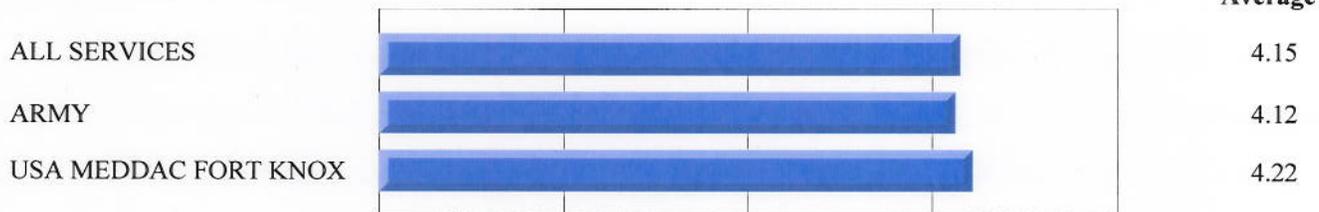


d. OVERALL UNIT SUMMARY

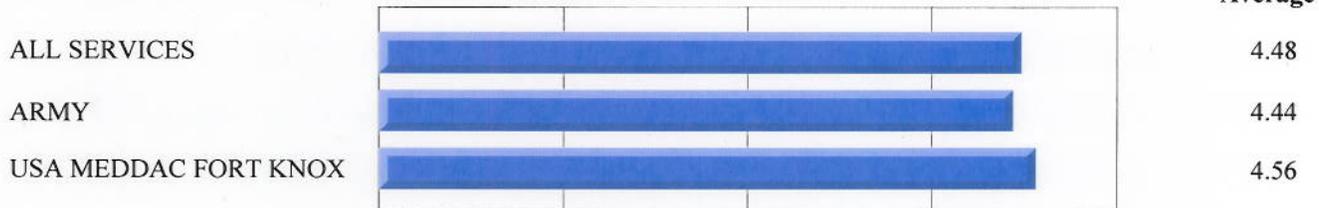
Below you will find the overall unit summary information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors followed by Organizational Effectiveness (OE) factors.

Sexual Harassment / Discrimination



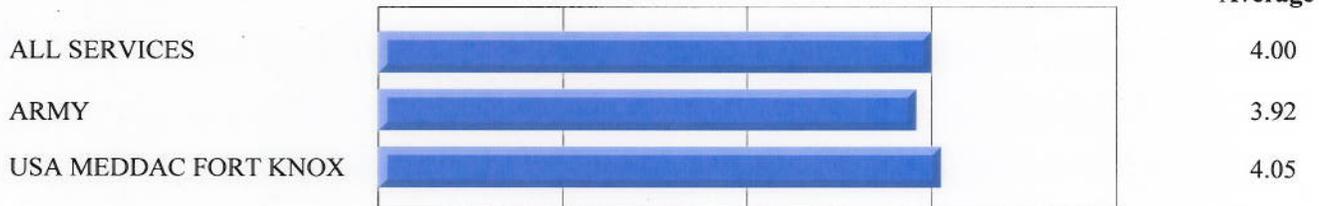
Your units score implies: Small chance of occurring

Differential Command Behavior toward Minorities



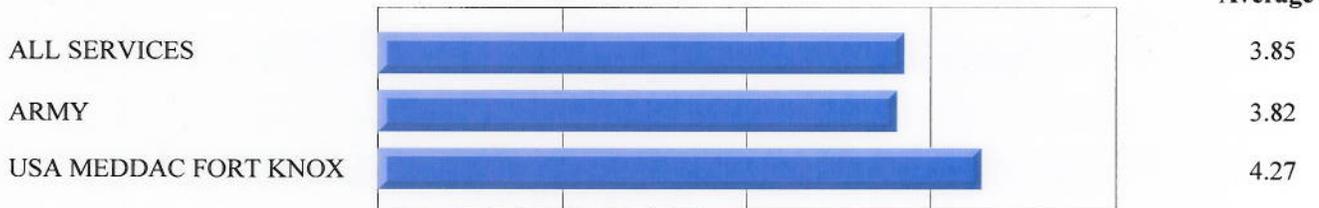
Your units score implies: Very little chance of occurring

Positive EO Behaviors



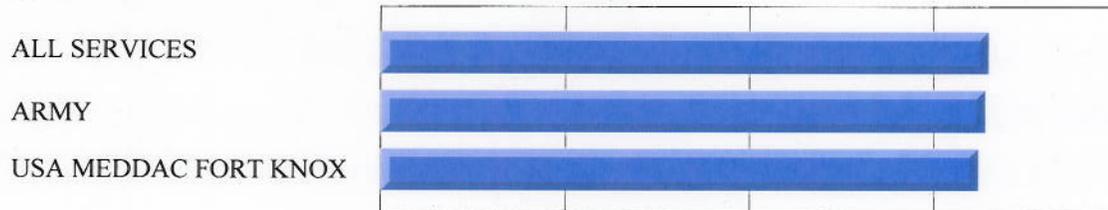
Your units score implies: Fairly high chance of occurring

Racist Behaviors



Your units score implies: Very little chance of occurring

Age Discrimination



Average

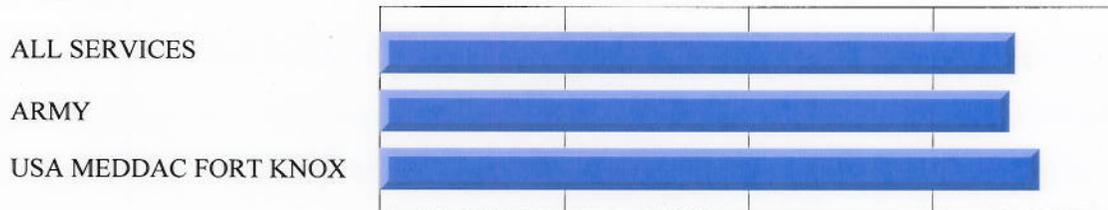
4.29

4.28

4.24

Your units score implies: Small chance of occurring

Religious Discrimination



Average

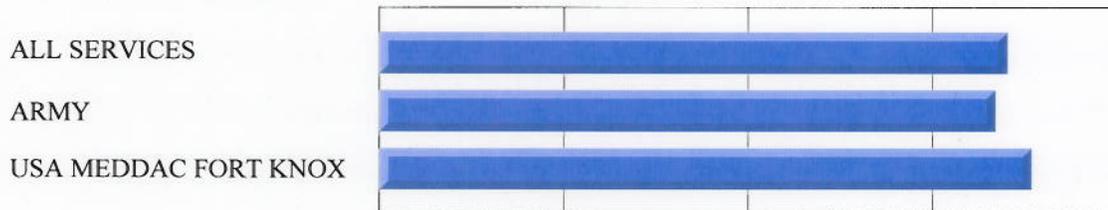
4.44

4.41

4.57

Your units score implies: Very little chance of occurring

Disability Discrimination



Average

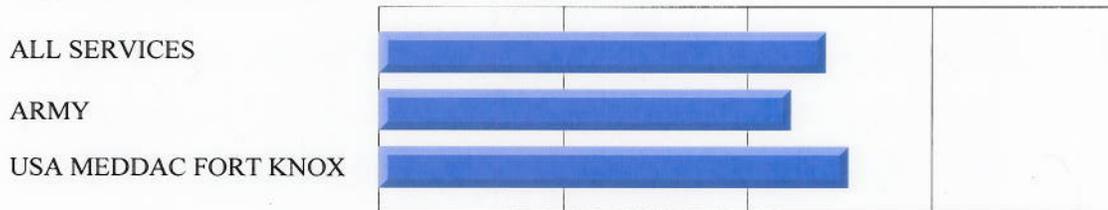
4.40

4.34

4.53

Your units score implies: Very little chance of occurring

Organizational Commitment



Average

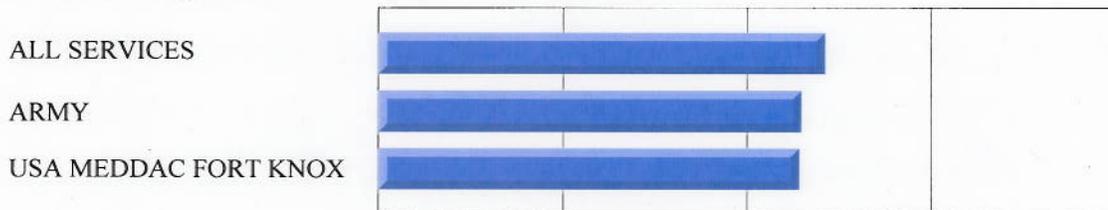
3.42

3.23

3.55

Your units score implies: Somewhat positive rating

Trust in the Organization



Average

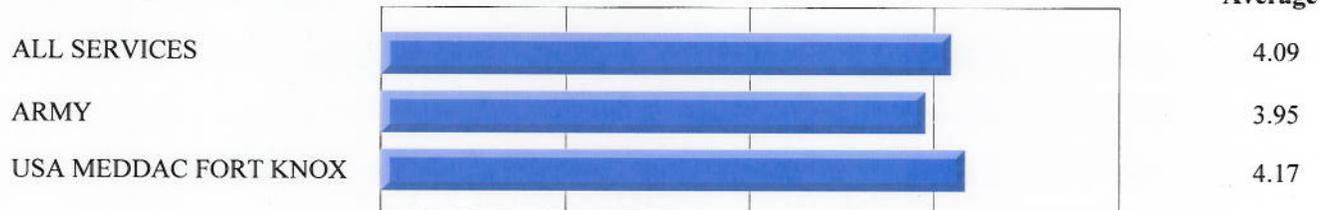
3.42

3.29

3.28

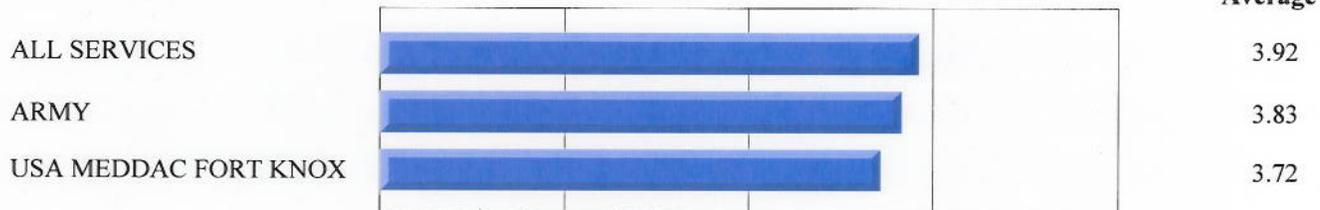
Your units score implies: Somewhat positive rating

Work Group Effectiveness



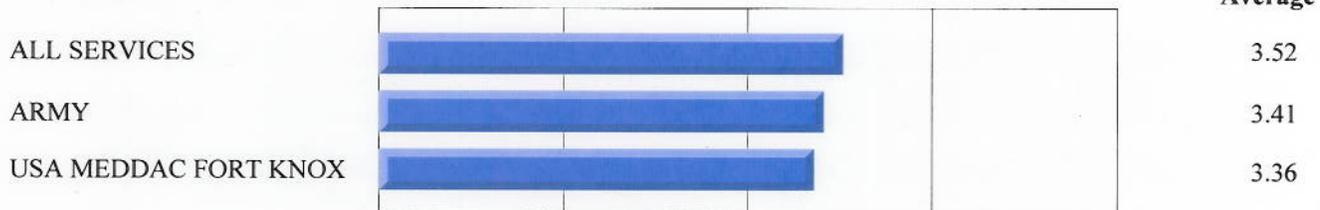
Your units score implies: Fairly positive rating

Work Group Cohesion



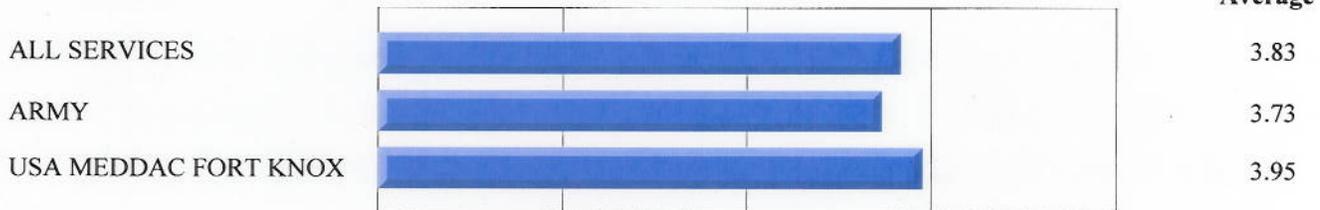
Your units score implies: Somewhat positive rating

Leadership Cohesion



Your units score implies: Somewhat positive rating

Job Satisfaction



Your units score implies: Moderately satisfied

III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1. Share the results with your organization
2. Validate the results through other sources
3. Establish an action team
4. Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.
2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.
3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web page at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/4217; Commercial: (321) 494-2675/4217] or email us a support@deocs.net.

Thank you for using the DEOCS!

Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

1. The overall health of this unit is better now than one year ago.

	Frequency	Percent
Totally Agree	55	14.5
Moderately Agree	71	18.7
Neither Agree nor Disagree	172	45.4
Moderately Disagree	37	9.8
Totally Disagree	44	11.6
Total	379	100.0

2. Civilians are treated as valued members of the unit by leadership.

	Frequency	Percent
Totally Agree	115	30.3
Moderately Agree	108	28.5
Neither Agree nor Disagree	76	20.1
Moderately Disagree	44	11.6
Totally Disagree	36	9.5
Total	379	100.0

3. My work environment is free from unprofessional behavior.

	Frequency	Percent
Totally Agree	57	15.0
Moderately Agree	106	28.0
Neither Agree nor Disagree	77	20.3
Moderately Disagree	78	20.6
Totally Disagree	61	16.1
Total	379	100.0

4. My work area is free of sexual misconduct.

	Frequency	Percent
Totally Agree	187	49.3
Moderately Agree	81	21.4
Neither Agree nor Disagree	61	16.1
Moderately Disagree	28	7.4
Totally Disagree	22	5.8
Total	379	100.0

5. Rules, regulations and policies are enforced in this command.

	Frequency	Percent
Totally Agree	102	26.9
Moderately Agree	121	31.9
Neither Agree nor Disagree	70	18.5
Moderately Disagree	49	12.9
Totally Disagree	37	9.8
Total	379	100.0

6. The leave policy is administered fairly.

	Frequency	Percent
Totally Agree	148	39.1
Moderately Agree	91	24.0
Neither Agree nor Disagree	66	17.4
Moderately Disagree	38	10.0
Totally Disagree	36	9.5
Total	379	100.0

7. I am encouraged to participate in unit functions.

	Frequency	Percent
Totally Agree	147	38.8
Moderately Agree	122	32.2
Neither Agree nor Disagree	78	20.6
Moderately Disagree	18	4.7
Totally Disagree	14	3.7
Total	379	100.0

8. I am being fully utilized in my work center.

	Frequency	Percent
Totally Agree	176	46.4
Moderately Agree	104	27.4
Neither Agree nor Disagree	42	11.1
Moderately Disagree	37	9.8
Totally Disagree	20	5.3
Total	379	100.0

9. Officers in this command care about what happens to their service members.

	Frequency	Percent
Totally Agree	108	28.5
Moderately Agree	99	26.1
Neither Agree nor Disagree	106	28.0
Moderately Disagree	34	9.0
Totally Disagree	32	8.4
Total	379	100.0

10. NCOs in this command care about what happens to their service members.

	Frequency	Percent
Totally Agree	126	33.2
Moderately Agree	104	27.4
Neither Agree nor Disagree	94	24.8
Moderately Disagree	30	7.9
Totally Disagree	25	6.6
Total	379	100.0