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U.S. Department *of* Defense

# **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 multiple-choice questions and five short answer questions from the DEOCS Custom Question Bank (CQB). **Note that this document only addresses the selection of multiple-choice items and not short answer questions, which are also available in the CQB for selection.** The CQB covers numerous aspects of organizational climate, resulting in a high volume of questions available that can make question selection difficult. This document is intended to assist with the selection of items most relevant to the needs of a unit/organization and/or the stated objectives of the commander/leader by providing a consolidated list of recommended items from the larger CQB.<sup>1</sup>

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<sup>1</sup> 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.”

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## Custom Question Bank Selection Process

This section describes a step-by-step process to assist survey administrators and DEOCS Planning Teams with the selection of questions.

- **Step 1 – Identify Area(s) of Interest**
  - The DEOCS Planning Team should meet to create a listing 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 of Action
- **Step 2 – Assess and Select Items**
  - i. Reference the table of contents and/or index 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. Select questions that most closely align with your areas of interest.
  - iv. Create a recommended custom question list.
  - v. Document justification for the selection of each recommended question.
- **Step 3 – Provide Recommendations to Commander/Leader**
  - The DEOCS Planning Team should meet with commander/leader to finalize the set of questions.
    - i. Provide justification for each question identified by the team.
    - ii. Add additional CQB questions recommended by the commander/leader.

- **Step 4 – Select Questions in the DEOCS Portal.**<sup>2</sup>
  - Copy selected questions from this document into the “Search Questions” box to add them to the DEOCS. **Note: Categories in this guide do not always align directly with the organization of questions in the Registration Portal.**

| Available Questions                |            | Selected LDQ Questions (0) |   |
|------------------------------------|------------|----------------------------|---|
| 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  |

<sup>2</sup> 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” and scroll down to step 29 on page 17.

## Consolidated Custom Questions List

Below is a consolidated list of multiple-choice questions that have been selected from the larger Custom Question Bank. Question categories have related DEOCS protective factors, risk factors, and Strategic Target Outcomes listed below them.<sup>3</sup> Although most protective and risk factors are covered in the consolidated list, not every factor is represented.

### Access to Health Care

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

1. My commander/leader gives me adequate time to address my healthcare needs.
2. The healthcare 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.

<sup>3</sup> 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 5.0 Questions by Factor/Topic."

## 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***

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

### General Discrimination/Harassment

1. People I work with challenge discriminating behaviors.
2. I believe I can use my chain of command/leader to address concerns about discrimination without fear of retaliation/reprisal.
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.

### Hazing and Bullying

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

### Racial Discrimination/Harassment

1. Discrimination based on race/color/national origin does not occur in my workplace.
2. Racial slurs, comments, or jokes are used in the unit/organization.
3. Work assignments, training opportunities, and promotions within my unit/organization are based on candidates' qualifications, without regard to race or ethnicity.

### **Sexual Discrimination/Harassment**

1. In my unit/organization, military members/employees who file a sexual harassment complaint would be blamed for causing problems.
2. In my unit/organization, military members/employees who file a sexual harassment complaint would be discouraged from moving forward with the complaint.
3. Discrimination based on sexual orientation does not occur in my workplace.
4. Sexist slurs, comments, or jokes are used in the unit/organization.
5. People I work with make me feel uncomfortable, angry, or upset by showing me a lack of respect due to my sex.
6. My unit/organization provides equal opportunity regardless of one's 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 sexual attention at work (for example, staring at someone's chest, standing too close, or rubbing someone's shoulders).
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, reporters of sexual assault allegations would be blamed for causing problems.
2. In my unit/organization, reporters of sexual assault allegations would be discouraged from moving forward with the report.
3. In my unit/organization, military members/employees who file a sexual harassment complaint would be blamed for causing problems.
4. In my unit/organization, military members/employees who file 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/reprisal.
6. I can express my safety concerns within this 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 with 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, civilians, employees, and 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 quite 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, my family members would have adequate resources on base to be taken care of.
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 with 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 DEOCS to improve the unit/organization.
4. My commander/leader would intervene if an individual was receiving sexual attention at work (for example, staring at someone's chest, standing too close, or rubbing someone's shoulders).
5. I would feel comfortable asking my commander/leader for help.
6. My commander/leader is accessible.

## Leadership (continued)

### Commander/Leader (continued)

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 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 sensible decisions for the unit/organization's future.
17. My commander/leader shows a real interest in the welfare of single service members.
18. My commander/leader is open to new ideas.
19. My commander/leader puts the unit/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 well-trained 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 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 your current permanent party chain of command, the chain of command would take the report seriously.
3. Sexual harassment does not occur in my company/squadron. Sexual Harassment definition: Unwelcome behaviors of a sexual nature that create a hostile work environment, and/or that include quid pro quo ("something for something") solicitations for sexual favors in exchange for some benefit (e.g., the harasser not revealing an incriminating secret, negatively evaluating the cadet/midshipman's performance, etc.)
4. My permanent party chain of command creates an environment where victims feel comfortable reporting sexual assault.

## Military Service Academies (continued)

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. Sexual Harassment definition: Unwelcome behaviors of a sexual nature that create a hostile work environment, and/or that include quid pro quo (“something for something”) solicitations for sexual favors in exchange for some benefit (e.g., the harasser not revealing an incriminating secret, negatively evaluating the cadet/midshipman's performance, etc.)

## Mission

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

1. I understand how my unit/organization 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 wartime duties.
4. My unit/organization makes good use of available resources to accomplish its mission.
5. I feel the work I do every day is critical to warfighter readiness and national security.
6. The unit's/organization's current vision, mission, and/or priorities are clear.
7. Additional duties are not interfering with my ability to perform my primary mission.

## 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. Having a Leader Development Program has positively impacted my performance and personal/professional development.
6. 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.

## Resources and Support

*Related Protective Factor: **Cohesion***

1. I am familiar with the support provided by the various on-base agencies (for example, Equal Opportunity, Diversity, Inclusion & Belonging, Violence Prevention, and Sexual Assault Prevention and Response Office (SAPRO)).
2. My unit/organization conducts monthly Bridge Chats to strengthen connections and improve trust.
3. 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 a career in the military.
2. I will leave my current career 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, reporters of sexual assault allegations 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 healthcare, legal, or other support services to the reporter.
8. If a coworker were to report a sexual assault allegation, my chain of command/leader would discourage military members/employees from spreading rumors and speculation about the allegation.
9. 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 counseling and coaching needed to advance in my career.
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.

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