

Executive Summary

The 2021 United States Army Garrison (USAG) Fort Riley Command Climate Survey was conducted to comply with Army Regulation 600-20, RAR 20-SEPT 2012 and IMCOM OPORD 21-025 DEOCS. The survey's intent is to provide Commanders insight into their respondents' perspectives of their work environment and to serve as a gauge by which to measure the effectiveness of work climate improvement initiatives.

SURVEY DESIGN

The 2021 survey measured 19 Protective and Risk factors (21 last year) by posing questions that survey takers respond to using a 5 point scale. The questionnaire focuses on 10 Protective Factors, which includes Cohesion, Connectedness, Engagement, Fairness, Inclusion, Morale, Safe Storage for Lethal Weapons, Work-Life Balance, Leadership Support, and Transformational Leadership and 9 Risk Factors which includes Alcohol Impairing Memory, Binge Drinking, Stress, Passive Leadership, Racial and Sexual Harassing Behaviors, Sexist Behaviors, and Workplace Hostility. Additionally, DEOMI used a 5 point scale versus "Yes" and "No" options for responses. The 5 point scale has had a negative impact on the number of positive responses due to the neutral option of "Neither Agree nor Disagree". This survey is broken out by High, Moderate/Neutral, and Low in each Risk factor.

DEOMI modified their new platform this year and we were able to put all USAG employees in the same survey broken out by directorate. Also the responses on Workplace Hostility are skewed due to how the question was asked, defined, and how the survey captured the data. One incident of hearing a rumor is a positive response in this factor. However, hearing one rumor does not make the workplace hostile.

EXECUTION OF SURVEY

The information and passwords on the survey was sent out to all the directors of each directorate to disseminate to their staff and encouraged their employees to take the survey. A weekly reminder email was sent out to all of the directors, as well as a status update on responses received to date. The response rate was higher (by 26 responses) than last year due to the increase in the number of responses by most of the directorates. There are 47 less employees on board this year as compared to this time last year (1149 FY21 vs 1196 FY 20). That is mainly due to lower number of DFMWR employees on board this year (460 NAF employees) versus last year (486 NAF employees). Only respondents who completed at least half of the DEOCS questions are included in this report; incomplete surveys where fewer than half of the questions were answered are not included. There were 104 incomplete surveys that were not counted. If they had been counted the return rate would have been 63%. This is due to some of the questions in the survey being uncomfortable for employees to respond to. Specifically the questions on alcohol. All of the other directorates had a lot of incomplete surveys as well except for DES and the Medium Directorates. This survey is

run by a third party. There is no way to trace responses back to individuals unless they use a very specific example in their responses.

RESPONSES BASED ON CURRENT STAFFING LEVELS						
		# On BOARD	# Of RESPONSES	PERCENT RESPONSES	FY 20	DIFFERENCE
	SMALL Directorates	52	22	42%	31/51%	Down 9/9%
Garrison Operations						
PAIO						
PAO						
EEO						
RSO						
ISO						
	MEDIUM Directorates	32	21	66%	19/59%	Up 2/7%
RMO						
OSJA						
	DES	163	58	36%	95/59%	Down 37/23%
	DHR	53	29	55%	22/39%	Up 7/16%
	DFMWR (both APF & NAF included)	460	316	69%	274/56%	Up 42/13%
	DPTMS	170	90	53%	61/36%	Up 29/17%
	DPW	219	81	37%	89/39%	Down 8/2%
	TOTAL	1149	617	54%		

SURVEY OUTCOMES

Establishing a basis for analysis.

This report will be compared to last year's report where applicable. The short answer and locally developed questions will be addressed by directorate in this report. Also addressed by directorate are their individual statistics. Based on the break out of the color coding results, **70%** will be used as the bench mark for improvement and areas of excellence. In the survey, Majority means white and Minority means employees of color. The color coding is: red is 50% or below positive responses means needs improvement, yellow is 50-69% and green is 90% and above, which is excellent. The factors were calculated based on how each individual responded to the questions rather than by summing the favorable or unfavorable responses and dividing by the total responses. Of note, this year there was a high neutral response rate (15% or more) in in most all of the factors. This negatively impacts the positive responses or

the number of respondents that agree or strongly agree. Neutral responses are considered just that for the purpose of this summary. The neutral responses were higher this year versus last year and has had a negative impact on the survey responses. The survey responses were also laid out differently this year versus last year.

Areas of Interest

There was a larger number of incomplete surveys this year compared to last year (104 vs 31). This is due to the types of questions that were asked in this survey. Employees reported they were not comfortable responding to many of the questions.

Fort Riley Garrison's top 3 Protective Factors with the highest favorability rating are Work-Life Balance at 76% positive response rate, High Connectedness also at 76% (went down 10% from last year), and Engaged and Committed at 74%. Connectedness and Engagement were also in the top 3 last year. The Bottom 3 are High Morale at 45% (our lowest), Fair Treatment at 52%, and Lethal Means Usually Safely Stored at 54%. Morale had 40% as moderate. Lethal Means Safely Stored is a new factor in this survey.

Fort Riley's top 3 Risk Factors with the lowest unfavorability rating are Frequent Alcohol Memory Loss at 1%, Presence of Sexist Behaviors at 7% and Passive Leadership also at 7%. Three Risk Factors with the highest Unfavorability ratings are Presence of Workplace Hostility at 87%, Moderate/High Stress at 37%, and Presence of Sexually Harassing Behaviors at 19%. In reference to Sexually Harassing Behavior, DPW had the highest percent (30%) of that behavior existing and the second lowest number of responses in the survey. DFMWR was second with 20% (highest number of responses) and Medium Directorates at 19% (lowest number of employees in directorate). The categories are completely different from last years survey due to the different factors used in this survey.

Binge Drinking is a new Risk Factor this year. Military, Senior Civilians and Men were the three highest response rates (20%, 11%, and 10% respectively). This question covered the past 12 months while COVID was on going. It is a fact that there was an increase in issues with Binge Drinking due to COVID per local law enforcement and the KBI. The fact that you could buy alcohol to go from restaurants increased traffic issues as well as Binge Drinking.

The Small Directorates had the highest percent of positive responses in the Climate Factors compared to the rest of the directorates with the exception of the Lethal Means Usually Safely Stored, which is expected. However, DPTMS had the highest percent (89%) that have Work-Life Balance and the Small Directorates had zero individuals that had no Work-Life Balance issues. DPW was second with 86%. Small Directorates did not have any red/negative responses with the exception of the Lethal Means Usually Safely Stored.

Morale was higher by Senior civilians than any other group by 30% - 40%. All of the other Protective Factors were all close based on the demographics within 10% or less across the board.

In reference to the Risk Factors, DPW had the highest Presence of Racially Harassing Behaviors among all of the directorates with 25% of a presence of that behavior. Next was DES with 23% and the rest are 11%-18%. The Medium directorates had the highest level of Presence of Sexist Behaviors with 14%. DHR was next with 10% and the Small Directorates had 0%. Presence of Sexually Harassing Behaviors, DPW was the highest with 30% and the Small Directorates was next with 27%, DFMWR at 20%, Medium Directorates at 19%. DES has the highest level of Workplace Hostility with 90% and DFMWR was next with 89%.

Short answer questions are as follows. Job Related Stress main responses are that HQDA mandates the stress on national issues that we do not have here, COVID-19, financial and job security, computer/network issues, high workloads, budget/personnel shortages, poor management/leadership, short/last minute deadlines, favoritism, and poor/lacking communication.

How your organization encourages growth and advancement. This had a lot of positive responses from developing and growing up to the ability to take the training needed to move up. There were some responses where growth and development are not offered, provided or encouraged or only offered to management's favorite employees. One other comment that we do a poor job of coaching and mentoring our existing staff to take on leadership roles.

Reporting discrimination/sexual harassment. Fear of reprisal came up a lot in the responses. As well as not having experienced discrimination/sexual harassment. No faith in the systems in place.

Issues that need to be addressed in the workplace are favoritism, communication, budgets, management keeping private information private, leadership issues, and management addressing poor performance issues.

Three changes you would make to improve your organizations climate. Better communication from management, limit favoritism, not always rely on the same people to get things done, returning to normal (pre COVID), more support to deal with challenging behaviors in the work place, everyone needs to be respectful of each other, leadership taking the time to understand their employees, more professional enforcement of Telework (TW) (contact numbers are not provided and phones are not forwarded), more TW opportunities, diversity, more funding/personnel and more recognition.

Areas of Excellence

Connectedness and Work-Life Balance are both at 76% with 17% and 13% neutral responses respectively. Military were 100% on Work-Life Balance. Leadership Support is at 73% with 19% neutral responses. 93% of respondents reported no Memory Loss Due to Alcohol. 97% of respondents have not seen extremist behavior.

82% of respondents stated their work center is accepting of individuals with diverse backgrounds.

71% of respondents stated their unit's leader would intervene if an individual was receiving sexual attention at work. 25% of the respondents were neutral. 74% of respondents stated that if a coworker were to report a sexual assault allegation, their chain of command would discourage employees from spreading rumors about the allegations, 23% were neutral responses. If you add the neutral responses to the appropriate positive/negative response, there is only a 2%-6% that stated there were issues in the sexual harassment/assault line of questions.

Passive leadership for Senior NCO is at 72% with 21% neutral responses. This is higher than the civilian ratings on their leadership by 12%. Risk factors for Toxic Leadership is right at 70%. This is for all first line supervisors. The neutral responses is 19%.

Racially Harassing Behaviors is at 82% never in the work place. Rarely (7%), sometimes (2%), and Often (Less than 1%) is at 18%. Often category had 2-8 responses in those factors for no more than 1%.

Sexist Behavior had a response rate of 93% never experiencing that type of behavior. However, 3 respondents reported they had experienced it often. Sexually Harassing Behaviors did not fare quite as well with 81% never responses. 1% responded they have experienced it often.

In reference to locally developed questions, I Receive Periodic Feedback from my Rater was at 72% positive response rate, which was slightly higher than last year at 71%. Extremist Behavior was only at 3%, which is the same as last year. 86% of respondents are aware of their EO/EEO rights as Federal employees, which is the same as last year. Accepting of Individuals with Diverse Backgrounds was at 82% positive response rate, which is slightly lower than last year at 85%.

In reference to service specific items that were on sexual harassment and assault. The numbers were are low as far as negative responses 2% - 9% as far as keeping the information private, acting on it and not blaming the individual for reporting the incident. The number of neutral response were high though 23% - 34%.

Opportunities for Improvement

Transformational Leadership was 66%. The military scored it at 98%. No Binge drinking was at 59% and Some (Less than monthly or monthly) was at 33%. Additionally, not all respondents answer this question. Military had the highest responses rate of 20%. Next is Senior Civilians at 11% and men at 10%. There were several comments related to drinking stating they drink due to the job and the stress of the job.

Low stress is at 63% and moderate to high is at 37%. Women experience more stress than men (45% vs 27% respectively). I believe that COVID has had an impact on that as well for those that were trying to work and home school their children. The work environment has also impacted stress levels. Individuals that work within a poor work

environment due to ineffective or poor leadership will experience high stress as well. Supervisors and Non-Supervisors are about the same (39% vs 36% respectively). Workload/OPTEMPO is the main comment under stress. Next is poor communication within the organization. Then it is favoritism and not holding individuals accountable for subpar work/having others do their work.

Passive Leadership is at 60% with 32% Neutral. This means that most individuals feel that leadership takes early action in addressing problems and problems brought to them versus ignoring them. The high percent of Neutral responses could be due to supervisors responding sometimes and other times not or individuals are just not aware to respond to the question one way or the other.

Workplace Hostility has an 87% presence of Workplace Hostility. This is the presence of aggressive behaviors directed at another individual while at work. The Often response rate was 7% on average across the questions that covered this risk factor. Gossip and not getting assistance when needed were the top two categories for the Rarely, Sometimes, and Often responses.

Presence of Sexually Harassing Behaviors came in at 81% with no presence, which means 19% on average of individuals stated there is a presence in the work place. All directorates had a negative response in this category of at least 10% to 30%.

In reference to your local questions, Favoritism is still an issue here at Fort Riley and was at 31% of individuals feeling there is favoritism in the workplace. However, that is down slightly from 32% last year. Fair Enforcement of Correctional Training was only at 45% positive response rate which is down slightly from 50% last year. People I Work with Challenge Discriminating Behaviors was 49% positive response rate which was slightly higher than the 47% last year. Lastly, the Communication from the Chain of Command is Timely was at 51% positive response rate, which is down slightly from 55% last year. Trust Leadership to Handle Complaints, Problems, or Issues Effectively was only at 63% positive response rate, which is down slightly from 68% last year.

Recommendations for Improvement

This time the plan is to send each directorate their respective information so they can come up with their individual plan to address their specific deficiencies. Based on how the survey captured the information it captured, directors will need to have sensing sessions to get to obtain clarity on the root causes to come up with a viable plan.