Factor Rating Interpretation Guide
Workplace Hostility

What is Workplace Hostility?

Workplace Hostility measures the degree to which individuals in the workplace act in a hostile manner towards others. It includes behaviors such insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance.[8]

The following items are used to assess *Workplace Hostility* on the DEOCS using a four-point response scale from *Never* to *Often*. Participants are asked to think about the past three months when responding, or to think about their time with their current unit/organization if they joined less than three months ago.

How often does someone from your unit…
- intentionally interfere with your work performance?
- take credit for work or ideas that were yours?
- use insults, sarcasm, or gestures to humiliate you?
- yell when they are angry with you?

Why is it important?

Studies consistently find that the presence of *Workplace Hostility* is associated with lower performance and readiness as well as an increase in turnover intentions.[1,2,3] For example, a study that looked at healthcare workers found that *Workplace Hostility* has been proven to lower performance, increase absenteeism, and contribute to greater employee turnover rate and intentions.[4,5]

In addition, the presence of *Workplace Hostility* is associated with an increased risk of sexual harassment.[6,7] DoD research consistently finds that military personnel who experience *Workplace Hostility* are at significantly greater likelihood of also experiencing sexual harassment and sexual assault at the individual level.[8,9] Beyond the individual level, levels of *Workplace Hostility* at an installation/ship emerged among the top 10 statistical predictors of installation level sexual assault rates, out of more than 20 climate and location-based risk factors.[10]

For more information on how to review your DEOCS results with these key outcomes in mind, please see the "Strategic Target Outcome Guide" in the Quick Links menu of the DEOCS dashboard.

How do I read my factor ratings?

The DEOCS dashboard displays results for *Workplace Hostility* in a stacked bar graph showing ratings for **Frequent Workplace Hostility**, **Rare Workplace Hostility**, and **No Workplace Hostility**. Because *Workplace Hostility* is a factor measured by multiple questions, you should interpret results as "X% of responses" (not participants). An example is shown below:

Workplace Hostility

Workplace Hostility measures the degree to which individuals in the workplace act in a hostile manner towards others. It includes behaviors such insults, sarcasm, or gestures to humiliate a member as well as perception of others interfering with one's work performance. Organizations with frequent workplace hostility are linked to lower levels of readiness and retention, as well as a higher likelihood of sexual harassment, sexual assault, and racial/ethnic harassment and discrimination.

22%	19%	59%

- No Workplace Hostility
- Rare Workplace Hostility
- Frequent Workplace Hostility
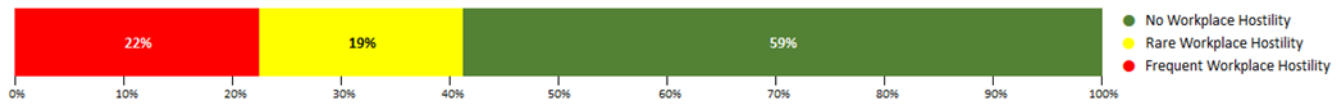
Unfavorable rating: 22% of responses indicated **frequent workplace hostility**.

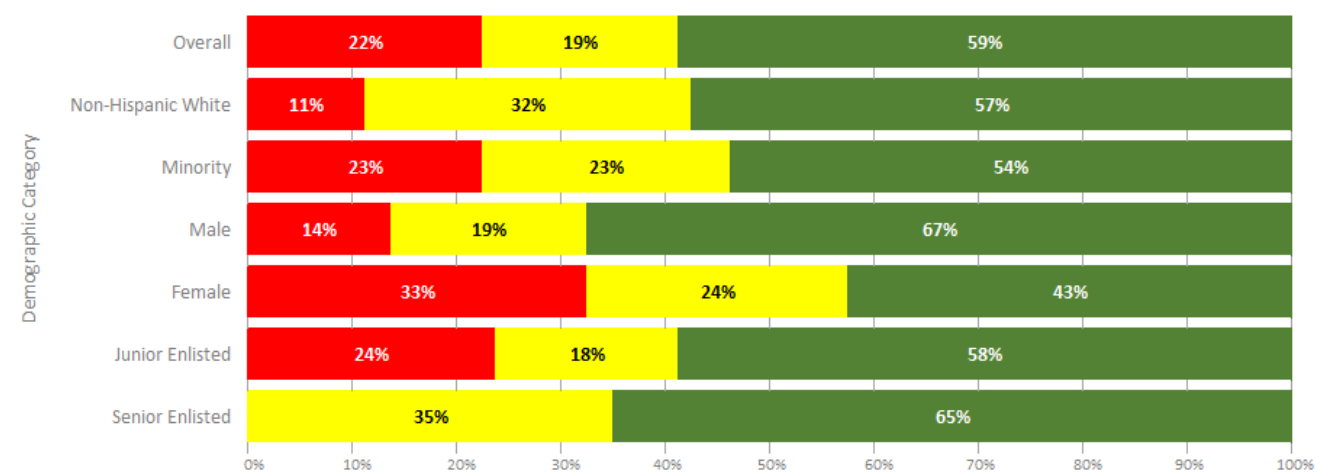**Neutral: 19% of responses** indicated **rare workplace hostility**.

Favorable rating: 59% of responses indicated **no workplace hostility**.

For the graph showing results by demographic categories, the percentages represent the percentage of responses from each demographic category that were unfavorable, neutral, or favorable.

Workplace Hostility Ratings by Demographic Category

This graph displays Workplace Hostility ratings by demographic category. No data are displayed if fewer than five people from a demographic category responded to this set of questions.

Demographic Category	Frequent	Rare	No
Overall	22%	19%	59%
Non-Hispanic White	11%	32%	57%
Minority	23%	23%	54%
Male	14%	19%	67%
Female	33%	24%	43%
Junior Enlisted	24%	18%	58%
Senior Enlisted		35%	65%

The first bar will always show the overall results and will be the same percentages that are shown in the stacked bar graph. The next bars will represent various demographic categories for your organization. These results can help determine whether some groups of people in your organization have particularly high or low perceptions of climate factors. In addition, you

may have different categories than in the example above. If your organization did not have any participants from a particular demographic category or had fewer than five participants from a particular category, you would not see those categories in your graph. For more information on how the demographic groups are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

In this example, the unfavorable ratings (marked in red) can be interpreted as:
- 11% of responses from non-Hispanic White participants indicated frequent workplace hostility, while 23% of responses from minority participants indicated frequent workplace hostility;
- 14% of responses from male participants indicated frequent workplace hostility, while 33% of responses from female participants indicated frequent workplace hostility;
- 24% of responses from junior enlisted participants indicated frequent workplace hostility, while 0% of responses from senior enlisted participants indicated frequent workplace hostility.

The neutral ratings (marked in yellow) can be interpreted as:
- 32% of responses from non-Hispanic White participants indicated rare workplace hostility, while 23% of responses from minority participants indicated rare workplace hostility;
- 19% of responses from male participants indicated rare workplace hostility, while 24% of responses from female participants indicated rare workplace hostility;
- 18% of responses from junior enlisted participants indicated rare workplace hostility, while 35% of responses from senior enlisted participants indicated rare workplace hostility.

The favorable ratings (marked in green) can be interpreted as:
- 57% of responses from non-Hispanic White participants indicated no workplace hostility, while 54% of responses from minority participants indicated no workplace hostility;
- 67% of responses from male participants indicated no workplace hostility, while 43% of responses from female participants indicated no workplace hostility;
- 58% of responses from junior enlisted participants indicated no workplace hostility, while 65% of responses from senior enlisted participants indicated no workplace hostility.

You may also see trends over time for your *Workplace Hostility* unfavorable rating if there are previous surveys with the same unit identification code (UIC) and the same commander/leader.

When applicable, trends over time are available in the dashboard by clicking on this icon: . They also appear in the PDF reports as a table. Even if your report includes trends over time, the results may not be comparable in certain circumstances. First, the questions used to measure this factor changed from the DEOCS 5.0 to the current version, DEOCS 5.1. It was measured using six questions on DEOCS 5.0 and is now measured by only four questions. There were slight wording changes between versions. Use caution when comparing trends from DEOCS 5.0 to 5.1 for this factor in particular. Second, it is important to understand differences in roster size and roster composition at different time points as these items may also impact comparability of trend results. Take a close look at the number of participants registered, surveys returned, and the response rate for any surveys for which trends are available to report; use caution when comparing trends over time if there are big differences in these numbers between surveys. Other things, such as deployments or changes in policy, may also make trends less comparable. For more information on factor rating trends, please

see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

Finally, you may see an alert ⚠ for your *Workplace Hostility* ratings. This means that your unit's/organization's unfavorable rating for *Workplace Hostility* is **very high** compared to the other unfavorable ratings for this factor from all other units/organizations that completed a DEOCS. When applicable, this alert icon appears in the dashboard inside the "Risk Factors – Unfavorable Ratings" heading; click on the icon to see if *Workplace Hostility* is listed in the table. The alert icon may also appear in the *Workplace Hostility* section of the PDF reports. To identify whether your *Workplace Hostility* ratings receive an alert, cut-off scores were created by rank-ordering all unfavorable ratings for this factor. If your unfavorable rating for *Workplace Hostility* is above the cut-off score, this icon will appear in your report. There are unique cut-off scores for each factor. Because of this, you may notice that some of the factors for which you have an alert have very different ratings. For more information on how these alerts are created, please see the "Data Overview" in the Quick Links menu of the DEOCS dashboard.

How are my unit's/organization's ratings created?

Workplace Hostility ratings are created from the responses to four questions on a four-point *Never* to *Often* scale, as shown in the example below.

Workplace Hostility Questions	Never	Rarely	Sometimes	Often	Total
How often does someone from your unit intentionally interfere with your work performance?	54% (15)	25% (7)	7% (2)	14% (4)	100% (28)
How often does someone from your unit take credit for work or ideas that were yours?	61% (17)	21% (6)	11% (3)	7% (2)	100% (28)
How often does someone from your unit use insults, sarcasm, or gestures to humiliate you?	86% (24)	7% (2)	7% (2)	0% (0)	100% (28)
How often does someone from your unit yell when they are angry with you?	37% (10)	22% (6)	19% (5)	22% (6)	100% (27)
	No Workplace Hostility	**Rare Workplace Hostility**	**Frequent Workplace Hostility**		Total responses **111**
	(15+17+24+ 10) / 111 = **59%**	(7+6+2+6) / 111 = **19%**	(2+4+3+2+ 2+0+5+6) / 111 = **22%**		

The table above displays the percentage of responses (and number of responses in parentheses) for each question across the four response options (*Never*, *Rarely*, *Sometimes,* and *Often*). For the first question, 15 participants selected *Never*; this represents 54% of participants that responded to this question (15 / 28 = .536 or 54%).

Note that percentages are calculated out of the total number of participants responding to that question and not the total number of participants taking the survey. Participants can skip questions, so you may notice that total responses to questions vary. In the above example, 28 people responded to the first question so all percentages in this row use 28 as the denominator. Only 27 people responded to the last question, so all percentages in this

row use 27 as the denominator. In addition, factor ratings may not always add to 100% due to rounding.

- The **unfavorable** rating, named **Frequent Workplace Hostility**, is a combination of all responses of *Sometimes* and *Often* from the four questions.
  - For this example, two people selected *Sometimes* to the first question and four people selected *Often*. In addition, three people selected *Sometimes* to the second question and two people selected *Often*, and so on. A total of 24 responses were unfavorable to these four questions (2+4+3+2+2+0+5+6 = 24).
  - To produce an overall score for **Frequent Workplace Hostility** representing unfavorable responses to these four questions, the total number of responses (24) is divided by the total number of people who responded to all of the *Workplace Hostility* questions. 28 people responded to the first question, 28 to the second, and so on for a total of 111 responses to all the questions. **This produces a Frequent Workplace Hostility of 22% (24 / 111 = .2162).**

- To create the **Rare Workplace Hostility** rating, the same process above is followed, except the score is created from only one response option. The *Rarely* responses are added from all questions.
  - For this example, there are 21 *Rarely* responses across the four questions (7+6+2+6 = 21). This total is divided by the total number of responses to all of the questions (21 / 111 = .1892). **This rounds to a Rare Workplace Hostility rating of 19%.**

- To create the **favorable** rating, named **No Workplace Hostility**, the *Never* responses are added from all questions.
  - For this example, that is 15+17+24+10= 66 total responses. This total is divided by the total number of responses to all of the questions (66 / 111 = .5946). **This rounds to a No Workplace Hostility rating of 59%.**

How do I know if my factor ratings are good or bad?

The DEOCS team is working on a data-driven approach that will help you understand what a rating means for an organization's likelihood of positive or negative outcomes. In the meantime, we recommend using the following strategies to help put your *Workplace Hostility* ratings into context and understand whether actions should be taken to address high unfavorable ratings:

1. If applicable, review the information in the alert icon ⚠ to see if your *Workplace Hostility* ratings are called out. This icon would appear in the dashboard and in the PDF reports if your unit's/organization's unfavorable rating for *Workplace Hostility* is very high compared to all other units/organizations that completed a DEOCS. You should consider taking action to lower this rating.

2. Look at the Item Summary table on the *Workplace Hostility* details page to understand which questions may be driving your unfavorable rating. This factor is created from four questions, so compare the percentage of participants who selected negative responses to each question. If there are questions that have a higher percentage of participants who selected negative responses, these are the questions driving a higher unfavorable rating and could help you pinpoint more specific actions to decrease your unfavorable rating for *Workplace Hostility*.

3. Examine the bar graph showing the overall unfavorable rating for *Workplace Hostility*

and the unfavorable ratings by various demographic groups. Look at each group's rating in relation to the overall unit/organization rating. If any groups have particularly high unfavorable ratings for *Workplace Hostility*, this could help you plan actions to decrease your unfavorable rating within areas of your organization.

4. If applicable, review your *Workplace Hostility* unfavorable rating trends over time. You can view these trends by clicking on this icon ▨ in the dashboard; they also appear as a table in the PDF reports. Take note if your ratings are going up over time. You may need to take action to reverse this trend.

Factor Improvement Tools for Workplace Hostility

The following resources may be useful as you make plans or take action to improve your *Workplace Hostility* ratings. Each resource listing contains a description, a link, and the relevant audience. Some resources may be more appropriate for the commander/leader, unit/organization personnel, survey administrators, or the Integrated Primary Prevention Workforce (IPPW); the relevant audience advises which group may benefit from use of the recommended resource.

- **Four Strategies to Repair a Toxic Culture from the Top Down.** Provides strategies for addressing toxic workplace cultures.
  https://www.forbes.com/sites/heidilynnekurter/2019/12/23/4-strategies-to-repair-a-toxic-culture-from-the-top-down/?sh=5681a2dc40e0
  Audience: Commander/Leader, unit personnel, survey admin, IPPW

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