ☐ My supervisor encourages respect in the workplace.
- ☐ Discrimination with regard to race, color, gender, age, physical or mental disability, or national origin is not tolerated in the workplace.
- ☐ Sexual, racial or other offensive comments or material are not tolerated in my work area.
- ☐ Differences among individuals (e.g., gender, race, religion, age, disability) are respected and valued in this organization.
- ☐ My command values the rights of its members to practice their respective religion.
- ☐ This command is committed to creating an environment of human respect and dignity.
- ☐ My commander takes appropriate action to prevent harassment of any member of this command.

Physical Environment

- ☐ Adequate parking is provided for me when I arrive at work.
- ☐ I am satisfied with the physical surroundings of my work area.
- ☐ Work areas are accessible to persons with disabilities.

Military-Civilian Relations

- ☐ Civilian managers supervise military personnel as effectively as they supervise civilian personnel.
- ☐ Civilians are treated as valued members of the unit by leadership.
- ☐ I view contract employees as a part of the team.
- ☐ Military managers supervise civilian personnel as effectively as they supervise military personnel.

Communication/Flow of Information

- ☐ Commander's Calls effectively pass on information I need to know.
- ☐ Communication between platoons is good.
- ☐ Communication flow down from the chain of command is good.
- ☐ Communication flows freely from senior leadership to all levels of the organization.
- ☐ Communication from my direct leadership is clear.
- ☐ Communication within my section is effective.
- ☐ Communication within the chain of command is timely.
- ☐ I am satisfied with the communication flow in my unit.
- ☐ Important information moves freely up and down the chain.
- ☐ My supervisor disseminates information that has been presented in the weekly staff meeting.
- ☐ The unit orientation program is adequate for new employees.
- ☐ My immediate supervisor explains things clearly to me.

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☐ My immediate supervisor is willing to discuss my ideas and suggestions with regards to my job.

☐ My command keeps an updated EO/ EEO bulletin board with upcoming cultural events, policy letters, complaint procedures and general EO/ EEO information.

☐ I am familiar with our extremist organization and activities policy letter.

☐ I know what is expected of me at work.

Available Resources and Support

☐ Commander's Support Staff (Orderly Room) efficiently meet my needs.

☐ I am provided with the resources I need to do my job effectively.

☐ I have sufficient time in my duty day to conduct my core duties.

☐ Administrative support staff meets my needs.

☐ I am provided with the tools, equipment, or supplies necessary to perform my job.

☐ The functional experts I work with assist me in my success.

Teamwork/Team Cohesion/Morale

☐ I believe this unit works as a team.

☐ I am encouraged to participate in unit functions.

☐ Junior enlisted service members care about what happens to each other.

☐ Members of this command work together as a team.

☐ The current level of morale in my command is very high.

☐ The overall health of this unit is better now than one year ago.

Autonomy and Innovation

☐ I am able to make decisions to resolve customer issues on the spot without fear of reprisal.

☐ I am encouraged to present new ideas to our current workplace procedures.

☐ I am encouraged to think of new ways to accomplish my unit's mission.

☐ Innovative ideas are highly encouraged.

Skill Utilization/Appropriate Level of Assigned Duties

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

☐ I am assigned duties that are commensurate with my grade.

☐ I am being fully utilized in my work center.

☐ I am challenged by my job.

☐ I am challenged in my duties.

☐ I am given responsibility commensurate with my rank.

☐ I do not feel overburdened with additional duties.

Leadership Accessibility/Openness

☐ I am comfortable approaching the Commander/Director with any issue.

☐ I am comfortable discussing issues with my commander/Director.

☐ I am comfortable going to my direct supervisor with work-related topics.

☐ I would seek the assistance of my commander/director.

☐ I would seek the assistance of my first sergeant.

☐ I would seek the assistance of my flight chief.

☐ I would seek the assistance of my supervisor.

☐ I would seek the assistance of the superintendent.

☐ The commander frequently visits my duty section.

☐ The commander is accessible.

☐ The commander shows an interest in my welfare.

- ☐ It is easy for service members in this command to meet with the Commander about problems.
- ☐ Officers in this command care about what happens to their service members.
- ☐ NCOs in this command care about what happens to their service members.
- ☐ It is easy for service members in this command to see the senior enlisted NCO.
- ☐ The leaders in my command show a real interest in the welfare of single service members.
- ☐ The Commander is very accessible to his/her members.
- ☐ I can express my opinion within this organization without fear of reprisal.
- ☐ I can raise concerns about issues that affect my job without fear of reprisal.

Feedback and Recognition

- ☐ I am rewarded for my duty performance.
- ☐ I am satisfied with my latest one-on-one rater feedback session with my rater.
- ☐ I receive periodic formal feedback from my rater.
- ☐ Participation in community service is recognized.
- ☐ The unit recognition program enhances our ability to perform our mission.
- ☐ I am recognized for contributing to a positive atmosphere in my workplace.
- ☐ I am rewarded for contributing to a positive atmosphere in my workplace.

Training, Knowledge, and Professional Development

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

Family Support

- ☐ If I were to deploy my family members would have adequate resources on base to be taken care of.
- ☐ This unit takes an active role in caring for the needs of family members of deployed unit personnel.
- ☐ The leaders in my command show a real interest in the welfare of families.

Leadership Effectiveness

- ☐ My commander presents himself/herself as a competent leader.
- ☐ The commander understands what my job entails.
- ☐ My immediate supervisor sets the right example with his/her actions.

☐ The leaders in my command deal effectively with adversity or conflict within the command when it occurs.

☐ I feel that the Commander/Director will use the information from this survey to improve the command.

☐ I trust management to handle complaints, problems, or issues seriously

Interpersonal Relations/Social Interactions

☐ My work environment is free from unprofessional behavior.

☐ Relationships at work are professional in nature.

☐ I have experienced or witnessed hazing while assigned to this command.

☐ Participation in community service is highly encouraged.

☐ Human relations problems are handled correctly in this command.

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

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

Job Satisfaction/Dissatisfaction

☐ I experience a high level of stress in this command.

☐ I like my job.

Enforcement/Obedience of Rules

☐ Rules, regulations and policies are enforced in this command.

☐ Rules, regulations and policies are obeyed in this command.

☐ My command displays high standards of discipline.

Hazing

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

☐ While at this unit, I have never been hazed.

☐ While at this unit, I have never been pressured to participate in hazing activities directed toward others.

☐ Hazing activities do not occur at this unit.

☐ Unit leadership discourages hazing.

☐ Unit leadership does not tolerate hazing.

☐ Unit leadership has published a policy that prohibits hazing.

☐ Unit leadership would punish anyone who hazes others.

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

☐ Newcomers are harassed and humiliated prior to being accepted into the unit.

☐ To be accepted in this unit, members must participate in potentially dangerous activities.

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

Operational Stress Control

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

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

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

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

Sexual Assault

☐ I would feel comfortable discussing issues surrounding the prevention and response of sexual assault with superiors.

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☐ If I believed a sexual assault occurred within my unit, I would feel comfortable approaching the victim to recommend reporting the matter to a Sexual Assault Repose Coordinator or Victim Advocate.

☐ Unit leadership would respond appropriately in the event a sexual assault was reported.

☐ My chain of command encourages sexual assault victims to report sexual assaults.

☐ My work area is free of sexual misconduct.

☐ I have received training on the Sexual Assault Prevention and Response program.

☐ My leadership takes proactive steps (e.g., provides training, leads by example, encourages others to safely intervene) to prevent sexual assault within my unit.

☐ If I was sexually assaulted, I would trust the military system to protect my career.

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