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Defense Organizational Climate Survey (DEOCS)

Custom Question Bank (CQB) Reference Guide

DEOCS Custom Question Bank Reference Guide

When registering a *Defense Organizational Climate Survey (DEOCS)* through the DEOCS Portal, survey administrators can select up to ten closed-ended questions and five open-ended questions from the DEOCS Custom Question Bank (CQB). Due to historical naming conventions, closed-ended questions are referred to as LDQs.

The CQB covers numerous themes of organizational climate, resulting in a large number of questions that can make question selection overwhelming, difficult, and time consuming. To assist users with item selection, this guide contains closed-ended questions that are highly recommended and historically the most selected by units/organizations. Open-ended questions are not currently covered in this guide.¹

To target specific aspects of organizational climate, this resource has associated risk factors, protective factors, and Strategic Target Outcomes (STO) listed for each category. Protective factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Risk factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units.² STOs are personnel issues identified as being strategically important to the Department of Defense (DoD) such as retention, sexual assault, and suicide.

Table of Contents

Custom Question Bank Selection Process.....	4
Select Custom Questions List.....	6
Access to Health Care.....	6
Alcohol and Illegal Substances	6
Communication	6
Discipline.....	7
Discrimination and Harassment	7
General Discrimination/Harassment	7
Hazing and Bullying.....	7
Sexual Harassment/Sexist Behaviors.....	7
Sexual Harassment and Leadership.....	8
Retaliation.....	8
Diversity	8

¹ To view the current full bank of questions, navigate to <https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/> and under step 1, Prepare, click on the document titled “Custom Question Bank.”

² To view the protective and risk factor definitions, navigate to <https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/> and under step 1, Prepare, click on the document titled “DEOCS 5.1 Questions by Factor/Topic.”

Fairness	9
Family Readiness and Support	9
Inclusion	9
Job Satisfaction	9
Leadership	10
Commander/Leader	10
Immediate Supervisor	11
Mental Well-Being	11
Military, Civilian and Contractor Working Relationship	11
Military Service Academies	12
Mission	12
Physical Health	12
Professional Development	12
Recognition	13
Resources and Support	13
Respect	13
Retention	13
Sexual Assault	14
Training and Education	14
Work/Life Balance	14
Index	15

Custom Question Bank Selection Process

This section describes a step-by-step process to assist with the selection of questions.

- **Step 1 – Identify Area(s) of Interest**
 - Create a list of potential areas of interest specific to the unit/organization.
These may include:
 - i. Challenges facing the unit/organization (e.g., deployment)
 - ii. Other characteristics of the operating environment
 - iii. Commander's/leader's stated objectives
 - iv. Previous *DEOCS* results
 - v. Previous Plan(s) of Action
- **Step 2 – Assess and Select Items**
 - Generate a list of custom questions.
 - i. Reference the table of contents, and/or index, or use generic keyword search functions to search for topics matching your identified areas of interest.
 - a. Click on categories in the table of contents to jump to the desired category.
 - b. Use the index to search for key words and related page numbers.
 - c. Use “Ctrl+F” (PC) or “Command+F” (Mac) to search the document for a specific factor, category, or question.
 - ii. Determine items that best fit your unit's/organization's needs.
 - iii. Create a recommended custom question list.
 - iv. Document justification for the selection of each recommended question.
- **Step 3 – Provide Recommendations to Commander/Leader**
 - Meet with the commander/leader to finalize the set of questions by:
 - i. Providing justification for each question identified by the team.
 - ii. Adding any additional CQB questions recommended by the commander/leader.

- **Step 4 – Select Questions in the DEOCS Portal.**³
 - Copy selected questions from this document into the “Search Questions” box to add them to the *DEOCS*. **Note: Not all categories in this guide align directly with the organization of questions in the Registration Portal.**

Available Questions		Selected LDQ Questions (0)	
<input type="text" value="Search Questions"/>		Category: <input type="button" value="Select"/>	<input type="button" value="Clear"/>
Type ↕	Category ↑	Question ↕	Response Set Name ↕
<input type="button" value="Add"/>	LDQ	Access to Care	I postpone my healthcare needs until I can access medical care outside of my command in an MTF or clinic because I am uncomfortable with my command provider's level of training. Agreement
<input type="button" value="Add"/>	LDQ	Access to Care	My unit/organization allows me adequate time to address my healthcare needs prior to deployment. Agreement
<input type="button" value="Add"/>	LDQ	Access to Care	I feel I have the knowledge to address my personal hygiene and basic healthcare needs. Agreement

³ For a step-by-step guide on this process, navigate to <https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/> and under step 2, Conduct, click on the document titled “How to Use the Registration Portal.”

Select Custom Questions List

Below is a curated list of closed-ended questions (LDQ) that have been selected from the larger CQB, organized by topic/category. For each category, related *DEOCS* protective factors, risk factors, and strategic target outcomes are listed. Most, but not all, protective and risk factors are represented.⁴

Access to Health Care

Related Protective Factor: Work-Life Balance

1. My commander/leader gives me adequate time to address my health care needs.
2. The health care provider at my command can meet my medical needs or ensure that I receive the care I need if they cannot meet my needs.

Alcohol and Illegal Substances

Related Risk Factors: Alcohol Impairing Memory & Binge Drinking

1. Illegal drug use is a problem in this command.
2. Alcohol consumption is a problem in this command.
3. Alcohol abuse by members of this command is a problem.
4. My commander/leader promotes responsible alcohol use.

Communication

Related Protective Factor: Inclusion

1. Communication flows freely from senior leadership to all levels of the unit/organization.
2. Communication from my direct leadership is clear.
3. I am satisfied with the communication from the chain of command.
4. Communication flow up the chain of command is good.
5. Communication from my chain of command is clear.
6. Small group discussions with unit/organization leaders and teammates improve the work environment.
7. Communication from the chain of command is timely.
8. Communication between units/organizations is good.
9. Commander's calls/all hands effectively pass on information I need to know.

⁴ Factors not directly represented by this select set of questions are *Morale* and *Safe Storage of Lethal Means*.

Discipline

*Related Strategic Target Outcome: **Readiness***

1. Rules, regulations, and policies are enforced in my unit/organization.
2. My unit/organization displays high standards of discipline.
3. Rules, regulations, and policies are obeyed in my unit/organization.

Discrimination and Harassment

*Related Protective Factors: **Leadership Support & Transformational Leadership***

*Related Risk Factors: **Passive Leadership, Racially Harassing Behaviors, Sexist Behaviors, Sexually Harassing Behaviors, Toxic Leadership & Workplace Hostility***

*Related Strategic Target Outcome: **Racial/Ethnic Harassment/Discrimination***

General Discrimination/Harassment

1. People I work with would challenge discriminating behaviors.
2. I believe I can use my chain of command to address concerns about discrimination without fear of retaliation.
3. A complaint about harassment or discrimination would be taken seriously in my unit/organization.
4. I am able to report harassment or discrimination without fear of negative reactions from my immediate supervisor.
5. Slurs or inappropriate comments/jokes are used in the unit/organization.
6. Work assignments, training opportunities, and promotions within my unit/organization are based on candidates' qualifications.

Hazing and Bullying

1. Hazing and/or bullying happens in my unit/organization.
2. I have not experienced or witnessed hazing and/or bullying while assigned to this command.
3. My commander/leader does not tolerate hazing and/or bullying.
4. I have been harassed or bullied by higher ranking personnel while on duty.
5. I feel safe from hazing and bullying in my unit/organization.

Sexual Harassment/Sexist Behaviors

1. A sexual harassment complaint would be taken seriously in my unit/organization.
2. In my unit/organization, someone who reports a sexual harassment complaint would be blamed for causing problems.
3. In my unit/organization, someone who reports a sexual harassment complaint would be discouraged from moving forward with the complaint.
4. I would feel comfortable reporting a sexual harassment complaint at my unit/organization.

5. Discrimination based on sexual orientation or gender identity does not occur in my workplace.
6. People I work with make me feel uncomfortable, angry, or upset by showing me a lack of respect due to my sex.

Sexual Harassment and Leadership

1. My immediate supervisor plays an active role in the prevention of sexual harassment.
2. My immediate supervisor adequately responds to allegations of sexual harassment.
3. My immediate supervisor would intervene if an individual was receiving unwanted sexual attention at work.
4. My commander/leader plays an active role in the prevention of sexual harassment.
5. My commander/leader adequately responds to allegations of sexual harassment.

Retaliation

1. In my unit/organization, someone who reports a sexual assault allegation would be blamed for causing problems.
2. In my unit/organization, someone who reports a sexual assault allegation would be discouraged from moving forward with the report.
3. In my unit/organization, someone who reports a sexual harassment complaint would be blamed for causing problems.
4. In my unit/organization, someone who reports a sexual harassment complaint would be discouraged from moving forward with the complaint.
5. I believe I can use my chain of command/leader to address concerns about discrimination without fear of retaliation.
6. I can express my safety concerns within my unit/organization without fear of reprisal.

Diversity

*Related Protective Factors: **Connectedness & Inclusion***

*Related Strategic Target Outcome: **Racial/Ethnic Harassment/Discrimination***

1. My unit/organization is accepting of individuals from diverse backgrounds.
2. I have seen extremist group behavior or propaganda in my workplace.
3. There are opportunities for people of diverse backgrounds and cultures to serve as leaders and/or be promoted.
4. My commander/leader values the rights of its members to practice their religion.
5. Special observances are conducted to enhance cross-cultural awareness among all Service members, civilian employees, and their families.
6. My command is committed to diversity and inclusion in the workplace.

Fairness

*Related Protective Factor: **Fairness***

1. Favoritism does not occur in my workgroup.
2. I feel confident that I will be treated fairly in my unit/organization.
3. Correctional training for poor performance is enforced fairly in this unit/organization.
4. Additional duties are assigned fairly.
5. Favoritism involving personal relationships does not occur in my workgroup.
6. The process for determining who gets developmental opportunities in my workgroup is fair.

Family Readiness and Support

*Related Protective Factor: **Work-Life Balance***

1. The leaders in my unit/organization show a real interest in the welfare of families.
2. If I were to deploy, there would be adequate resources on base to take care of my family.
3. This unit/organization takes an active role in caring for the needs of family members of deployed unit personnel.

Inclusion

*Related Protective Factors: **Connectedness & Inclusion***

1. The people I work with make me feel like I belong.
2. I am comfortable being myself while working in this unit/organization.
3. People I work with respect differences in others.
4. The people I work with allow each other to express their opinions.
5. I am encouraged to offer ideas on how to improve operations in my workgroup.
6. The people I work with are accepting of individuals from diverse backgrounds.
7. In this workgroup, I am comfortable discussing my background.

Job Satisfaction

*Related Protective Factor: **Engagement and Commitment***

1. I am proud of my unit/organization.
2. I am being fully utilized in my current job.
3. I feel satisfied with my current job.
4. When I get up in the morning, I feel like going to work.
5. I like my current job.
6. At my job I always persevere, even when things do not go well.
7. I am challenged by my current job.
8. My work inspires me.
9. In my unit/organization, people deal effectively with adversity or conflict when it occurs.

Leadership

Related Protective Factors: Leadership Support & Transformational Leadership

Related Risk Factors: Passive Leadership & Toxic Leadership

Commander/Leader

1. My commander/leader creates an environment that promotes building trust within my unit/organization.
2. My commander/leader cares about my personal well-being.
3. I feel that my commander/leader will use the information from the climate assessment to improve the unit/organization.
4. My commander/leader would intervene if an individual was receiving unwanted sexual attention at work.
5. I would feel comfortable asking my commander/leader for help.
6. My commander/leader is accessible.
7. My commander/leader puts us and our families first, above and beyond their personal interests.
8. It is easy for Service members in this command to meet with their commander/leader about problems.
9. My commander/leader is a competent leader.
10. My commander/leader listens to the concerns of the unit/organization members.
11. My commander/leader clarifies our unit/organization's goals and priorities.
12. My commander/leader effectively deals with adversity and conflict within their command.
13. My commander/leader sets the right example with their actions.
14. I can rely on my commander/leader to act in my unit/organization's best interest.
15. My commander/leader encourages individuals to help others who are in risky situations that could result in harmful outcomes (for example, sexual assault, violence, or suicide).
16. My commander/leader can be trusted to make objective decisions for the unit's/organization's future.
17. My commander/leader shows a real interest in the welfare of Service members without dependents.
18. My commander/leader is open to new ideas.
19. My commander/leader puts the unit's/organization's interests ahead of their own.

Immediate Supervisor

1. I would feel comfortable asking my immediate supervisor for help.
2. My immediate supervisor creates an environment that promotes building trust within our team.
3. My immediate supervisor sets the right example with their actions.
4. My immediate supervisor explains things clearly to me.
5. My immediate supervisor shares information to the unit/organization that has been presented to them by senior leaders.
6. I receive routine feedback on my performance by my immediate supervisor.
7. My immediate supervisor is a competent leader.

Mental Well-Being

*Related Risk Factor: **Stress***

*Related Strategic Target Outcome: **Suicide***

1. I feel mentally worn out.
2. I know what actions to take if someone expresses a desire to do harm to themselves or others.
3. Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.
4. Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.
5. People I work with are able to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).
6. In the past 12 months, I have known someone in my unit/organization who has thought of but not attempted suicide.

Military, Civilian, and Contractor Working Relationship

*Related Protective Factor: **Inclusion***

1. Civilians are treated as valued members of the unit by leadership.
2. Military managers supervise civilian personnel as effectively as they supervise military personnel.
3. Civilian managers supervise military personnel as effectively as they supervise civilian personnel.
4. Contract employees are viewed as part of the team.

Military Service Academies

*Related Risk Factor: **Sexually Harassing Behaviors***

*Related Strategic Target Outcomes: **Sexual Assault & Suicide***

1. Seeking help for depression, suicidal thoughts, or other psychological issues is a sign of strength.
2. If someone reported a sexual assault to my current permanent party chain of command, the chain of command would take the report seriously.
3. In my company/squadron, cadets/midshipmen sexually harass each other.
4. My permanent party chain of command creates an environment where victims feel comfortable reporting sexual assault.
5. Cadets/Midshipmen are well trained to recognize the signs of depression, suicidal thoughts, or other psychological issues in their peers.
6. My company/squadron permanent party leadership would adequately respond to allegations of sexual harassment.

Mission

*Related Strategic Target Outcome: **Readiness***

1. I understand how my contribution supports the mission of the overall unit/organization.
2. The people I work with are united in trying to achieve our goals/mission.
3. My unit is well prepared to perform its operational duties.
4. My unit/organization makes good use of available resources to accomplish its mission.
5. The work I do every day is critical to operational readiness.
6. The unit's/organization's current vision, mission, and/or priorities are clear.
7. Collateral duties are not interfering with my ability to perform my primary duties.

Physical Health

*Related Protective Factor: **Work-Life Balance***

1. I am given adequate time to maintain my physical conditioning.

Professional Development

*Related Strategic Target Outcome: **Retention***

1. In the last six months, someone at work has talked to me about my progress and career goals.
2. I am satisfied with my latest one-on-one rater feedback session with my rater.
3. I have a mentor at work who encourages my development.
4. I am assigned duties that are commensurate with my rank/grade.
5. I feel empowered to control work processes that impact me in this unit/organization.

Recognition

*Related Protective Factor: **Fairness***

*Related Strategic Target Outcome: **Retention***

1. I am recognized for contributing to a positive atmosphere in my workplace.
2. I receive recognition from my supervisor for my contributions to the unit/organization.
3. Awards in my workgroup depend on how well employees perform their jobs.
4. Others are recognized for contributing to a positive atmosphere in my workplace.

Resources and Support

*Related Protective Factor: **Cohesion***

1. I am familiar with the support provided by the Sexual Assault Prevention and Response Office (SAPRO).
2. I am familiar with the support provided by the Equal Opportunity Office.
3. I am familiar with the support provided by the Diversity, Inclusion & Belonging Office.
4. I am familiar with the support provided by the Violence Prevention Office.
5. My unit/organization conducts regular discussion forums to strengthen connections and improve trust.
6. Programs are in place to address military members'/employees' concerns.

Respect

*Related Protective Factor: **Inclusion***

1. I am treated with dignity and respect in this unit/organization.
2. An atmosphere of respect exists in my unit/organization.
3. All unit/organization personnel receive the same level of respect from leadership.
4. My commander/leader takes steps to ensure I am treated with respect.
5. Contributions of all career fields are respected in my unit/organization.
6. In the past 12 months, I have witnessed people in my unit promoting a climate based on mutual respect and trust.

Retention

*Related Protective Factor: **Engagement and Commitment***

*Related Strategic Target Outcome: **Retention***

1. My present assignment motivates me to continue my career within the DoD.
2. I plan to leave the DoD within the next couple of years.

Sexual Assault

*Related Strategic Target Outcome: **Sexual Assault***

1. If a coworker were to report a sexual assault allegation, my chain of command/leader would take the report seriously.
2. While serving in this unit/organization, I observed a situation that I believe was, or could have led to, a sexual assault.
3. If a coworker were to report a sexual assault allegation, my chain of command/leader would support the individual for speaking up.
4. In my unit/organization, reporters of sexual assault allegations would be discouraged from moving forward with the report.
5. In my unit/organization, someone who reports of sexual assault allegation would be blamed for causing problems.
6. If a coworker were to report a sexual assault allegation, my chain of command/leader would keep the knowledge of the report limited to those with a need to know.
7. If a coworker were to report a sexual assault allegation, my chain of command/leader would promote health care, legal, or other support services to the reporter.
8. While serving in this unit/organization, I told someone in a position of authority about a situation that I believe was, or could have led to, a sexual assault.

Training and Education

*Related Strategic Target Outcome: **Readiness***

1. I receive the mentorship I need to perform my job well.
2. I receive the training needed to perform my job well.

Work/Life Balance

*Related Protective Factor: **Work-Life Balance***

1. I am afforded opportunities to take leave.

Index

A

accessible, 10
 additional duties, 9
 adversity and conflict, 10
 adversity or conflict, 9
 alcohol, 6
 awards. *See* recognition

B

bullying, 7
 bullied, 7

C

cadets/midshipmen, 12
 career, 11, 12, 14
 career fields, 13
 chain of command, 6, 7, 8, 14
 civilian managers, 11
 civilians, 8, 11
 civilian, 11
 collateral duties, 12
 command, 8
 commander/leader, 6, 7, 8, 10, 13
 leader, 14
 leaders, 9
 commander's calls/all hands, 6
 communication, 6, 11
 permanent party leadership, 12
 contract employees, 11
 correctional training, 9

D

deployment
 deploy, 9
 deployed, 9
 depression, 11, 12
 developmental opportunities, 9
 discipline, 7
 discrimination, 7, 8
 discriminating behaviors, 7

diversity
 diverse, 9
 diverse backgrounds, 8
 diversity and inclusion, 8
 Diversity, Inclusion & Belonging Office,
 13
 drug use, 6

E

Equal Opportunity Office, 13
 extremist group behavior, 8

F

fairness
 fair, 9
 fairly, 9
 family, 9
 families, 8, 9, 10
 favoritism, 8, 9
 feedback session with my rater. *See*
 performance review

G

gender identity, 7

H

harassment, 7
 hazing, 7
 health care, 6, 14
 help, 10, 11, 12
 higher ranking personnel, 7

I

immediate supervisor, 7, 8, 11

J

job, 9, *See* career, *See* career
 jobs, 13

L

leadership, 6
 senior leaders, 11
 senior leadership, 6
 unit/organization leaders, 6
 leave, 14

M

mentor, 12
 mentorship, 14
 military managers, 11
 mission, 12

O

operational readiness, 12
 operational duties, 12

P

people I work with, 9, 12
 performance review, 11
 permanent party chain of command, 12
 physical conditioning, 12
 position of authority. See leadership
 Post Traumatic Stress Disorder (PTSD),
 11
 present assignment, 14
 programs, 13
 psychological issues, 12

R

recognition, 13
 religion, 8
 respect, 7, 9, 13
 respected, 13
 retaliation, 8
 blamed for causing problems, 8, 14
 discouraged from moving forward with
 the report, 14

reprisal, 8
 retaliation/reprisal, 7, 8
 without fear of negative reactions, 7
 would be blamed for causing
 problems, 7
 would be discouraged from moving
 forward, 7, 8
 rules, regulations, and policies, 6, 7

S

safety, 8
 SAPRO, 13
 Service members without dependents,
 10
 sexist behaviors
 a lack of respect due to my sex, 7
 sexual assault, 8, 10, 12, 14
 sexual harassment, 7, 8, 12
 unwanted sexual attention, 8, 10
 sexual orientation, 7
 slurs, 7
 Special observances, 8
 suicide, 10, 11
 do harm to themselves, 11
 suicidal thoughts, 11, 12

T

training, 14
 trust, 10, 11, 13

V

violence, 10
 Violence Prevention Office, 13

W

work, 9, 13
 work environment, 6
 workgroup, 8, 9, 13