



DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON, DC 20310-0111

SAMR

30 JAN 2015

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Clarifying Guidance for Non-Command Type Organizations Pursuant to Army Directive 2013-29 (Army Command Climate Assessments)

1. References:

- a. Memorandum, Secretary of Defense, 6 May 13, subject: Sexual Assault Prevention and Response.
- b. Memorandum, Under Secretary of Defense for Personnel and Readiness, 25 Jul 13, subject: Command Climate Assessments.
- c. Directive 2013-29, Secretary of the Army, 23 Dec 13, Command Climate Assessments.
- d. Army Regulation 600-20, Army Command Policy, 6 Nov 14.

2. Pursuant to references 1a and 1b, the Directive in reference 1c implements an enhanced command climate assessment program for the Army. Command climate assessments help organizational leaders establish and maintain a positive command climate. A positive command climate, in turn, helps sustain a ready and resilient force. Climate assessments are particularly important as we continue to work to eliminate sexual assault and sexual harassment from our Army.

3. In addition to all Army commanders conducting command climate assessments, this memorandum outlines specific instructions for non-command type organizations:

- a. All O-5/GS-14, O-6/GS-15, and GO/SES Senior Responsible Officials (SROs) of organizations with 30 or more individuals will conduct a climate assessment within 120 days of assuming responsibility of the organization, again at 12 months, and biennially (every two years) thereafter. SROs of organizations of fewer than 30 individuals may partner with a peer-level organization(s) under the same higher headquarters, or conduct the assessment with the higher headquarters.
- b. Senior Responsible Officials, regardless of when they assumed responsibility of the organization, will complete a climate assessment within 90 days of the date of this

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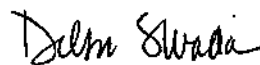
guidance, unless one was completed in CY14. If this assessment occurs within three months of the next-scheduled assessment under paragraph 3.a. above, the SRO may count this assessment against that requirement. To prevent duplication of surveyed populations, follow the guidance outlined at enclosure.

c. Results and analysis of climate assessments, including a summary of the survey results, shall be provided to the SRO requesting the assessment and to his/her next-higher-level supervisor no later than 30 days after completing the assessments. The SRO requesting the assessment and his/her next-higher-level supervisor will review and analyze assessment results, and develop an action plan, as defined in reference 1c, to put into practice the lessons learned from the assessment.

d. SROs shall use the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) for the survey component of their climate assessments.

4. Participation in climate assessments is optional for nonsupervisory Department of the Army Civilians. Non-command type organization SROs will ensure local collective bargaining obligations are fulfilled prior to conducting assessments. SROs should consult with the servicing labor relations specialist and/or labor attorney for advice and guidance on fulfilling these obligations.

5. This guidance is effective immediately and remains in effect until superseded by a revision of climate assessment guidance in reference d.



DEBRA S. WADA
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

Encl

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Enclosure 1: Implementation Guidance to Senior Responsible Officials and Equal Opportunity Professionals

1. Requirements by level:

Senior Responsible Official Rank / Grade Organization level	Frequency (days)	Requirements
O-5 LTC / GS14 or equivalent	120/365/ biennially thereafter	<ol style="list-style-type: none"> 1) Inform the members of the organization of the upcoming assessment (see 3.a.) 2) Survey (DEOCS) for entire organization (minus the leadership team) 3) Utilize other assessment tools (see 2.d.) 4) Prepare command climate assessment summary and action plan 5) Brief next higher level supervisor (NLT 30 days from survey completion) 6) EO professional enters data into Equal Opportunity Reporting System (EORS)
O-6 COL / GS15 or equivalent	120/365/ biennially thereafter	<ol style="list-style-type: none"> 1) Inform the staff members and subordinate level leadership team(s) of the organization of the upcoming assessment (see 3.a.) 2) Survey (DEOCS) the staff members and subordinate level leadership team(s) 3) Data Retrieval System (DRS) or roll up of subordinate organization(s) survey responses and historical comparison data 4) Utilize other assessment tools (see 2.d.) 5) Prepare command climate assessment summary and action plan 6) Brief next higher level supervisor (NLT 30 days from survey completion) 7) EO professional enters data into EORS 8) Monitor subordinate organization compliance

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Senior Responsible Official Rank / Grade Organization level	Frequency (days)	Requirements
GO/SES or equivalent	120/365/biennially thereafter	<ol style="list-style-type: none"> 1) Inform the staff members and subordinate level leadership team(s) of the organization of the upcoming assessment (see 3.a.) 2) Survey (DEOCS) staff members and subordinate level leadership team(s) of the organization of the upcoming assessment one-level below (see 3.a.) 3) DRS or roll up of subordinate unit (O-5 LTC/GS14 and O-6 COL/GS15) survey responses and historical comparison data 4) Utilize other assessment tools (see 2.d.) 5) Prepare command climate assessment summary and action plan 6) Brief to next higher level supervisor (NLT 30 days from survey completion) 7) EO professional enters data into EORS 8) Monitor subordinate organization compliance

2. Explanation of Terms.

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

b. Non-Command Type Organization. A non-command type organization is one that is under the general supervision of a civilian (depending on the level of authority). Examples of non-command type organizations include, but are not limited to: agencies, directorates, offices, branches, and/or teams. The organizational leader is the senior responsible officer (SRO). Some non-command type organizations have military SRO.

c. DRS roll up. The roll-up and survey trend data will provide subordinate organizations’ survey results from the preceding 6-12 month period without requiring re-administration of the duplicate surveys to their subordinate organizations. EO professionals will coordinate with DEOMI to obtain these reports.

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d. Other Assessment Tools: The DEOCS is only one component of a command climate assessment. SROs 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. SROs should consult their EO professional to determine the best methods for their organization.

e. Command Climate Survey Executive Summary and Command Climate Assessment (CCA) Action Plan. Upon receipt of survey report from DEOMI, the SROs and the EO professional will analyze survey results. Survey responses will be systematically collated and analyzed, and used to create an Executive Summary of the data. The Executive Summary must include significant findings, organizational strengths, and areas of concerns. The CCA Action Plan describes the SRO's planned corrective actions. The requesting SRO must brief the next higher-level SRO on the CCA results, to include CCA Action Plan, no later than 30 days after completion of the CCA.

f. Survey Respondents. All organization members (excluding contractors) will be afforded the opportunity to participate in the climate surveys. Participation is optional, not mandatory. Management must ensure all applicable collective bargaining obligations are fulfilled prior to initiating a climate survey or assessment covering bargaining unit employees. The surveyed audience must include a sufficient number of participants to preserve anonymity, obtain a genuine representation of the organization and provide the SRO with actionable information.

g. 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 organization's climate. Organizations should strive for 50% participation or better. EO professionals can provide SROs the response rate and can extend the survey window to allow for increased participation if needed.

h. Equal Opportunity (EO) Professional. EO professionals include: EO Program Managers, EO Sergeants Major, EO Advisors (EOA), and EO Specialists serve as the brigade-and-above-level special staff officer for organizational effectiveness. EO professionals request and administer the DEOCS, administer other assessment tools and prepare assessment analysis for SROs. Unit Equal Opportunity Leaders (EOL) are not EO professionals. EOLs may assist in the administration of the DEOCS, but not the analysis or assessment of the DEOCS. If an EO professional is not available to conduct the CCA, SRO's may designate a trusted responsible official to request the survey portion of the CCA.

3. Guidance to EO Professionals.

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a. **Anonymity.** The intent of the DEOCS is to provide anonymous feedback to the SRO 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 the anonymity of respondents. Results will not be broken out by demographic group (e.g., race, gender, rank group) or 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 SRO, 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. Furthermore, any allegations or reports of sexual assault must be reported to the U.S. Army Criminal Investigation Command (CID) immediately.

b. **Tracking Assessments and Monitoring Compliance.** EO professionals must track changes-of-responsibility in EORS, DEOCS administration, and climate assessment summaries and action plans in the Equal Opportunity Reporting System (EORS). Equal Opportunity Program Managers will monitor compliance of supported organizations.

c. **Collaboration.** SROs and EO professionals 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 offices 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, CID, Provost Marshal, Sexual Harassment/Assault Response and Prevention personnel, and Army Substance Abuse Program.