

# 2024 DEOCS 5.1 Modified Survey Instrument & Survey Module Content (WEO)

## Modification Summary

- Any added content is fully shaded in shaded in light yellow.
- No major changes to DEOCS core content in 2024.
- Service-specific content (defined by each service as applicable) has been modified (replaced content shaded yellow), but no additional burden is added by these changes.
- Minimal items have been added to the DEOCS question bank (additions shaded in yellow).
- A subset of DEOCS participants will receive an additional module of Workplace Equal Opportunity (WEO) questions. The module content is included at the end of this document (shaded yellow).

## Reviewer Notes

*\*\*Before you review the survey instrument, please read these quick notes to help you navigate this document\*\**

1. The questionnaire below includes programming information such as variable names and skip logic. This is not how the survey appears to respondents taking the survey on the web.
2. Variable names are written in the top box for each question. For example, SRPOP and SRNAT are the variable names for the first and second question, respectively.
3. Not all survey questions are asked of everyone. Skip logic describes which questions are asked of which respondents. Skip logic is highlighted throughout in **green**.
4. [SVC\_F] is a flag variable constructed from the Service/branch selected in the registration screen when the DEOCS is initially requested. This flag is relevant for a lot of the skip logic you see in the survey. The values of the final flag are:
  - 1 = Civilian
  - 2 = Military
  - 3 = US Military Academy (USMA)
  - 4 = US Naval Academy (USNA)
  - 5 = US Air Force Academy (USAFA)
  - 6 = US Coast Guard Academy (USCGA)
  - 7 = US Military Academy Preparatory School (USMAPS)
  - 8 = Naval Academy Preparatory School (NAPS)
  - 9 = US Air Force Academy Preparatory School (USAFAPS)
  - 10 = US Merchant Marine Academy (USMMA)
5. The DEOCS uses “piping” to personalize the survey with relevant terms for the survey-taker, for example, referring to cadets (for students at the relevant Military Service Academies) or coworkers (for DoD civilians). These flexible terms are shown in **red text** throughout. A respondent will only see the term that is relevant for them when they take the survey.
6. Additional notes for reviewers to help explain the instrument are provided in comments throughout.
7. The DEOCS has core content, service-specific content (if applicable), and customized questions selected for each unit/organization (if applicable). All DEOCS content is included in the document.
8. The DEOCS has rotating module content asked to a subset of the DEOCS population. DEOCS module content for 2024 is included in a section after the core DEOCS content.

# Contents

Modification Summary.....	1
Reviewer Notes.....	1
DEOCS 5.1 Survey Instrument (2024).....	3
DEOCS Core Content.....	3
Service-Specific Questions.....	21
DEOCS Custom Questions.....	24
Close-ended Custom Questions.....	24
Open-Ended Custom.....	26
Appendix A. Service-Specific Questions.....	28
Appendix B. DEOCS 5.1 Custom Question Bank (CQB).....	30
Table 1. Close-ended Questions (LDQs).....	30
Table 2. Open-ended Questions (SAQs).....	40

# DEOCS 5.1 Survey Instrument (2024)

## DEOCS Core Content

### Q1. DEMOGRAPHICS

SRPOP

**What is your affiliation to: [ID002: Unit/Organization/Academy/Preparatory School Title]?**

*Some people may have multiple affiliations (for example, a Reservist who also works as a civilian at the DoD). We are interested in your affiliation to the organization conducting this DEOCS.*

- Active duty military member
- Reserve military member
- National Guard member
- Civilian employee
- Military Service Academy (MSA) cadet/midshipman
- MSA Preparatory School cadet candidate/midshipman candidate

### Q2. DEMOGRAPHICS

SRCLASS

//ASK IF [SVC\_F] = 3 or [SVC\_F] = 4 or [SVC\_F] = 5 or [SCV\_F] = 6 or [SCV\_F] = 10//

**What is your Class year?**

- Foreign exchange student
- 4/C (First Year)
- 3/C (Second Year)
- 2/C (Third Year)
- 1/C (Fourth Year)

### Q3. DEMOGRAPHICS

SRJOIN

//ASK IF [SVC\_F] = 1 or [SVC\_F] = 2 //

**When did you join: [ID002: Unit/Organization/Academy/Preparatory School Title]?**

- Less than three months ago
- Three or more months ago

### Q4. MORALE

MORALEA, MORALEB

*The following questions ask about your beliefs and experiences [ID009: BLANK | over the past three months] [ID001: in your unit, | in your organization, | at the] [ID002: Unit/Organization/Academy/Preparatory School Title].*

**Overall, how would you rate...**

- |  | Very high             | High                  | Moderate              | Low                   | Very low              |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. the current level of morale among [ID028: the people you work with in your unit   your coworkers   cadets in your company   midshipmen in your company   cadets in your squadron   cadet candidates in your company | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**midshipmen candidates in your company | cadet candidates in your squadron]?**

b. **your own** current level of morale?

**Q5. ENGAGEMENT & COMMITMENT**

ENGAGEA, ENGAGEB, ENGAGEC

Thinking about the past three months, how much do you agree or disagree with the following statements about your work?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I am proud of my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. My work has a great deal of personal meaning to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I am committed to making [ID029: the military   Government service] my career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q6. COHESION, INCLUSION**

COHESA, COHESB, INCLUSIONG, INCLUSIONC, INCLUSIOND, INCLUSION

[ID030: How | Thinking about the past three months, how] much do you agree or disagree with the following statements about [ID002: Unit/Organization/Academy/Preparatory School Title]?

[ID004: People in my unit | My coworkers | Cadets in my company | Midshipmen in my company | Cadets in my squadron | Cadet candidates in my company | Midshipmen candidates in my company | Cadet candidates in my squadron]...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Work well as a team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Trust each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Believe that everyone has value, regardless of their sex, race or ethnicity, or sexual orientation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Build on each other's ideas and thoughts during the decision-making process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Would speak up if someone was being excluded.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Believe that communication goes up and down the [ID012: unit   organization   company   squadron] chain of command.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q7. WORKLIFE BALANCE**

WORKLIFE

Thinking about the past three months, how much do you agree or disagree with the following statement?

I can easily balance the demands of [ID008: my work and personal life | Academy life | Academy Prep School life].

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



**Q8. OPEN-END #1**  
 WORKEXPSP

If you have any additional thoughts about your experiences [ID001: in your unit, | in your organization, | at the] [ID002: Unit/Organization/Academy/Preparatory School Title], you may share them in the space below.

Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you or others).

**Q9. WORKPLACE HOSTILITY**  
 WORKHOSTA, WORKHOSTB, WORKHOSTD, WORKHOSTF

The following questions ask about your experiences [ID001: in your unit, | in your organization, | at the] [ID002: Unit/Organization/Academy/Preparatory School Title].

[ID030: How | Thinking about the past three months, how] often does someone from your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School]...

	Never	Rarely	Sometimes	Often
a. Intentionally interfere with your work performance?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Take credit for work or ideas that were yours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Use insults, sarcasm, or gestures to humiliate you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Yell when they are angry with you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q10. SEXUALLY HARASSING BEHAVIORS, SEXIST BEHAVIORS**  
 MEOBEHO, MEOBEHA, MEOBEHB, MEOBEHD, MEOBEHG, MEOBEHJ

[ID030: How | Thinking about the past three months, how] often does someone from your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School]...

	Never	Rarely	Sometimes	Often
a. Mistreat, exclude, or insult you because of your gender?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Tell sexual jokes that make you uncomfortable, angry, or upset?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Embarrass, anger, or upset you by suggesting that you do not act how a man or a woman is supposed to act?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Display, show, or send sexually explicit materials (such as pictures or videos) that make you uncomfortable, angry, or upset?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Make sexual comments about your appearance or body that make you uncomfortable, angry, or upset?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Intentionally touch you in unwanted sexual ways?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q11. RACIALLY HARASSING BEHAVIORS**

REBEHA, REBEHB, REBEHC, REBEHX, REBEHE

**[ID030: How | Thinking about the past three months, how] often does someone from your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School] make you uncomfortable, angry, or upset by...**

	Never	Rarely	Sometimes	Often
a. Telling racial/ethnic jokes?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Expressing stereotypes about racial/ethnic groups?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Using offensive racial/ethnic terms?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Excluding you because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Showing you a lack of respect because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q12. MSA SPECIFIC ITEM**

REBEHMSA

//ASK IF [SVC\_F] = 3 or [SVC\_F] = 4 or [SVC\_F] = 5 or [SVC\_F] = 6 or [SVC\_F] = 7 or [SVC\_F] = 8 or [SVC\_F] = 9 or [SVC\_F] = 10//

**How often does someone from your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School] use derogatory slurs, make comments, or tell jokes concerning sexual orientation or gender identity?**

- Never
- Rarely
- Sometimes
- Often

**Q13. OPEN-END #2**

MEOREBEHSP

**If you have any additional information that you would like to provide about your experiences with hostile, harassing, and/or discriminatory behaviors, you may share them in the space below.**

*Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you or others).*

**Q14. MSA SPECIFIC ITEMS**

MSA\_G, MSA\_H

//ASK IF [SVC\_F] = 3 or [SVC\_F] = 4 or [SVC\_F] = 5 or [SVC\_F] = 6 or [SVC\_F] = 7 or [SVC\_F] = 8 or [SVC\_F] = 9 or [SVC\_F] = 10//

*Please report how much you agree or disagree with the following statements.*

**I trust that my well-being is supported by...**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Academy faculty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Academy coaches and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q15. FAIRNESS**

FAIRNESSA, FAIRNESSB

**[ID030: How | Thinking about the past three months, how] much do you agree or disagree with the following statements about your [ID012: unit | organization | company | squadron]?**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Training opportunities, awards, recognition, and other positive outcomes are distributed fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Discipline and criticism are administered fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q16. LEADERSHIP DEMOGRAPHICS**

SRSUPPAY

//ASK IF [SVC F] = 1 or [SVC F] = 2 //

**[ID023: Immediate Supervisor:** the individual to whom you directly report in your unit, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **Immediate Supervisor:** the individual to whom you directly report in your organization, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **First Cadet in Chain of Command:** the cadet immediately above you in your cadet chain of command. | **First Midshipman in Chain of Command:** the midshipman immediately above you in your midshipman chain of command. | **First Cadet Candidate in Chain of Command:** the cadet candidate immediately above you in your cadet candidate chain of command. | **First Midshipman Candidate in Chain of Command:** the midshipman candidate immediately above you in your midshipman candidate chain of command.]

**Your current immediate supervisor is a...**

- Military member (e.g., Active Duty, Reserve, or National Guard)
- Civilian
- Don't know

**Q17. LEADERSHIP DEMOGRAPHICS**

SRSUPPAYM

//ASK IF SRSUPPAY = "Military member (e.g., Active Duty, Reserve, or National Guard)" //

**[ID023: Immediate Supervisor:** the individual to whom you directly report in your unit, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **Immediate Supervisor:** the individual to whom you directly report in your organization, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **First Cadet in Chain of Command:** the cadet immediately above you in your cadet chain of command. | **First Midshipman in Chain of Command:** the midshipman immediately above you in your midshipman chain of command. | **First Cadet Candidate in Chain of Command:** the cadet candidate immediately above you in your cadet candidate chain of command. | **First Midshipman Candidate in Chain of Command:** the midshipman candidate immediately above you in your midshipman candidate chain of command.]

**What paygrade is your immediate supervisor?**

*If you are not sure, please proceed to the next question.*

- E-1 to E-3
- E-4 to E-6
- E-7 to E-9
- W-1 to W-3
- W-4 to W-5
- O-1 to O-3
- O-4 to O-5
- O-6 or above



### Q18. LEADERSHIP DEMOGRAPHICS

SRSUPPAYCIV

//ASK IF SRSUPPAY = A civilian //

[ID023: **Immediate Supervisor:** the individual to whom you directly report in your unit, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **Immediate Supervisor:** the individual to whom you directly report in your organization, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **First Cadet in Chain of Command:** the cadet immediately above you in your cadet chain of command. | **First Midshipman in Chain of Command:** the midshipman immediately above you in your midshipman chain of command. | **First Cadet Candidate in Chain of Command:** the cadet candidate immediately above you in your cadet candidate chain of command. | **First Midshipman Candidate in Chain of Command:** the midshipman candidate immediately above you in your midshipman candidate chain of command.]

**What DoD civilian pay plan/category is your immediate supervisor?**

*If you are not sure, please proceed to the next question.*

- General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)
- Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/VO/WN/WQ/WR/XG)
- Senior Executive Service (SES)
- Title 10 tenured or tenure-track faculty
- Title 10 non-tenure-track faculty
- Non-Appropriated Fund (NAF)
- Demonstration/Alternative/Other pay plans

### Q19. LEADERSHIP DEMOGRAPHICS

SRSUPCIVPAYGRADE

//ASK IF SRSUPPAYCIV = General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR) or "Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/VO/WN/WQ/WR/XG)"//

[ID023: **Immediate Supervisor:** the individual to whom you directly report in your unit, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **Immediate Supervisor:** the individual to whom you directly report in your organization, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **First Cadet in Chain of Command:** the cadet immediately above you in your cadet chain of command. | **First Midshipman in Chain of Command:** the midshipman immediately above you in your midshipman chain of command. | **First Cadet Candidate in Chain of Command:** the cadet candidate immediately above you in your cadet candidate chain of command. | **First Midshipman Candidate in Chain of Command:** the midshipman candidate immediately above you in your midshipman candidate chain of command.]

**What is your immediate supervisor's paygrade?**

*If you are not sure, please proceed to the next question.*

- 1 to 4
- 5 to 8
- 9 to 12
- 13 to 14
- 15 or above

**Q20. MSA SPECIFIC ITEM**

SRSUPCLASSYR

//ASK IF [SVC\_F] = 3 or [SVC\_F] = 4 or [SVC\_F] = 5 or [SVC\_F] = 6 or [SVC\_F] = 10//

[ID023: **Immediate Supervisor:** the individual to whom you directly report in your unit, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **Immediate Supervisor:** the individual to whom you directly report in your organization, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **First Cadet in Chain of Command:** the cadet immediately above you in your cadet chain of command. | **First Midshipman in Chain of Command:** the midshipman immediately above you in your midshipman chain of command. | **First Cadet Candidate in Chain of Command:** the cadet candidate immediately above you in your cadet candidate chain of command. | **First Midshipman Candidate in Chain of Command:** the midshipman candidate immediately above you in your midshipman candidate chain of command.]

**What Class year is the first [ID003: cadet | midshipman | cadet candidate | midshipman candidate] in your chain of command?**

- 3/C (Second Year)
- 2/C (Third Year)
- 1/C (Fourth Year)

**Q21. LEADERSHIP SUPPORT (IMMEDIATE SUPERVISOR)**

IMMED\_SUPPA, IMMED\_SUPPB, IMMED\_SUPPC, IMMED\_SUPPD, IMMED\_SUPPE, IMMED\_SUPPH

[ID023: **Immediate Supervisor:** the individual to whom you directly report in your unit, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **Immediate Supervisor:** the individual to whom you directly report in your organization, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **First Cadet in Chain of Command:** the cadet immediately above you in your cadet chain of command. | **First Midshipman in Chain of Command:** the midshipman immediately above you in your midshipman chain of command. | **First Cadet Candidate in Chain of Command:** the cadet candidate immediately above you in your cadet candidate chain of command. | **First Midshipman Candidate in Chain of Command:** the midshipman candidate immediately above you in your midshipman candidate chain of command.]

[ID030: **How | Thinking about the past three months, how] much do you agree or disagree with the following statements about [ID016: your immediate supervisor | the first cadet in your chain of command | the first midshipman in your chain of command | the first cadet candidate in your chain of command | the first midshipman candidate in your chain of command]?**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I have trust and confidence in [ID017: my immediate supervisor   the first cadet in my chain of command   the first midshipman in my chain of command   the first cadet candidate in my chain of command   the first midshipman candidate in my chain of command].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. [ID018: My immediate supervisor   The first cadet in my chain of command   The first midshipman in my chain of command   The first cadet candidate in my chain of command   The first midshipman candidate in my chain of command] listens to what I have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. [ID018: My immediate supervisor   The first cadet in my chain of command   The first midshipman in my chain of command   The first cadet candidate in my chain of command   The first midshipman candidate in my chain of command] treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. [ID018: My immediate supervisor   The first cadet in my chain of command   The first midshipman in my chain of command   The first cadet candidate in my chain of command   The first midshipman candidate in my chain of command] cares about my personal well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. [ID018: My immediate supervisor   The first cadet in my chain of command   The first midshipman in my chain of command   The first cadet candidate in my chain of command   The first midshipman candidate in my chain of command] provides me with opportunities to demonstrate my leadership skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I would not experience reprisal or retaliation from [ID017: my immediate supervisor   the first cadet in my chain of command   the first midshipman in my chain of command   the first cadet candidate in my chain of command   the first midshipman candidate in my chain of command] if I went to them with concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q22. TOXIC LEADERSHIP (IMMEDIATE SUPERVISOR)**

IMMED\_TOXA, IMMED\_TOXD, IMMED\_TOXE

[ID023: **Immediate Supervisor:** the individual to whom you directly report in your unit, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **Immediate Supervisor:** the individual to whom you directly report in your organization, [ID002: Unit/Organization/Academy/Preparatory School Title]. | **First Cadet in Chain of Command:** the cadet immediately above you in your cadet chain of command. | **First Midshipman in Chain of Command:** the midshipman immediately above you in your midshipman chain of command. | **First Cadet Candidate in Chain of Command:** the cadet candidate immediately above you in your cadet candidate chain of command. | **First Midshipman Candidate in Chain of Command:** the midshipman candidate immediately above you in your midshipman candidate chain of command.]

[ID030: *How | Thinking about the past three months, how*] much do you agree or disagree with the following statements?

[ID018: **My immediate supervisor | The first cadet in my chain of command | The first midshipman in my chain of command | The first cadet candidate in my chain of command | The first midshipman candidate in my chain of command**]...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Ridicules people in my [ID012: unit   organization   company   squadron].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Acts only in the best interest of their own advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Ignores input from people in my [ID012: unit   organization   company   squadron] that they do not agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q23. OPEN-END #3**

IMMED\_SP

If you have any additional thoughts that you would like to provide about [ID016: **your immediate supervisor | the first cadet in your chain of command | the first midshipman in your chain of command | the first cadet candidate in your chain of command | the first midshipman candidate in your chain of command**], you may share them in the space below.

*Please do not include personally identifiable information (for example, stating your name or the name of [ID016: your immediate supervisor | the first cadet in your chain of command | the first midshipman in your chain of command | the first cadet candidate in your chain of command | the first midshipman candidate in your chain of command]).*

**Q24. TRANSFORMATIONAL LEADERSHIP, PASSIVE LEADERSHIP (COMMANDER)**

LDR\_TRANSFA, LDR\_TRANSFC, LDR\_TRANSFD, LDR\_PASSIVX, LDR\_PASSIVB

*The following questions ask you about [ID021: your unit's commander | your organization's leader | your company permanent party command team | your squadron permanent party command team].*

[ID024: **Unit Commander:** your unit's commander/commanding officer is [ID026: CommanderLeaderRank] [ID027: CommanderLeaderLastName]. | **Organization Leader:** your organization's leader is [ID026: CommanderLeaderRank] [ID027: CommanderLeaderLastName]. | **Company Permanent Party Command Team:** the officer and enlisted personnel responsible for your company. | **Squadron Permanent Party Command Team:** the officer and enlisted personnel responsible for your squadron.]

*[ID030: How | Thinking about the past three months, how] much do you agree or disagree with the following statements?***[ID022: My unit's commander | My organization's leader | My company permanent party command team | My squadron permanent party command team]...**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Communicates a clear and motivating vision of the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Supports and encourages the professional development of people in my [ID012: unit   organization   company   squadron].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Encourages people in my [ID012: unit   organization   company   squadron] to think about problems in new ways.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Will not take action until negative behaviors become bigger problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Does not address problems brought to their attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q25. MSA SPECIFIC ITEMS (LEADERSHIP SUPPORT, PERMANENT PARTY COMMAND TEAM)**

//ASK IF [SVC\_F] = 3 or [SVC\_F] = 4 or [SVC\_F] = 5 or [SVC\_F] = 6 or [SVC\_F] = 7 or [SVC\_F] = 8 or [SVC\_F] = 9 or [SVC\_F] = 10//

[ID024: **Unit Commander:** your unit's commander/commanding officer is [ID026: CommanderLeaderRank] [ID027: CommanderLeaderLastName]. | **Organization Leader:** your organization's leader is [ID026: CommanderLeaderRank] [ID027: CommanderLeaderLastName]. | **Company Permanent Party Command Team:** the officer and enlisted personnel responsible for your company. | **Squadron Permanent Party Command Team:** the officer and enlisted personnel responsible for your squadron.]

**How much do you agree or disagree with the following statements?**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I have trust and confidence in my [ID011: BLANK   company   squadron] permanent party command team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. My [ID011: BLANK   company   squadron] permanent party command team listens to what I have to say.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. My [ID011: BLANK   company   squadron] permanent party command team treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My [ID011: BLANK   company   squadron] permanent party command team cares about my personal well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. My [ID011: BLANK   company   squadron] permanent party command team provides me with opportunities to demonstrate my leadership skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I would not experience reprisal or retaliation from my [ID011: BLANK   company   squadron] permanent party command team if I went to them with concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q26. MSA SPECIFIC ITEMS (TOXIC LEADERSHIP, PERMANENT PARTY COMMAND TEAM)**

LDR\_MSAJ, MSA\_TOXD, MSA\_TOXE

//ASK IF [SVC\_F] = 3 or [SVC\_F] = 4 or [SVC\_F] = 5 or [SVC\_F] = 6 or [SVC\_F] = 7 or [SVC\_F] = 8 or [SVC\_F] = 9 or [SVC\_F] = 10//

[ID024: **Unit Commander:** your unit's commander/commanding officer is [ID026: CommanderLeaderRank] [ID027: CommanderLeaderLastName]. | **Organization Leader:** your organization's leader is [ID026: CommanderLeaderRank] [ID027: CommanderLeaderLastName]. | **Company Permanent Party Command Team:** the officer and enlisted personnel responsible for your company. | **Squadron Permanent Party Command Team:** the officer and enlisted personnel responsible for your squadron.]

*How much do you agree or disagree with the following statements?*

My [ID011: BLANK | company | squadron] permanent party command team...

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Ridicules people in my [ID011: BLANK   company   squadron].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Acts only in the best interest of their own advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Ignores input from people in my [ID011: BLANK   company   squadron] that they do not agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q27. SENIOR NCO/SEL FLAG**

SRSENIORNCOR

//ASK IF [SVC\_F] = 1 or [SVC\_F] = 2 //

**Senior NCO/SEL:** your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [ID002: Unit/Organization/Academy/Preparatory School Title].

Is [ID031: Senior NCO/SEL Rank] [ID032: Senior NCO/SEL Last Name] your senior NCO/SEL?

- Yes
- No

**Q28. SENIOR NCO/SEL FLAG**

SRSENIORNCO

//ASK IF SRSENIORNCOR = No //

**Senior NCO/SEL:** your senior NCO/SEL is the highest-ranking non-commissioned officer or enlisted person in [ID002: Unit/Organization/Academy/Preparatory School Title].

Does your unit or organization have a senior NCO/SEL?

- Yes
- No
- Don't know

**Q29. TRANSFORMATIONAL LEADERSHIP, PASSIVE LEADERSHIP (SENIOR NCO/SEL)**

NCO\_TRANSFA, NCO\_TRANSFC, NCO\_TRANSFD, NCO\_PASSIVX, NCO\_PASSIVB

//ASK IF SRSENIORNCO or SRSENIORNCOR = Yes //

*The following questions ask you about your unit's senior NCO/SEL.***Senior NCO/SEL:** your senior NCO/SEL is [ID033: the highest-ranking non-commissioned officer or enlisted person in [ID002: Unit/Organization/Academy/Preparatory School Title] | [ID031: Senior NCO/SEL Rank] [ID032: Senior NCO/SEL Last Name]].*[ID030: How | Thinking about the past three months, how] much do you agree or disagree with the following statements?***My [ID012: unit | organization | company | squadron]'s senior NCO/SEL...**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Communicates a clear and motivating vision of the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Supports and encourages the professional development of people in my [ID012: unit   organization   company   squadron].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Encourages people in my [ID012: unit   organization   company   squadron] to think about problems in new ways.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Will not take action until negative behaviors become bigger problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Does not address problems brought to their attention.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q30. TOXIC LEADERSHIP (SENIOR NCO/SEL)**

NCO\_TOXB, NCO\_TOXA, NCO\_TOXE

//ASK IF SRSENIORNCO or SRSENIORNCOR = Yes //

**Senior NCO/SEL:** your senior NCO/SEL is [ID033: the highest-ranking non-commissioned officer or enlisted person in [ID002: Unit/Organization/Academy/Preparatory School Title] | [ID031: Senior NCO/SEL Rank] [ID032: Senior NCO/SEL Last Name]].*[ID030: How | Thinking about the past three months, how] much do you agree or disagree with the following statements?***My [ID012: unit | organization | company | squadron]'s senior NCO/SEL...**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Ridicules people in my [ID012: unit   organization   company   squadron].	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Acts only in the best interest of their own advancement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Ignores input from people in my [ID012: unit   organization   company   squadron] that they do not agree with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**Q31. OPEN-END #4**

LDR\_NCO\_SP

If you have any thoughts that you would like to provide about people in leadership roles at your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School], please share them in the space below.

Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you or others).

**Q32. STRESS**

STRESSA, STRESSD

The following questions ask about your thoughts and behaviors.

In the past three months, how often have you...

	Never	Rarely	Sometimes	Often
a. Felt nervous or stressed?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Found that you could not cope with all of the things you had to do?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q33. CONNECTEDNESS**

CONNECTA, CONNECTB, CONNECTC, CONNECTD

Thinking about the past three months, how much do you agree or disagree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I feel like I belong.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I feel that there are people I can turn to in times of need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I think I make things worse for the people in my life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. My future seems dark to me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q34. BINGE DRINKING, ALCOHOL IMPAIRING MEMORY**

OFTENBINGE, DRNKMEN

Thinking about your alcohol use in the last three months, how often have you...

	Never	Less than monthly	Monthly	Weekly	Daily or almost daily
a. Had five or more drinks on one occasion?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Been unable to remember what happened the night before because you had been drinking?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q35. SAFE STORAGE OF LETHAL MEANS**

LETHAL\_B

Please respond how much you agree or disagree with the following statement.

**Secure Storage Container/Device:** a lock box, commercial gun safe, trigger lock, or chamber-style gun lock

**If I had a firearm in my living space, I would store it unloaded or use a secure storage container/device.**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q36. OPEN-END #5**

BPEISP

**If you have thoughts that you were not able to express while answering this survey, you may share them in the space below.**

*Please do not include personally identifiable information (for example, a personal story containing specific details that could be used to identify you or others).*

**Q37. DEMOGRAPHICS**

SRSVC

**//ASK IF SRPOP = "Active component military member," "Reserve component military member," or "National Guard member" //**

**What branch of Service are you in?**

- Army
- Navy
- Marine Corps
- Air Force
- Space Force
- Coast Guard

**Q38. DEMOGRAPHICS**

SRPAYM

**//ASK IF SRPOP = "Active component military member," "Reserve component military member," or "National Guard member" //**

**What is your current paygrade?**

- E-1 to E-3
- E-4 to E-6
- E-7 to E-9
- W-1 to W-3
- W-4 to W-5
- O-1 to O-3
- O-4 to O-5
- O-6 or above

**Q39. DEMOGRAPHICS**

SRCIVPAY

//ASK IF SRPOP = "Civilian employee" //

**What is your current pay plan/category?**

- General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR)
- Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)
- Senior Executive Service (SES)
- Title 10 tenured or tenure-track faculty
- Title 10 non-tenure-track faculty
- Non-Appropriated Fund (NAF)
- Demonstration/Alternative/Other pay plans

**Q40. DEMOGRAPHICS**

SRCIVPAYGRADE

//ASK IF SRCIVPAY = General Schedule (GS)-like pay plan (GS/GG/GM/GL/GP/GR) or "Federal Wage System pay plan (WG/WS/WL/WD/WK/WU/WA/WO/WN/WQ/WR/XG)" //

**What is your paygrade?**

- 1 to 4
- 5 to 8
- 9 to 12
- 13 to 14
- 15 or above

**Q41. DEMOGRAPHICS**

SRCIVSUP

//ASK IF SRPOP = "Civilian employee" //

**Are you a supervisor?**

*To be a supervisor, you must have at least one subordinate who directly reports to you.*

- No
- Yes

**Q42. DEMOGRAPHICS**

SRCIVPAYMS

//ASK IF SRCIVPAY = "Title 10 tenured or tenure-track faculty" or "Title 10 non-tenure-track faculty" //

**What is your position at the Military Service Academy?**

- AD-1: Instructor
- AD-3: Assistant Professor
- AD-5: Associate Professor
- AD-7: Professor
- AD-9: Admin Faculty
- AD-11: Supervisory/Professor Dean/Academic Dean

**Q43. DEMOGRAPHICS**

SRATHLETE

//ASK IF [SVC\_F] = 3 or [SVC\_F] = 4 or [SVC\_F] = 5 or [SVC\_F] = 6 or [SVC\_F] = 7 or [SVC\_F] = 8 or [SVC\_F] = 9 or [SVC\_F] = 10//

**Are you a member of an intercollegiate athletic team?**

- No
- Yes

**Q44. DEMOGRAPHICS**

SRNAT

//ASK IF [SVC\_F] = 1 or [SVC\_F] = 2 //

**Foreign National Employee:** an employee who is a citizen or permanent resident of a country other than the United States.

**Are you a foreign national employee?**

- No
- Yes

**Q45. DEMOGRAPHICS**

SRHISPA

**Are you Spanish, Hispanic, or Latino?**

- No, not Spanish, Hispanic, or Latino
- Yes, Mexican, Mexican American, Chicano, Puerto Rican, Cuban, or other Spanish, Hispanic, or Latino

**Q46. DEMOGRAPHICS**

SRRACEC, SRRACED, SRRACEB, SRRACEE, SRRACEA

**What is your race?**

*Mark one or more races to indicate what race you consider yourself to be.*

- American Indian or Alaska Native
- Asian (for example, Asian Indian, Chinese, Filipino, Japanese, Korean, or Vietnamese)
- Black or African American
- Native Hawaiian or other Pacific Islander (for example, Samoan, Guamanian, or Chamorro)
- White

**Q47. DEMOGRAPHICS**

GENDERID01, GENDERID02, GENDERID03

**How do you currently describe yourself?** Mark all that apply.

- Male
- Female
- Transgender, non-binary, or another gender

**Q48. DEMOGRAPHICS**

BIRTHSEX

**What sex were you assigned at birth, on your original birth certificate?**

- Male
- Female

**Q49. DEMOGRAPHICS**

SEXORIENT

**Do you consider yourself to be...**

- Heterosexual or straight?
- Gay or lesbian?
- Bisexual?
- I use a different term
- Prefer not to answer

**Q50. DEMOGRAPHICS**

SRINSTALL

**//ASK IF [SCV\_F] = 2 and [Installation/Base/Ship/Location] != "Does not apply"//**

*The DEOCS administrator registered your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School] as affiliated with the installation, base, ship, or location: [ID034: Installation/Base/Ship/Location]*

**Are you assigned to this installation, base, ship, or location: [ID034: Installation/Base/Ship/Location]**

- Yes
- No

**Q51. DEMOGRAPHICS**

SRINSTALLSP

**//ASK IF [SRINSTALL] = "No"//**

**What is your assigned installation, base, ship, or location?**

## Service-Specific Questions

Each service component has the option to add up to 10 close-ended questions to all DEOCS's registered under their component (see Appendix A for all DEOCS service-specific items). Currently the following service components have opted to ask service-specific questions on all component DEOCS's: Army (Active Duty and Reserve), National Guard [Army/Air/Joint], the Navy (Active Duty and Reserve), Marine Corps (Active Duty and Reserve), the United States Naval Academy [USNA], and the Naval Academy Preparatory School [NAPS]).

### Q52. SERVICE SPECIFIC QUESTIONS

SVCA (SVC\_01)

//ASK IF [SVC001\_FLAG] = 2//

*The following questions were chosen by your Service or Military Service Academy. Your responses to these questions are also completely confidential. Your leadership will see a report of how your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School] responds, but now how you individually answer any questions.*

#### SVC\_01 QUESTION

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### Q53. SERVICE SPECIFIC QUESTIONS

SVCB (SVC\_02)

//ASK IF [SVC002\_FLAG] = 2//

#### SVC\_02 QUESTION

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

### Q54. SERVICE SPECIFIC QUESTIONS

SVCC (SVC\_03)

//ASK IF [SVC003\_FLAG] = 2//

#### SVC\_03 QUESTION

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q55. SERVICE SPECIFIC QUESTIONS**

SVCD (SVC\_04)

//ASK IF [SVC004\_FLAG] = 2//

**SVC\_04 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q56. SERVICE SPECIFIC QUESTIONS**

SVCE (SVC\_05)

//ASK IF [SVC005\_FLAG] = 2//

**SVC\_05 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q57. SERVICE SPECIFIC QUESTIONS**

SVCF (SVC\_06)

//ASK IF [SVC006\_FLAG] = 2//

**SVC\_06 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q58. SERVICE SPECIFIC QUESTIONS**

SVCG (SVC\_07)

//ASK IF [SVC007\_FLAG] = 2//

**SVC\_07 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q59. SERVICE SPECIFIC QUESTIONS**

SVCH (SVC\_08)

//ASK IF [SVC008\_FLAG] = 2//

**SVC\_08 QUESTION**

- Never
- Rarely
- Sometimes
- Often

**Q60. SERVICE SPECIFIC QUESTIONS**

SVCI (SVC\_09)

//ASK IF [SVC009\_FLAG] = 2//

**SVC\_09 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q61. SERVICE SPECIFIC QUESTIONS**

SVCJ (SVC\_10)

//ASK IF [SVC010\_FLAG] = 2//

**SVC\_10 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree



## DEOCS Custom Questions

Each DEOCS is customizable, where each unit or organization has the option to select up to 10 additional close-ended questions (5-point agreement scale) and five additional open-ended questions for their members to respond to. There is a bank of questions that unit commanders and organizational leaders can select from (see Appendix A for the full bank of questions).

### Close-ended Custom Questions

#### Q62. CUSTOM QUESTIONS (CLOSE-ENDED)

LDQA

//ASK IF [LDQ001\_FLAG] = 2//

*The following questions were chosen by your leadership specifically for your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School]. Your responses to these questions are also completely confidential. Your leadership will see a report of how your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School] responds, but not how you individually answer any questions.*

#### LDQ\_01 QUESTION

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

#### Q63. CUSTOM QUESTIONS

LDQB

//ASK IF [LDQ002\_FLAG] = 2//

#### LDQ\_02 QUESTION

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

#### Q64. CUSTOM QUESTIONS

LDQC

//ASK IF [LDQ003\_FLAG] = 2//

#### LDQ\_03 QUESTION

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q65. CUSTOM QUESTIONS**

LDQD

//ASK IF [LDQ004\_FLAG] = 2//

**LDQ\_04 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q66. CUSTOM QUESTIONS**

LDQE

//ASK IF [LDQ005\_FLAG] = 2//

**LDQ\_05 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q67. CUSTOM QUESTIONS**

LDQF

//ASK IF [LDQ006\_FLAG] = 2//

**LDQ\_06 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q68. CUSTOM QUESTIONS**

LDQG

//ASK IF [LDQ007\_FLAG] = 2//

**LDQ\_07 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q69. CUSTOM QUESTIONS**

LDQH

**//ASK IF [LDQ008\_FLAG] = 2//**

**LDQ\_08 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q70. CUSTOM QUESTIONS**

LDQI

**//ASK IF [LDQ009\_FLAG] = 2//**

**LDQ\_09 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q71. CUSTOM QUESTIONS**

LDQJ

**//ASK IF [LDQ010\_FLAG] = 2//**

**LDQ\_10 QUESTION**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Open-Ended Custom**

**Q72. CUSTOM QUESTIONS (OPEN-ENDED)**

SAQA

**//ASK IF [SAQ001\_FLAG] = 2//**

*The following questions were chosen by your leadership specifically for your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School]. Your responses to these questions are also completely confidential. Your leadership will see a report of how your [ID013: unit | organization | Military Service Academy | Military Service Academy Prep School] responds, but now how you individually answer any questions.*

**SAQ\_01 QUESTION**

**Q73. CUSTOM QUESTIONS**

SAQB

//ASK IF [SAQ002\_FLAG] = 2//

**SAQ\_02 QUESTION**

**Q74. CUSTOM QUESTIONS**

SAQC

//ASK IF [SAQ003\_FLAG] = 2//

**SAQ\_03 QUESTION**

**Q75. CUSTOM QUESTIONS**

SAQD

//ASK IF [SAQ004\_FLAG] = 2//

**SAQ\_04 QUESTION**

**Q76. CUSTOM QUESTIONS**

SAQE

//ASK IF [SAQ005\_FLAG] = 2//

**SAQ\_05 QUESTION**

## DEOCS Module Content: Workplace and Equal Opportunity (WEO) Items

A subset of DEOCS Active and Reserve component members will be asked additional questions. For the 2024 administration, the DEOCS module content will be a limited set of items taken from the WEO survey instrument. A standalone WEO survey will not be administered in 2024 due to the administration of this DEOCS module.

### Transition Intro Text

Your responses to rest of the questions on this survey will NOT be provided to your leadership from [Unit/Organization Title] and will be combined with responses from others in your Service and provided to DoD/Service leaders outside of your immediate chain of command.

The remaining questions in this survey ask about your thoughts and experiences in your Service and the installation/ship or workplace where you perform your military duties.

### Q77. PERSONNEL POLICY AND PRACTICES

EFFORTA, EFFORTB, EFFORTC

//ASK IF [MOD\_A\_POP] = 1//

*When answering the following questions, think about your experiences serving in Active Duty or as a member of the Reserves or National Guard.*

**Do the persons below make honest and reasonable efforts to stop racial/ethnic harassment and discrimination, regardless of what is said officially?**

	Yes	No	Do not know
a. Senior leadership of my Service, National Guard, or Reserve component	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Senior leadership of my installation/ship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. My immediate military supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Q78. PERSONNEL POLICY AND PRACTICES

RATEMUA

//ASK IF [MOD\_A\_POP] = 1//

**In your military unit, to what extent would members feel free to report racial/ethnic harassment and discrimination without fear of negative reactions from peers or supervisors?**

- Very large extent
- Large extent
- Moderate extent
- Small extent
- Not at all

### Q79. SOCIAL PERCEPTIONS

COMFORT2A

//ASK IF [MOD\_A\_POP] = 1//

**To what extent do you feel comfortable interacting with people from different racial/ethnic groups?**

- Very large extent
- Large extent
- Moderate extent
- Small extent
- Not at all

**Q80. SOCIAL PERCEPTIONS**

DIVERSITY1C

//ASK IF [MOD\_A\_POP] = 1//

How much do you agree or disagree with the following statement about diversity **in your Service?**

**Diversity is important to building a quality force.**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q81. SOCIAL PERCEPTIONS**

DIVERSITYUB

//ASK IF [MOD\_A\_POP] = 1//

How much do you agree or disagree with the following statements about diversity in **your military unit?**

**I feel excluded by my unit because I am different.**

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

**Q82. SOCIAL PERCEPTIONS**

DUTYSTA

//ASK IF [MOD\_A\_POP] = 1//

**At your military duty station, to what extent are racist/extremist organizations or individuals a problem?**

- Very large extent
- Large extent
- Moderate extent
- Small extent
- Not at all

**Q83. WORKPLACE EXPERIENCES**

HEXPA, HEXPB, HEXPD, HEXPF, HEXPI, HEXPK

//ASK IF [MOD\_A\_POP] = 1//

The following questions ask about upsetting or offensive things that someone **from your military workplace might have said or done**. The questions ask about things that happened AFTER [X Date].

When a question says “someone from work,” please include any person you have contact with **as part of your military duties**. “Someone from work” could be a supervisor, a civilian employee, a contractor, or military personnel of any rank. They could be in your unit or another.

These things might have occurred on duty or off duty, on base or off base. Please include them if the person who did these things was someone from your **military work**.

Do not include experiences that happened in a **non-military job**.

Since [X Date], did someone from work make you uncomfortable, angry, or upset by...

	Yes	No
a. Telling racial/ethnic jokes?	<input type="radio"/>	<input type="radio"/>
b. Using an offensive racial/ethnic term?	<input type="radio"/>	<input type="radio"/>
c. Displaying something that threatens or insults a racial/ethnic group? <i>This includes tattoos, e-mails, pictures, flags, or anything that insults racial/ ethnic groups or refers to racial supremacy groups.</i>	<input type="radio"/>	<input type="radio"/>
d. Using a stereotype about your racial/ethnic group? <i>Stereotypes are beliefs about the characteristics of group members—for example, that they tend to be cheap, aggressive, or shy.</i>	<input type="radio"/>	<input type="radio"/>
e. Showing you a lack of respect because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>
f. Threatening or physically assaulting you because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>

**Q84. WORKPLACE EXPERIENCES**

DEXPA, DEXPB, DEXPC, DEXPD, DEXPG, DEXPJ

//ASK IF [MOD\_A\_POP] = 1//

These questions ask if someone from work or the military treated you unfairly because of your race/ethnicity and if they would have treated someone of a different race/ethnicity better.

“Someone from work” includes any person you have contact with **as part of your military duties**.

Since [X Date], did someone...

	Yes	No
a. Give you a lower military performance evaluation because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>
b. Make it harder for you to get a military award because of your race/ethnicity? <i>This includes ribbons, medals, coins, quarterly or annual awards, decorations, and commendations.</i>	<input type="radio"/>	<input type="radio"/>
c. Make it harder for you to get a military promotion because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>
d. Make it difficult or impossible for you to go into your preferred military occupation because of your race/ethnicity? <i>For example, your preferred Military Occupational Specialty (MOS), career field, Air Force Specialty Code (AFSC), or rating.</i>	<input type="radio"/>	<input type="radio"/>
e. Make it difficult or impossible for you to get a military training opportunity because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>
f. Punish you unfairly because of your race/ethnicity?	<input type="radio"/>	<input type="radio"/>

**Q85. WORKPLACE EXPERIENCES**

HD\_RACE, HD\_COLOR, HD\_NATORG, HD\_REL, HD\_SEX, HD\_PREG, HD\_GENID, HD\_SEXORIEN, HD\_DNA

//ASK IF [MOD\_A\_POP] = 1//

*Harassment includes bothersome, upsetting, or offensive statements and actions that someone from work might have said or done that made you uncomfortable, angry, or upset.*

*Discrimination refers to someone from work treating you unfairly or would have treated someone of a different background better, and this treatment impacted your military career.*

*“Someone from work” includes any person you have contact with **as part of your military duties**.*

**Since [X Date], have you experienced any form of harassment or discrimination in the military workplace based on your...? Mark all that apply.**

- Race
- Color
- National Origin
- Religion
- Sex
- Pregnancy
- Gender identity
- Sexual orientation
- Does not apply; I did not experience harassment or discrimination since [X Date]

**Q86. WORKPLACE EXPERIENCES**

EMEANS

//ASK IF [MOD\_A\_POP] = 1 AND [INCIDENT] = 1//

**Did the comments or behaviors you experienced occur through electronic means (for example, social media, text messages, emails, videos, pictures)?**

- Yes, all occurred through electronic means
- Yes, some occurred through electronic means
- No, none occurred through electronic means

**Q87. WORKPLACE EXPERIENCES**

REH1CMPTYP

//ASK IF [MOD\_A\_POP] = 1 AND ASK IF [INCIDENT] = 1//

*The next question asks if you filed a complaint to a DoD authority based on your experiences in the past 12 months.*

*The DoD military equal opportunity (MEO) Program provides three types of MEO/harassment complaint options:*

- **Informal Complaints:** allegations submitted either verbally or in writing to a person in a position of authority that are not submitted as a formal complaint through the office designated to receive complaints.
- **Formal Complaints:** allegations submitted in writing to the staff designated to receive complaints; or an informal complaint the commanding officer or other person in charge determines warrants an investigation.
- **Anonymous Complaints:** received by a commanding officer or supervisor and allow for reporting of harassment without requiring the individual to divulge any personally identifiable information about themselves.

**What type of complaint did you make?**

- Informal complaint
- Formal complaint



- o Anonymous complaint
- o Not sure
- o Does not apply, I did not file a complaint

**Q88. WORKPLACE EXPERIENCES**

REH1COMP\_A, REH1COMP\_B, REH1COMP\_C

//ASK IF [MOD\_A\_POP] = 1 AND ASK IF [INCIDENT] = 1 AND ASK IF ([Q87] = "Informal complaint" OR "Formal complaint" OR "Anonymous complaint" OR "Not sure")//

**Which DoD authority received your complaint? Mark all that apply.**

- Someone in your chain of command or the chain of command of the person(s) who did this
- Military equal opportunity staff (for example, EOA, CMEQ, MEO) or office assigned to receive MEO/harassment complaints
- Some other office or personnel designated to receive MEO/harassment complaints

**Q89. WORKPLACE EXPERIENCES**

REH1REPSUB

//ASK IF [MOD\_A\_POP] = 1 AND ASK IF [INCIDENT] = 1 AND ASK IF ([Q87] = "Informal complaint" OR "Formal complaint" OR "Anonymous complaint" OR "Not sure")//

**Was your complaint resolved?**

- o Yes, it was resolved to my satisfaction
- o Yes, but I am dissatisfied with the outcome
- o No
- o Does not apply; I do not know the outcome of my complaint
- o Does not apply; it is still in process

**Q90. WORKPLACE EXPERIENCES**

REH1SATCMP

//ASK IF [MOD\_A\_POP] = 1 AND ASK IF [INCIDENT] = 1 AND ASK IF ([Q87] = "Informal complaint" OR "Formal complaint" OR "Anonymous complaint" OR "Not sure")//

**How satisfied are/were you with the personnel handling your complaint?**

- o Very satisfied
- o Satisfied
- o Neither satisfied nor dissatisfied
- o Dissatisfied
- o Very dissatisfied

**Q91. YOUR BACKGROUND**

SRRELIG

//ASK IF [MOD\_A\_POP] = 1//

**Please indicate your religious affiliation by selecting from the list below. If your religion is not listed, please select "Other".**

- o Christian (for example, Protestant, Catholic, Orthodox, Mormon/Church of Jesus Christ of Latter-day Saints)
- o Jewish/Judaism (for example, Reform, Orthodox, Conservative)
- o Muslim/Islam (for example, Sunni, Shia)
- o Pagan, Neo-Pagan, and Earth-Based Wicca

- o Traditionally Eastern (for example, Hindu, Buddhist)
- o No religious preference
- o Other religious belief
- o I am not religious

## Appendix A. Service-Specific Questions

Each service component has the option to add up to 10 close-ended questions to all DEOCS's registered under their component. Currently the following service components have opted to ask service-specific questions on all component DEOCS's: Army (Active Duty and Reserve), National Guard [Army/Air/Joint], the Navy (Active Duty and Reserve), Marine Corps (Active Duty and Reserve), the United States Naval Academy [USNA], and the Naval Academy Preparatory School [NAPS]).

	Army (Active and Reserve)	NGB (Army/Air/Joint)	Marine Corps (Active and Reserve)	Navy (Active and Reserve)	Naval MSA and Prep (Students and Faculty)
1	If someone reported sexual assault to my current command, my commander would take the report seriously.	My employment provides me with enough pay to cover basic expenses.	In my unit, sometimes we have to skip approved procedures in order to meet deadlines.	I trust my command triad.	My unit is cohesive.
2	My commander would intervene if an individual received sexual attention at work.	My transportation to work is reliable.	People in my unit understand why they are asked to perform tasks.	In my command, I have a trusted leader I can turn to when things get hard, personally or professionally.	In my unit, there is respect from the chain of command.
3	My unit's senior NCO/SEL would intervene if an individual received sexual attention at work.	My current personal relationships are emotionally safe.	In my unit, people understand the standard for tasks they are performing (in other words, they know what "right" looks like).	My command's onboarding process (CMD Sponsorship/Indoc) sets personnel and their families (if applicable) up for success.	People in my unit have respect for the chain of command.
4	In my unit, reporters of sexual assault would be discouraged from moving forward with the report.	My current personal relationships are physically safe.	There are times when my leadership prioritizes the mission over personnel safety.	My command has an effective Command Resilience Team (CRT).	Personnel in my unit treat each other with respect.
5	In my unit, military members/employees who filed a sexual harassment complaint would be discouraged from moving forward with the complaint.	I have people to reach out to in a time of need.	Safety regulations and procedures are adhered to at all times at my unit.	My command is supportive when personnel seek mental health assistance.	In the past 12 months, I have witnessed people in my unit make it clear that sexual assault is an unacceptable act.
6	In my unit, reporters of sexual harassment would be blamed for causing problems.	I have dependable childcare for my children during military training.	In my unit, I have a senior leader I can turn to when things get hard, personally or professionally.	My command provides me with the time and resources to strengthen my mind, body, and spirit.	In the past 12 months, I have not witnessed anyone in my unit convey or condone sexist comments and behaviors.
7	In my unit, military members/employees who filed a sexual harassment	My commander/leader listens to the concerns of the unit/organization	I felt welcomed in my command/unit from the moment I arrived.	I believe my command will use the input provided from this survey to improve the	In the past 12 months, I have witnessed people in my unit encourage

	complaint would be blamed for causing problems.	members.		command.	bystander intervention to assist others in situations at risk for sexual assault and other harmful behaviors.
8	How often does someone from your unit ask you questions about your sex life or sexual interests that make you uncomfortable, angry, or upset?	In my unit, reporters of sexual assault would be discouraged from moving forward with the report.	In my unit, the Command Indoctrination/Onboarding Program set me up for success on arrival.	I know how to recognize and get assistance for shipmates experiencing uncontrolled stress.	In the past 12 months, I have witnessed people in my unit publicizing sexual assault report resources (for example, SARC information, UVA/VA information, awareness posters, or sexual assault hotline number).
9	My commander demonstrates personal courage by taking actions to address problematic behaviors (e.g., sexual harassment, gender discrimination), even when it's not popular with others.	In my unit, reporters of sexual harassment would be blamed for causing problems.	I trust my command triad.	I am aware of how to access family and relationship support resources.	In the past 12 months, I have witnessed people in my unit encourage victims to report sexual assault.
10	My unit's senior NCO/SEL demonstrates personal courage by taking actions to address problematic behaviors (e.g., sexual harassment, gender discrimination), even when it's not popular with others.	My first line leader demonstrates personal courage by taking actions to address problematic behaviors (e.g., sexual harassment, gender discrimination), even when it's not popular with others.	Is fraternization a problem in your unit?	My command values input and transparently discusses successes and failures for continuous improvement.	N/A

## Appendix B. DEOCS 5.1 Custom Question Bank (CQB)

Table 1. Close-ended Questions (LDQs)

IDs	Item Topic	Item Text
LDQ2870	Access to Care	My unit/organization allows me adequate time to address my health care needs prior to deployment.
LDQ2871	Access to Care	I feel I have the knowledge to address my personal hygiene and basic health care needs.
LDQ2874	Access to Care	The health care provider at my command can meet my medical needs or ensure that I receive the care I need if they cannot meet my needs.
LDQ2875	Access to Care	My commander/leader gives me adequate time to address my health care needs.
LDQ2876	Access to Lethal Means	When a person is having a stressful time, distancing them from weapons and poisons can save lives.
LDQ2877	Access to Lethal Means	Safe storage methods are effective and can save lives, including the lives of children.
LDQ2878	Access to Lethal Means	Removal or safe storage of weapons, medications, and poisons can keep everyone in the home safer.
LDQ2879	Access to Lethal Means	Families should safely dispose of medications they no longer use and limit the availability of medications they do need.
LDQ2708	Alcohol and Illegal Substances	Illegal drug use is a problem in this command.
LDQ2709	Alcohol and Illegal Substances	Alcohol abuse by members of this command is a problem.
LDQ2710	Alcohol and Illegal Substances	Alcohol consumption is a problem in this command.
LDQ2712	Alcohol and Illegal Substances	My commander/leader promotes responsible alcohol use.
LDQ2713	Alcohol and Illegal Substances	My immediate supervisor promotes responsible alcohol use.
LDQ2594	Commander/Leader	I feel that my commander/leader will use the information from the climate assessment to improve the unit/organization.
LDQ2607	Commander/Leader	My commander/leader clarifies our unit/organization's goals and priorities.
LDQ2609	Commander/Leader	I can rely on my commander/leader to act in my unit/organization's best interest.
LDQ2614	Commander/Leader	My commander/leader would intervene if an individual was receiving unwanted sexual attention at.
LDQ2615	Commander/Leader	My commander/leader encourages individuals to safely help others who are in risky situations that could result in harmful outcomes (for example, sexual assault, violence, or suicide).
LDQ2616	Commander/Leader	My commander/leader shows a real interest in the welfare of Service members without dependents.
LDQ2619	Commander/Leader	My commander/leader puts the unit's/organization's interests ahead of their own.
LDQ2621	Commander/Leader	My commander/leader can be trusted to make objective decisions for the unit's/organization's future.
LDQ2800	Commander/Leader	I can express my safety concerns within my unit/organization without fear of reprisal.
LDQ2596	Commander/Leader	My commander/leader cares about my personal well-being.
LDQ2598	Commander/Leader	My commander/leader is accessible.

<i>LDQ2599</i>	Commander/Leader	My commander/leader is a competent leader.
<i>LDQ2601</i>	Commander/Leader	It is easy for Service members in this command to meet with their commander/leader about problems.
<i>LDQ2603</i>	Commander/Leader	My commander/leader sets the right example with their actions.
<i>LDQ2606</i>	Commander/Leader	My commander/leader effectively deals with adversity and conflict within their command.
<i>LDQ2608</i>	Commander/Leader	My commander/leader listens to the concerns of the unit/organization members.
<i>LDQ2627</i>	Commander/Leader	I would feel comfortable asking my commander/leader for help.
<i>LDQ2595</i>	Commander/Leader	My commander/leader puts us and our families first, above and beyond their personal interests.
<i>LDQ2602</i>	Commander/Leader	My commander/leader creates an environment that promotes building trust within my unit/organization.
<i>LDQ2628</i>	Commander/Leader	My commander/leader is open to new ideas.
<i>LDQ2632</i>	Communication	Commander's calls/all hands effectively pass on information I need to know.
<i>LDQ2633</i>	Communication	Communication between units/organizations is good.
<i>LDQ2636</i>	Communication	Communication from the chain of command is timely.
<i>LDQ2637</i>	Communication	Communication flow up the chain of command is good.
<i>LDQ2634</i>	Communication	Communication flows freely from senior leadership to all levels of the unit/organization.
<i>LDQ2635</i>	Communication	Communication from my chain of command is clear.
<i>LDQ2638</i>	Communication	Small group discussions with unit/organization leaders and teammates improve the work environment.
<i>LDQ2639</i>	Communication	I am satisfied with the communication from the chain of command.
<i>LDQ2640</i>	Communication	Communication from my direct leadership is clear.
<i>LDQ015</i>	Communication/Flow of Information	My supervisor shares information that has been presented during staff meetings.
<i>LDQ2714</i>	Discipline	My unit/organization displays high standards of discipline.
<i>LDQ2715</i>	Discipline	Rules, regulations, and policies are enforced in my unit/organization.
<i>LDQ2716</i>	Discipline	Rules, regulations, and policies are obeyed in my unit/organization.
<i>LDQ2717</i>	Discrimination	People I work with would challenge discriminating behaviors.
<i>LDQ2722</i>	Discrimination	Discrimination based on sexual orientation or gender identity does not occur in my workplace.
<i>LDQ2731</i>	Discrimination	Work assignments, training opportunities, and promotions within my unit/organization are based on candidates' qualifications.
<i>LDQ2746</i>	Discrimination	I know how to contact an EO/EEO/MEO office.
<i>LDQ2751</i>	Discrimination	I believe I can use my chain of command to address concerns about discrimination without fear of retaliation.
<i>LDQ8101</i>	Discrimination	Slurs or inappropriate comments/jokes are used in the unit/organization.
<i>LDQ2733</i>	Discrimination	People I work with make me feel uncomfortable, angry, or upset by showing me a lack of respect due to my sex.
<i>LDQ2748</i>	Discrimination	A complaint about harassment or discrimination would be taken seriously in my unit/organization.
<i>LDQ2750</i>	Discrimination	I am able to report harassment or discrimination without fear of negative reactions from my immediate

		supervisor.
LDQ2753	Diversity	My unit/organization is accepting of individuals from diverse backgrounds.
LDQ2758	Diversity	My unit/organization prominently posts general EO/EEO/MEO information, policies, and complaint procedures.
LDQ2762	Diversity	Special observances are conducted to enhance cross-cultural awareness among all Service members, civilian employees, and their families.
LDQ2755	Diversity	My commander/leader values the rights of its members to practice their religion.
LDQ2752	Diversity	There are opportunities for people of diverse backgrounds and cultures to serve as leaders and/or be promoted.
LDQ2200	Engagement and Morale	I like my current job.
LDQ2505	Engagement and Morale	I find the work that I do full of meaning and purpose.
LDQ2509	Engagement and Morale	I am proud of the work that I do.
LDQ2515	Engagement and Morale	I am challenged by my current job.
LDQ2519	Engagement and Morale	When I get up in the morning, I feel like going to work.
LDQ2201	Engagement and Morale	I feel satisfied with my current job.
LDQ2503	Engagement and Morale	At my job I always persevere, even when things do not go well.
LDQ2507	Engagement and Morale	My work inspires me.
LDQ2514	Engagement and Morale	I am being fully utilized in my current job.
LDQ2516	Engagement and Morale	I am proud of my unit/organization.
LDQ2517	Engagement and Morale	The overall morale of my unit is positive.
LDQ2518	Engagement and Morale	The current level of morale in my command is high.
LDQ2520	Equipment	My command-issued gear is offered in appropriate sizing options.
LDQ2521	Equipment	My command-issued equipment accommodates my body shape well.
LDQ2522	Equipment	My unit/organization is able to assist me to fit my equipment to my needs.
LDQ3173	Equipment	My command-issued gear is offered in appropriate sizes.
LDQ3174	Equipment	My command is able to fit my issued equipment to my needs.
LDQ011	Extremism	I am familiar with the extremist organization and activities policy letter.
LDQ2763	Extremism	I have seen extremist group behavior or propaganda in my workplace.
LDQ2780	Fairness	Favoritism does not occur in my unit/organization.
LDQ2781	Fairness	I feel confident that I will be treated fairly in my unit/organization.
LDQ2764	Fairness	Additional duties are assigned fairly.
LDQ2765	Fairness	Correctional training for poor performance is enforced fairly in this unit/organization.
LDQ2769	Fairness	When making an honest mistake on the job, members of my unit/organization are corrected fairly.
LDQ2770	Fairness	Favoritism does not occur in my workgroup.
LDQ2771	Fairness	Favoritism involving personal relationships does not occur in my workgroup.

<i>LDQ2772</i>	Fairness	Awards in my workgroup depend on how well employees perform their jobs.
<i>LDQ2776</i>	Fairness	Contributions of all career fields are respected in my unit/organization.
<i>LDQ2778</i>	Fairness	The process for determining who gets developmental opportunities in my workgroup is fair.
<i>LDQ3550</i>	Fairness	My command ensures that the process of advertising, interviewing, and hiring candidates for positions or promotions is open, fair, and transparent.
<i>LDQ2890</i>	Family Planning and Support	If I were to deploy, there would be adequate resources on base to take care of my family.
<i>LDQ2891</i>	Family Planning and Support	The leaders in my unit/organization show a real interest in the welfare of families.
<i>LDQ2892</i>	Family Planning and Support	This unit/organization takes an active role in caring for the needs of family members of deployed unit personnel.
<i>LDQ2889</i>	Family Planning and Support	After returning from maternity, paternity, or primary caregiver leave, I had adequate support from my leadership while transitioning back to the workplace.
<i>LDQ3552</i>	Financial Security	I feel financially secure.
<i>LDQ_LDR_PASSIVA</i>	Former DEOCS Item	My unit/organization's leader takes early action in addressing problems.
<i>LDQ_ENGAGED</i>	Former DEOCS Item	I feel like "part of the family" among the people I work with.
<i>LDQ_INCLUSIONA</i>	Former DEOCS Item	The people I work with believe that everyone has worth and value, regardless of how they identify (for example, gender, race/ethnicity, sexual orientation, and other identities).
<i>LDQ_INCLUSIONB</i>	Former DEOCS Item	The people I work with believe that everyone has worth and value, regardless of their occupation and rank/grade.
<i>LDQ_INCLUSIONE</i>	Former DEOCS Item	Among the people I work with, the quality of ideas matters more than who expresses them.
<i>LDQ_IMMED_SUPPF</i>	Former DEOCS Item	My immediate supervisor provides me with constructive suggestions to improve my performance.
<i>LDQ_IMMED_SUPPG</i>	Former DEOCS Item	My immediate supervisor supports my career development.
<i>LDQ_IMMED_SUPPI</i>	Former DEOCS Item	My immediate supervisor puts the interests of subordinates above their personal interests.
<i>LDQ_MSA_A</i>	Former DEOCS Item	Choosing to attend the Academy was a good decision for me.
<i>LDQ_MSA_B</i>	Former DEOCS Item	If I were to report a cadet/midshipman for misconduct, I would expect negative social outcomes (for example, being the center of gossip or rumors, being ignored, or being bullied) from other classmates.
<i>LDQ_MSA_C</i>	Former DEOCS Item	I trust that my academic success is supported by Academy faculty.
<i>LDQ_MSA_D</i>	Former DEOCS Item	I trust that my academic success is supported by Academy coaches and staff.
<i>LDQ_MSA_E</i>	Former DEOCS Item	I trust that my development as a leader of character is supported by Academy faculty.
<i>LDQ_MSA_F</i>	Former DEOCS Item	I trust that my development as a leader of character is supported by Academy coaches and staff.
<i>LDQ_MSA_I</i>	Former DEOCS Item	The Academy provides cadets/midshipmen with an effective mentoring program.
<i>LDQ_MSA_J</i>	Former DEOCS Item	At the Academy, peer pressure makes me drink more than I would otherwise.
<i>LDQ_MSA_K</i>	Former DEOCS Item	At the Academy, unauthorized drinking is condoned by my sponsor.
<i>LDQ_MSA_L</i>	Former DEOCS Item	My permanent party leadership enforces the Academy's alcohol use policy.
<i>LDQ_MSA_M</i>	Former DEOCS Item	My cadet/midshipman leadership enforces the Academy's alcohol use policy.
<i>LDQ_MSA_N</i>	Former DEOCS Item	If I needed help to control my drinking, I would feel comfortable seeking help from on-campus resources.
<i>LDQ_LDR_MSAF</i>	Former DEOCS Item	My company/squadron permanent party command team provides me with constructive suggestions to



		improve my performance.
<i>LDQ_LDR_MSAG</i>	Former DEOCS Item	My company/squadron permanent party command team supports my career development.
<i>LDQ_LDR_MSAI</i>	Former DEOCS Item	My company/squadron permanent party command team puts the interests of their cadets/midshipmen above their personal interests.
<i>LDQ_LDR_MSAK</i>	Former DEOCS Item	A member of my company/squadron permanent party command team has explosive outbursts.
<i>LDQ_LDR_MSAL</i>	Former DEOCS Item	If I were to report someone in my company/squadron permanent party command team for misconduct, I would receive negative outcomes (for example, poor evaluations, decreased opportunities for leadership, become the center of gossip or rumors, ignored, or bullied).
<i>LDQ_NCO_PASSIVA</i>	Former DEOCS Item	My unit's senior NCO/SEL takes early action in addressing problems.
<i>LDQ_IMMED_NEG</i>	Former DEOCS Item	The first cadet/midshipman in my chain of command allows negative behavior to occur.
<i>LDQ_IMMED_MSA</i>	Former DEOCS Item	If I were to report the first cadet/midshipman in my chain of command for misconduct, I would receive negative outcomes.
<i>LDQ_IMMED_TOXB</i>	Former DEOCS Item	My immediate supervisor has explosive outbursts.
<i>LDQ_IMMED_TOXC</i>	Former DEOCS Item	My immediate supervisor has a sense of personal entitlement.
<i>LDQ_NCO_TOXC</i>	Former DEOCS Item	My unit's senior NCO/SEL has explosive outbursts.
<i>LDQ_NCO_TOXD</i>	Former DEOCS Item	My unit's senior NCO/SEL has a sense of personal entitlement.
<i>LDQ_NCO_TRANSFB</i>	Former DEOCS Item	My unit's senior NCO/SEL takes actions that are consistent with my Service's values.
<i>LDQ_LDR_TRANSFB</i>	Former DEOCS Item	My unit's commander/organization's leader takes actions that are consistent with my Service's values.
<i>LDQ2893</i>	Gender-Specific Health	I have confidence in command medical to treat my gender-specific health care needs.
<i>LDQ2894</i>	Gender-Specific Health	I prefer to see a provider of the same gender when accessing medical care for gender-specific health care needs.
<i>LDQ2783</i>	Hazing and Bullying	I have not experienced or witnessed hazing and/or bullying while assigned to this command.
<i>LDQ2785</i>	Hazing and Bullying	My commander/leader does not tolerate hazing and/or bullying.
<i>LDQ2797</i>	Hazing and Bullying	I have been hazed or bullied by higher ranking personnel while on duty.
<i>LDQ8102</i>	Hazing and Bullying	I feel safe from hazing and bullying in my unit/organization.
<i>LDQ2782</i>	Hazing and Bullying	Hazing and/or bullying happens in my unit/organization.
<i>LDQ2652</i>	Immediate Supervisor	My immediate supervisor shares information with the unit/organization that has been presented to them by senior leaders.
<i>LDQ2658</i>	Immediate Supervisor	My immediate supervisor would intervene if an individual was receiving unwanted sexual attention at work.
<i>LDQ2668</i>	Immediate Supervisor	I receive routine feedback on my performance from my immediate supervisor.
<i>LDQ2648</i>	Immediate Supervisor	My immediate supervisor sets the right example with their actions.
<i>LDQ2651</i>	Immediate Supervisor	My immediate supervisor explains things clearly to me.
<i>LDQ2642</i>	Immediate Supervisor	My immediate supervisor cares about my personal well-being.
<i>LDQ2643</i>	Immediate Supervisor	I would feel comfortable asking my immediate supervisor for help.
<i>LDQ2646</i>	Immediate Supervisor	My immediate supervisor creates an environment that promotes building trust within our team.
<i>LDQ2647</i>	Immediate Supervisor	My immediate supervisor is a competent leader.

LDQ2816	Inclusion	The people I work with are accepting of individuals from diverse backgrounds.
LDQ2822	Inclusion	In my work center, people's differences are respected.
LDQ2806	Inclusion	The people I work with allow each other to express their opinions.
LDQ2807	Inclusion	I am encouraged to offer ideas on how to improve operations.
LDQ2808	Inclusion	I am comfortable being myself while working in this unit/organization.
LDQ2809	Inclusion	In this workgroup, I am comfortable discussing my background.
LDQ2814	Inclusion	I am encouraged to offer ideas on how to improve operations in my workgroup.
LDQ2820	Inclusion	The people I work with make me feel like I belong.
LDQ2803	Inclusion	People I work with respect differences in others.
LDQ2805	Inclusion	My command is committed to diversity and inclusion in the workplace.
LDQ2895	Information Privacy	I feel my medical information will be kept confidential.
LDQ2896	Information Privacy	I feel there is enough privacy offered in medical spaces.
LDQ3180	Information Privacy	I feel my medical information will be kept confidential by the provider(s) at my command.
LDQ2897	Information Privacy	I know my rights regarding divulging medical information to my command.
LDQ2898	Information Privacy	I feel confident that my medical information is kept private and confidential to only those who need to know.
LDQ2934	Military Service Academies	In my company/squadron, cadets/midshipmen sexually harass each other.
LDQ2936	Military Service Academies	My company/squadron permanent party leadership would adequately respond to allegations of sexual harassment.
LDQ2970	Military Service Academies	If someone reported a sexual assault to my current permanent party chain of command, the chain of command would take the report seriously.
LDQ2991	Military Service Academies	Within the past 12 months, I have experienced discrimination based on my race, color, or national origin at my Service Academy.
LDQ2930	Military Service Academies	Seeking help for depression, suicidal thoughts, or other psychological issues is a sign of strength.
LDQ2931	Military Service Academies	Cadets/midshipmen are well trained to recognize the signs of depression, suicidal thoughts, or other psychological issues in their peers.
LDQ2969	Military Service Academies	My permanent party chain of command creates an environment where victims feel comfortable reporting sexual assault.
LDQ2523	Military, Civilian and Contractor Working Relationships	Civilian managers supervise military personnel as effectively as they supervise civilian personnel.
LDQ2524	Military, Civilian and Contractor Working Relationships	Civilians are treated as valued members of the unit by leadership.
LDQ2525	Military, Civilian and Contractor Working Relationships	Contract employees are viewed as part of the team.
LDQ2526	Military, Civilian and Contractor Working Relationships	Military managers supervise civilian personnel as effectively as they supervise military personnel.

	Relationships	
LDQ2530	Mission	I understand how my contribution supports the mission of the overall unit/organization.
LDQ2532	Mission	The work I do every day is critical to operational readiness.
LDQ2533	Mission	My unit is well prepared to perform its operational duties.
LDQ2528	Mission	My unit/organization makes good use of available resources to accomplish its mission.
LDQ2527	Mission	The people I work with are united in trying to achieve our goals/mission.
LDQ3202	Mission	The unit's/organization's current vision, mission, and/or priorities are clear.
LDQ2900	Physical Health	I receive the required time to participate in personal fitness. (4.1 LDQ)
LDQ2901	Physical Health	A physical training program should be implemented in my unit.
LDQ2902	Physical Health	I am given the time I need during my workday to comply with the mandatory fitness program. (4.1 LDQ)
LDQ2899	Physical Health	I am given adequate time to maintain my physical conditioning.
LDQ2903	Physical Health	I feel physically worn out.
LDQ2534	Physical Work Area	I am satisfied with the physical surroundings of my work area.
LDQ2535	Physical Work Area	Parking is available at work.
LDQ2536	Physical Work Area	Work areas are accessible to persons with disabilities.
LDQ2799	Physical Work Area	I feel safe within my work area.
LDQ2544	Professional Development	In the past 12 months, I have witnessed people in my unit promoting a climate based on mutual respect and trust.
LDQ2537	Professional Development	I am satisfied with my latest one-on-one rater feedback session with my rater.
LDQ2538	Professional Development	I receive periodic formal feedback from my rater.
LDQ2540	Professional Development	I have a mentor at work who encourages my development.
LDQ2541	Professional Development	In the last six months, someone at work has talked to me about my progress and career goals.
LDQ2542	Professional Development	I am assigned duties that are commensurate with my rank/grade.
LDQ3198	Professional Development	I feel empowered to control work processes that impact me in this unit/organization.
LDQ8103	Recognition	Others are recognized for contributing to a positive atmosphere in my workplace.
LDQ2545	Recognition	I am recognized for contributing to a positive atmosphere in my workplace.
LDQ2546	Recognition	I am rewarded for contributing to a positive atmosphere in my workplace.
LDQ2547	Recognition	I am rewarded for my duty performance.
LDQ2548	Recognition	Participation for community service is recognized in my unit/organization.
LDQ3199	Recognition	I receive recognition from my supervisor for my contributions to the unit/organization.
LDQ2549	Resources and Support	I am familiar with the support provided by the Sexual Assault Prevention and Response Office (SAPRO).
LDQ2551	Resources and Support	My unit/organization conducts regular discussion forums to strengthen connections and improve trust.
LDQ2552	Resources and Support	Programs are in place to address military members'/employees' concerns.

LDQ8104	Resources and Support	I am familiar with the support provided by the Equal Opportunity Office.
LDQ8105	Resources and Support	I am familiar with the support provided by the Diversity, Inclusion & Belonging Office.
LDQ8106	Resources and Support	I am familiar with the support provided by the Violence Prevention Office.
LDQ8107	Resources and Support	I received adequate support when I joined my unit/organization.
LDQ2554	Resources and Support	The functional experts I work with assist me in my success.
LDQ2553	Resources and Support	My commander/leader's support staff meets my needs.
LDQ2823	Respect	All unit/organization personnel receive the same level of respect from leadership. (4.1LD)
LDQ2824	Respect	An atmosphere of respect exists in my unit/organization.
LDQ2825	Respect	I am treated with dignity and respect in this unit/organization.
LDQ2826	Respect	My commander/leader takes steps to ensure I am treated with respect.
LDQ2827	Respect	My unit enforces the standards of military courtesy.
LDQ3162	Respect & Cohesion	In my unit/organization, people deal effectively with adversity or conflict when it occurs.
LDQ2831	Responsibility and Intervention	In the past 12 months, I have witnessed people in my unit/organization encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behaviors.
LDQ2834	Responsibility and Intervention	People I work with challenge sexual harassing behaviors.
LDQ2828	Responsibility and Intervention	In the past 12 months, I have witnessed people in my unit/organization make it clear that sexual assault has no place in the military.
LDQ2832	Responsibility and Intervention	In the past 12 months, I have witnessed people in my unit/organization publicizing sexual assault report resources (for example, SARC information, UVA/VA information, awareness posters, sexual assault hotline number).
LDQ2555	Retention	I plan to retire from the military within the next couple of years.
LDQ2558	Retention	My present assignment motivates me to continue my career within the DoD.
LDQ8108	Retention	I plan to leave the DoD within the next couple of years.
LDQ2556	Retention	Provided the opportunity, I will stay in my current career the next several years, but not until retirement.
LDQ2557	Retention	Provided the opportunity, I will stay in my current career until retirement.
LDQ2672	Senior NCO Leadership	My unit's senior NCO/SEL cares about my personal well-being.
LDQ2674	Senior NCO Leadership	I would feel comfortable asking my unit's senior NCO/SEL for help.
LDQ2675	Senior NCO Leadership	My unit's senior NCO/SEL creates an environment that promotes building trust within my unit.
LDQ2690	Senior NCO Leadership	It is easy for Service members in this unit to meet with the senior enlisted NCO/SEL.
LDQ2704	Senior NCO Leadership	I would seek the assistance of my First Sergeant/command SEL.
LDQ2835	Sexual Assault	While serving in this unit/organization, I observed a situation that I believe was, or could have led to, a sexual assault.
LDQ2847	Sexual Assault	If a coworker were to report a sexual assault allegation, my chain of command/leader would promote health care, legal, or other support services to the reporter.
LDQ2851	Sexual Assault	In my unit/organization, someone who reports a sexual assault allegation would be blamed for

		causing problems.
LDQ2854	Sexual Assault	In my unit/organization, someone who reports a sexual assault allegation would be discouraged from moving forward with the report.
LDQ2841	Sexual Assault	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.
LDQ2844	Sexual Assault	If a coworker were to report a sexual assault allegation, my chain of command/leader would take the report seriously.
LDQ2845	Sexual Assault	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.
LDQ2848	Sexual Assault	If a coworker were to report a sexual assault allegation, my chain of command/leader would support the individual for speaking up.
LDQ2866	Sexual Harassment	In my unit/organization, someone who reports a sexual harassment complaint would be blamed for causing problems.
LDQ2869	Sexual Harassment	In my unit/organization, someone who reports a sexual harassment complaint would be discouraged from moving forward with the complaint.
LDQ8109	Sexual Harassment	A sexual harassment complaint would be taken seriously in my unit/organization.
LDQ8110	Sexual Harassment	I would feel comfortable reporting a sexual harassment complaint at my unit/organization.
LDQ2855	Sexual Harassment	My immediate supervisor adequately responds to allegations of sexual harassment.
LDQ2856	Sexual Harassment	My immediate supervisor plays an active role in the prevention of sexual harassment.
LDQ2857	Sexual Harassment	My commander/leader adequately responds to allegations of sexual harassment.
LDQ2858	Sexual Harassment	My commander/leader plays an active role in the prevention of sexual harassment.
LDQ2913	Stress and Mental Health	People I work with are able to recognize the signs of depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD).
LDQ2915	Stress and Mental Health	Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) would negatively impact a member's career.
LDQ2916	Stress and Mental Health	In the past 12 months, I have known someone in my unit/organization who has thought of but not attempted suicide.
LDQ2904	Stress and Mental Health	I experience a high level of stress because I serve/work in this unit/organization.
LDQ2910	Stress and Mental Health	I feel mentally worn out.
LDQ2914	Stress and Mental Health	Seeking help for depression, suicidal thoughts, or Post Traumatic Stress Disorder (PTSD) is a sign of strength.
LDQ2919	Stress and Mental Health	I know what actions to take if someone expresses a desire to do harm to themselves or others.
LDQ2559	Training and Education	The unit's/organization's orientation program is adequate for new personnel.
LDQ2561	Training and Education	I receive the mentorship I need to perform my job well.
LDQ2560	Training and Education	I have received the necessary training to accomplish my job.
LDQ2562	Training and Education	I receive the training needed to perform my job well.
LDQ2564	Training and Education	I have adequate opportunity to pursue off-duty education.
LDQ3551	Transportation	My transportation to work is reliable.
LDQ2706	Trust in Leadership	Decisions in my unit/organization are made after reviewing relevant information.

<i>LDQ2707</i>	Trust in Leadership	I trust leadership to handle complaints, problems, or issues effectively.
<i>LDQ2568</i>	Unit Cohesion	I have good relationships with the people I work with.
<i>LDQ2569</i>	Unit Cohesion	I feel a strong sense of belonging to this unit/workgroup.
<i>LDQ2572</i>	Unit Cohesion	My work environment is free from unprofessional behavior.
<i>LDQ2573</i>	Unit Cohesion	Relationships at work are professional in nature.
<i>LDQ2574</i>	Unit Cohesion	Junior enlisted Service members care about what happens to each other.
<i>LDQ2577</i>	Unit Cohesion	If someone in the unit/organization has a problem, other members of my unit/organization will try to help them out.
<i>LDQ2588</i>	Unit Values	Human relations problems are handled appropriately in this command.
<i>LDQ2581</i>	Unit Values	My unit/organization is true to Army core values.
<i>LDQ2582</i>	Unit Values	My unit/organization is true to Navy core values.
<i>LDQ2583</i>	Unit Values	My unit/organization is true to Marine Corps core values.
<i>LDQ2584</i>	Unit Values	My unit/organization is true to the Air Force core values.
<i>LDQ2592</i>	Work/Life Balance	Collateral duties are not interfering with my ability to perform my primary duties.
<i>LDQ2589</i>	Work/Life Balance	I am challenged by the duties of my current job.
<i>LDQ2590</i>	Work/Life Balance	I have sufficient time in my duty day to conduct my core duties.
<i>LDQ2591</i>	Work/Life Balance	I am afforded opportunities to take leave.
<i>LDQ2593</i>	Work/Life Balance	I do not feel overburdened with additional duties.

Table 2. Open-ended Questions (SAQs)

IDs	Item Topic	Item Text
SAQ3143	Access to Care	How would you characterize the medical care obtained from off-base?
SAQ3144	Access to Care	How would you characterize the medical care obtained from on-base providers?
SAQ3099	Commander/Leader, Immediate Supervisor, and Senior NCO	How would you characterize the way leadership within your unit/organization treats its members?
SAQ3092	Commander/Leader, Immediate Supervisor, and Senior NCO	What training or development would you give your immediate supervisor to make them better?
SAQ3093	Commander/Leader, Immediate Supervisor, and Senior NCO	What is ONE thing that leadership can do for you to make your workplace better?
SAQ3094	Commander/Leader, Immediate Supervisor, and Senior NCO	How effectively do leaders in this unit/organization use your time?
SAQ3095	Commander/Leader, Immediate Supervisor, and Senior NCO	Do you feel the leadership support provided assures your safety at your workstation? Why or why not?
SAQ3096	Commander/Leader, Immediate Supervisor, and Senior NCO	What is the ONE thing that leadership can do for you that they currently do not do?
SAQ3097	Commander/Leader, Immediate Supervisor, and Senior NCO	Do you feel that your chain of command micromanages? If yes, please provide an example.
SAQ3098	Commander/Leader, Immediate Supervisor, and Senior NCO	How effectively do commanders/leaders deal with conflicts or difficulties within the unit/organization? Please explain.
SAQ3100	Commander/Leader, Immediate Supervisor, and Senior NCO	How would you describe the example set by your unit's/organization's middle managers? Please explain.
SAQ3101	Commander/Leader, Immediate Supervisor, and Senior NCO	How would you describe the example set by your unit's/organization's top leaders? Please explain.
SAQ3102	Commander/Leader, Immediate Supervisor, and Senior NCO	How would you describe the way leadership deals with conflict when it occurs within the unit?
SAQ3103	Commander/Leader, Immediate Supervisor, and Senior NCO	How much does fraternization create problems at this unit/organization? Please explain.
SAQ3104	Commander/Leader, Immediate Supervisor,	How would you describe the way NCOs in this unit interact with junior enlisted service members?

	and Senior NCO	
SAQ3105	Commander/Leader, Immediate Supervisor, and Senior NCO	How would you describe the way officers in this unit interact with enlisted service members?
SAQ3106	Communication	Describe how information is communicated from senior leadership to all levels of the unit/organization.
SAQ3108	Communication	How effective is communication within this unit? How could it be improved?
SAQ3109	Communication	How would you characterize the flow of information at this unit/organization? Please explain.
SAQ3110	Communication	How would you feel about expressing your opinion to leadership concerning unit/organization issues?
SAQ3111	Communication	How would you improve the communication processes in the unit/organization?
SAQ3112	Communication	If communication breaks down in this unit/organization, where do you see it happening?
SAQ3113	Communication	What one thing would you change to improve communication?
SAQ3114	Communication	Are there any issues that you would NOT be comfortable bringing to your advisor? What steps could be taken to make you feel more comfortable?
SAQ3194	Communication	How do you prefer to receive communications from your unit/organization (e.g., email, meetings, newsletters, social media, etc.)?
SAQ3007	Deployment/Post Deployment	What worries you about return from deployment?
SAQ3008	Deployment/Post Deployment	If you could CHANGE one thing about this deployment, what would it be?
SAQ3009	Deployment/Post Deployment	How can leadership better support the deployment process?
SAQ3010	Deployment/Post Deployment	If you could MAINTAIN one thing about this deployment, what would it be?
SAQ3011	Deployment/Post Deployment	What are your biggest concerns as you prepare to deploy?
SAQ3012	Deployment/Post Deployment	What is the one thing you like LEAST about this deployment?
SAQ3013	Deployment/Post Deployment	What is the one thing you like MOST about this deployment?
SAQ3124	Discrimination and Harassment	If you experienced discrimination or harassment but did not report it, why did you choose not to report it?
SAQ3127	Discrimination and Harassment	What kinds of inappropriate or offensive conduct have you witnessed, if any, while assigned to this unit?
SAQ8111	Discrimination and Harassment	How serious of a problem do you think discrimination is in your unit/organization? Please explain.
SAQ8112	Discrimination and Harassment	How serious of a problem do you think harassment is in your unit/organization? Please explain.
SAQ8113	Discrimination and Harassment	How serious of a problem do you think discrimination and harassment are in your unit/organization? Please explain.
SAQ3117	Discrimination and Harassment	Please describe anything that has been said while at work that offended you or made you uncomfortable.



SAQ3128	Diversity and Inclusion	Have you participated in small group discussions regarding equal opportunity, diversity, inclusion, and belonging? If so, did you find the discussion beneficial? Please explain.
SAQ3129	Diversity and Inclusion	How can you and/or leadership equal opportunity, strengthen diversity, inclusion & belonging?
SAQ3130	Diversity and Inclusion	How committed is your leadership to creating and fostering an environment of respect and inclusion? Please explain.
SAQ3131	Diversity and Inclusion	What is your impression of the diversity, equity, inclusion, and accessibility policies at this unit/organization?
SAQ3132	Diversity and Inclusion	What is your leadership doing well in terms of diversity and inclusion?
SAQ3133	Diversity and Inclusion	What changes should your leadership make to better support diversity and inclusion?
SAQ3014	Education	How would you characterize the time and opportunity you are provided to pursue military education?
SAQ3015	Education	How would you characterize the time and opportunity you are provided to pursue personal education?
SAQ3016	Education	How can the unit/organization assist you with completing the next military education you are scheduled to complete?
SAQ3017	Education	How can the unit/organization assist you with pursuing personal education that you are hoping to complete?
SAQ3018	Engagement and Morale	How much do you feel like a valued member of the team? Please explain.
SAQ3019	Engagement and Morale	How would you characterize the morale of the civilian staff of this unit/organization?
SAQ3020	Engagement and Morale	How would you characterize the morale of the military members of this unit/organization?
SAQ3021	Engagement and Morale	The greatest morale-enhancing action leadership could make at this unit/organization would be:
SAQ3022	Engagement and Morale	What changes does this unit/organization need to improve morale?
SAQ3023	Engagement and Morale	What do you see as the most significant factor impacting morale at this unit/organization?
SAQ3024	Engagement and Morale	Are you proud to be a member of this unit/organization? Please explain.
SAQ3025	Engagement and Morale	How would you rate your level of job satisfaction (low, average, high) and why?
SAQ3195	Engagement and Morale	What changes does our unit/organization need to make to improve how well we work together?
SAQ3134	Fairness	Can you provide any recent examples of favoritism or discrimination you have witnessed? What actions did you take?
SAQ3135	Fairness	How would you characterize the fairness of the unit/organization's disciplinary actions?
SAQ3136	Fairness	How fair do you see the Individual Augmented selection process? Please explain.
SAQ3137	Fairness	How well does the unit/organization hold people accountable for their performance?
SAQ3138	Fairness	Do you feel that there is any unfairness with billet assignments, fitness reports, or awards? Please explain.
SAQ3150	Family Planning and Support	Where do you go for questions related to contraception, family planning (such as information on adoption, abortion, or infertility services), and operational responsibilities?
SAQ3151	Family Planning and Support	Explain how the support (or lack of support) you received from your command related to family and pregnancy planning changed your decision to reenlist/remain commissioned.
SAQ3152	Family Planning and Support	Does the Military provide access to adequate childcare for your family's needs? If not, please explain what is needed from your perspective.
SAQ3190	Family Planning and Support	How do you access gender-specific medical care (contraceptive counseling, vasectomies, etc.) when you need it?
SAQ3191	Family Planning and Support	Has the support you received from your command related to family and pregnancy planning changed your decision to reenlist/remain commissioned? Please explain.

SAQ3153	Gender-Specific Health	How do you access gender-specific medical care when you need it?
SAQ3154	Gender-Specific Health	Do you feel as though command leadership has sufficient knowledge of gender-specific health needs to maintain your readiness? Please explain.
SAQ3026a	OPTEMPO	How does the balance between work and liberty hours affect your quality of life?
SAQ3032a	OPTEMPO	How has the unit's current OPTEMPO impacted you professionally?
SAQ3033a	OPTEMPO	How has the unit's current OPTEMPO impacted your personal life?
SAQ3034a	OPTEMPO	What ONE change would you make that you feel would improve the unit's OPTEMPO issues?
SAQ3035a	OPTEMPO	What ONE thing about the unit's OPTEMPO would you NOT want to change?
SAQ3036	Physical Work Area	If you could make one facility improvement, what would it be?
SAQ3037	Physical Work Area	What would you suggest to improve the parking situation?
SAQ3038	Physical Work Area	What are the things that bring you the most satisfaction & least satisfaction working at your workstation?
SAQ3039	Physical Work Area	What would you change about the current food service?
SAQ3040	Recognition	How are your contributions to the unit/organization's mission recognized?
SAQ3041	Recognition	How much are your contributions to the unit/organization's mission appreciated? Please explain.
SAQ3042	Recognition	How are you recognized for your performance?
SAQ3043	Recognition	What type of performance feedback do you receive from your chain of command? Describe whether it has been beneficial, and why.
SAQ3044	Recognition	How much does your supervisor value, support and encourage your ideas for improvement? Please explain.
SAQ3027a	Resources and Support	How would you describe your experiences with Base Support Services?
SAQ3028a	Resources and Support	The most valuable feature of Base Support Services is:
SAQ3029a	Resources and Support	What is the quality of life in the barracks? Please explain.
SAQ3030a	Resources and Support	What one thing would you change about Base Support Services?
SAQ3031a	Resources and Support	What one thing would you make sure Base Support Services continues to provide?
SAQ3045	Resources and Support	What type of training would you like to see available to you in the next fiscal year?
SAQ3046	Resources and Support	How often do you receive Leader Development Training within your command?
SAQ3047	Resources and Support	From the time you first learned of your assignment until 30 days after your arrival, were you provided with the resources you needed to be successful? Why or why not?
SAQ3048	Resources and Support	Do you get sufficient time and resources to accomplish your assigned tasks? Please explain.
SAQ3049	Resources and Support	What can be done to help you better perform your work?
SAQ3050	Resources and Support	What things keep you from performing your work well?
SAQ3051	Resources and Support	What things help you perform your work well?
SAQ3052	Resources and Support	How would you describe your experience with your check-in procedures when you first arrived at this unit/organization?
SAQ3053	Resources and Support	How would you describe your experience with your sponsor when you arrived at this unit/organization?
SAQ3054	Resources and Support	Describe how the unit/organization encourages or discourages growth/advancement.
SAQ3055	Resources and Support	What factors contribute to your decision whether or not to pursue a career in the Service?

SAQ3056	Resources and Support	How important do you feel your daily duties are to this unit/organization's mission? Please explain.
SAQ3057	Resources and Support	Briefly describe how Bridge Chats have improved your organization's climate.
SAQ3202	Resources and Support	What resources would help you complete your job more effectively?
SAQ3204	Resources and Support	In your opinion, what are ways that your living quarters could be improved? By living quarters we mean bachelor housing, berthing on a ship, barracks, etc.
SAQ3139	Respect	How would you describe leaderships' commitment to creating and fostering an environment of respect and dignity?
SAQ3140	Respect	How would you describe the level of respect higher level leadership provides your department's members?
SAQ3141	Respect	Please describe any incidents where members of the unit/organization acted disrespectfully to subordinates.
SAQ3142	Respect	Please describe any incidents where members of the unit/organization acted disrespectfully to superiors.
SAQ3058	Retention	Do you have plans to stay in the military after your current term? Why or why not?
SAQ3059	Retention	If you could choose to stay in this unit/organization, would you? Why or why not?
SAQ3060	Retention	What can be done to motivate you to continue serving in this unit/organization?
SAQ3061	Retention	What are some of the considerations you make when thinking about your intent to stay in the military?
SAQ3062	Retention	What would your advice be to someone seeking civilian employment here?
SAQ3063	Retention	What would your advice be to someone seeking military orders here?
SAQ3206	Retention	If you could take a job with the same pay and responsibilities, elsewhere in your organization, would you take it? Why or why not.
SAQ3192	Stress and Mental Health	What are your concerns about asking for or receiving mental health assistance (e.g., negative stigma, impact on career, impact on security clearance)?
SAQ3155	Stress and Mental Health	Briefly list the sources of job-related stress you experience, from the greatest source to the least.
SAQ3189	Stress and Mental Health	What are the main causes of stress for you in your unit/organization?
SAQ3193	Stress and Mental Health	How comfortable would you feel talking to your primary care manager about accessing mental health support? Explain.
SAQ3064	Training	How would you characterize the unit/organization's support of formalized training (billet-related and professional)?
SAQ3065	Training	How would you describe the availability of small unit training?
SAQ3066	Training	How would you describe the quality of small unit training?
SAQ3067	Training	How would you describe the value of small unit training?
SAQ3068	Training	What recommendations would you offer to improve unit/organization support of formalized training?
SAQ3069	Training	What type of training would you like to see available to you in the next couple of years?
SAQ3070	Training	How would you describe your experience with the unit's Mentorship Program?
SAQ3071	Training	What do you recommend to improve the unit's Mentorship Program?
SAQ3072	Training	What is the best feature of the unit's Mentorship Program?
SAQ3115	Trust in Leadership	How much do you trust the senior leadership at the unit? Please explain.
SAQ3116	Trust in Leadership	Can you describe an example where leadership has failed you?
SAQ3073	Unit Challenges and Improvements	What is the ONE quality of life issue that affects you and how would you improve it?

SAQ3074	Unit Challenges and Improvements	What do you see as the most significant improvements made in your unit/organization in the last year?
SAQ3075	Unit Challenges and Improvements	What do you see as the most significant challenges facing your unit/organization? Please list specifics, location (if needed) and how we can improve or fix it.
SAQ3076	Unit Challenges and Improvements	What do you see as the most significant challenge currently facing this unit right now? What would you recommend to address this challenge?
SAQ3077	Unit Challenges and Improvements	What do you see as the most significant challenge facing this unit during the next year?
SAQ3078	Unit Challenges and Improvements	What do you see as the most significant challenge facing this unit over the next five years? What would you recommend to address this challenge?
SAQ3079	Unit Challenges and Improvements	How have changes (positive or negative) at this unit/organization during the past year impacted you?
SAQ3080	Unit Challenges and Improvements	What one thing about our unit/organization would you want to change?
SAQ3081	Unit Challenges and Improvements	What do you know about this unit/organization that leadership does not know, but should?
SAQ3082	Unit Challenges and Improvements	Which inter-department relationships enhance your mission and why?
SAQ3083	Unit Challenges and Improvements	Which inter-department relationships negatively impact your mission and why?
SAQ3084	Unit Challenges and Improvements	Explain how you feel your responses on this survey will impact your unit/organization.
SAQ3197	Unit Challenges and Improvements	What do you see as the biggest accomplishment or success made in your unit/organization in the last year?
SAQ3201	Unit Challenges and Improvements	What can be done to increase trust across the unit/organization?
SAQ3205	Unit Challenges and Improvements	What are things that your unit/organization are doing well? What are things in your unit/organization that need improvement?
SAQ3085	Unit Climate	How is the overall climate of this unit/organization, compared to one year ago? Please explain.
SAQ3086	Unit Climate	What three change(s) would you make that you feel would most improve the unit's/organization's climate?
SAQ3087	Unit Climate	What climate issue does this unit/organization most need to improve?
SAQ3088	Work Center	How would you describe the level of professionalism in your work center/department? Please explain.
SAQ3089	Work Center	In a few words, how would you describe your workplace?
SAQ3090	Work Center	What issues do you feel need to be addressed in your work center/department?
SAQ3091	Work Center	How would you describe the way time is utilized to complete tasks in your work area?
SAQ3196	Work Center	Explain how your unit/organization has helped or hindered you in achieving your professional goals.
SAQ3198	Work Center	Explain why you would or would not recommend working for your organization to others.
SAQ3199	Work Center	What do you like most about working in your organization?
SAQ3200	Work Center	What do you like least about working in your organization?
SAQ3203	Work Center	What skills does your workgroup/team need to add or improve to be more effective?

