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12 SEP 2024

**COMMANDING GENERAL'S
POLICY LETTER #13**

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Climate Assessments and Action Plans

1. References:

- a. Department of Defense Instruction (DODI) 6400.11 (DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders), 20 December 2022.
- b. Army Regulation (AR) 600-20 (Army Command Policy), 24 July 2020.
- c. ALARACT 079/2023 (Command Climate Assessments), 11 September 2023.

2. Purpose: To outline guidance for command climate assessment and action plans.

3. Intent: Command climate assessments help commanders establish and maintain a positive command climate, which, in turn, helps sustain a Ready and Resilient Force. Command climate assessments are particularly important as we continue to combat negative behavior and build cohesive teams in a culture of respect, trust, and discipline. Army leaders throughout the force must assess the climate in their units and make clear, consistent, and meaningful efforts to address identified concerns.

4. Policy: All commanders will conduct an initial command climate assessment within 90 days of assuming command and annually thereafter while retaining command. All Soldiers and DA Civilians must have the opportunity to participate in the organizational CCA. Participation is strictly voluntary.

- a. The Defense Organizational Climate Survey (DEOCS) is a confidential, command requested organization development survey that measures cross-cutting risks and protective factors to help commanders and leaders gain an understanding of the positive and negative behaviors in their organization. The survey assesses 11 protective and 11 risk factors that can impact an organization's climate and ability to achieve its mission. Commanders have the option to select 10 closed-end questions and 5 open-end questions covering over 50 topic areas to customize the survey for their organization.

- (1) To promote anonymity, commanders only receive a report if 16 participants or more respond. If the survey was broken into subgroups, a report is only generated for a

AFZF-CG

SUBJECT: Command Climate Assessment and Action Plans

subgroup when five or more participants respond. All written comments are combined and only reported for an organization if at least 16 participants respond.

(2) All O5 and above level commanders will coordinate with their EOA to initiate a DEOCS during the annual fielding window, initiated 1 August through 31 October, and closed by 30 November. The DEOCS is not available outside of this window.

(a) Brigade level and above should adhere to population outlined in AR 600-20, Appendix E, Table E-1.

(b) Company/Battery/Troop (O3) level elements should be included and put into subgroups under the battalion DEOCS.

b. DEOCS results are provided to the requesting commander, MEO practitioners/survey administrators, and the commander's supervisor through the DEOCS portal. MEO practitioners include MEO program managers, MEO sergeants major, and MEO advisors who serve as the brigade-and-above-level commander's special staff officers for organizational effectiveness. Survey responses will be systematically collated and analyzed by MEO practitioners.

c. Commanders have various assessment tools to provide depth and clarity on concerns identified in survey results or when conducting a CCA outside of the annual fielding window. Other tools include: Defense Organizational Climate Pulse (DOCP) survey, interviews, focus groups, staff assistance visits, records review, or trends analysis.

(1) Defense Organizational Climate Pulse (DOCP) survey is a CCA tool, customizable, short survey on organizational climate, all DOCP surveys include 12 fixed demographic questions and one fixed open-ended question. Commanders can customize at least one or up to 15 closed-ended questions and one open-ended question chosen from the curated DOCP Question Bank. Unit commanders or organizational leaders may field a DOCP survey voluntarily for any reason or may be directed by their leadership to administer a DOCP survey.

(a) A DOCP survey may be administered as part of a change-in-command CCA or as a follow-up survey to collect information to address challenges identified during a unit's or organization's annual Defense Organizational Climate Survey (DEOCS) and CCA.

(b) To minimize survey fatigue, a DOCP survey must not be administered to the same individual more than once a year or administered within the 90 days before or after the annual DEOCS.

(c) Organizations or units with fewer than 16 individuals are not eligible to take a DOCP survey.

d. Effectively immediately, the following will be implemented:

(1) Commanders will promote maximum participation from unit personnel and will strive for a 50% or better participation rate to provide an accurate picture of the organization's climate. The MEO will extend the survey window to allow increased participation upon request but not beyond annual fielding window closeout, 30 November.

(2) After reviewing the DEOCS data, MEOs will prepare an analysis of the survey results and out brief the requesting commander. The out brief will include significant findings, organizational strengths, areas of concern and recommended plan of action.

(3) Commanders will coordinate with neutral parties to facilitate focus group discussions within their units to identify causes for any SHARP related climate factors. Commanders will also conduct focus groups and interviews, facilitated by a MEO, for specific concerns or issues identified in the DEOCS or DOCP to gather additional climate information that may impact personnel and the unit.

(4) MEOs will report any respondent statements that contain the following to the appropriate authorities: allegations or reports of sexual harassment and sexual assaults, personal threats or threats to others, and comments involving criminal and operationally sensitive information. Any allegations or reports of sexual assault will be reported immediately to the Criminal Investigation Division. IAW Appendix 3, AR 600-20, MEOs will report and obtain the commander's approval to release surveys which include criminal allegations to the Criminal Investigation Division or reports of sexual assault to the Sexual Harassment/Assault Response and Prevention.

(5) Commanders will plan and formulate corrective actions, for the bottom three protective factors and the top three risk factors in their action plan. Commanders and MEOs will collaborate with other offices that are an integral part of the organization's climate to assist in the development of the action plan. Commanders will also reference complaint summary reports and previous command climate surveys to identify potential problems areas that may affect organizational effectiveness.

(6) Within 30 days of completing the command climate assessment, the commander will brief the next higher-level commander on the findings of the DEOCS survey and their action plan to address concerns raised in the assessment. Commanders will then brief unit personnel on the results and the approved action plan not later than 30 days after completion. Commanders will provide a copy of the action plan to their assigned brigade-level or higher MEO office.

(7) Commanders will follow up with their next higher-level commander on the status of their corrective actions within 180 days of the end date of the CCA. Commanders will also provide trends analysis based on historical data during their brief to their commander. Senior

AFZF-CG

SUBJECT: Command Climate Assessment and Action Plans

leaders will utilize these opportunities to mentor subordinate commanders and to maximize leadership development.

(8) Division and brigade commanders may direct additional assessments based on reported allegations, major events, or trends that may impact unity cohesion and readiness.

5. Expiration. This III Armored Corps and Fort Cavazos policy memorandum supersedes the Command Climate Assessments and Action Plans Policy, dated 24 JAN 2023 and will remain in effect until superseded or rescinded.

6. The point of contact for this policy letter is the III Armored Corps and Fort Cavazos MEO office at 254-287-4190.



KEVIN D. ADMIRAL
Lieutenant General, USA
Commanding

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