GENERAL

What is the DEOCS?

The Defense Organizational Climate Survey (DEOCS) is a confidential, command-requested organization development survey that measures cross-cutting risk and protective factors to help DoD leadership and unit/organization leaders gain an understanding of problematic behaviors in their organization. The DEOCS program is managed and administered by the Office of People Analytics (OPA), a DoD component under the Office of the Under Secretary of Defense for Personnel and Readiness and the Defense Human Resources Activity.

What is a survey administrator?

The survey administrator, in most cases, is the requestor of the DEOCS assessment. The survey administrator is usually a DEOMI-trained Equal Opportunity (EO) advisor or someone who is serving as the EO advisor to the commander/leader. However, anyone directed by the requesting commander/leader can serve as the survey administrator. The survey administrator is responsible for overseeing the assessment process to include requesting, receiving, and distributing the survey and survey results.

Can there be more than one survey administrator for the same organization?

No. There can only be one official survey administrator for each DEOCS request made.

Can contractors or foreign nationals take the DEOCS?

No. The guidance on this is located in DoDM 8910.01-V2, June 30, 2014 Section (4), page 18. Contractors with the federal government and foreign nationals are considered to be members of the public for information collection purposes, and OMB approval is required to collect information from them.

What is OPA doing to meet the SECDEF requirement to enhance commander/leader accountability?

To ensure this requirement is being met, OPA has enabled a couple of features in its command climate survey request form and notification emails.

- Survey administrators will use the new DEOCS portal to request a DEOCS. The DEOCS portal requires that survey administrators enter the requesting commander’s/leader’s, and the commander’s/leader’s supervisor’s (the next level up in the chain of command) information for each DEOCS request.
- After the survey administrator has submitted the survey request in the DEOCS portal, both the commander/leader and the commander’s/leader’s supervisor will receive a notification email that a DEOCS has been requested.
- The requesting commander/leader must review and approve or deny the request by logging into the DEOCS portal or using the buttons within the notification.
email. The DEOCS will not start until the commander/leader has approved the request.

- Between 24 and 72 hours after the survey period has ended, the requesting commander/leader, commander’s/leader’s supervisor, and the survey administrator will all receive a notification email stating the DEOCS has been completed and that a report of results has been generated. Reports will be available in the DEOCS portal through an interactive dashboard that also gives users the option to download all or a portion of the results to a PDF.

**How many people do I need to have assigned to my organization to conduct a DEOCS?**

The DEOCS is a unit- or organization-level assessment tool. At least 16 responses are always required to generate a DEOCS report. You can launch a DEOCS for a unit or organization with as few as 16 people, but note that all 16 would need to respond to generate a report. If you have fewer than 16 assigned personnel, an alternative method such as interviews or focus groups should be used. Contact your local Equal Opportunity Advisor (EOA), program manager, or Equal Opportunity (EO) Service Headquarters to ensure you are complying with your Service’s policy.

**What different options are available to complete the DEOCS?**

All DEOCS must be completed on the internet using any computer or a mobile device (such as a smartphone or tablet) with an internet connection. Paper surveys are no longer an option.

Due to configuration settings, people taking the DEOCS may have problems accessing the DEOCS on a DoD computer. If people in a DEOCS you are administering experience issues taking it, you should suggest that they attempt to take a DEOCS on a personal device or on a non-work computer.

**What are the steps to conduct a DEOCS for my organization?**

All DEOCS requests will be made through the secure, online DEOCS portal. Please refer to the help documents within the portal or on the Assessment to Solutions website ([https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/](https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/)) for detailed instructions on the steps. You can access the portal by going to the website noted above and clicking the button “Request a DEOCS” under step 2, “Conduct.”

To start a DEOCS:

- Self-register for an account in the DEOCS portal.
- Prepare a roster of all individuals in the organization. For more information on DEOCS rosters, see “How is the new portal different from the old survey platform when requesting a DEOCS?” question below.
- Use the DEOCS portal to submit all necessary information to request a survey.
• The requesting commander/leader will receive an email instructing them how to log in to the portal and review the DEOCS request. The requesting commander/leader must approve the survey request for the DEOCS to start.
• After the DEOCS has started, the requesting commander/leader or survey administrator should inform all individuals in their organization that the DEOCS is underway and that they can complete the survey online.
• Survey administrators can monitor response rates while the DEOCS is fielding. If response rates are low, you can extend the survey end date to allow more time for individuals to complete the survey.
• Once the DEOCS ends, results will be available in the DEOCS portal within 72 hours. The survey administrator, requesting commander/leader, and commander’s/leader’s supervisor will receive an email when results are ready.

What is the completion rate needed to receive a meaningful report?
OPA does not recommend a specific percentage of completion to receive a meaningful report. Remember that the higher the completion rate, the higher the confidence level of your organization’s perceptions, feelings, and opinions.

How will the DEOCS protect respondents’ privacy?
All IRB and privacy-compliant protocols for data protection used in all OPA surveys are in place for the DEOCS. The DEOCS portal will only show results for groups and not for individuals. The most common report is to show results for questions answered by the entire group, but results can also be shown in a variety of subgroups and demographic categories. However, groups cannot have fewer than five respondents. If there are fewer than five respondents, the responses for that question or group will not be reported. For example, if only four females in an organization responded to the survey, results will not be shown by gender. This protects privacy of the individuals in an organization and means it will not be possible to tie responses to particular individuals.

OPA will also be testing a new method of survey administration that will require survey administrators to provide a roster of all organization members and then will require survey takers to identify themselves (via their email address). This will ensure that people who are taking the survey are members of the organization and that no one can take the survey more than once.

Can survey respondents reenter the survey once they start it?
Most survey participants will not be able to reenter the survey once it is started. We are also testing a version of the survey that will allow users to reenter the survey once it is started. In this case, survey respondents will create a PIN at the start of the survey. This will allow them to exit and restart as needed. If the test is successful, this new approach will be used for all future DEOCS.
REQUESTING A DEOCS IN THE DEOCS PORTAL

What is the DEOCS portal?

DEOCS requests for new surveys and reports used to be handled on separate online platforms. The new DEOCS portal launched on July 28, 2020 and it serves as a comprehensive website where you can request a survey, manage it, and get the survey results. Going forward, it will store all of your past survey requests and results so you can login to your account and refer back to them at any time.

Why is there a new online portal for the DEOCS?

The old survey process required that requests for DEOCS, management of surveys, and results all be handled in separate systems. The new DEOCS portal streamlines this process. It launched on July 28, 2020 and serves as a comprehensive website where survey administrators and commanders/leaders can request a survey, manage it, and get the survey results. Going forward, it will store all past survey requests and results so users can login to their account and refer back to them at any time. The new portal will be owned by the Government, which will provide the Department greater flexibility, security, and control of the DEOCS.

How is the new portal different from the old survey platform when requesting a DEOCS?

The new DEOCS portal is the place where survey administrators request a DEOCS, manage the DEOCS, and access the DEOCS results. Going forward, the portal will store all of your past survey requests and results. The new portal has a different look and feel from the old survey platform; it also asks for some new information when requesting a DEOCS and has an updated workflow. For more information, refer to the user guides on the Assessment to Solutions website (https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/) or the help section in the DEOCS portal. A summary of changes are:

- Survey administrators need to self-register (i.e., set up an account for themselves) when they log into the new portal for the first time.
- Survey administrators will have to upload a roster of individuals in the organization.
  - The roster must be a CSV file and must include first name, last name, and email for everyone in the organization that should receive a DEOCS.
  - Phone numbers can be included if some individuals do not have an email address, and subgroups or subunits can be included if needed.
  - You can download a roster template in the portal. An example of what the roster should look like is on the next page.
  - The commander or leader of the unit/organization taking the DEOCS should not be added to the roster.
  - Only emails for individuals should be added to the roster. Do not add list-serve or group email accounts.
There is no size limitation in terms of how many people you can survey in one DEOCS registration.

If you have more than 4,000 individuals in your organization, you need to upload multiple rosters. To do this, please contact our DEOCS helpdesk for assistance prior to registering your survey. The helpdesk can be reached at 1-833-867-5674 or deocs@datarecognitioncorp.com.

Example Roster:

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>John</td>
<td>Doe</td>
<td><a href="mailto:JohnDoe@test.com">JohnDoe@test.com</a></td>
<td>777-888-9999</td>
</tr>
<tr>
<td>2</td>
<td>John</td>
<td>Smith</td>
<td><a href="mailto:JohnSmith@test.com">JohnSmith@test.com</a></td>
<td>777-888-7777</td>
</tr>
</tbody>
</table>

- You have the option to customize the DEOCS by adding 10 multiple choice questions (formerly known as locally developed questions or LDQs) and 5 short answer questions (or SAQs) from the question bank in the portal.
- Once an administrator submits a DEOCS request, the survey cannot begin until the commander/leader approves the survey request; the commander/leader can do this by logging into the portal or using the buttons in the email notification they receive.
- Paper surveys will no longer be available.
- You will not need to provide demographic information about your organization, including sex by rank/grade.

Where do survey administrators go to request a survey in the DEOCS portal?

Survey administrators go to https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ and click "Request a DEOCS" under Step 2. This link will redirect to the DoD DEOCS portal, where survey administrators will complete the survey request process.

What information do I need to have available when I make a survey request in the DEOCS portal?

You will need the following information to complete the DEOCS request form in the portal:

- Service component
- Command level (select from a drop-down for National Guard, Army, Air Force, Marine Corps, Navy, Space Force)
- Unit Type (select from a drop-down)
- Unit (select from a drop-down select from a drop-down for National Guard, Army, Air Force, Marine Corps, Navy, Space Force)
- Roster of individuals in organization in a CSV file including:
The request area is asking me for a “Unit Type.” Can you explain the list?

Each Service has its own list of unit types. Unit types are overall activities or functions within each Service (e.g. Aviation, Medical, Infantry, Support, etc.). If you have questions about which unit type to select, contact your Service MEO headquarters.

How do I verify commander/leader approval or consent for the DEOCS?

Because the DEOCS is an assessment for a commander/leader, it is necessary for the survey administrator to acknowledge that they have (1) obtained consent from the
commander to request a DEOCS and (2) obtained consent from the commander to receive the DEOCS report. In the DEOCS portal, the survey administrator will enter the commander’s name and email; an email will be sent to the commander asking them to approve or deny the DEOCS request. Once the commander has done this, the survey administrator will be notified and the DEOCS will begin on the specified start date.

**Is it possible to administer a DEOCS without obtaining the commander's/leader's consent?**

No. The commander/leader of the unit/organization requesting the DEOCS must approve the request. In the DEOCS portal, the survey administrator will enter the commander’s name and email; an email will be sent to the commander asking him/her to log in to the portal and approve or deny the DEOCS request. Once the commander has done this, the survey administrator will be notified and the DEOCS will begin on the specified start date.

**Once a request for the DEOCS is made, does the commander/leader receive a notification?**

Yes. Part of the DEOCS request requires that the survey administrator enter the commander’s/leader’s name and email; once the administrator has submitted the DEOCS request, the commander receives an email and must log in to the portal to approve or deny the DEOCS request. Once approved, the DEOCS will begin on the specified start date.

**Why do I have to provide my commander's/leader's supervisor’s information?**

The Secretary of Defense released a Sexual Assault Prevention and Response memo dated 6 May 2013. This memo levies an additional requirement on all commanders/leaders who conduct command climate surveys. The requirement states the following: "**Enhancing Commander Accountability**: To enhance accountability and improve insight into subordinate command climate, the USD (P&R) shall require that the results of FY13 National Defense Authorization Act-mandated annual command climate surveys will now also be provided to the next level up in the chain of command."

**Who can request a DEOCS?**

The survey is available to all Department of Defense (DoD) agencies and administered by request of the organization commander/leader. Commanders/leaders can authorize a responsible member, preferably an equal opportunity advisor (EOA, CCS, CMEO, EOR, MEO, etc.), within their organization to act as the survey administrator and make the request on their behalf. DEOCS results are provided to the survey administrator, requesting commander/leader, and the commander’s/leader’s supervisor through the DEOCS portal.
**What password options are available to take the DEOCS?**

The unit/organization receives one password that the survey administrator must distribute to everyone in the unit/organization. If you are conducting a DEOCS with subgroups or subunit breakouts, the administrator will receive a single password for each subgroup.

Print passwords are no longer available.

To make it easier for Service members and DoD civilians to take the DEOCS, OPA is testing a new method for participants to access their DEOCS that doesn’t require passwords. In this version, individuals will enter their email address in order to take the DEOCS. A sub-set of organizations are part of testing this new method. If the test is successful, this new method will be used for all future DEOCS. Survey administrators will know if their organization is part of this test by looking at the email they receive when their DEOCS has been approved. This email will tell them if individuals in their organization will receive automated emails from the system; if it says this, the organization is part of the test.

**How long should the DEOCS be available for my unit's/organization’s members to complete it?**

To help ensure all of the organization’s members have an opportunity to complete the survey, we recommend the survey be available for 20 business days (i.e., four work weeks). While this should be a sufficient amount of time for everyone to complete the DEOCS, the survey administrator should closely monitor survey response rates and inform leadership so that, in the event response rates are lower than sought, they can update the survey end date in the DEOCS portal. Survey administrators will be able to monitor response rates in the DEOCS portal.

**Are commanders/leaders and survey administrators able to use subgroups/breakout groups?**

Yes, this functionality is available in the DEOCS portal for those organizations that need it. You will need to determine how you want the DEOCS administered prior to making your request. When you’re ready, you will upload a roster of everyone in the organization and identify subgroups in the roster by adding a column titled “Subgroup Name.” For everyone listed on your organization’s roster, you will identify which subgroup or section he/she should belong to. You may name your subgroups anything you’d like; for example, you can use different UICs, different commander/leader names, or different organization groups. There must be at least five individuals in a subgroup to upload the roster and all five must respond to the survey questions to receive results for this subgroup. An example of a roster with two subgroups identified is shown below. Nested subgroups (i.e., subgroups within subgroups) are not possible.
Will an overall combined report for subgroups/breakouts be provided?

Yes, you will receive reports for each subgroup (if they have at least five respondents) and one overall report for the entire DEOCS. You will receive a comments report for a subgroup if there are at least 16 respondents.

Can I list separate commanders/leaders or UIC/PAS Code/OPFAC for subgroups/breakouts?

You will only be able to identify one main UIC/PAS Code/OPFAC and one commander/leader for your DEOCS request; however, you do have the ability to add different UICs/PAS Codes/OPFACs or different commanders as subgroups. Survey administrators will have to upload a roster of individuals in the organization and you will identify any subgroups in the roster; you can identify different subgroups by different UICs or different commanders or something else. In addition to the survey administrator, only the commander/leader and their supervisor identified in your main request will receive notifications about the survey and results; if you would like to share the results with additional personnel, you will be able to download the results into a PDF and send to others as needed.

**DEOCS CONTENT**

How do I know if my unit’s/organization’s survey will be DEOCS v4.1 or DEOCS v5.0?

All DEOCS registered before Jan. 4, 2021 will receive the DEOCS 4.1 survey. Please note that the key date is the registration date, not the survey start date. For example, if a survey is registered on Dec. 31, 2020 and the start date is set to Jan. 15, 2021, this survey would still be the DEOCS 4.1 because it was registered prior to Jan. 4, 2021.

All DEOCS registered on or after Jan. 4, 2021 will receive the DEOCS 5.0 survey.
What does the current DEOCS v5.0 look like?

The DEOCS 5.0 contains over 100 questions that measure cross-cutting risk and protective factors to help DoD leadership and unit/organization leaders gain an understanding of problematic behaviors in their organization. Some topics on the DEOCS 5.0 were also measured on the DEOCS 4.1, including cohesion, connectedness, engagement and commitment, fairness, and inclusion. New topics on the DEOCS 5.0 include: morale, passive leadership, transformational leadership, leadership support, toxic leadership, work-life balance, sexist behaviors, sexually harassing behaviors, racially harassing behaviors, stress, and workplace hostility. Organization and unit leaders have the option to customize the DEOCS and add up to 10 multiple choice questions (formerly known as locally developed questions or LDQs) and five short-answer questions. Additionally, a DEOCS can be broken up into breakout or subgroups to allow for a deeper level of analysis. A sample survey is on the Assessment to Solutions website: https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/

Is the DEOCS customizable (i.e., include SAQ’s and LDQ’s)?

Yes, the DEOCS is customizable and commanders/leaders can select up to 10 multiple choice questions (formerly known as locally developed questions or LDQs) and up to five short answer questions that meet their organization’s needs. The questions they can select from are in a question bank in the portal and posted on https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ (see “Custom Questions” under Step 1). They will not be able to write their own questions.

Tell me more about how to customize the DEOCS by adding up to 10 multiple choice questions.

You can customize the DEOCS to meet your organization’s needs by selecting up to 10 multiple choice questions (formerly known as locally developed questions or LDQs) in the DEOCS portal. The questions you can select from are also posted on https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ (see “Custom Questions” under Step 1). Make sure you have the questions you want to add to the survey prior to making your request for DEOCS. All custom questions added to the survey must be approved by the requesting commander/leader. The scale used for custom multiple choice questions is as follows:

- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree
Can EOAs/survey administrators or commanders/leaders edit or write in their own questions?

No. EOAs/survey administrators can customize the DEOCS by selecting multiple choice questions (formerly known as locally developed questions or LDQs) and/or short answer questions from a list of approved questions. Per DoD policy (DoDI 8910.01, “Information Collection and Reporting”) the questions on the DEOCS must undergo the human subjects review and Report Control Symbol (RCS) review and approval process; this means that all survey questions must be reviewed and approved before the survey is sent to potential participants. Prior versions of the survey were granted an exception, but the new version of the survey is fully compliant with DoD policy. OPA does have a process for stakeholders to submit recommendations for inclusion on the survey question bank and the bank will be updated on a quarterly basis. Questions will be reviewed and approved through human subjects review and the RCS process before they are added to the question bank in the portal for use in surveys. For more information on how to submit questions or topics for consideration in the bank, please see this document: https://www.defenseculture.mil/Portals/90/Documents/A2S/OPA-DEOCS-Public_Process_for_Selecting_and_Reviewing_Questions-20201023.pdf?ver=2P1FcdzxZiT9GJ4vkDtvPxQ%3d%3d

What response scales are used in the DEOCS v5.0?

The DEOCS 5.0 uses a variety of response scales, however, the majority of items use a five-point (Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree) scale. Another common scale on the DEOCS is a four-point “frequency” scale (Never, Rarely, Sometimes, and Often) to measure how frequent an event or situation occurs.

Why was the DEOCS content updated?

Consultation with DoD senior leaders, key stakeholders, commanders, and Service members indicated a need to update the DEOCS to enhance its relevance to key personnel issues. The DEOCS 5.0 includes evidence-based cross-cutting risk and protective factors that help DoD leadership and unit/organization leaders gain an understanding of problematic behaviors in their organization.

DEOCS REPORTS & DATA

Who can access survey results in the DEOCS portal?

EOA/survey administrators, the requesting commander/leader, and the commander’s/leader’s supervisor will have access to survey results in the portal. These individuals (administrator, commander/leader, and supervisor) will receive an email with a link when the results are available. They also have the ability to download their results into a PDF and share them more widely, as needed.
How quickly are reports generated?
Reports are available within 72 hours after the survey closes.

What should I do when I get final the DEOCS report?
After the survey end date, a report will be generated within 72 hours; the administrator, requesting commander/leader, and commander’s/leader’s supervisor will receive an email notification when the survey results are ready to view in the DEOCS portal. You will be able to log in to your account and view the results at any time; they will never be deleted from the portal. We recommend reviewing the results and sharing the results with your organization’s members. In addition, there are many resources available on https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ to assist leaders in improving climate in their unit or organization.

What does the DEOCS v5.0 report look like?
A new, online reporting tool (i.e., dashboard) launched within the DEOCS portal on July 28, 2020. Organization/unit leaders, their supervisors, and survey administrators receive results through the secure DEOCS portal. Graphs and tables are used to display results. The portal also provides users the ability to download all or a portion of the results into a PDF, as needed.

The current version of the dashboard does not contain comparisons of an organization’s survey results to the overall Service or to “like-units or like-organizations.” These comparisons will be available in future iterations of the dashboard. OPA is also planning to add new data reporting options including being able to see DEOCS results for your organization over time.

Specifically, for DEOCS v5.0:
- Factors are organized into two main groupings: 1) protective factors and 2) risk factors.
- Graphs show both favorable and unfavorable results for all factors.
- Factors results are also displayed by demographic category.
- Detailed tables showing responses by question are also included.

Why doesn’t the DEOCS v5.0 report include color-coding, similar to previous DEOCS v4.1 reports?
Results are not classified or color-coded as “excellent, adequate, caution, and improvement needed.” The prior DEOCS system classified results into excellent (90% and above favorable; green), adequate (70-89% favorable, blue), caution (50-69% favorable; yellow), and improvement needed (less than 50% favorable, red). These classifications were arbitrary, meaning that the cut-points were not derived from any calculations or assessment of what the score meant in terms of outcomes or risk. Rather than provide arbitrary classifications, the DEOCS 5.0 does not provide any classifications. After collecting and analyzing DEOCS data from across the Force, the
DEOCS data science team will develop and report data-driven classifications so that commanders/leaders can make more informed decisions.

**Are “like-unit” and “Service” comparisons included in the DEOCS dashboard?**

“Like-unit” and “Service” comparisons are not currently available. We anticipate that this capability will be added to the DEOCS dashboard in the future.

**Does the DEOCS dashboard show results by different demographic categories?**

Yes, the dashboard shows survey results by demographic categories (e.g., enlisted/officer, military/civilian). This is an important way commanders/leaders can use the survey to better understand how organization members rate various aspects of an organization’s climate. In order to protect privacy and confidentiality, there needs to be at least five respondents in a category to see results; for example, if only four females in an organization responded to the survey, results will not be shown by gender.

**Are trends available in the DEOCS dashboard?**

Moving forward one of the new features of the redesigned DEOCS portal is the ability to easily see results for your organization over time (i.e., trends). Commanders/leaders will be able to see all of their prior DEOCS results when they log into the portal; this will be going forward from DEOCS v5.0. Additional trending capabilities will be built out in the dashboard over time (e.g., viewing the same organization over time under different commanders/leaders), in consultation with stakeholders.

**How do I obtain a DEOCS v4.1 report?**

If the DEOCS was conducted in the new DEOCS portal (i.e., if it started after Jul. 28, 2020), a PDF report is available in the DEOCS portal for the survey administrator, requesting commander/leader, and commander’s/leader’s supervisor to download. To access this report, login to the portal and navigate to the DEOCS Dashboard by clicking “My Applications” and then “Interactive Dashboard.” Click on the “DEOCS v4.1 Downloads” tab and use the filters to identify the survey report you would like to download.

If the DEOCS was conducted prior to Jul. 28, 2020, OPA holds reports for a period of two years after the end date. Please send an email to ContactOPA@mail.mil with the unit code or UIC, DEOCS end date, unit or organization name/title, and any additional information that you have.
**DEOCS HELP**

**Who should EOAs or others in the field contact if they have questions about how to request and administer a DEOCS?**

EOAs or others in the field with questions about how to request, administer, and use the DEOCS portal should contact the DEOCS help desk at:

- 1-833-867-5674
- deocs@datarecognitioncorp.com

**Who should EOAs or others in the field contact if they want to know what to do about a climate problem in the organization?**

DEOMI remains the DoD’s premier education, training, and consultation center for climate. If EOAs or others in the field need assistance with a climate problem in their organization, they should continue to contact DEOMI. Contact information is on the DEOMI website at [https://www.defenseculture.mil/Contact/](https://www.defenseculture.mil/Contact/)