The Defense Organizational Climate Survey (DEOCS) is a tool that provides commanders and Department of Defense (DoD) leaders with important feedback about the current climate within their unit or organization. The survey measures a number of different aspects of a unit or organization. This document provides commanders and DoD leaders with a high-level overview of DEOCS content, its relation to strategic target outcomes (STO), and DEOCS results reporting.[1]

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Overview of DEOCS Content

The DEOCS includes about 100 questions. Most of the questions (92) measure one of 19 unit protective or risk factors, which are discussed in greater detail below, while 15 ask about the participant's demographic information, and 33 are Military Service Academy- (MSA) and MSA Preparatory School-specific questions.[2] In addition, when registering the survey, the survey administrator[3] can use the "Customize the DEOCS" option to select up to ten multiple choice and five short answer questions from the custom question bank.[4]

DEOCS Factors & Strategic Target Outcomes

The DEOCS assesses 10 protective factors and nine risk factors. Protective factors are attitudes, beliefs, and behaviors associated with positive outcomes for organizations or units. Risk factors are attitudes, beliefs, and behaviors associated with negative outcomes for organizations or units. That is, higher levels of *protective* factors are

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[1] For more information about the roles different personnel take in the DEOCS, navigate to https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ and under step 1, Prepare, click on the document titled "User Roles and the DEOCS Process."

[2] For more information on the DEOCS survey items, navigate to https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ and under step 1, Prepare, click on the document titled "Sample DEOCS 5.0 Survey."

[3] For more information about the various user roles on the DEOCS Portal, navigate to https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ and under step 1, Prepare, click on the document titled "User Roles and the DEOCS Process."

[4] For more information about the customizable question bank, navigate to https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ and under step 1, Prepare, click on the document titled "Custom Question Bank."

associated with a higher likelihood of positive outcomes and a lower likelihood of negative outcomes, whereas higher levels of *risk* factors are associated with a higher likelihood of negative outcomes and a lower likelihood of positive outcomes. The protective and risk factors assessed on the DEOCS are listed below.[5]

Protective Factors	Risk Factors
• *Cohesion*	• *Alcohol Impairing Memory*
• *Connectedness*	• *Binge Drinking*
• *Engagement & Commitment*	• *Passive Leadership*
• *Fairness*	• *Racially Harassing Behaviors*
• *Inclusion*	• *Sexist Behaviors*
• *Leadership Support*	• *Sexually Harassing Behaviors*
• *Morale*	• *Stress*
• *Safe Storage for Lethal Means*	• *Toxic Leadership*
• *Transformational Leadership*	• *Workplace Hostility*
• *Work-Life Balance*	

These 19 protective and risk factors are assessed because they are related to the six DEOCS strategic target outcomes, or STOs. These STOs are personnel issues identified as being strategically important to the Department of Defense (DoD) and are listed below.

Strategic Target Outcomes

- *Racial/Ethnic Harassment/Discrimination (R/E H/D)*
- *Readiness (REA)*
- *Retention (RET)*
- *Sexual Assault (SA)*
- *Sexual Harassment (SH)*
- *Suicide (SUI)*

Table 1 below shows to which STO(s) each of the 19 factors is related.[6]

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[5] To see how items on the DEOCS relate to the 19 factors, navigate to https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ and under step 1, Prepare, click the document titled "DEOCS 5.0 Questions by Factor/Topic."

[6] For more information about each of the protective and risk factors, as well as how they relate to the STOs, navigate to https://www.defenseculture.mil/Assessment-to-Solutions/Factor-Products/.

Table 1.
Alignment of DEOCS Factors and Strategic Target Outcomes

Factor	Factor Type	R/E H/D	REA	RET	SA	SH	SUI
Cohesion	Protective		■	■	■	■	■
Connectedness	Protective		■	■			■
Engagement and Commitment	Protective		■	■			■
Fairness	Protective	■	■	■		■	
Inclusion	Protective	■	■	■			
Leadership Support	Protective		■	■	■		
Morale	Protective		■	■	■		
Safe Storage for Lethal Means	Protective						■
Transformational Leadership	Protective		■	■	■		
Work-Life Balance	Protective		■	■			■
Alcohol Impairing Memory	Risk		■	■	■		
Binge Drinking	Risk		■	■	■		
Passive Leadership	Risk		■	■		■	
Racially Harassing Behaviors	Risk	■	■	■		■	■
Sexist Behaviors	Risk		■	■	■	■	
Sexually Harassing Behaviors	Risk	■	■	■	■	■	■
Stress	Risk		■	■			■
Toxic Leadership	Risk		■	■	■	■	■
Workplace Hostility	Risk	■	■	■	■	■	

Note: A grey fill indicates relation between the STO and Factor, while a white fill indicates no relation.

DEOCS Results Reporting

This section provides a high-level overview of how DEOCS results are reported, including breakouts by group and reporting requirements.

A unit or organization must include at least 16 individuals in order to request a DEOCS. Organizations or units with less than 16 individuals are not eligible to take a DEOCS, and commanders or leaders are encouraged to instead conduct focus groups to assess their unit or organizational climate.

DEOCS results are typically available 24–72 hours after the survey has closed. The results are located on the DEOCS Interactive Dashboard, from where they can also be downloaded in PDF format. In addition, individual graphs and tables can be downloaded as images, Excel files, or PDFs. DEOCS results include overall ratings for each of the 19 protective and risk factors. The results are color coded to show **favorable (in green)**, **neutral (in yellow)**, and **unfavorable (in red)** ratings.

Breakouts

Results can be broken out into various demographic categories, including gender, race/ethnicity, officer status, supervisor status, and military/civilian status. Participants are included in these demographic categories based on how they respond to the demographic questions in the survey. Commanders and leaders can also add

customizable subgroups to break out results in ways useful to their specific unit or organization (for example, subunits, divisions, workgroups, teams, or military occupation specialty [MOS]).[7]

To ensure participants' privacy, groups or subgroups with fewer than five participants will not be reported, and commanders and leaders will not be able to see responses to questions where fewer than five people responded to them. For example, if only two women complete a DEOCS in a unit, women-only results will not be shown to commanders and leaders. Instead, overall results with men and women combined will be displayed, as long as more than five participants respond.

Contacting the DEOCS Help Desk

If you have questions or any problems requesting a DEOCS, please contact our help desk at:

- deocs@datarecognitioncorp.com
- 1-833-867-5674

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[7] For additional information regarding use of the Interactive Dashboard, navigate to https://www.defenseculture.mil/Assessment-to-Solutions/A2S-Home/ and under step 2, Conduct, click on the document titled "How to Use the Interactive Dashboard."