



*The Defense Organizational Climate Survey (DEOCS) is a tool that provides commanders and Department of Defense (DoD) leaders with important feedback about the current climate within their unit or organization. This document presents the questions asked of survey participants, organized by topic area.<sup>1</sup> Text in orange varies based on characteristics of the participant (e.g., service member or civilian) their unit (e.g., branch), and its leader (e.g., officer, non-commissioned or senior enlisted officer, or civilian). A subset of survey items that are only asked of participants from Military Service Academies (MSA) and MSA Preparatory Schools are provided in the final section of this document.*

### Protective Factors

Protective factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Higher scores on these factors are linked to more positive outcomes. Lower scores on these factors are linked to more negative outcomes.

#### Cohesion

Cohesion assesses whether members of the unit or organization care about each other, share the same goals, and work together effectively. Cohesive organizations are linked to improved readiness and retention, and a lower likelihood of sexual assault, sexual harassment, and suicide.

##### **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

#### Connectedness

Connectedness measures perceptions of closeness or belongingness to a unit or organization and satisfaction with one's relationship to, and support from, others in that unit or organization. Higher connectedness is linked to improved readiness and retention and a lower likelihood of suicide.

##### **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

<sup>1</sup> For full versions of the survey instrument as presented to participants, navigate to <https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/> and under step 1, Prepare, select the document for the appropriate population titled "Sample DEOCS 5.0 Survey."

**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

**Engagement and Commitment**

Engagement and Commitment measures the extent to which individuals find their work fulfilling and are committed to their work and unit or organization. Engaged and committed individuals demonstrate enthusiasm for, and dedication to, the work that they do. Higher levels of engagement and commitment are linked to higher levels of readiness and retention, and a lower likelihood of suicide.

**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

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

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

**Fairness**

Fairness is the perception that formal and informal unit or organizational policies, practices, and procedures regarding information sharing, job opportunities, promotions, and discipline are based on merit, inclusion, equality, and respect. Fair organizations are linked to higher levels of retention and readiness and lower levels of racial and ethnic harassment and discrimination and sexual harassment.

**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

**Inclusion**

Inclusion indicates whether organization members feel that they are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the unit or organization’s success. Inclusive work environments also ensure that it is safe for an individual to voice their different opinions, perspectives, and/or suggestions. Inclusive organizations are linked to lower levels of racial and ethnic harassment and discrimination and higher readiness and retention.

- 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 ["rank" | "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
- 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
- 50. Communication goes both up and down the chain of command.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

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### Leadership Support - Immediate Supervisor

Leadership support is the perception that a leader builds trust, encourages goal attainment and professional development, promotes effective communication, and supports teamwork. Organizations with supportive leaders are linked to improved readiness, higher retention, and lower levels of sexual assault, sexual harassment, and suicide.

#### *Relevant Definitions:*

**[Show if Military] Immediate Supervisor:** For the purpose of these questions, your immediate supervisor is the individual to whom you directly report in your unit, [Unit/Organization Title].

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

- 63. I have trust and confidence in my immediate supervisor.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 64. My immediate supervisor listens to what I have to say.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 65. My immediate supervisor treats me with respect.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 66. My immediate supervisor cares about my personal well-being.**

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

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

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

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

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

**69. My immediate supervisor supports my career development.**

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

**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

**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

### Morale

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

**5. Overall, how would you rate the current level of morale ["in your unit," | "in your organization,"] [Unit/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

### Safe Storage for Lethal Means

Safe storage for lethal means measures the limitation of access to lethal means through appropriate storage such as storing unloaded firearms in a locked cabinet or gun safe and separately from ammunition. This also includes storing medications (i.e., prescription and over the counter) in a locked safe space. Keeping lethal means safely stored more often is linked to a lower likelihood of suicide.

**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

### Transformational Leadership – Organizational Leader

This style of leadership is one in which leaders encourage, inspire, and motivate others to meet new challenges and accomplish tasks beyond what the individual felt was possible. Characteristics of a transformational leader include idealized influence or charisma, inspirational motivation, intellectual stimulation, and individualized consideration. Organizations with transformational leaders are linked to improved readiness and retention and lower likelihood of sexual assault and suicide.

*Relevant Definitions:*

**[Show if Military] Unit Leader:** For the purpose of this question, your unit's commander is the person in charge of [Unit/Organization Title].

**[Show if Civilian] Organization Leader:** For the purpose of this question, your organization's leader is the person in charge of [Unit/Organization Title].

**80. ["My unit's leader" | "My organization's leader"] communicates a clear and motivating vision of the future.**

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

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

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

**82. ["My unit's leader" | "My organization's leader"] supports and encourages the development of others.**

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

**83. ["My unit's leader" | "My organization's leader"] encourages their subordinates to think about problems in new ways.**

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

### Transformational Leadership – Senior NCO/SEL

This style of leadership is one in which leaders inspire staff by providing motivation and meaning to their work, give attention to individuals' unique needs, and directs their focus to higher goals, such as those of the mission. Organizations with transformational leaders are linked to improved job performance, job satisfaction scores, and leadership satisfaction scores. Questions in this section are only presented if participants indicate in a previous question that their unit or organization has a senior NCO/SEL.

*Relevant Definitions:*

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

**98. My unit's senior NCO/SEL communicates a clear and motivating vision of the future.**

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

**99. My unit's senior NCO/SEL takes actions that are consistent with [Service Component] values.**

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

**100. My unit's senior NCO/SEL supports and encourages the development of people in my unit.**

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

**101. My unit's senior NCO/SEL encourages people in my unit to think about problems in new ways.**

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

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### Work-life Balance

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

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

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

### Risk Factors

Risk factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. Higher scores for these factors are linked to more negative outcomes.

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### Alcohol Impairing Memory

Alcohol impairing memory measures the inability to recall events that occurred while consuming excessive amounts of alcohol. This occurs when an individual drinks enough alcohol to temporarily block the transfer of memories from short-term to long-term storage-known as memory consolidation-in a brain area called the hippocampus. Frequent memory loss due to alcohol is linked to a higher likelihood of sexual assault, sexual harassment, and suicide.

**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

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### Binge Drinking

Binge drinking is a pattern on drinking alcohol that brings the blood alcohol concentration (BAC) to 0.08 percent-or 0.08 grams of alcohol per deciliter measures how often one consumes 4 or more drinks (for females) and 5 or more drinks (for males) in about 2 hours. Frequent binge drinking is linked to a higher likelihood of sexual assault, sexual harassment, and suicide.

**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

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### Passive Leadership – Organizational Leader

This style of leadership involves avoiding decisions, not responding to problems, failing to follow up, hesitating to act, and being absent when needed. This is also known as laissez-faire leadership. Organizations with passive leaders are linked to lower levels of readiness and retention and a higher likelihood of sexual harassment.

*Relevant Definitions:*

**[Show if Military] Unit Leader:** For the purpose of this question, your unit's leader is the person in charge of [Unit/Organization Title].

**[Show if Civilian] Organization Leader:** For the purpose of this question, your organization's leader is the person in charge of [Unit/Organization Title].

#### 84. ["My unit's commander" | "My organization's leader"] takes early action in addressing problems.

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

#### 85. ["My unit's commander" | "My organization's leader"] addresses problems when they are brought to their attention.

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

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### Passive Leadership – Senior NCO/SEL

This style of leadership involves avoiding decisions, not responding to problems, failing to follow up, hesitating to act, and being absent when needed. This is also known as laissez-faire leadership. Organizations with passive leaders are linked to lower levels of readiness and retention and a higher likelihood of sexual harassment. Questions in this section are only presented if participants indicate in a previous question that their unit or organization has a senior NCO/SEL.

*Relevant Definitions:*

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

#### 102. My unit's senior NCO/SEL takes early action in addressing problems.

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

#### 103. My unit's senior NCO/SEL addresses problems when brought to their attention.

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

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### Racially Harassing Behaviors

Racially harassing behaviors describe unwelcome or offensive conduct such as intimidation, ridicule, and insults that are based on race, color, religion and/or national origin. The presence of racially harassing behaviors in organizations is linked to higher rates of sexual harassment, suicide, and racial/ethnic harassment/discrimination, as well as lower levels of readiness and retention.

36. How often does someone from your ["unit" | "organization"] tell racial/ethnic jokes that make you uncomfortable, angry, or upset?
- Never, Rarely, Sometimes, Often
37. How often does someone from your ["unit" | "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 ["unit" | "organization"] use offensive racial/ethnic terms that make you uncomfortable, angry, or upset?
- Never, Rarely, Sometimes, Often
39. How often does someone from your ["unit" | "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 ["unit" | "organization"] show you a lack of respect because of your race/ethnicity?
- Never, Rarely, Sometimes, Often

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### Sexist Behaviors

Sexist behaviors describe situations where behaviors and/or opinions within a unit or organization are prejudicial, stereotypical, or negative against a person or group based on their perceived sex or gender. This includes verbal and/or nonverbal behaviors that convey insulting, offensive, or condescending attitudes. The presence of sexist behaviors in organizations is linked to higher rates of sexual harassment, and sexual assault, as well as lower levels of readiness and retention.

35. How often does someone from your ["unit" | "organization"] mistreat, ignore, exclude, or insult you because of your gender?
- Never, Rarely, Sometimes, Often

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### Sexually Harassing Behaviors

Sexually harassing behaviors assesses the presence of unwelcome sexual advances, requests for sexual favors, and offensive comments or gestures of a sexual nature. The presence of sexually harassing behaviors in organizations is linked to higher rates of racial/ethnic harassment/discrimination, sexual harassment, sexual assault, suicide, and lower levels of readiness and retention.

28. How often does someone from your ["unit" | "organization"] tell sexual jokes that make you uncomfortable, angry, or upset?
- Never, Rarely, Sometimes, Often
29. How often does someone from your ["unit" | "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 ["unit" | "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 ["unit" | "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 ["unit" | "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 ["unit" | "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 ["unit" | "organization"] intentionally touch you in unwanted sexual ways?**

- Never, Rarely, Sometimes, Often

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### **Stress**

Stress measures the feeling of emotional strain or pressure—experience associated with feeling unable to predict or influence valued and prominent aspects of life. Higher levels of stress are linked to higher likelihood of suicide and lower levels of readiness and retention.

**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

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**Toxic Leadership – Immediate Supervisor**

Toxic leadership behaviors include disregard for subordinate input, unpredictability, and self-promoting tendencies. Toxic leadership also includes behaviors that are demeaning, marginalizing, degrading, coercive, and/or deceptive. Toxic leaders are also prone to acts of aggression. Organizations with toxic leaders are linked to lower retention and readiness and higher likelihood of sexual assault and suicide.

**72. My immediate supervisor ridicules subordinates.**

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

**73. My immediate supervisor has explosive outbursts.**

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

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

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

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

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

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

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

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**Toxic Leadership – Senior NCO**

Toxic leadership behaviors include disregard for subordinate input, unpredictability, and self-promoting tendencies. Toxic leadership also includes behaviors that are demeaning, marginalizing, degrading, coercive, and/or deceptive. Toxic leaders are also prone to acts of aggression. Organizations with toxic leaders are linked to lower retention and readiness and higher likelihood of sexual assault and suicide. Questions in this section are only presented if participants indicate in a previous question that their unit or organization has a senior NCO/SEL.

*Relevant Definitions:*

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

**104. My unit's senior NCO/SEL acts only in the best interest of their next promotion.**

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

**105. My unit's senior NCO/SEL ridicules people in my unit.**

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

- 106. My unit's senior NCO/SEL has explosive outbursts.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 107. My unit's senior NCO/SEL has a sense of personal entitlement.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 108. My unit's senior NCO/SEL ignores ideas that are contrary to their own.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree

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### Workplace Hostility

Workplace hostility measures the perception that others within a unit or organization act in an angry or hostile manner which includes behaviors such as insults, sarcasm, or gestures that humiliate a group or individual. This also includes an individual's perception that others interfere with their work performance and/or do not provide assistance when needed. Organizations with workplace hostility are linked to lower levels of readiness and retention, and a higher likelihood of sexual harassment, sexual assault, and racial/ethnic harassment/discrimination.

- 22. How often does someone from your ["unit" | "organization"] intentionally interfere with your work performance?**
- Never, Rarely, Sometimes, Often
- 23. How often does someone from your ["unit" | "organization"] take credit for work or ideas that were yours?**
- Never, Rarely, Sometimes, Often
- 24. How often does someone from your ["unit" | "organization"] gossip or talk about you?**
- Never, Rarely, Sometimes, Often
- 25. How often does someone from your ["unit" | "organization"] use insults, sarcasm, or gestures to humiliate you?**
- Never, Rarely, Sometimes, Often
- 26. How often does someone from your ["unit" | "organization"] not provide you with information and assistance when needed?**
- Never, Rarely, Sometimes, Often
- 27. How often does someone from your ["unit" | "organization"] yell when they are angry?**
- Never, Rarely, Sometimes, Often

### Open-Ended Questions

- 21. It is important for us to understand your experiences ["in your unit," | "in your organization,"] [Unit/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).*

- 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 ["unit" | "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).*

- 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).*

- 109. To improve leadership in your ["unit" | "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.*

- 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).*

## Demographics – Organizational Leader

- 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

- 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

**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

**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

**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

**58. What is your immediate supervisor's paygrade? (Ask if 57 = “General Schedule (GS)-like pay plan”)**

*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

**59. What is your immediate supervisor's paygrade? (Ask if 57 = “Federal Wage System pay plan”)**

*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

**60. What is your immediate supervisor's position at the Military Service Academy? (Ask if 57 = “Title 10 tenured or tenure-track faculty” or “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

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

- Yes
- No
- Don't know

**Demographics - Participant****1. What is your affiliation to the ["unit" | "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 component military member
- Reserve component military member
- National Guard member
- Civilian employee
- Military Service Academy (MSA) cadet/midshipman
- MSA Preparatory School Cadet candidate/midshipman candidate

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

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

**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

## Military Service Academy and Military Service Academy Preparatory Schools

**2. Which Military Service Academy or Military Service Academy Preparatory School do you attend?**

- 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?**

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

**10. Choosing to attend the Academy was a good decision for me.**

- 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” | “midshipman” | “cadet candidates” | “midshipman candidates”].**

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

**41. How often does someone from your [“unit” | “organization” | “Military Service Academy” | “Military Service Academy Preparatory School”] use derogatory slurs, make comments, or tell jokes concerning sexual orientation?**

- Never, Rarely, Sometimes, Often



- 43. I trust that my academic success is supported by Academy faculty.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 44. I trust that my academic success is supported by Academy coaches and staff.**
- 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.**
- 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.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 47. I trust that my well-being is supported by Academy faculty.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 48. I trust that my well-being is supported by Academy coaches and staff.**
- 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.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 62. What Class year is the first [“cadet” | “midshipman” | “cadet candidate” | “midshipman candidate”] in your chain of command?**
- 3/C (Second Year)
  - 2/C (Third Year)
  - 1/C (Fourth Year)
- 77. The first [“cadet” | “midshipman” | “cadet candidate” | “midshipman candidate”] in my chain of command allows negative behavior to occur.**
- 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).**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
- 86. I have trust and confidence in my [“company” | “squadron”] permanent party command team.**

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

97. If I were to report someone in my **["company" | "squadron"]** 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).
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
118. **At the Academy, peer pressure makes me drink more than I would otherwise.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
119. **At the Academy, unauthorized drinking is condoned by my sponsor.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
120. **My permanent party leadership enforces the Academy's alcohol use policy.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
121. My **["cadet" | "midshipman" | "cadet candidate" | "midshipman candidate"]** leadership enforces the Academy's alcohol use policy.
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
122. **If I needed help to control my drinking, I would feel comfortable seeking help from on-campus resources.**
- Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree
140. **Are you a member of an intercollegiate athletic team?**
- No, Yes