MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Climate Assessments and Action Plans


2. Purpose: To outline guidance for command climate assessments 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 60 days of assuming command and another annually thereafter while retaining command. Commanders and senior leaders should encourage all unit personnel, including DA Civilians, to participate in this critical effort. All unit members will be afforded the opportunity to participate in the survey. If needed, Military Equal Opportunity (MEO) practitioners should provide the response rate to commanders and extend the survey window to allow for increased participation.

   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 10 protective and nine risk factors that can impact an organization's climate and ability to achieve its mission. Commanders have the option to customize the DEOCS and may add up to 10 multiple choice (formally known as locally developed questions) and five short answer questions covering over 50 topic areas to customize the survey for their organization. Ratings for all protective and risk factors are color coded to show favorable (green), neutral (yellow), and unfavorable (red).

   b. To promote anonymity, any unit with less than 30 personnel must conduct its command climate assessments with a larger unit (the higher headquarters or another company-level unit within the command). At the battalion or higher commander's discretion, companies, or subordinate commands with more than 30 but less than 50 personnel may conduct its survey separately or with a larger unit (a higher-level command or another company-level unit).

   c. 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.

d. Commanders will use other assessment tools to provide depth and clarity on concerns identified in survey results. Other tools include interviews, focus groups, staff assistance visits, or trend analysis. Commanders should consult their MEO practitioner to determine the best methods for their command.

e. Effective 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.

(2) Commanders and MEOs will collaborate with other offices that are an integral part of the organization’s climate to assist in the development of customized survey questions for command climate surveys. These offices include, but are not limited to, the Staff Judge Advocate, Inspector General, Army Community Service, Family Advocacy, Behavioral Health, Chaplain, Public Affairs, Criminal Investigation Division, Provost Marshal, Sexual Harassment/Assault Response and Prevention, and Army Substance Abuse Programs.

(3) After reviewing the DEOCS data, MEOs will prepare an analysis of the survey results to create an executive summary of the data. The executive summary will include significant findings, organizational strengths, areas of concern and recommended corrective actions.

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

(5) MEOs will report any respondent statements that contain the following to the appropriate authorizations: 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 Sexual Harassment/Assault Response and Prevention.
(6) Commanders will plan and formulate corrective actions, specifically for red (unfavorable) and yellow (neutral) ratings 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 compliant summary reports and previous command climate surveys to identify trends and potential problem areas that may affect organizational effectiveness.

(7) 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 no later than 30 days after completion. Commanders will provide a copy of the action plan to their assigned MEO office at the appropriate level.

(8) Company and battalion 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 DEOCS. Commanders will also provide trends analysis based on historical data during their brief to their commander. Senior leaders will utilize these opportunities to mentor subordinate commanders and to maximize leadership development.

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

5. Expiration. This III Armored Corps and Fort Hood policy memorandum supersedes the Command Climate Assessments and Action Plans policy, dated 29 April 2021, and will remain in effect until superseded or rescinded.

6. The point of contact for this policy is the MEO office at (254) 287-491C.

[Signature]
SEAN C. BERNABE
Lieutenant General, USA
Commanding

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