

Executive Summary

The 2022 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 intent of conducting the survey is to provide Commanders insight into the 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 2022 Defense Organizational Climate Survey (DEOCS) contained nineteen (19) overall Protective and Risk factors. The survey measured ten (10) Protective Factors: Cohesion, Connectedness, Engagement and Commitment, Fairness, Inclusion, Morale, Safe Storage for Lethal Weapons, Work-Life Balance, Leadership Support, and Transformational Leadership; and nine (9) Risk Factors: Alcohol Impairing Memory, Binge Drinking, Stress, Passive Leadership, Racially Harassing Behaviors, Sexually Harassing Behaviors, Sexist Behaviors, and Workplace Hostility.

DEOCS utilizes these factors because they are related to six (6) identified DEOCS Strategic Target Outcomes (STOs). The STOs include Racial/Ethnic Harassment/Discrimination, Readiness, Retention, Sexual Assault, Sexual Harassment, and Suicide.

The factors were assessed by having survey participants respond to questions using a five-point scale. The scale ranged from "strongly disagree" to "strongly agree". Those responses were then categorized and color-coded by the DEOCS platform as unfavorable (red), neutral (yellow), or favorable (green). This is a change from last year where a certain percentage determined the color coding. Results were also broken out in demographic categories that include gender, race/ethnicity, office status, supervisor status, and military/civilian status. The demographic information is based on information provided by survey participants and for results to be displayed each question must have had at least five responses from the same demographic group. Survey participants also had the opportunity to write in responses and comments to selected questions. These comments were not rated.

There were ten (10) locally developed questions or LDQs and ten (10) Service-Specific items linked to the service component on this survey. The responses to these items were broken out showing the percentage of Strongly Agree/Agree, Neither Agree nor Disagree, and Strongly Disagree/Disagree for each question.

There was one change of note to the survey this year. As of June 2022, *Workplace Hostility* ratings were calculated applying a new method to the set of six questions. Instead of grouping participants, this method groups response types into three categories:

1. "**Frequent Workplace Hostility**" = unfavorable category; total percentage of *Sometimes* or *Often* responses to the six questions.
2. "**Rare Workplace Hostility**" = neither favorable nor unfavorable category; total percentage of *Rarely* responses to the six questions.

3. “No Workplace Hostility” = favorable category; total percentage of *Never* responses to the six questions.

EXECUTION OF SURVEY

The survey was registered in DEOCS, and links and registration codes for each Directorate were sent to Directors to disseminate to their staff. Directors were informed to enable and encourage their employees to take the survey. The survey was originally open from 15 August 2022 to 16 September 2022. An additional week was added to the survey due to low participation rates from two Directorates moving the survey close date to 23 September 2022. Weekly reminders and updates were sent to Directors via email. The overall response rate of 50% was lower than last year’s by 4%. There were four Directorates that showed an increase of more than 10% in participation compared to last year. There were two Directorates that had decreased participation by 10% or less and one Directorate had a decrease in participation by more than 10%. There are 40 fewer employees on board this year as compared to this time last year (1109 FY22 vs 1149 FY21). This is mostly due to lower number of DFMWR employees on board this year (417 NAF employees) versus last year (460 NAF employees). Only respondents who completed at least half of the questions are included in this report.

RESPONSES BASED ON CURRENT STAFFING LEVELS						
		# On BOARD	# Of RESPONSES	PERCENT RESPONSES	FY 21	DIFFERENCE
	SMALL Directorates	54	41	76%	22/42%	UP 19/34%
Garrison Operation						
PAIO						
PAO						
EEO						
RSO						
ISO						
	MEDIUM Directorates	32	18	56%	21/66%	DOWN 3/10%
RMO						
OSJA						
	DES	156	74	47%	58/36%	UP 16/11%
	DHR	57	50	88%	29/55%	UP 21/33%
	DFMWR (both APF & NAF included)	417	174	42%	316/69%	DOWN 142/27%
	DPTMS	168	84	50%	90/53%	DOWN 6/3%
	DPW	225	113	50%	81/37%	UP 32/13%
	TOTAL	1109	554	50%		

Incomplete surveys are not included or counted, so the actual response rate may have been higher. There is no way to trace responses back to individuals unless they use a very specific example in their comments and no way to know how many incomplete surveys there were.

SURVEY OUTCOMES

Establishing a basis for analysis.

Since this is the first survey for COL Foote, the DEOCS platform did not provide any trend analysis, but the analysis from the Equal Employment Opportunity office will make comparisons to last year's report where applicable. The DEOCS platform did provide alerts for ratings that were deemed "very low" rated Protective Factors or "very high" rated Risk Factors when compared to Fort Riley's service component (US Army). The alerts will be addressed by Directorate. There are unique cut-off scores for each factor within each service component, so alerted factors could have very different ratings. The short answer and locally developed questions will be addressed by Directorate in this report as well as organizational statistics. All percentages are based on the total number of responses to a question or set of questions. Overall Unit/Organization ratings factor in all survey responses while each Directorate rating is based only on the number of responses from that particular Directorate.

Overall Areas of Interest

Fort Riley Garrison's overall top three highest favorably rated factors are the same as last year's survey. They are Work-Life Balance at 80% positive response (up 4% from last year), High Connectedness at 78% (up 2% from last year), and Engaged and Committed at 78% (up 4% from last year). Since High Connectedness and Engaged and Committed are tied, the next highest favorable rating is Supportive Leadership – Ratings for All Immediate Supervisors at 76%. The overall top three factors with the highest unfavorable ratings are completely different from last year. Last year had High Morale, Fair Treatment, and Lethal Means Usually Safely Stored as areas of overall concern. This year the top three Risk Factors are Moderate/High Stress at 35%, Frequent Workplace Hostility at 25%, and Presence of Sexually Harrassing Behaviors at 24%.

Most responses to the LDQs from the overall view were favorable. Two items that were borderline favorable/unfavorable were regarding stress and communication from senior leadership to all levels of the unit/organization. All other questions had unfavorable ratings of less than 20%.

Responses to the Service-Specific questions from the overall view were also mostly favorable. There were higher percentages of responses that were neutral, however. The lowest favorable rating was on the question about the unit's senior NCO intervening if an individual was receiving sexual attention at work. This question received a rating of 60% and could mean that this is an area that needs attention.

Overall Areas of Excellence

Connectedness, Work-Life Balance, Engagement and Commitment, and Leadership Support -All Immediate Supervisors were consistently rated favorable across all demographics by participants. Responses from Officers and Senior Civilians appeared to be the most highly favorable ratings. Many of the comments support highly favorable ratings for immediate supervisors.

Overall responses to the LDQs indicate satisfaction with immediate supervisors, civilians feeling valued, respect, and trust. There was also a high level of agreement that discrimination based on race/color/national origin does not occur in the workplace.

There was a moderate number of neutral responses in reference to service specific items that were on sexual harassment and assault. Most responses, however, indicate that reports would be taken seriously and would receive appropriate response.

Overall Opportunities for Improvement

Transformational Leadership was 53% falling from 66% in FY 21. The DEOCS platform alerted the rating as being very low compared to the service component (US Army). Although ratings for Supportive Leadership – Immediate Supervisor were favorable, there appears to be a disconnect when it comes to encouraging, inspiring, and motivating others to meet new challenges and accomplish tasks beyond what they felt possible as measured by Transformational Leadership. There were also large gaps between the Supervisors and Non-Supervisors and Men versus Women’s perspectives of the work environment. Supervisors and Men had a much more favorable out look on the work environment than Women and non-supervisors. The gaps are larger this year than last year.

Recommendations for Way Forward

Each individual Director should review their results and create an action plan to address their specific issues. The survey data is a snapshot and may not provide enough information for Directors to act upon. Directors should consider additional means to assess the issues such as organizing informal discussions, sensing sessions, conducting observations, or reviewing records.

SUMMARY OF EACH DIRECTORATE

DES

There was an increase in the number of DES staff that took the survey (74 vs 58 in FY 21), but DES had the second lowest response rate at 47%. Some comments from respondents indicate resistance to survey taking. One comment described participation

as “forced” and another indicated lack of belief that anything would come from completing the survey. When examining ratings there are often large gaps in favorable ratings between respondents in Non-Supervisory positions and respondents in Supervisory positions.

The highest favorability ratings for the Protective Factors category included Connectedness (81% - up 3% from last year), Work-Life Balance (81%), Leadership Support – Ratings for All Immediate Supervisors (80%), Cohesive Organization (80%).

Connectedness is the only factor that was also in the highest rated last year. The others that are not present in the highest rated this year are Transformational Leadership-Ratings for Senior NCO (60% - down from 71% in FY21) and Lethal Means Usually Safely Stored (64% - down from 70% in FY21).

When examining the demographic breakout for the responses to Connectedness, it shows Minorities gave the lowest favorability rating at 69%. Supervisors responded with higher ratings (90%) vs Non-Supervisors (79%). The demographic breakout for Work-Life Balance shows all demographics responding evenly with the exception of Minorities who gave the highest favorability rating (87%). The Cohesive Organization breakout had the most variance in the ratings across demographics. Both Women and Supervisors gave 100% favorable ratings while Minorities gave 70% favorable and Non-supervisors gave 73%. The breakout for Supportive Leadership – Ratings for All Immediate Supervisors revealed a gap between Supervisors (94%) and Non-Supervisors (77%). While most comments and short answer were positive for immediate supervisors, there were some comments regarding lack of support for training that could have contributed to lower favorability ratings by Non-Supervisors.

The Protective Factors with the lowest favorable ratings are High Morale (42% - up from 32% in FY21), Transformational Leadership – Ratings for Unit/Organization Leader (49% - down from 52% in FY21), Fair Treatment (60% - up from 47% in FY21), and Transformational Leadership – Ratings for Senior NCO/SEL (60%). All of the lowest rated Protected Factors are the same as last year. Transformational Leadership – Ratings for Senior NCO/SEL was added to the list this year because it is tied with Fair Treatment. It was also added here because both levels of Transformational Leadership, (Unit/Organization and NCO/SEL), were marked with alerts from the DEOCS platform as being extremely low when compared to others in Fort Riley’s service area (US Army).

The demographic breakout for High Morale shows that Women gave the lowest percentage of favorable ratings at 40% and there is a big gap between Non-Supervisors at 38% favorable and Supervisors at 71% favorable. There are comments that suggest staffing, workload, and “locker room talk” may contribute to the lower favorable ratings for Women and Non-Supervisors. The breakout for Fair treatment also shows a large gap between Non-Supervisors (50%) and Supervisors (90%). Minorities were also slightly under the rest of the favorable ratings at (57%). Comments about perceived unfair awards, promotions and hiring practices may be reasons for lower favorable ratings. The breakouts for the Transformational Leadership categories both showed a high number of neutral responses. For the Unit/Organization level it was 46% and for the NCO/SEL level it was 40%. Interestingly, there were no unfavorable ratings for the NCO/SEL category. The rest of the ratings (60%) were favorable. Demographics

revealed that Non-Hispanic/White gave the lowest percentage of favorable ratings (48%) for the Unit/Organization level. Both levels of leadership categories revealed a large gap between Non-Supervisors and Supervisors. For Unit/Organization level it was Non-Supervisors at 39% vs Supervisors at 75% and for NCO/SEL level it was Non-Supervisors at 41% vs Supervisors at 78%.

The Risk Factors with the highest unfavorability rating are Presence of Workplace Hostility (26% down from 90% in FY21), Moderate to High Stress (32% up from 28% in FY21), and Presence of Sexually Harrassing Behaviors (30% - was not in top three last year). The demographic breakout for Workplace Hostility reveals all responses in all categories (with the exception of supervisors) were divided into thirds – approximately 30% of the responses from each category indicated frequent workplace hostility, 30% indicated neutral, and 30% indicated no workplace hostility. There was a gap in responses from Supervisors and Non-Supervisors and Non Hispanic Whites. 19% of responses from Supervisors indicated frequent workplace hostility while 27% of Non-Supervisors and 27% of Non Hispanic Whites indicated frequent workplace hostility. Comments regarding racial slurs, insults, mean behaviors, and high levels of hostility between civilian and military personnel may be why this factor received a high number of unfavorable responses. All demographics for Moderate High Stress were relatively even with the exception of Minorities who indicated a higher percentage of stress at 41%. Some of the comments regarding stress express concern over staffing, workload distribution, lack of resources and lack of communication. When examining the breakout for Presence of Sexually Harassing Behaviors it revealed that 47% of Minority respondents and 40% of Women respondents indicated the presence of sexually harassing behaviors sometimes or often. At least one comment indicated a respondent had first-hand experience with sexually harassing behavior and did not believe it had been satisfactorily addressed.

One Risk Factor of note that appears to have a lower rating, but may be of concern is Toxic Leadership – Senior NCO/SEL level. It had a rating of 5% unfavorable, but there was a high number of neutral ratings on this factor. Only 30% of Non-Supervisory respondents said that leadership was non-toxic.

The Risk Factors with the lowest unfavorability ratings are Frequent Alcohol Memory Loss (3%- up from 2% in FY21), Presence of Sexist Behaviors (4% - up from 3% in FY21), and Passive Leadership - Ratings for Senior NCO/SEL (3%). The demographic breakout for Frequent Alcohol Memory Loss show that a higher percentage of Minorities (7%) indicate memory loss. Although the overall rating was low for Presence of Sexist Behaviors, 20% of Women respondents indicted that behaviors were present, but 100% of Supervisor respondents indicated that behaviors were not present. Like Toxic Leadership, Passive Leadership also had a high percentage of neutral responses. Non Hispanic White and Non-Supervisors were the only demographic to give unfavorable ratings. The rest of the demographic category responses were either neutral or favorable. The highest favorable rating, however, was from Non Hispanic Whites at 67%.

Responses to the locally developed questions, were consistent with the rest of the survey responses. The responses were generally favorable with stress being a possible

area of concern. 35% of the respondents indicated a high level of stress because they worked for the organization.

The service specific questions regarding sexual assault were also generally favorable. 88% of respondents indicated that if someone reported a sexual assault to your current permanent party chain of command, the chain of command would take the report seriously. The other 12% gave neutral responses and there were no respondents who disagreed with that statement.

DPTMS

The number of responses to the survey went down a little bit this year over last year by responses (84 vs 90 respectively). The organizations top 3 protective factors are work life balance (86%) high connectedness (83%) and supportive leadership-rating for all immediate supervisors (82%). In terms of work-life balance: minorities, women, and senior civilian employees rated this element 100%, while non-Hispanic white and non-supervisors provided the lowest positive response rate (85% v 87% respectively). The same is for the element of connectedness although the non-supervisor group provided the lowest ratings (82%) followed by men (86%). In regards to Leadership Support, GS-13/GS-14 Supervisors received the highest ratings (93%). Non-Hispanic Whites, Men and non-Supervisors gave the lowest positive responses (81% v 83% v 83% respectively).

The bottom 3 protective factors are lethal means usually safely stored (52%) transformational leadership – ratings for Unit Leader (57%), and fair treatment (61%). Of the employees whose lethal means are never safely stored, majority are women and Senior Civilian employees (60%). Supervisors are more likely to keep lethal means safely stored (64%). In the element of Transformational Leadership, this rating is very low compared to other organizations (57%). Women and Non-Supervisors provided the most neutral responses (45% v 46%). The large number of neutral ratings could be due to the new Director that started in November 2021. In the element of Fair Treatment, women and senior civilian rated the highest (80% v 100%) while 28% of Non-Supervisors and Men rated the lowest (combined).

The organizations 3 risk factors with the lowest unfavorably ratings are the presence of sexist behaviors (1%), frequent alcohol memory loss (2%), and there were three elements rated 4%: toxic leadership- rating for senior NCO, passive leadership-ratings for unit/organization leader and passive leadership rating for Senior NCO/SEL. All demographics responded positively to there being no presence of sexist behavior within the organization, with the exception of 1 and that person reports that it happens often. Less than 5% of employees have experienced memory loss during the past 12 months associated with drinking alcohol. As far as leadership, the ratings for passive leadership for the unit leader appears to have a high neutral responses (42%). Non-Supervisors and Junior Civilians rated high for both toxic and passive leadership for the senior NCS/SEL (9% and 8% v. 4% and 5%).

The 3 risk factors with the highest unfavorably ratings for overall unit are presence of workplace hostility (23%), moderate/high stress (22%), and 21% of employees report the presence of sexually harassing behaviors. In the element of workplace hostility, the organization is divided. Minorities have reported the highest rating of frequent to rare workplace hostility (62%), followed by non-Supervisors (55%), and then Men (52%). Of the employees that experience moderate/high stress, Non-supervisor rate highest (26%), while Senior Civilians rate (0%). One employee states, 'The immediate Supervisor only cares about satisfying the Senior Leaders at the expense of the employee. Employees are required to complete tasks outside their job scope, due to poor planning and wanting the Senior Leader to be happy and take credit for mission success. Tasks are given to the employees at the detriment of the employees which effects personal time, physical and mental health while the supervisor provides threats and employees fear of reprisal from leadership if employee refuses to execute.' Although more than half employees report no presence of sexually harassing behaviors overall, 60% of women in the organization report that there is a presence of it. This could be due to the organization being male dominant.

For the locally developed questions, the organization is doing well as employees feel that discrimination based on race/color/national origin does not occur in the workplace (95%) and having an atmosphere of respect in the unit/organization (92%). Also, when it comes to sexual assault allegations, most employees feel comfortable that the chain of command will take it seriously and keep that information limited to those with a need to know (99% respectively). Areas of improvement would be make sure that communication flows freely from senior leadership to all levels of the unit/organization, whereas 19% of employees feel that it does not, and ensure that employees are held responsible for their job performance (13% disagree).

Based on the responses received, women, minorities, and senior civilian leaders have high positive response rates vs non-whites, men, and supervisor rating low across all categories. There is a common theme in the comments referring to the 'good ole boy system at Fort Riley' within DPTMS. A few employees feel that only the ones in the front lines are noticed and rewarded for their hard work and listened to. A few employees stated they feel that some employees are positioned or hired because of who they know not what they knew, resulting in the team working harder to fill in for the lack of experience. Other employees have stated they were passed over for a position that they were completely qualified for due to this hiring practice. This could be why the element of Moral is low overall (62%) with Non-Supervisors providing the lowest ratings (61%). There were a lot of positive comments in regards to trusting their immediate supervisor when reporting an act of discrimination

DPW

Survey participation for this year increased by 32 employees compared to last year (113 vs 81 respectively). DPW had a 50% participation rate this year. All demographic categories had representation for race, gender, and position level. DPW had the highest

unfavorable response rate on Sexual Harassing Behaviors in the workplace (33%) out of all the directorates. This is up 3% from last year. All other directorates had High/Moderate Stress as their highest unfavorable response. One other directorate had Frequent Workplace Hostility as their highest unfavorable response rate. The biggest gap between minorities and white is the storage of lethal means. Whites at 65% lethal items are secured and only 43% of minorities secure lethal items. There were large gaps between how supervisors and non-supervisors feel and view the work place. Fairness had the biggest gap at 20% difference. Next was Transformational Leadership at 15%. The supervisors have a more positive view of the work environment than do their employees. Additionally, in the comments, there were several on an employee that is allowed to make racial remarks on social media (management is friends with them on the platform) and sexual remarks in the workplace. There were also several comments on an employee allowed to sleep on duty. DPW leadership is aware of both issues and does nothing about it. Lastly, the different sections of DPW are not working together as a cohesive unit, which is causing morale to be lower this year than last year.

The highest favorability ratings for the Protective Factors category included Work-Life Balance at 93% vs 86% last year. High Connectedness at 82%, which is the same as last year. Engaged and Committed at 80%, which is lower than last year at 82%. The Work-Life Balance category men feel the highest Work-Life Balance at 94% while minorities feel the lowest balance at 87%, which is up from last year. Supervisors (86%) feel less work-life balance than non-supervisors (94%) in DPW. The High Connectedness category. Senior Civilians responded at 100% connected and men had the lowest sense of connectedness at 81%. There was also a gap in perception between supervisors and non-supervisors of 8%. Supervisors feel more connected at 88% and non-supervisors at 80%. The Engaged and Committed category again the biggest discrepancy is between supervisors (97%) and non-supervisors (77%) of 20%. Men (84%) feel more engagement than women (70%) in DPW. Minorities and whites were only 1% apart.

The lowest favorability ratings for the Protective Factors category included Transformational Leadership-Senior NCO with the lowest score of 43, which is down 1% from last year and 47% for unit leaders. These ratings are lower than others in the Department of the Army. However Leadership Support is at 77% due to these questions on based on the employee's first line supervisor and not upper management. Supervisors (60%) feel they encourage their employees but the employees (45%) do not feel that way. The High Morale at 50% which is down 3% from last year. Men (56%) feel the morale is higher than women (31% v 38% last year) do. Women feel the morale in DPW continues to be low. There is also a large gap between junior and senior civilian personnel of 24% and supervisor vs non-supervisors at 13% difference. Fair Treatment is also 50%, which is down 2% from last year. Only 33% of women in DPW feel the work environment is fair. Most of the women responses were neutral responses at 36%. Supervisors (75%) and senior personnel (94%) feel the work environment is fairer than non-supervisors (45%) and junior civilian (54%) employees. DPW employee's comments included a lack of communication, leadership not caring about employee

careers/advancement, and leadership not informing employees about trainings/development opportunities.

The lowest unfavorability ratings for the Risk Factors category included Frequent Alcohol Memory Loss at 0.93% vs 1% last year. 94% of DPW respondents stated that they have never drunk to where they could not remember what happened. 38% responded they have 4 or more drinks every couple of weeks to a month. 11% of DPW respondents binge drink of that women had the lowest rate on frequent binge drinking with 0%, while men had the highest at 14% responded they binge drink frequently. 48% of DPW supervisors that responded stated that they do some binge drinking. Passive Leadership at 5%, which is the same as last year. Women had the highest score with 10% and minorities the lowest with 3%. 52% of the responses were neutral and supervisors had a 49% neutral response rate. The rating for Toxic Leadership for Senior Leadership was higher with 8% and a 50% neutral response rate.

The highest unfavorability ratings for the Risk Factors category included Sexually Harassing Behaviors at 33%, which is up 3% from last year. Supervisors feel there is virtually no sexually harassing behavior with 9%. Non-supervisors feel very differently with 37% feel there is sexually harassing behavior that is ongoing in DPW. Men and women both feel that is ongoing with 30% and 33% respectively. There were several comments on a certain employee who makes racist comments on social media and sexually inappropriate jokes and comments in the workplace in which management is aware of and has done nothing to address the behavior. Frequent Workplace Hostility at 26% is the same as last year and is the 2nd highest in Risk Factors. Women feel there is workplace hostility at 31% than men at 23%. Minorities feel there is less workplace hostility at 22%. Most of the hostility issues are from gossip in the work place, other taking credit for their work, and not getting the information needed to complete their work. This also is supported with several comments on poor communication in within DPW to include only a 56% positive rating on communication flow from leadership within DPW. There were also comments about toxic leadership and fear of talking due to reprisal. Moderate/High Stress at 25%, which is the same as last year. The Moderate/High Stress category showed women feel more stress at 30%, which is down 20% from last year. Minorities have the most stress at 32%, which is up from 29% last year. Comments included that funding and personnel are short. Not being a team there is an us versus them mentality among the different divisions.

The responses to the locally developed questions had both high and low points. 78% of employees said that discrimination based on race/color/national origin does not occur in DPW, 75% of employee's leadership treats them as valued members of the workplace, and 72% of employees feel that their supervisor creates an environment that promotes building trust within their team. However, 56% of employees that communication flows freely from senior leadership to all levels of the unit; only 62% of employees stated that the people they work with would challenge discriminating behaviors; and 63% of employees feel the people they work with are held responsible for their job performance. There were many comments about this in the survey

responses. Additionally, 61% of trust leadership to handle complaints, problems or issues effectively.

In regards to the short answer questions, there were both positive and negative comments. Most of the employees responded they would recommend to others to work here on Fort Riley. There were a lot of comments on the lack of communication as being the downside to working in DPW. Benefits was the number one reason to work on Fort Riley. Most of the responses were adequate when it comes to unit support of formalized training for DPW. There is a lot of annual training but not technical training for employees. A good news story is that most employees in DPW are comfortable reporting acts of discrimination to their first line supervisor and chain of command. Deadlines, not enough personnel, last minute taskers, and poor worker performance were the top responses for what causes stress for employees in DPW. Lastly, in response to what about DPW that leadership does not know but should be leadership is aware of the problems but choose not to deal with them (sleeping on duty and sexual jokes in the workplace); high level of direct hire prevents diversity in DPW; and things are worse than they appear.

DHR

Survey participation for this year by DHR was the highest for the Garrison at 88% response rate. The highest favorability ratings for the Protective Factors category included Work-Life Balance (90%), Engaged and Committed (87%), and Supportive Leadership – Ratings for All Immediate Supervisors (85%). Work-Life Balance increased from 83% and Engaged and Committed increased from 84% when compared to FY21. The Work-Life Balance category had 90% of employees respond that they can easily balance the demands of their work and personal life. Supervisors feel the highest Work-Life Balance at 100% while Men feel the lowest balance at 83%. The Engaged and Committed category had 98% of employees being proud of their work and 96% of employees feeling that their work has a great deal of personal meaning to them. Engaged and Committed levels are fairly even across the board regarding demographic categories. The Supportive Leadership category had 90% of employees respond that their immediate supervisor treats them with respect and 94% of employees feel their immediate supervisor cares about their personal well-being. Supervisors feel the highest support from leadership at 96% while Non-Hispanic feel the lowest at 82%.

The lowest favorability ratings for the Protective Factors category included Lethal Means Usually Safely Stored (57%), Transformational Leadership – Ratings for Unit Leader (59%), and Fair Treatment (64%). Both Lethal Means Usually Safely Stored and Fair Treatment were in the bottom 2 Protected Factors in FY21 (69% and 59% respectively). The Lethal Means Usually Safely Stored category had 36% of employees report that lethal means are never safely stored. Women responded the highest of keeping lethal means usually safely stored at 75% while Minorities was the lowest at 52% of lethal means never safely stored. Last year, the demographics were very close. The Transformational Leadership category had 40% of employees report neutrality and

0.51% report leadership as non-transformational. Questions with higher neutral/negative responses included: leadership not communicating a clear and motivating vision of the future and leadership not encouraging subordinates to think about problems in a new way. The Fair Treatment category had 25% of employees report neutrality and 11% report unfair treatment. For the question regarding whether discipline and criticism are administered fairly, 8% of employees disagreed and 34% of employees neither agreed nor disagreed. Supervisors feel the highest levels of fairness at 90% while Women and Non-Supervisors both feel neutral or unfair treatment at 40% each. Employee comments coincided with these percentages indicating some employees are favored with being able to go to multiple trainings in a year and contractors receive special treatment compared to GS employees.

The lowest unfavorability ratings for the Risk Factors category included Frequent Alcohol Memory Loss, Frequent Binge Drinking, and Passive Leadership – Ratings for Unit Leader which were all at 0%. This is comparable to last year as both Frequent Binge Drinking and Frequent Alcohol Memory Loss were both at 0%. No one in DHR has reported Alcohol Memory Loss. Women responded the highest level of some binge drinking at 45% followed by Non-Hispanic White at 41% and Supervisors at 40%. Men responded the lowest level of some binge drinking at 25% followed by Minorities at 29%. For the Passive Leadership, the neutral responses were highest at 55% regarding leadership taking early action of addressing problems and addressing problems when brought to their attention. Women and Supervisors responded with the highest level of neutrality in this category at 60% each while Men and Non-Supervisors responded with the lowest level of neutrality at 50% each.

The highest unfavorability ratings for the Risk Factors category included Moderate/High Stress (35%), Presence of Sexually Harassing Behaviors (26%), and Frequent Workplace Hostility (17%). Both Moderate/High Stress and Frequent Workplace Hostility were reported last year as well for DHR. The Moderate/High Stress category showed Women feel more stress at 44% while Supervisors feel less at 20%. Minorities and Men both feel less stress at 26%. The Sexually Harassing Behaviors category had 16% of employees indicated that someone from their organization has told sexual jokes that make them feel uncomfortable, angry, or upset and 14% of employees indicated that someone from their organization has suggested they do not act how a man/woman is suppose to act. However, no reports of attempts of unwanted romantic or sexual relationships were reported and no specific comments were provided by employees. Women responded the highest level of there being a presence of sexually harassing behaviors at 35% while Supervisors were the lowest at 10%. Employee comments indicate that employees feel like they could report discrimination or sexual harassment to their immediate supervisor for action. Minimal negative comments included: reporting concerns to no one due to management not wanting to ruffle any feathers and feeling like their immediate supervisor wouldn't follow through regarding their concerns. The Presence of Workplace Hostility levels are fairly even across the board regarding demographic categories between 16-18%. Supervisors felt less workplace hostility at 10%. In this category, 58% of employees indicate that someone

from their organization intentionally interferes with their work performance, 64% feel that someone from the organization gossips about them, and 64% feel that they are not provided information/assistance when needed. Employee comments indicated management yelling at employees for excessive use of resources, presence of a rumor mill, negative attitudes, and backbiting. Some of the viewpoint of favoritism also includes that some positions are posted on USAJobs while others are direct hires.

The responses to the locally developed questions had both high and a few low points. For high points, 87% of employees responded that civilians are treated as valued members of the organization by leadership and 85% of employees feel that their immediate supervisor creates an environment that promotes building trust within their team. However, only 63% of employees feel that the people they work with challenge discriminating behavior and only 66% of employees disagreed that they experience a high level of stress because of their work in the organization. For job related stress, employees shared that their organization is exceptional at working together, rolling with the changes, and doing their best to stay positive for the customers they serve. Issues related to stress included workload/project changes, technical/network issues, system/policy changes, heavy workload, coverage of others duties while still meeting their own duties, lack of resources, favoritism, frequent employee turnover, unhappy customers, limited funding/spending, and minimal levels of customer service instead of exceptional customer service. Communication issues that contribute to stress were unclear explanations, changing expectations, and not being on the same page as co-workers.

In regards to the Commander's Questions, generally employees feel positive about the work environment and recommend working for their organization to others. Employees stated they are glad leadership is proactive and resolve issues quickly. Employees did express issues of favoritism, good ole boy system, discrimination based on race and gender, and fear of being fired for using the wrong pronoun for others. One comment indicated that favoritism and poor communication is dampening creativity and teamwork in the organization. There were several comments regarding not knowing Command well yet and feel the address to the workforce will help employees understand the expectations and goals for the Garrison. Employees had positive comments regarding the organization's support of formalized training. Some comments include: leadership encouraging employees to complete training to help with their current role, providing ample opportunities to learn, and allowing employees to take on new assignments that help them grow if ever promoted. One comment wished that the time used to repeat mandatory training could be used for their work duties and responsibilities. Another comment expressed concerned how employee development was important and prioritized when there is only 1 employee in a section. For responses related to what leadership should know but doesn't, comments included: leadership should know how to do the job of employees below them but don't and that employee work is not as appreciated or deemed as important compared to directorates that deal with Life, Safety, and Health services. There was a comment of concerns with leadership utilizing the "old way" and being a hindrance to the progression of the

organization. One comment expressed how they feel they can't say "No" to Command even when it's illegal or unethical and can't challenge demands from the DGC when their organization doesn't have the manpower or resources to complete what's being asked. The lack of diversity in the Garrison Leadership continues to be a hot topic. One comment indicated that the attitude of employees is reflect in how the Garrison employees that are not White Males are treated. Another comment did point out that there was a recent addition of a Minority to the Garrison Directors

DFMWR

Survey participation for this year was at 42% with 174 surveys returned. This has significantly decreased compared to last year where 316 surveys were returned. One contributing factor is that there were fewer registered participants this year at 417 compared to last year at 486.

The highest favorability ratings for the Protective Factors category included Engaged and Committed (70%), High Connectedness (68%), and Supportive Leadership – Ratings for All Immediate Supervisors (65%). Compared to last year, High Connectedness and Engaged and Committed were similar percentages. The Engaged and Committed category had 87% of employees being proud of their work and 84% of employees feeling that their work has a great deal of personal meaning to them. Engaged and Committed levels are fairly even across the board regarding demographic categories. The High Connectedness category had 74% of employees respond that they disagree with feeling that their future seems dark. For the question whether employees feel like they belong, 56% employees agreed, but 26% provided a neutral response. Supervisors feel the highest connected at 76% with Non-Supervisors feel the lowest connected at 65%. The Supportive Leadership category was a highest favorability rating. However, this factor is still very low and requires action. In this category, 72% of employees feel their immediate supervisor treats them with respect. Additionally, there was a high number of neutral responses with the highest at 28% of employees response related to whether their immediate supervisor puts the interest of subordinate or subordinates' families above their personal interests. Men feel the highest Supportive Leadership at 72% while Minorities and Women feel the lowest support at 63%.

The lowest favorability ratings for the Protective Factors category included High Morale (29%), Fair Treatment (42%), and Transformational Leadership – Ratings for Senior NCO/SEL and Lethal Means Usually Safely Stored (both at 42%). These Protective Factors are the same as last year except for Transformational Leadership. The High Morale category had 47% of employees report a moderate morale and 25% report a low morale. Employee recommended changes related to morale include: management supporting employees when they request help, more than just words of encouragement/praise, more recognition, newsletter that welcomes new employees and departing employees, more feedback on job performance, opportunities for work/home

life balance, refocus on programs for staff that make Fort Riley special, standardization, and morale boosters such as organizational days that don't impact family time. Men feel the highest morale at 33% while Supervisors feel the lowest morale at 23%. The Fair Treatment category had 32% of employees report neutrality and 27% report unfair treatment. Men feel the highest levels of fairness at 47% while Non-Supervisors feel the lowest level of fairness at 29%. The Transformational Leadership category had 47% of employees report neutrality and 5% report leadership as non-transformational. Questions with higher neutral/negative responses included: leadership not communicating a clear vision of the future nor encouraging their subordinates to think about problems in new ways.

The lowest unfavorability ratings for the Risk Factors category included Passive Leadership – Ratings for Senior NCO/SEL (0%), Frequent Alcohol Memory Loss (1%), and Toxic Leadership – Ratings for Senior NCO/SEL (3%). The Passive Leadership category additionally had 50% of employees indicate neutrality for their response. In this category, 46% of employees responded as neutral regarding leaders taking action early to address problems and 54% of employees responded as neutral regarding leaders addressing problems when brought to their attention. The Frequent Alcohol Memory Loss category had 1% of employees report frequent memory loss. Women had the highest percentage at 2% for frequent alcohol memory loss, and Supervisors had the lowest percentage at 3% for some memory loss due to alcohol. The Toxic Leadership category had 77% of employees responded neutral of leadership having a sense of personal entitlement and 69% of employees responded neutral of leadership having explosive outbursts and ignores ideas that are contrary to their own. Men and Women were comparable in percentages for toxic leadership between 3-4%. However, Women responded higher on neutral responses at 68% compared to Men at 57%.

The highest unfavorability ratings for the Risk Factors category included Moderate/High Stress (50%), Frequent Workplace Hostility (32%), and Presence of Racially Harassing Behaviors (25%). Last year, Presence of Sexually Harassing Behaviors made the list but has shown improvement for this year. Several of these risk factors are linked to a higher likelihood of suicide as well as lower levels of readiness and retention. The Moderate/High Stress category showed Women and Non-Hispanic White feel more stress at 53% while Men feel less stress at 35%. In this category, 72% of employees responded sometimes and often regarding how often they feel nervous or stressed. Employees feel the issues needing to be addressed that contribute to job related stress are: low morale, organizational chaos, lack of respect, unprofessionalism, rudeness, lack of trust in leadership, underappreciated, poor leadership, lack of breaks, exhaustion from being overworked, staffing/turnover, funding/budget cuts, heavy workload, accountability, assignment of duties compared to training, micromanaging, lack of resources, lack of transparency, exclusion, and scheduling. The Frequent Workplace Hostility levels were fairly even across the board regarding demographic categories between 31-36%. Supervisors felt more workplace hostility at 36%. Additionally, 27% of employees responded that while workplace hostility is rare it still has occurred. In this category, 73% feel that someone from the organization gossips

about them, 70% feel that they are not provided information/assistance when needed, and 66% of employees indicate that someone from their organization intentionally interferes with their work performance. The Presence of Racially Harassing Behaviors category had 17% of employees indicated that someone from their organization shows them a lack of respect because of their race/ethnicity and 12% of employees indicating someone from their organization has expressed racial/ethnic jokes and stereotypes that make them feel uncomfortable, angry, or upset. This coincides with the comments where employees reported being treated differently due to skin color and blatant racism/discrimination at their jobs. Employee comments indicate that employees feel like they could report discrimination to their immediate supervisor for action or utilize avenues such as EEO, MPs, etc. Minimal employees did express concerns about reporting to leadership or leadership taking action.

The responses to the locally developed questions indicated 63% of employees feel they are treated as valued members of their organization by leadership. However, only 41% of employees feel that communication flows freely from senior leadership to all levels of the organization and 45% of employees feel they experience a high level of stress because they work in their organization. Although 64% of employees feel discrimination based on race/color/national origin does not occur in their workplace, this is still a hot topic based on the comments above regarding the Racially Harassing Behaviors category.

In regards to the Commander's Questions, negative comments outweighed the positive. Overall, CYS employees specifically expressed a high level of enjoyment of working with children despite the negative comments. There were also some positive comments on the work environment and feeling like a sense of family. There were specific issues within Child and Youth Services in the comments, which coincides with the high number of CYS employees within DFMWR. However, leadership at the centers, "SLT", and Whitside CDC were repeatedly mentioned with significant employee concerns. A majority of the concerns listed related to stress and communication issues were also why employees expressed that they would not recommend working for their organization to others. Communication was a hot topic in the comments and included: unclear work expectations/vision, not closing the loop with employees, making promises that can't be accomplished, responsibilities changing often, disconnect on expectation vs reality, information hoarding, and gossiping. Positive comments included: good atmosphere, great opportunities, ability to move to other installations, sense of community, assisting soldiers and their families, diverse environment, and accessibility of leadership. Employees had positive comments regarding the organization's support of formalized training. However, some employee comments involved feeling that management has no regard for the advancement of their career. Another employee comment indicated there is a lack of initial training specific to their expected role.

Medium Directorates (OSJA & RMO)

Participation by Medium Directorates was 56% with 18 surveys returned. This is comparable to last year's participation and only decrease by 3 participants. The highest favorability ratings for the Protective Factors category included Work-Life Balance (89%), High Connectedness (86%), and Engaged and Committed (85%). Both Work-Life Balance and High Connectedness were top factors in FY21. The Work-Life Balance category had 89% of employees respond that they can easily balance the demands of their work and personal life and 6% of employees responding neutral. Supervisors and Men feel the highest balance at 100% while Women feel the lowest balance at 75%. The High Connectedness category had 94% of employees feel there are people in their organization they can turn to in times and need and only 13% of employees feel that they don't belong in their organizations. Supervisors and Senior Civilians feel the highest connectedness between 95-96% while Junior Civilians, Men, and Non-Supervisors feel the lowest between 81-83%. The Engaged and Committed category had 94% of employees agree or strongly agree that they are proud of their work and 89% feel their work has a great deal of personal meaning to them. Supervisors and Men feel the highest engagement and commitment at 95% and 93% respectively while Women feel the lowest at 81%.

The lowest favorability ratings for the Protective Factors category High Morale (39%), Fair Treatment (56%), and Cohesive Organization (64%). High Morale has dropped significantly compared to FY21 (60%). The High Morale category had 39% of employees rate the current level of morale in their organization as high or very high compared to 62% of employees rate morale as low to moderate. Supervisors feel the highest level of morale at 100% while Non-Supervisors feel the lowest at 20%. Women's morale was 50% compared to Men's at 43%. The Fair Treatment category had 31% of employees report neutrality and 14% report unfair treatment. Additionally, 11% of the employees disagree that positive outcomes are distributed fairly and 17% employees disagree and strongly disagree that discipline/criticism are administered fairly. Fairness levels varied across the board regarding demographic categories (90% for Supervisors vs 45% for Non-Supervisors and 71% of Men vs 50% of Women). The Cohesive Organization category had only 19% of employees report neutrality and 17% report a lack of working well as a team and trusting each other. Cohesive Organization levels varied across the board regarding demographic categories (80% for Supervisors vs 60% for Non-Supervisors and 86% of Men vs 50% of Women).

The lowest unfavorability ratings for the Risk Factors category included Frequent Alcohol Memory Loss (0%), Toxic Leadership – Ratings for All Immediate Supervisors (1%), and Passive Leadership – Ratings for Unit Leader (3%). These 3 categories are unchanged from FY21. Employees reported no memory loss due to alcohol. For the Toxic Leadership category, 6% of employees agreed that supervisors only act in the best interest of their own advancement while 16% of employees provided neutral responses in this category. Women feel the highest level of toxic leadership at 3% and

Non-Supervisors feel the highest neutrality at 18%. The Passive Leadership category had 26% of employees indicate neutrality for their response. In this category, 6% of employees indicated disagreeing that leaders address problems when brought to their attention. Women and Non-Supervisors feel the highest passive leadership at 6% and 5% respectively.

The highest unfavorability ratings for the Risk Factors category included Moderate/High Stress (30%), Presence of Sexually Harassing Behaviors (22%), and Passive Leadership – Ratings for Senior NCO/SEL (17%). Compared to FY21, there was a marginal percentage increase for Presence of Sexually Harassing Behavior (19%) and Moderate/High Stress (31%). The Moderate/High Stress category had 50% of employees respond that they sometimes and often feel nervous or stressed and only 6% of employees respond that they sometimes feel they could not cope with all of the things they had to do. This category showed reporting levels varied across the board regarding demographic categories (5% for Supervisors vs 38% for Non-Supervisors and 18% of Men vs 34% of Women). The Presence of Sexually Harassing Behaviors category had 17% of employees indicate that someone from their organization has told sexual jokes that make them feel uncomfortable, angry, or upset and 17% of employees indicate that someone from their organization has suggested they do not act how a man/woman is suppose to act. The Sexually Harassing Behaviors category showed reporting levels varied across the board regarding demographic categories (0% for Supervisors vs 40% for Non-Supervisors and 14% of Men vs 38% of Women). Employee comments indicate that employees feel like they could report discrimination or sexual harassment to their immediate supervisor for action or utilize avenues such as SHARP, EEO, IG, and SJA. The Passive Leadership category had 17% of employees feel leadership does not take early action in addressing problems or does not address problems brought to their attention. Additionally, 17% of employees had neutral responses. No demographic information was available for this category.

The responses to the locally developed questions had high points with minimal low points. For high points, 94% of employees indicated that discrimination based on race/color/national origin does not occur in their workplace. Additionally, 81% of employees responded that civilians are treated as valued members of the organization by leadership and that their immediate supervisor creates an environment that promotes building trust within their team. Low points included 50% of employees disagreed that they experience a high level of stress because of their work in the organization. For job related stress, employees shared issues of heavy workload, high interactions with outside units, communication issues, lack of clear mission/purpose, poor support from other organizations, technical issues/restrictions, and high emphasis on DEI initiatives rather than focusing on each individual as a human being. Additionally only 56% of employees responded that communication flows freely from senior leadership to all levels of the organization and that they trust leadership to handle complaints, problems, or issues effectively.

In regards to the Commander's Questions, employees stated that they feel that the Garrison is great place to work because of the people and indicated pride in their

organization. Employees did express there are incidents of favorites, cliques, and rigid limitations in being able to make productive and impactful changes. Employees had positive comments regarding the organization's support of formalized training. Additional comments were that there are some trainings that merely check the box and annual training can be excessive. For responses related to what leadership should know but doesn't, comments included: that concerns known but are accepted/overlooked and that Garrison's talented employees are looking for remote positions even if it means leaving for a position at a lower grade. Telework continues to be a hot topic within the workforce. There are employees that expressed concerns regarding employees getting over big time with telework and specifically about CHRA teleworking excessively resulting in not being able to engage with an individual person-to-person. Other employees feel that scheduled telework weekly or bi-weekly would increase morale and reduce losing talented employees in the Garrison. One employee emphasized that telework can be a powerful recruiting and retention tool for employees in this competitive market.

Small Directorates (USAG Office, PAIO, PAO, RSO, EEO, & ISO, HHC)

This year, participation by Small Directorates was 76% with 41 surveys returned. This number increased from last year compared to a response rate of 42% with 22 surveys returned. Overall, the protective factors are all above 80% with the exception of 1 element (lethal means safely stored - 58%) and the risk factors are under 15% with the exception of 1 element (moderate/high stress – 29%).

The highest favorability ratings for the Protective Factors Category is Supportive leadership – ratings for all Immediate Supervisors (94%), Cohesive organization (90%), and the elements of Engaged & Committed and High Connectedness both had an average rating of 88%. Leadership Support was highly rated across all demographics (above 90%) with the exception of those that are Enlisted which provided an 84% rating and 12% of those employees feel they do not have supportive leadership. In the element of Cohesion, all demographics stayed above 80% except for Enlisted employees (72%). There were high ratings for employees that are Engaged & Committed and Connected (above 80%), except for the Enlisted employees (69%) who provided the lowest ratings again.

The lowest favorability rating for the Protective Factors is Lethal Means Safely Stored (58%), Transformational Leadership - Ratings for Senior NCO/SEL (75%), and Work-Life Balance (76%). Officers are more likely to not store lethal means such as poisons, medications, and firearms in their living space (67%) followed by 62% of minorities. In the element of Transformational Leadership for the senior NCO/SEL, there were a higher number of neutral responses across all demographics than any other protective element (23%). Most of those high neutral ratings were from Women and Enlisted (45% v 43% respectively). Junior Civilians provided the highest negative

ratings in this element (7%). As far as Work-Life balance, the highest ratings were provided by Non-Hispanic Whites and Supervisors (both 83%), while Women, Officers, and Non-Supervisors feel that there is lack of work-life balance (17% for each).

There are four (4) elements listed as the lowest unfavorably ratings (0%) from the Risk Factors category: Frequent Alcohol Memory Loss, Frequent Binge Drinking, Passive Leadership – ratings for Senior NCO/SEL and Passive Leadership – Ratings for Unit Leader. There are no employees in the Small Directorates that have experienced any type of memory loss due to alcohol within the last 12 months. Although there are no reports of frequent binge drinking, 25% of the Small Directorates had some binge drinking with the Enlisted demographics providing the highest rating (56%). In the elements of Passive Leadership, for both the Senior NCO/SEL and Unit Leader, all employees either provided Non-Passive or Neutral ratings. No one rated leadership as being Passive.

The highest unfavorably ratings for the risk factors category are Moderate/High Stress (29%), Presence of Sexually Harassing Behaviors (15%), and Frequent Workplace Hostility (11%). The Enlisted group provides the highest ratings of Moderate/High Stress (50%) followed by Minorities (48%). Employees listed that some of the main causes of stress is due to understaffing, time management, last minute requests, and too much work and not enough time. Additionally, from the locally developed questions (LDQs), 31% of employees responded that they experience a high level of stress working/serving in their unit/organization. Overall, 15% of employees in the Small Directorates report a presence of sexually harassing behaviors. 33% (respectively) of Enlisted, Officers, and Military responded that there is a presence of sexually harassing behaviors. The reporting levels for workplace hostility varied across all demographics. 74% of women experience no workplace hostility, whereas 31% of Enlisted experiences it frequently followed by 21% Military.

In all of the protective and some risk categories, enlisted soldiers have consistently provided unfavorable ratings, which concluded that they may not be happy in the organization. They have drastically rated low in particular with the elements of Morale (44%-high moral v 33%-low moral), Fairness: 50% report fair treatment v. 22% report unfair treatment, Lethal means never safely stored (56%) and Some Binge Drinking (56%). There were comments that stood out from the Enlisted point of view. The Enlisted feel there is a lack of respect from seniors as well as them not taking care of soldiers. Several Enlisted made comments on not trusting the NCOIC and OIC of their section at all and feels the OIC belittles and can be only operationally focused. The Enlisted feel the NCOIC is rude and unapproachable. Not trustworthy and doesn't provide clear direction.

There were many positive comments pertaining to employees feeling comfortable reporting an act of discrimination or sexual harassment to their immediate supervisor because they trust them. Additionally, most of the employees are satisfied with their leadership and experiences in the Garrison although there is opportunity to grow and improve.