DEOMI Organizational Climate Survey: An Assessment of Locally Developed Questions

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Introduction

- Locally Developed Questions (LDQs) can be found on the DEOMI Organizational Climate Survey (DEOCS).
- LDQs consist of 152 questions from 20 factors that commanders can use to further assess their command climate.
  - Factors can include Hazing, Communication, or even Family Support (see Table 1).
- Commanders can select as many as 10 LDQs to include on their DEOCS, create 10 of their own LDQs, or modify the LDQs to suit their needs.

Purpose

- To learn what are the top 15 LDQs asked by commanders across the Department of Defense (DoD) to better inform the DEOCS - What questions are commanders using to suit their needs/what are their concerns?
- To learn what Factors under the DEOCS LDQs are utilized the most and to explore new factors that may need to be addressed (see Figure 1).

Methods

- **Design:** Qualitative
- **Survey:** Archival data from the FY2016 LDQs from the DEOCS
- **Total Number of Comments:** 180,797
- **Total Number of Independent Questions:** 18,571
- **Total Number of LDQs asked by Each Service (see Figure 2):**
  - Army: 6,572 (35%)
  - Navy: 5,006 (27%)
  - Air Force: 3,203 (17%)
  - National Guard: 1,641 (9%)
  - Coast Guard: 956 (5%)
  - DoD Civilian: 732 (4%)
  - Marines: 461 (3%)

Content Analysis

- **Step 1:** Obtain data
- **Step 2:** Variable transformation to identify separate Services
- **Step 3:** Run frequency counts on full list of LDQs
- **Step 4:** Run frequency counts on LDQs separated by service
- **Step 5:** Investigation of LDQs for non listed Factors
- **Step 6:** Convert all information into tables and figures for visual aid

Figure 2. Percentage of LDQs Asked by Each Service

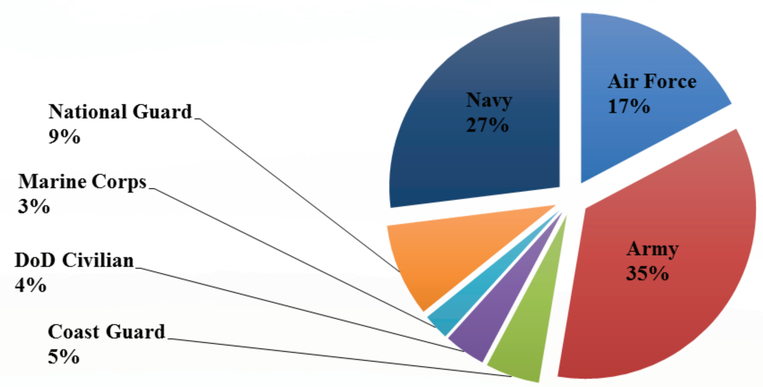

Figure 1. Number of Top 15 LDQs Asked within Each Factor by Service

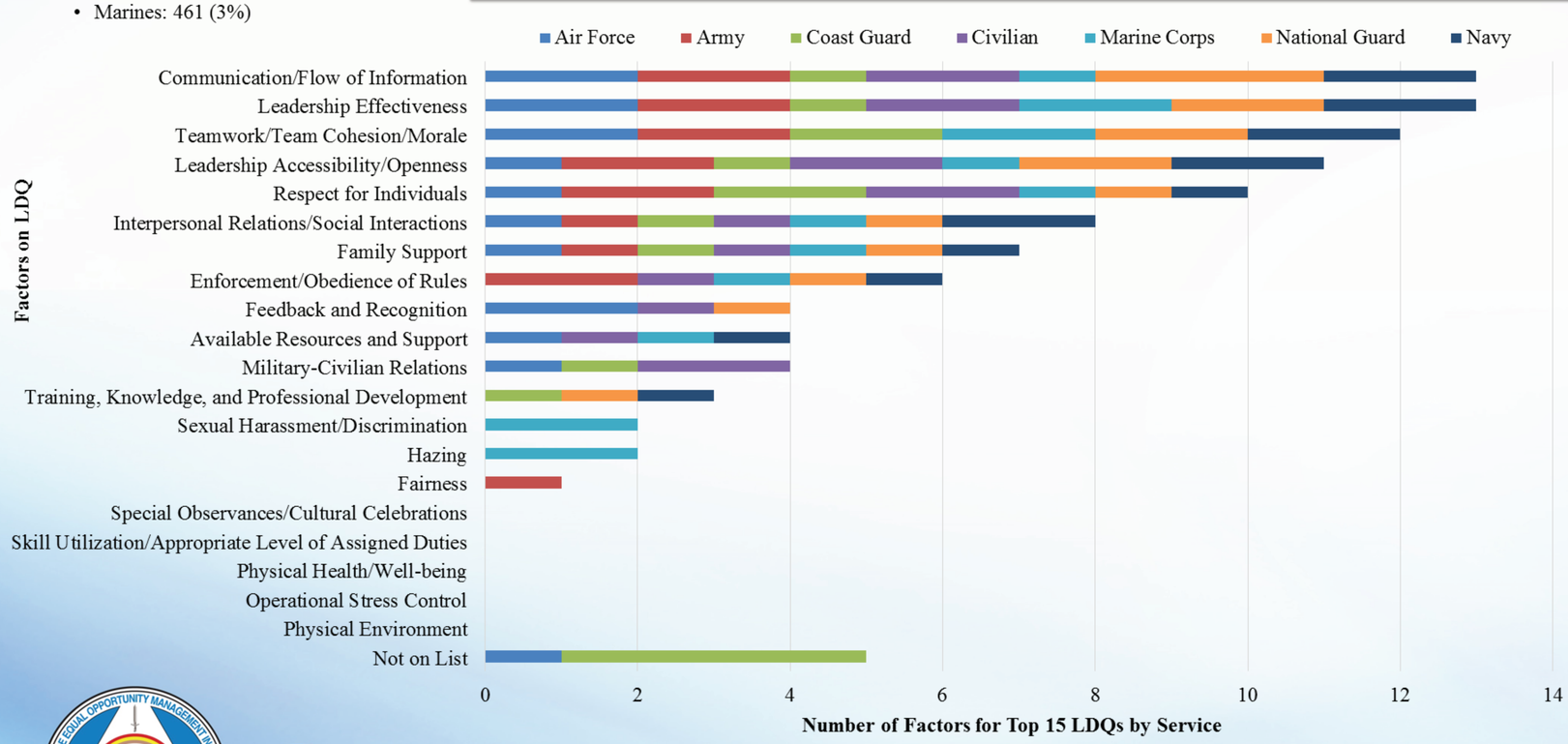

Table 1. LDQ Factor List Demographics

20 Factors Comprising LDQs	Number of Questions	Factor %
Communication/Flow of Information	16	9%
Leadership Accessibility/Openness	19	7.6%
Respect for Individuals	13	6.3%
Teamwork/Team Cohesion/Morale	7	5.6%
Leadership Effectiveness	6	5.2%
Training, Knowledge, & Professional Development	15	4.4%
Feedback and Recognition	7	3.3%
Fairness	7	3.2%
Interpersonal Relations/Social Interactions	6	3.2%
Enforcement/Obedience of Rules	3	3.1%
Family Support	3	2.9%
Available Resources and Support	6	2.4%
Hazing	10	2.4%
Sexual Harassment/Discrimination	4	2.3%
Physical Health/Well-being	7	1.7%
Skill Utilization/Appropriate Level of Assigned Duties	7	1.5%
Military-Civilian Relations	4	1.5%
Operational Stress Control	5	1.5%
Special Observances/Cultural Celebrations	4	0.3%
Physical Environment	3	0.2%
TOTAL	**152**	**67.6%**

Note: The factor percentage specified only accounts for LDQ question used directly from the DEOCS LDQ list. Modifications to the questions or new LDQs were not assessed.

Summary of Results

- The top 15 LDQs make up approximately 21.6% of all questions asked in the LDQ section.
- The majority of the top 15 LDQs were taken directly from the DEOCS LDQ list.
  - The remaining LDQs were variants from the provided LDQ list or what commanders created.
- All Services asked LDQs related to the top 7 factors (see Figure 1).
- The Air Force and the Coast Guard asked LDQs that were <u>not</u> on the DEOCS LDQ list but ranked within the top 15 LDQs for their Service.
  - The nature of these "Not on LDQ list" LDQs varied ranging from alcohol consumption to work place behavior to trust in leadership.
- The Marine Corps was the only Service to ask LDQs related to the factors of sexual harassment/discrimination and hazing.
- The Army was the only Service to ask an LDQ related to the factor of fairness.

Recommendations

- **Recommendation 1:** Some factors that do not exist on the current LDQ list were questions commanders were asking.
  - Factors that may be of interest to include on the LDQ list are Lesbian/Gay/Bisexual/Transgender and Sexism.
  - These two areas should be added to the LDQ DEOCS list.
- **Recommendation 2:** Commanders should specifically use the question of trust in higher leadership (i.e., 'I feel that Senior Leadership will use the information from this study to improve the command climate') to provide information about the top seven LDQs used by all Services.

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Disclaimer: The opinions and viewpoints expressed herein are those of the author(s) and do not necessarily reflect endorsement of the DoD or DEOMI.