**Soldier Policy-Practice Decoupling – Unit Level**

Thinking of your Platoon [leader or sergeant] please read the below statements and indicate how strongly you agree or disagree with each one.

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Item Number | Item | | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree | I don’t know/Unsure |
| 1 | My leader says everyone should get training opportunities. | |  |  |  |  |  |  |
| 2 | My leader shows favoritism in selecting who gets training opportunities. | |  |  |  |  |  |  |
| 3 | My leader says discipline is important for everyone. | |  |  |  |  |  |  |
| 4 | My leader protects Soldiers they favor from punishment. | |  |  |  |  |  |  |
| 5 | My leader communicates that there is a fair and equitable standard for receiving awards and recognition. | |  |  |  |  |  |  |
| 6 | Soldiers in my Unit receive awards they don’t deserve. | |  |  |  |  |  |  |
| 7 | My leader emphasizes the importance of treating everyone with dignity and respect. | |  |  |  |  |  |  |
| 8 | My leader tells racist or sexist jokes. | |  |  |  |  |  |  |
| Item Number | Item | | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree | I don’t know/Unsure |
| 9 | My leader says that everyone in the Unit should be accepted for who they are. | |  |  |  |  |  |  |
| 10 | My leader looks the other way when Soldiers exclude from Unit activities someone who is different. | |  |  |  |  |  |  |
| 11 | My leader says it is important for them to know who their Soldiers are in order to support them (such as family, religion, finances). | |  |  |  |  |  |  |
| 12 | My leader **does** **not** ask about the unique characteristics of Soldiers in my Unit (such as family, religion, finances). | |  |  |  |  |  |  |
| 13 | My leader says that characteristics such as race, gender, ethnicity, and sexual orientation **do** **not** matter as long as Soldiers do their job. | |  |  |  |  |  |  |
| 14 | Regardless of competencies, my leader tends to select the same Soldiers for important tasks. | |  |  |  |  |  |  |
| 15 | My leader encourages Soldiers to participate in Unit-related social events outside of work. | |  |  |  |  |  |  |
| Item Number | Item | | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree | I don’t know/Unsure |
| 16 | When there are social events in my Unit, my leader **does not** ensure that everyone feels welcomed. | |  |  |  |  |  |  |
| 17 | My leader says we **should not** “smoke”, bully, or haze Unit members. | |  |  |  |  |  |  |
| 18 | My leader looks the other way when Soldiers are being “smoked”, bullied, or hazed | |  |  |  |  |  |  |
| 19 | My leader says that they support Soldiers who seek help for physical or mental health issues. | |  |  |  |  |  |  |
| 20 | My leader looks the other way when other members in my unit tease a Soldier for being on profile. |  | |  |  |  |  |  |
| 21 | My leader comments on how both women and men enhance Unit performance. |  | |  |  |  |  |  |
| 22 | My leader expects women more than men to prove they belong in the Army. |  | |  |  |  |  |  |
| 23 | My leader says that cliques\* are inconsistent with army culture. (\*Cliques are groups of Soldiers who keep together and do not allow others in. |  | |  |  |  |  |  |
| 24 | My leader acts as though cliques don’t exist in my Unit. |  | |  |  |  |  |  |
| Item Number | Item | Strongly Disagree | | Disagree | Neither Agree or Disagree | Agree | Strongly Agree | I don’t know/Unsure |
| 25 | My leader says that including **everyone** is important for mission success. |  | |  |  |  |  |  |
| 26 | My leader excludes qualified Soldiers from diverse backgrounds (such as gender, race, sexual orientation) for important tasks. |  | |  |  |  |  |  |
| 27 | My leader says that having a diverse team is important for mission success. |  | |  |  |  |  |  |
| 28 | When the task is important, my leader sometimes forgets to include qualified Soldiers from diverse backgrounds (such as gender, race, sexual orientation). |  | |  |  |  |  |  |
| 29 | My leader says that **everyone’s** input is important. |  | |  |  |  |  |  |
| 30 | My leader ignores Soldiers who do not share their background (such as race, ethnicity) when they provide input into unit decision making. |  | |  |  |  |  |  |

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| --- | --- | --- | --- | --- | --- | --- | --- |
| Item Number | Item | Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree | I don’t know/Unsure |
| 31 | My leader says that ideas from **everyone** are welcomed (such as from junior enlisted, women, members of minority groups). |  |  |  |  |  |  |
| 32 | My leaders ignore ideas expressed by some Soldiers (such as from junior enlisted, women, members of minority groups). |  |  |  |  |  |  |
| 33 | My leader says that they share all mission critical information with **everyone** in the Unit. |  |  |  |  |  |  |
| 34 | My leader shares more information with the Soldiers they favor. |  |  |  |  |  |  |

**Soldier Policy Practice Decoupling – Individual Level**

Thinking of your Platoon [leader or sergeant] please read the below statements and indicate how strongly you agree or disagree with each one.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1b | I have to work harder than others in my unit to be accepted by my unit leaders. |  |  |  |  |  |  |
| 2b | In order to be valued by my unit leaders I had to change important things related to my identity (for example racial, ethnic, gender, sexual, religious identity). |  |  |  |  |  |  |
| 3b | My unit leaders take advantage of my unique skills in order to accomplish the mission. |  |  |  |  |  |  |
| 4b | My unit leaders dismiss my skills that are not related to my MOS (Military Occupation Skills). |  |  |  |  |  |  |
| 5b | When there are social events in my unit, I do not really feel welcomed by my unit leaders. |  |  |  |  |  |  |
| 6b | My ideas are immediately dismissed by my unit leaders. |  |  |  |  |  |  |
| 7b | My unit leaders withhold critical information that I need to know to do my job. |  |  |  |  |  |  |
| 8b | I am the last to know about changes to daily schedules in my unit. |  |  |  |  |  |  |