



Section I. Work Experience

In this section you will answer basic questions about your status in your organization, [Organization Title].

1. What is your affiliation to the organization conducting this DEOCS?

Some people may have multiple affiliations (for example, a Reservist who also works as a civilian at the DoD). We are interested in your affiliation to the organization conducting this DEOCS.

- Active duty military member
- Reserve military member
- National Guard member
- Civilian employee
- Military Service Academy (MSA) cadet/midshipman
- MSA Preparatory School cadet candidate/midshipman candidate

2. Which Military Service Academy or Military Service Academy Preparatory School do you attend? (Ask if Academy or MSA Preparatory School)

- US Military Academy (USMA)
- US Air Force Academy (USAFA)
- US Naval Academy (USNA)
- US Coast Guard Academy (USCGA)
- US Military Academy Preparatory School (USMAPS)
- US Air Force Academy Preparatory School (USAFAPS)
- Naval Academy Preparatory School (NAPS)

3. What is your Class year? (Ask if Academy)

- Foreign exchange student
- 4/C (First Year)
- 3/C (Second Year)
- 2/C (Third Year)
- 1/C (Fourth Year)

4. When did you join: [Organization Title]?

- Less than three months ago
- More than three months ago

In this section, you will provide information about your experiences in your organization, [Organization Title]. Please respond by considering your own current beliefs, experiences, and feelings. There are no wrong answers. We are interested in what you think and how you feel.

5. Overall, how would you rate the current level of morale in your organization, [Organization Title]?

- Very low, Low, Moderate, High, Very high

6. Overall, how would you rate *your own* current level of morale?

- Very low, Low, Moderate, High, Very high

In the next section, please report how much you agree or disagree with each of the following statements.

7. I am proud of my work.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

8. My work has a great deal of personal meaning to me.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

9. I am committed to making the military my career.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

10. Choosing to attend the Academy was a good decision for me. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

11. The people I work with work well as a team.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

12. The people I work with trust each other.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

13. I feel like “part of the family” among the people I work with.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

14. The people I work with believe that everyone has worth and value, regardless of how they identify (for example, gender, race/ethnicity, sexual orientation, and other identities).

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

15. The people I work with believe that everyone has worth and value, regardless of their occupation and grade.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

16. The people I work with build on each other’s ideas and thoughts during the decision-making process.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

17. The people I work with would speak up if someone is being excluded.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

18. If I were to report a [“cadet” | “midshipman” | “cadet candidate” | “midshipman candidate”] for misconduct, I would expect negative social outcomes (for example, being the center of gossip or rumors, being ignored, or being bullied) from other [“cadets” | “midshipmen” | “cadet candidates” | “midshipmen candidates”]. (Ask if Academy or MSA Preparatory School)
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

19. Among the people I work with, the quality of ideas matters more than who expresses them.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

20. I can easily balance the demands of my work and personal life.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

21. It is important for us to understand your experiences in your organization, [Organization Title]. If you choose, you may use the space below to add anything else you want to say.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information. This includes information that could be used to identify you or others (for example, telling a story that is specific enough that someone could recognize the people involved).

In this section, please rate how often the following situations occur. When responding, consider only time spent [“ “ | “over the past three months”] in your organization, [Organization Title].

All responses are kept confidential. No one will be able to determine how you personally respond.

22. How often does someone from your organization intentionally interfere with your work performance?

- Never, Rarely, Sometimes, Often

23. How often does someone from your organization take credit for work or ideas that were yours?

- Never, Rarely, Sometimes, Often
- 24. How often does someone from your organization gossip or talk about you?**
- Never, Rarely, Sometimes, Often
- 25. How often does someone from your organization use insults, sarcasm, or gestures to humiliate you?**
- Never, Rarely, Sometimes, Often
- 26. How often does someone from your organization not provide you with information and assistance when needed?**
- Never, Rarely, Sometimes, Often
- 27. How often does someone from your organization yell when they are angry?**
- Never, Rarely, Sometimes, Often
- 28. How often does someone from your organization tell sexual jokes that make you uncomfortable, angry, or upset?**
- Never, Rarely, Sometimes, Often
- 29. How often does someone from your organization embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?**
- Never, Rarely, Sometimes, Often
- 30. How often does someone from your organization display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset?**
- Do not include materials you may have received as part of your professional duties (for example, as a criminal investigator).*
- Never, Rarely, Sometimes, Often
- 31. How often does someone from your organization ask you questions about your sex life or sexual interests that make you uncomfortable, angry, or upset?**
- Never, Rarely, Sometimes, Often
- 32. How often does someone from your organization make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?**
- Never, Rarely, Sometimes, Often
- 33. How often does someone from your organization make attempts to establish unwanted romantic or sexual relationships with you?**
- These attempts could range from asking you out on a date to asking you for sex or a "hookup."*

- Never, Rarely, Sometimes, Often
- 34. How often does someone from your organization intentionally touch you in unwanted sexual ways?**
 - Never, Rarely, Sometimes, Often
- 35. How often does someone from your organization mistreat, ignore, exclude, or insult you because of your gender?**
 - Never, Rarely, Sometimes, Often
- 36. How often does someone from your organization tell racial/ethnic jokes that make you uncomfortable, angry, or upset?**
 - Never, Rarely, Sometimes, Often
- 37. How often does someone from your organization express stereotypes about your racial/ethnic group that make you uncomfortable, angry, or upset?**
 - Never, Rarely, Sometimes, Often
- 38. How often does someone from your organization use offensive racial/ethnic terms that make you uncomfortable, angry, or upset?**
 - Never, Rarely, Sometimes, Often
- 39. How often does someone from your organization make insults about racial/ethnic groups that make you uncomfortable, angry, or upset?**
 - Never, Rarely, Sometimes, Often
- 40. How often does someone from your organization show you a lack of respect because of your race/ethnicity?**
 - Never, Rarely, Sometimes, Often
- 41. How often does someone from your organization use derogatory slurs, make comments, or tell jokes concerning sexual orientation? (Ask if Academy or MSA Preparatory School)**
 - Never, Rarely, Sometimes, Often

42. It is important for us to understand your experiences with behaviors that may negatively impact you. If you choose, you may use the space below to add anything else you want to say regarding experiences either within or outside of your organization.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you).

Section II. Leadership

*In this section, please report how much you agree or disagree with the following statements about the **leadership and support provided by your chain of command**. Please consider only time spent [“ “ | “over the past three months”] in your organization, [Organization Title].*

- 43. I trust that my academic success is supported by Academy faculty. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 44. I trust that my academic success is supported by Academy coaches and staff. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 45. I trust that my development as a leader of character is supported by Academy faculty. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 46. I trust that my development as a leader of character is supported by Academy coaches and staff. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 47. I trust that my well-being is supported by Academy faculty. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

48. I trust that my well-being is supported by Academy coaches and staff. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

49. The Academy provides [“cadets” | “midshipmen” | “cadet candidates” | “midshipmen candidates”] with an effective mentoring program. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

*In this section, please report how much you agree or disagree with the following statements about the **leadership and support provided by your chain of command**. Please consider only time spent [“ | “over the past three months”] in your organization, [Organization Title].*

50. Communication goes both up and down the chain of command.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

51. Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

52. Discipline and criticism are administered fairly.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

53. Your current immediate supervisor is...

If you are not sure, please proceed to the next question.

- Enlisted (including non-commissioned officers [NCOs])
- A commissioned officer
- A warrant officer
- A civilian
- Don't know

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

54. What paygrade is your immediate supervisor? (Ask if Q53 = “Enlisted (including non-commissioned officers [NCOs])”)

If you are not sure, please proceed to the next question.

- E-3, E-4, E-5, E-6, E-7, E-8, E-9, E-10

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

55. What paygrade is your immediate supervisor? (Ask if Q53 = “A commissioned officer”)

If you are not sure, please proceed to the next question.

- O-1, O-2, O-3, O-4, O-5, O-6, O-7, O-8, O-9, O-10

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

56. What paygrade is your immediate supervisor? (Ask if Q53 = “A warrant officer”)

If you are not sure, please proceed to the next question.

- W-1, W-2, W-3, W-4, W-5

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

57. What DoD civilian pay plan/category is your immediate supervisor? (Ask if Q53 = “A civilian”)

If you are not sure, please proceed to the next question.

- General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)
- Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)
- Senior Executive Service (SES)
- Title 10 tenured or tenure-track faculty
- Title 10 non-tenure-track faculty
- Non-Appropriated Fund (NAF)
- Demonstration/Alternative/Other pay plans

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

58. What is your immediate supervisor's paygrade? (Ask if Q57 = “General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)”)

If you are not sure, please proceed to the next question.

- 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

59. What is your immediate supervisor's paygrade? (ASK IF Q57 = "Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)")

If you are not sure, please proceed to the next question.

- 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

60. What is your immediate supervisor's position at the Military Service Academy? (Ask if Q57 = "Title 10 tenured or tenure-track faculty" or Q57 = "Title 10 non-tenure-track faculty")

If you are not sure, please proceed to the next question.

- AD-1: Instructor
- AD-3: Assistant Professor
- AD-5: Associate Professor
- AD-7: Professor
- AD-9: Admin Faculty
- AD-11: Supervisory/Professor Dean/Academic Dean

Senior Non-Commissioned Officer (NCO)/Senior Enlisted Leader (SEL): For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

61. Does your unit or organization have a senior NCO/SEL?

- Yes
- No
- Don't know

62. What Class year is the first ["cadet" | "midshipmen" | "cadet candidate" | "midshipman candidate"] in your chain of command? (Ask if Academy)

- 3/C (Second Year)
- 2/C (Third Year)
- 1/C (Fourth Year)

*In this section, please report how much you agree or disagree with the following statements about **your immediate supervisor**. When responding, consider only time spent [" " | "over the past three months"] working for your immediate supervisor.*

Your responses are completely confidential. No one that you work with, including your immediate supervisor, will be able to know how you respond.

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

63. I have trust and confidence in my immediate supervisor.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

64. My immediate supervisor listens to what I have to say.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

65. My immediate supervisor treats me with respect.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

66. My immediate supervisor cares about my personal well-being.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

67. My immediate supervisor provides me with opportunities to demonstrate my leadership skills.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

68. My immediate supervisor provides me with constructive suggestions to improve my performance.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

69. My immediate supervisor supports my career development.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

70. If needed, I can go to my immediate supervisor to address my concerns without fear of reprisal.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

71. My immediate supervisor puts the interests of subordinates and subordinates' families above their personal interests.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

72. My immediate supervisor ridicules subordinates.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

73. My immediate supervisor has explosive outbursts.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

74. My immediate supervisor has a sense of personal entitlement.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

75. My immediate supervisor acts only in the best interest of their own advancement.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Immediate Supervisor: For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your organization, [Organization Title].

76. My immediate supervisor ignores ideas that are contrary to their own.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

77. The first [“cadet” | “midshipman” | “cadet candidate” | “midshipman candidate”] in my chain of command allows negative behavior to occur. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

78. If I were to report the first [“cadet” | “midshipman” | “cadet candidate” | “midshipman candidate”] in my chain of command for misconduct, I would receive negative outcomes (for example, poor evaluations or opportunities for leadership would suffer). (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

79. If you have any additional comments or concerns that you would like to provide about your immediate supervisor, you may share them here.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information (for example, stating your name or your immediate supervisor’s name).

*In this section, please report how much you agree or disagree with each of the following statements about **your organization’s leader**. When responding, consider only time spent [“ “ | “over the past three months”] in your organization, [Organization Title].*

Your responses are completely confidential. No one in your organization, including your senior leadership, will be able to know how you respond.

Organization Leader: For the purpose of this question, your organization's leader is [CommanderLeaderRank] [CommanderLeaderLastName].

80. My organization's leader communicates a clear and motivating vision of the future.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Organization Leader: For the purpose of this question, your organization's leader is [CommanderLeaderRank] [CommanderLeaderLastName].

81. My organization's leader takes actions that are consistent with [Service Component] values.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Organization Leader: For the purpose of this question, your organization's leader is [CommanderLeaderRank] [CommanderLeaderLastName].

82. My organization's leader supports and encourages the development of others.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Organization Leader: For the purpose of this question, your organization's leader is [CommanderLeaderRank] [CommanderLeaderLastName].

83. My organization's leader encourages their subordinates to think about problems in new ways.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Organization Leader: For the purpose of this question, your organization's leader is [CommanderLeaderRank] [CommanderLeaderLastName].

84. My organization's leader takes early action in addressing problems.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Organization Leader: For the purpose of this question, your organization's leader is [CommanderLeaderRank] [CommanderLeaderLastName].

85. My organization's leader addresses problems when they are brought to their attention.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

86. I have trust and confidence in my permanent party command team. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

- 87. My permanent party command team listens to what I have to say. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 88. My permanent party command team treats me with respect. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 89. My permanent party command team cares about my personal well-being. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 90. My permanent party command team provides me with opportunities to demonstrate my leadership skills. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 91. My permanent party command team provides me with constructive suggestions to improve my performance. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 92. My permanent party command team supports my development. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 93. If needed, I can go to my permanent party command team to address my concerns without fear of reprisal. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 94. My permanent party command team puts the interests of their [“cadets” | “midshipmen” | “cadet candidates” | “midshipmen candidates”] above their personal interests. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 95. My permanent party command team ridicules their subordinates. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 96. A member of my permanent party command team has explosive outbursts. (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

- 97. If I were to report someone in my permanent party command team for misconduct, I would receive negative outcomes (for example, poor evaluations, decreased opportunities for leadership, become the center of gossip or rumors, ignored, or bullied). (Ask if Academy or MSA Preparatory School)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

*In the next section, please report how much you agree or disagree with each of the following statements about **your unit's senior NCO/SEL**. Consider only time spent while serving [“ “ | “over the past three months”] in your organization, [Organization Title].*

Your responses are completely confidential. No one in your unit, including your unit's senior NCO/SEL, will know how you answered any questions.

Senior NCO/SEL: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

- 98. My unit's senior NCO/SEL communicates a clear and motivating vision of the future. (Ask if Q61 = “Yes”)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/SEL: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

- 99. My unit's senior NCO/SEL takes actions that are consistent with [Service Component] values. (Ask if Q61 = “Yes”)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/SEL: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

- 100. My unit's senior NCO/SEL supports and encourages the development of people in my unit. (Ask if Q61 = “Yes”)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/SEL: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

- 101. My unit's senior NCO/SEL encourages people in my unit to think about problems in new ways. (Ask if Q61 = “Yes”)**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/SEL: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

102. My unit's senior NCO/SEL takes early action in addressing problems. (Ask if Q61 = "Yes")

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/Senior Enlisted Leader: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

103. My unit's senior NCO/SEL addresses problems when brought to their attention. (Ask if Q61 = "Yes")

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/Senior Enlisted Leader: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

104. My unit's senior NCO/SEL acts only in the best interest of their next promotion. (Ask if Q61 = "Yes")

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/Senior Enlisted Leader: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

105. My unit's senior NCO/SEL ridicules people in my unit. (Ask if Q61 = "Yes")

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/SEL: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

106. My unit's senior NCO/SEL has explosive outbursts. (Ask if Q61 = "Yes")

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/SEL: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

107. My unit's senior NCO/SEL has a sense of personal entitlement. (Ask if Q61 = "Yes")

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Senior NCO/SEL: For the purpose of this question, your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [Organization Title].

108. My unit's senior NCO/SEL ignores ideas that are contrary to their own. (Ask if Q61 = "Yes")

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

109. To improve leadership in your organization, it is important for us to know how your leadership interacts with you and impacts your life. If you have any comments or concerns that you would like to provide about any person in a leadership role that you may interact with either in or outside of your chain of command, please share them here.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information.

Section III. Behaviors and Personal Experience

The next section asks important questions about your personal decisions, behaviors, thoughts, and feelings. Please answer as honestly and as best as you can.

Remember, no one in your organization will know how you personally answer any of these questions.

110. In the past month, how often have you felt nervous or stressed?

- Never, Rarely, Sometimes, Often

111. In the past month, how often have you felt that you were unable to control the important things in your life?

- Never, Rarely, Sometimes, Often

112. In the past month, how often have you been angered because of things that were outside of your control?

- Never, Rarely, Sometimes, Often

113. In the past month, how often have you found that you could not cope with all of the things you had to do?

- Never, Rarely, Sometimes, Often

In the next section, please report how much you agree or disagree with each of the following statements.

114. These days, I feel like I belong.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

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

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

116. These days, I think I make things worse for the people in my life.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

117. My future seems dark to me.

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Thank you for answering the questions so far. Remember that your answers are confidential.

118. At the Academy, peer pressure makes me drink more than I would otherwise. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Remember that your answers are confidential.

119. At the Academy, unauthorized drinking is condoned by my sponsor. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Remember that your answers are confidential.

120. My permanent party leadership enforces the Academy's alcohol use policy. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Remember that your answers are confidential.

121. My ["cadet" | "midshipman" | "cadet candidate" | "midshipman candidate"] leadership enforces the Academy's alcohol use policy. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Remember that your answers are confidential.

122. If I needed help to control my drinking, I would feel comfortable seeking help from on-campus resources. (Ask if Academy or MSA Preparatory School)

- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

Thank you for answering the questions so far. Remember that your answers are confidential.

123. How often do you have four or more drinks (if you are a woman) or five or more drinks (if you are a man) on one occasion?

- Never, Less than monthly, Monthly, Weekly, Daily or almost daily

Remember that your answers are confidential.

124. During the past 12 months, how often have you been unable to remember what happened the night before because you had been drinking?

- Never, Less than monthly, Monthly, Weekly, Daily or almost daily

125. In general, the hazards in my living space that may be deliberately or accidentally used to harm others or myself, such as poisons, medications, and firearms, are safely stored (for example, locked in a cabinet, unloaded).

- Never, Rarely, Sometimes, Often, Always

126. We want to know what is important to you. If you choose, you may use the space below to add any other comments or concerns you may have regarding any topic covered or not covered in this survey. Feel free to add anything else you want to say.

Senior leadership will be able to see what you write but not who wrote it. Please do not include personally identifiable information (for example, details from a specific event that only you would know).

Section IV. Demographics

*In this section, you will answer a few demographic questions. The information you provide **will not** be used to identify you. These questions help senior leadership identify issues and solutions that may impact certain groups of people more than others.*

Protecting your responses is important to us. Responses are combined from everyone in your organization to produce data on the entire group, not on you personally.

127. Are you Spanish, Hispanic, or Latino?

- No, not Spanish, Hispanic, or Latino
- Yes, Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or other Spanish, Hispanic, or Latino

128. What is your race?

Mark one or more races to indicate what race you consider yourself to be.

- American Indian or Alaska Native
- Asian (for example, Asian Indian, Chinese, Filipino, Japanese, Korean, or Vietnamese)
- Black or African American
- Native Hawaiian or other Pacific Islander (for example, Samoan, Guamanian, or Chamorro)
- White

129. Are you?

- Male
- Female

130. You are... (Ask if Q1 = “Active component military member,” “Reserve component military member,” or “National Guard member”)

- Enlisted (including non-commissioned officers [NCOs])
- A commissioned officer
- A warrant officer

131. What is your paygrade? (Ask if Q130 = “Enlisted (including non-commissioned officers [NCOs])”)

- E-1, E-2, E-3, E-4, E-5, E-6, E-7, E-8, E-9, E-10

132. What is your paygrade? (Ask if Q130 = “A commissioned officer”)

- O-1, O-2, O-3, O-4, O-5, O-6, O-7, O-8, O-9, O-10

133. What is your paygrade? (Ask if Q130 = “A warrant officer”)

- W-1, W-2, W-3, W-4, W-5

134. What branch of Service are you in? (Ask if Q1 = “Active component military member,” “Reserve component military member,” or “National Guard member”)

- Army
- Navy
- Marine Corps
- Air Force
- Space Force
- Coast Guard

135. What is your current pay plan/category? (Ask if Q1 = “Civilian employee”)

- General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)

- Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)
- Senior Executive Service (SES)
- Title 10 tenured or tenure-track faculty
- Title 10 non-tenure-track faculty
- Non-Appropriated Fund (NAF)
- Demonstration/Alternative/Other pay plans

136. What is your paygrade? (Ask if Q135 = “General Schedule (GS)-like pay plan”)

- 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15

137. What is your paygrade? (Ask if Q135 = “Federal Wage System pay plan”)

- 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19

138. Are you a supervisor? (Ask if Q1 = “Civilian employee”)

To be a supervisor, you must have at least one subordinate who directly reports to you.

- No, Yes

139. What is your position at the Military Service Academy? (Ask if 135 = “Title 10 tenured or tenure-track faculty” or “Title 10 non-tenure-track faculty”)

- AD-1: Instructor
- AD-3: Assistant Professor
- AD-5: Associate Professor
- AD-7: Professor
- AD-9: Admin Faculty
- AD-11: Supervisory/Professor Dean/Academic Dean

140. Are you a member of an intercollegiate athletic team? (Ask if Academy or MSA Preparatory School)

- No, Yes

Section V. Service Customized Section

The following questions were chosen by your Service or Military Service Academy. Your responses to these questions are also completely confidential. Your leadership will see a report of how your organization responds, but not how you individually answer any questions.

Section VI. Commander Customized Section

The following questions were chosen by your leadership specifically for your organization. Your responses to these questions are also completely confidential. Your

leadership will see a report of how your organization responds, but not how you individually answer any questions.