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.

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 <u>does not</u> 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 <u>do not</u> 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	Agree	Strongly Agree	I don't know/Unsure

				Disagree			
16	When there are social events in my Unit, my leader <u>does not</u> 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	Agree	Strongly Agree	I don't know/Unsure

						D	sagree					
	i i	My leader says that including everyone is important for mission success.							[
	6 1 1 2 6	My leader excludes qualified Soldiers from diverse backgrounds (such as gender, race, sexual prientation) for important tasks.							[
	l	My leader says that having a diverse team is important for mission success.							[
2	i s i t	When the task is important, my leader sometimes forgets to include qualified Soldiers from diverse backgrounds (such as gender, race, sexual orientation).							[
	<u>e</u>	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.											
	Item Item Number		Stro Disa	gree	Disag		Neither Agree o Disagree	r Agr e		Stron Agr		I don't know/Uns
	31	My leader says that	it 🗌 🗆									

	ideas from <u>everyone</u> 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 <u>everyone</u> 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.			