

Enclosure 1: Implementation Guidance to Commanders and Equal Opportunity (EO) Practitioners

1. Requirements by level.

Command level	Frequency (days)	Requirements
Company or equivalent	Active Army: 30/180/365/annual Reserve Component: 120/365/annual	<ol style="list-style-type: none"> 1) Inform the members of the command of the upcoming assessment (See 2.h. and 3.a.). 2) Survey (DEOCS) for entire company (minus command team). 3) Utilize other assessment tools (See 2.c.). 4) Prepare Command Climate Assessment Summary and Action Plan. 5) Brief to commander/supervisor at the next higher level (NLT 30 days from survey completion). 6) Equal Opportunity (EO) practitioner enters into Equal Opportunity Reporting System (EORS).
Battalion or equivalent	Active Army: 60/365/annual Reserve Component: 120/365/annual	<ol style="list-style-type: none"> 1) Inform the members of the command of the upcoming assessment (See 2.h. and 3.a.). 2) Survey (DEOCS) for battalion staff element and company command teams. 3) Data Retrieval System (DRS) roll up of subordinate unit/company survey responses and historical comparison data. 4) Utilize other assessment tools (See 2.c.). 5) Prepare Command Climate Assessment Summary and Action Plan. 6) Brief to commander/supervisor at the next higher level (NLT 30 days from survey completion). 7) EO practitioner enters into EORS. 8) Monitor subordinate command compliance.
Brigade or equivalent	Active Army: 60/365/annual Reserve Component: 120/365/annual	<ol style="list-style-type: none"> 1) Inform the members of the command of the upcoming assessment (See 2.h. and 3.a.). 2) Survey (DEOCS) for brigade staff element and subordinate command teams one-level below. 3) DRS roll up of subordinate unit (battalions and company) survey responses and historical comparison data. 4) Utilize other assessment tools (See 2.c.). 5) Prepare Command Climate Assessment Summary and Action Plan. 6) Brief to commander/supervisor at the next higher level (NLT 30 days from survey completion). 7) EO practitioner enters into EORS. 8) Monitor subordinate command compliance.

Command level	Frequency (days)	Requirements
Division or above	Active Army: 60/365/annual Reserve Component: 120/365/annual	<ol style="list-style-type: none"> 1) Inform the members of the command of the upcoming assessment (See 2.h. and 3.a.). 2) Survey (DEOCS) for headquarters staff element and subordinate command teams one-level below. 3) DRS roll up of subordinate unit (brigade, battalions and company) survey responses and historical comparison data. 4) Utilize other assessment tools (See 2.c.). 5) Prepare Command Climate Assessment Summary and Action Plan. 6) Brief to commander/supervisor at the next higher level (NLT 30 days from survey completion). 7) EO practitioner enters into EORS. 8) Monitor subordinate command compliance.
Other non-command organizations	As desired/optional	As desired

2. Explanation of Terms.

a. Survey. Surveys provide the commander insight into unit perceptions and serve as the starting point for assessing the overall climate of the command. They are an important tool because they provide for standardization and anonymity. When administering surveys, commanders will utilize the Defense Equal Opportunity Management Institute's Organizational Climate Survey (DEOCS) and Data Retrieval System (DRS).

b. DRS roll up. The roll-up and survey trend data will provide subordinate commands' survey results from the preceding 6-12 month period without requiring re-administration of the duplicate surveys to their subordinate commands. EO practitioners will coordinate with Defense Equal Opportunity Management Institute to obtain these reports.

c. Other Assessment Tools: The survey is only one component of a command climate assessment. Commanders will consider use of other tools to provide depth and clarification on concerns raised in the survey results. Other tools include: interviews, focus groups, staff assistance visits or trend analysis. Commanders should consult his or her EO practitioner to determine the best methods for his or her command.

d. Command Climate Survey Executive Summary and Command Climate Assessment (CCA) Action Plan. Upon the survey closure date, the commanders and the EO practitioner will analyze survey results. Survey responses will be systematically collated and analyzed, and used to create an Executive Summary of the data. The CCA Summary must include significant findings, organizational strengths, and areas of

concerns. The CCA Action Plan describes the commanders' planned corrective actions. The requesting commander must brief the next higher-level commander on CCA results, to include CCA Action Plan, no later than 30 days after completion of the CCA.

e. Sample size. All unit members will be afforded the opportunity to participate in the command climate surveys. The surveyed audience must include a sufficient number of participants to preserve anonymity, obtain a genuine representation of the unit and provide the commander/leader with actionable information (see 3.f. for minimum number of participants).

f. Response Rate. The DEOCS will produce results for any unit that achieves at least 16 responses; however, results under 30% may not provide an accurate picture of the unit's climate. Units should strive for 50% or better. EO practitioners can provide commanders the response rate and can extend the survey window to allow for increased response rate if needed.

g. EO practitioners. EO practitioners include EO Program Managers, EO Sergeants Major and Equal Opportunity Advisors (EOA). Serve as the brigade-and-above-level commanders' special staff officers for organizational effectiveness. EO practitioners request and administer the DEOCS, administer other assessment tools and prepare assessment analysis for commanders. Unit Equal Opportunity Leaders are not EO practitioners, but may assist in the administration of the DEOCS.

h. Participation in command climate surveys and assessments is optional for Department of the Army Civilians. Management must ensure all applicable collective bargaining obligations are fulfilled prior to initiating a command climate survey or assessment covering bargaining unit employees.

3. Guidance to EO Practitioners.

a. Anonymity. The intent of the command climate survey is to provide anonymous feedback to the commander on the organization's climate and culture. Personnel administering the survey and/or collecting data should make sure procedures are in place to protect the anonymity of respondents and the confidentiality of the results. The DEOCS is designed to protect anonymity of respondents. Unit results will not be broken out by demographic group (e.g., race, gender, rank group) if a subgroup (e.g., male, female) has fewer than five (5) respondents. The answers provided to free-response questions may reveal the respondent's identity. Therefore, Soldiers and Civilians must be notified of exceptions to anonymity before the survey is administered. Soldiers and Civilians must also be notified if their verbatim comments will be provided to their commander, chain of command, or others. Specifically, respondent statements about being a threat to themselves or others, and comments involving criminal and operationally sensitive information may be released and, if necessary, reported to proper authorities. Further, sexual assault allegations and reports must be reported to the Criminal Investigative Command immediately.

b. EO practitioners must track change-of-command, DEOCS administration, and command climate assessment summaries and action plans in the Equal Opportunity Reporting System. To assist the commander in the development of his/her action plan, EOAs will discuss assessment results with the commander. Equal Opportunity Program Managers will monitor compliance of subordinate units' compliance of this directive for Army Command, Army Service Component Command and Direct Reporting Unit commanders.

c. Commanders and EO practitioners are encouraged to collaborate, to the extent privacy laws and regulations and confidentiality requirements allow, with other offices that are an integral part of the organization's climate. These agencies include, but are not limited to the Office of the Staff Judge Advocate, Equal Employment Opportunity, Inspector General, Army Community Services, Family Advocacy, Behavioral Health, Chaplain, Public Affairs, Criminal Investigation Division, Provost Marshal, Sexual Harassment/Assault Response and Prevention personnel and Army Substance Abuse Program.