

DEOCS Executive Summary

The 2023 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 2023 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 ten (10) Risk Factors: Alcohol Impairing Memory, Binge Drinking, Stress, Passive Leadership, Toxic 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.

EXECUTION OF SURVEY

The survey was registered in DEOCS, and each employee received a system-generated email with instructions on accessing the survey. Directors were informed to enable and encourage their employees to take the survey. The survey was originally open from 1 August 2023 to 1 September 2023. An additional week was added to the survey due to low participation rates from two Directorates moving the survey close date

to 8 September 2023. The overall response rate of 45% was lower than last year's by 5%. There were two (2) Directorates that showed an increase of more than 10% in participation compared to last year. There were three (3) Directorates that had decreased participation by 10% or less and one Directorate had a decrease in participation by more than 10%. There are 45 more employees on board this year as compared to this time last year (1109 FY22 vs 1154 FY23). This is mostly due to a higher number of in all most all directorates except DHR versus last year. However, fewer surveys were returned this year versus last year by 37. 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 22	DIFFERENCE
	SMALL Directorates	65	40	62%	41/76%	-14%
Garrison Operation	5					
PAIO	4					
PAO	8					
EEO	4					
RSO	12					
GSO	6					
HHC	26					
	MEDIUM Directorates	36	26	72%	18/56%	16%
RMO	17					
OSJA	19					
	DES	169	70	41%	74/47%	-6%
	DHR	52	39	75%	50/88%	-13%
	DFMWR (both APF & NAF included)	428	127	30%	174/42%	-12%
	DPTMS	170	108	64%	84/50%	14%
	DPW	234	107	46%	113/50%	-4%
	TOTAL	1154	517	45%	554/50%	-5%

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.

The DEOCS platform did provide a comparison from the DEOCS survey from 2022 to 2023. The DEOCS also provided 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 trends show that all the Protective Factors favorable ratings compared to 2022 had a higher positive rate. Cohesive Organization (72%-76%), High Connectedness (78%-83%), Engaged & Committed (78%-86%), Fair treatment (54%-60%), Inclusion in Organization (68%-76%), Morale (48%-56%), Firearms Safely Stored (78%), Transformational Leadership for Unit Leader (53%-67% & NCO 63%-69%), and work-life Balance (80%-83%).

Most responses to the LDQs from the overall view were favorable. However, many would like to see more options or opportunities to telework or have a flexible work schedule and more opportunities for training for career growth and development. Communication is still the number one issue in most of the directorates.

Fairness had the highest rate of Neutral responses out of all the Protective Factors with 23%. Passive Leadership (both unit and NCO) had the highest rate of Neutral responses for the Risk Factors at 39%. Transitional Leadership was next with 30% for both Unit and NCO.

Overall Areas of Excellence

100% of the respondents feel the Garrison Commander exhibits supportive leadership and Non-Toxic Leadership.

Protective Factors of 4 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.

The trends on the unfavorable Risk Factors there were positive are the Presence of Sexually Harassing Behaviors went down significantly from 24% to 11% and Presence of Racially Harassing Behavior also went down from 18% to 14%, so there is still more work to be done there. Frequent Binging went down from 8% to 5%.

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. Males had much less stress this year at 26% versus last year at 45%.

Overall Opportunities for Improvement

The trends on the unfavorable Risk Factors were mixed. The biggest increase was in Passive Leadership for Unit Leader (5%-15%) and NCO (4%-7%). The Presence of Sexist Behaviors (prejudicial, stereotypical, or negative attitudes and opinions) went up from 6% to 7%. Both of which are trending in the wrong direction. Females feel less inclusion, fair treatment, and cohesion in the workplace more than any other demographic. Which ties into Females feeling their morale is lower than any other demographic. The USAG is a predominately male workforce and women within the USAG are feeling less a part of it than in the past. 19% of minorities feel there is a presence of Racially Harassing behavior in the workplace 14% (often to rarely occurring in the workplace which is down 4% from last year). This is joke telling, using racial terms, and expressing stereotypes about racial groups. Sexist Behaviors are felt by Minorities (11%) and Females (13%) in the workplace. Both have increased from last year 8% and 10% respectively. 11% of respondents stated there is a presence of Sexually harassing Behavior in the workplace. This is lower than last year by 13%. Interesting it is felt equally by both males and females. Stress is at 34% for Moderate to High Stress, which is 1% lower than last year. Females have more stress this year than last year by 1%. 46% of the respondents feel there is some Workplace Hostility, mainly Females at 38%.

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 a decrease in the number of DES staff that took the survey (70 vs 74 in FY 22), but DES had the second lowest response rate at 41%. Of note, Females had lower positive response rates on all the Protective Factors than the Males. They had some of the highest negative Risk Factor responses as well. Females responded with

43% frequently binge drinking compared to the 3% for Males. Minorities also binge drink more than Whites by 14%

The highest favorability ratings for the Protective Factors category included Connectedness (81% - same as last year). However, Females feel far less connected at 46% versus Males at 87%. Engaged & Committed at 82%, and Supportive Leadership 83%. DES had the lowest ratings in the following Protective Factors: Morale (35% - down from 42% in FY22). Fair Treatment (54% down from 60% in FY22). Safe Storage for Lethal Means at 69%, which is the lowest positive rating. Females feel that firearms should not be stored safely at 43%. The Military was the lowest with 62% feeling that weapons should be stored safely. DES had the second lowest rating on Transformational Leadership with 60%. DES also has the second lowest rating for Work-Life Balance with 77%, which tied with the Medium Directorates of RMO and OSJA.

The highest favorable rating for the Risk Factors includes Frequent Alcohol Memory Loss is at 1%. Sexist Behavior is in the middle with 7% of respondents feel that it exists in the workplace. DES had the same response rate for Sexually Harassing Behavior.

The lowest ratings DES has in the Risk Factors compared to the other Directorates are Passive Leadership at 12%, which again is the lowest out of all the directorates. DES also had the highest percent of neutral responses at 49%. Minorities had the largest percent of negative responses for this factor. DES had the second highest Stress rate at 36%. Frequent Workplace Hostility is at 12%.

Responses to the locally developed questions were overall negative on leadership within that organization. There are concerns about racial and gender stereotypes expressed in the workplace. There were positive comments on first line supervisors. Comments were made that employees do not interact with the CSM I order to provide input on him.

The service specific questions regarding sexual assault were also generally favorable. 93% 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 6% gave neutral responses and there were no respondents who disagreed with that statement. The other questions related to sexual harassment were on average 20% were negative responses as far as support and being blamed. Commander having personal courage was low at 63% with a positive response and 35% neutral response rate.

DPTMS

The number of responses to the survey increased this year over last year by responses (108 vs 84 respectively). The organizations top 3 protective factors are work life balance (89%), engaged and committed (88%), and high connectedness (84%). In terms of work-life balance: minorities rated this the highest (95%) while junior civilian rated this the lowest with 5% saying there is a lack of work-life balance. Engagement and commitment were rated highest by senior civilians (97%) and lowest by supervisors with 5% saying not engaged and committed. Connectedness was rated highest by

senior civilians (95%) and lowest by non-supervisors and junior civilians with 6% saying low connectedness.

The bottom 3 protective factors are transformational leadership – ratings for unit leader, transformational leadership – ratings for senior NCO/SEL, and high morale all at 65%. Unit leadership was rated highest by females and supervisors (89% and 74% respectively) while lowest by non-supervisors with 5% saying non-transformational leadership and 31% overall remained neutral. NCO/SEL was rated highest by senior civilians (80%) while females rated the lowest with 6% saying non-transformational and 33% overall remained neutral. Morale was rated highest by senior civilians (100%) while junior civilians rated 14% with low morale and 25% remained neutral.

The organizations 3 risk factors with the lowest unfavorably ratings are frequent alcohol memory loss (2%), toxic leadership – ratings for senior NCO/SEL (2%), and passive leadership – ratings for senior NCO/SEL (4%). Females rated highest with frequent memory loss due to alcohol (11%) while senior civilians and minorities had no memory loss. Toxic leadership was rated lowest by minorities with 6% saying toxic leadership and 37% overall remained neutral. Passive leadership was rated lowest by females (8%) while overall 41% remained neutral.

The 3 risk factors with the highest unfavorably ratings for overall unit are passive leadership – ratings for unit leader (18%), moderate/high stress (18%), and frequent workplace hostility (15%). Non-supervisors rated passive leadership at 23%, non-passive at 68% by senior civilians while 38% remained neutral. Regarding stress, 19% of non-supervisors experience moderate to high stress compared to 95% of senior civilians experiencing low stress. Minorities (20%) said there was frequent workplace hostility while 83% of females said there was none.

For the custom close-ended questions, the organization is doing well as employees feel that their immediate supervisor cares about their personal well-being (83%), they receive the training needed to perform their job well (81%), and they're familiar with the support provided by the EEO office (80%). Areas that would need improvement include employees disagreeing with someone at work talking to them about their progress and career goals in the last six months (12%), people they work with are held responsible for their job performance (10%), and feeling confident that they will be treated fairly (7%).

For the service-specific questions, the organization is doing well as employees feel if someone reports sexual assault that their commander would take it seriously (89%), that their commander would intervene if an individual received sexual attention at work (89%), and their unit's senior NCO/SEL would intervene if an individual received sexual attention at work (84%). Areas that would need improvement include employees remaining neutral when asked about their commander demonstrating personal courage by taking actions to address problematic behaviors (37%) and their unit's senior NCO/SEL also demonstrating personal courage by taking actions to address problematic behaviors (41%).

Based on the responses received, senior civilian leaders and minorities have high positive response rates vs junior civilian leaders, non-supervisors, and non-Hispanic whites rating low across all categories. Common themes within the short answer

comments include several positive remarks about their leadership and support, but there were also mentions of lack of organizational gatherings (i.e. org days, luncheons, etc).

DPW

Survey participation for this year decreased by six (6) employees compared to last year (107 vs 113 respectively) for an overall response rate of 46%.

The highest favorability ratings for the Protective Factors are the same as last year and include Work-Life Balance at 92% (93% last year), Engaged and Committed at 88%, which is increased from last year at 80% and High Connectedness at 85%, which is also increased from last year (82%).

The lowest favorability ratings for the Protective Factors category are also the same as last year's survey, but all show overall improvement. High Morale is at 59% this year compared to 50% last year. There are some notable changes in the demographic gaps from last year. The gap in the favorability ratings from Male and Female respondents of approximately 20% last year has improved to 7% (Male 61% vs Female 54%). The Female favorability rating is up from last year's rating of 31%. The supervisor vs non-supervisor gap also increased from 13% to 29%. There are several comments regarding morale about work assignments and accountability. Fair Treatment is up at 60% this year vs 50% last year. Favorable responses from Females are up this year (46% vs 33% last year), but there is still a large gap between Male and Female respondents (65% vs 46%). Transformational Leadership-Senior NCO is at 61% this year which is up from last year at 43%. However, there is an alert on this rating and the one for Unit Leader (66%) as being low compared to other units/organizations.

The lowest unfavorable ratings in the Risk Factors category include Toxic Leadership – Senior NCO at 0.53%, Frequent Alcohol Memory Loss at 0.96%, and Passive Leadership at 4%, which are the same as last year. The ratings are very close to last year's ratings except for Toxic Leadership – Senior NCO which has improved from last year's rating of 6%.

The highest unfavorable ratings for the Risk Factors category show some changes from last year. This year Moderate/High Stress remains as the highest unfavorable rating at 29%, but it is up from last year's rating of 25%. Female respondents gave an unfavorable rating of 43% in this category. This was the highest rating in any demographic category. Sexually Harassing Behaviors is the second highest at 21%, but it is down from last year's rating of 33%. Last year's second highest rated risk factor was Frequent Workplace Hostility at 26%. It is down to 12% this year and not in the top 3. This year Racially Harassing Behaviors is the third highest unfavorable rating at 21%. Last year's rating was similar at 23%. The demographic breakdown shows that 33% of minority respondents indicate the presence of Racially Harassing Behaviors. The responses to questions associated with this factor indicate there are concerns about racial/ethnic jokes, racial/ethnic stereotypes, and the use of offensive racial/ethnic terms.

Responses to the custom questions indicate employees would like more discussion regarding their career goals and want to see coworkers held responsible for their performance. The service specific responses show lower favorable responses to leaders at all levels demonstrating personal courage by addressing harassing behaviors. More than 30% of respondents answered these questions with neutral responses.

Comments summary: Some of the comments indicate that specialized training outside of mandatory training is desired. One comment specifically mentions being about to get licensed in a trade. Several comments state that more on-the-job resources are needed especially training aides. There are several comments about coworkers/supervisors not doing their jobs or being held accountable. Turnover and loss of institutional knowledge were mentioned as challenges.

DHR

DHR had the highest response rate out of all the directorates at 75%. The number of responses to the survey, however, decreased this year over last year by responses (39 vs 50 respectively). The organizations top 3 protective factors are high connectedness (88%), work-life balance (90%), and engaged and committed (91%). High connectedness and engaged and committed both increased from last year (84% and 87% respectively) while work-life balance remained the same. Non-Hispanic whites ranked engagement and commitment the highest at 96% while minorities ranked it the lowest at 85%. Of the remaining 15% of minorities, 13% remained neutral while 2% said not engaged or committed. Females that did not select that there was work-life balanced all said there was a lack thereof.

The bottom 3 protective factors are high morale (71%), transformational leadership – ratings for senior NCO/SEL (67%), and fair treatment (63%). High morale increased from last year (67%), transformational leadership – ratings for senior NCO/SEL remained the same (67%), and fair treatment decreased (64%). Fairness was ranked the lowest by minorities (53%) and non-supervisors (54%) while supervisors rated it highest at 79%. A staggering 31% of minorities felt that there was unfair treatment.

The organizations 4 risk factors with the lowest unfavorably ratings are frequent binge drinking (3%), presence of sexist behaviors (3%), toxic leadership – ratings for senior NCO/SEL (0%), and frequent alcohol memory loss (0%). Frequent binge drinking increased from last year (0%), frequent alcohol memory loss remained the same (0%), and both toxic leadership – ratings for senior NCO/SEL and presence of sexist behaviors decreased (5% and 4% respectively). Frequent binge drinking had 58% of supervisors said they do not binge drink and 8% said they do it frequently. Regarding presence of sexist behaviors, minorities (6%) and males (5%) said there was.

The 3 risk factors with the highest unfavorably ratings are toxic leadership – ratings for all immediate supervisors (9%), passive leadership – ratings for unit leader (22%), and moderate/high stress (36%). These factors all increased from last year (7%, 0%,

and 35% respectively). Minorities rated this the lowest (76%) with 15% saying there is evidence of toxic leadership. Moderate/high stress is a concerning factor as 36% overall experience moderate/high stress with 53% of females saying they experience moderate/high stress. Passive leadership – ratings for unit leader is also of concern as minorities rated passive leadership the highest at 41%.

For the custom close-ended questions, the organization is doing well as employees feel that they can rely on their commander/leader to act in their best interests (97%). A very evident area of concern relates to the statement, “The people I work with are held responsible for their job performance.” 66% of employees strongly agree/agree with this statement while 13% said they either strongly disagree/disagree and the remaining 21% neither agree nor disagree.

For the service-specific questions, the organization is doing well as 95% of employees feel their commander would take a report of sexual assault seriously, that they would intervene if someone received sexual attention at work, and that their senior NCO/SEL would intervene if someone received sexual attention at work. Areas of concern that all rated 76% favorably include: reporters of sexual assault would be discouraged from moving forward with the report, reporters of sexual harassment would be blamed for causing problems, the commander demonstrating personal courage by taking actions to address problematic behaviors, and their senior NCO/SEL demonstrating personal courage by taking actions to address problematic behaviors.

In the short answer commentary, there were several positive comments about their team, work environment, and working with leadership. Other trends happening in the commentary revolves around employees not being held responsible, having to pick up the slack, inconsistencies on when an employee gets recognized, length of hiring action, and having a stable heat/ac system. Some specific quotes include:

DFMWR

Survey participation for this year was at 30% with 127 surveys returned out of 428 registered participants. This is a decline from last year when 174 surveys were returned out of 417 registered participants. Comments from participants indicated a fear of repercussions and a lack of trust that the survey would result in change. Another possible reason for the decline is that the majority of DFMWR staff are front-line workers that do not have regular access to email and computers during duty hours.

The highest favorable ratings for the Protective Factors are Firearms Safely Stored (88%), Engaged and Committed (82%), High Connectedness (78%), Supportive Leadership – Ratings for Immediate Supervisors (77%), and Work-Life Balance (75%). This is consistent with last year’s survey with one notable exception. Last year Lethal Means Safely Stored was one of the lowest favorable ratings at 42%. The question related to the factor last year included other lethal means like medications and poisons. The question on this year’s survey narrowed it down to the storage of firearms and could be the reason for the higher favorable rating.

The Engaged and Committed ratings were about the same across all demographics. Minorities and Females had higher Connectedness ratings (82% and 80% respectively) than Non-Hispanic Whites (76%) and Males (73%) and higher Supportive Leadership ratings: Minorities (80%) and Females (77%) vs Non-Hispanic Whites (75%) and Males (74%). The same can be said for Work-Life Balance – Minorities (81%) and Females (77%) vs Non-Hispanic Whites (69%) and Males (68%). In the Work-Life Balances there was also a significant difference in the ratings from Supervisors (63%) and Non-Supervisors (81%).

The lowest favorable ratings for the Protective Factors are High Morale (45%), Fair Treatment (50%), and Transformational Leadership – Unit Leader (56). These were also included in the lowest favorable ratings from last year. The Transformational Leadership – Unit Leader was very low compared to all other organizations. The demographic breakdown for High Morale shows that the rating is about the same across all except for Minorities. The Minorities rating for High Morale is 53% which is higher than the other demographics. The demographics with the lowest rating in Fair Treatment was Non-Hispanic Whites (44%) and Females (49%). There are comments that indicate the perception that certain staff can get away with things that others do not.

The lowest unfavorable ratings for the Risk Factors were Toxic Leadership – Senior NCO/SEL (1%), Frequent Alcohol Memory Loss (2%), and Frequent Binge Drinking (2%). Last year's ratings included these factors and Passive Leadership – Senior NCO/SEL. In both of the alcohol-related categories, the demographics with the highest percentage of risk are Non-Supervisors and Males.

The highest unfavorable ratings for the Risk Factors were Moderate/High Stress (51%), Presence of Racially Harassing Behaviors (20%), Frequent Workplace Hostility (19%). Passive Leadership – Unit Leader (15%) had the highest unfavorable ratings compared to other Directorates. While the unfavorable response seems relatively low, there were a high percentage of neutral responses. The Stress risk factor had the highest unfavorable rating compared to other Directorates. Time management and staffing are recurring themes in comments that may be related to the Stress rating factor. Responses to the Presence of Racially Harassing Behaviors rating indicate that behaviors are mostly in the rarely and sometimes category. It appears the largest area of concern is about racial/ethnic jokes and stereotypes being present.

Comments summary: There are many positive comments about staff liking the work that they do, liking the people with whom they work, and being appreciative of their immediate supervisors. Other comments indicate a perception of lack of staff, resources, and top-down leadership. Respondents indicate they would like better systems/technology, more recognition/encouragement, and more team-building opportunities. A few respondents stated they believed they would not be heard and that there is resistance to change.

Medium Directorates (OSJA & RMO)

Participation by Medium Directorates was 72% with 26 surveys returned. This is an increase from last year's participation rate of 56%. The highest favorability ratings for the Protective Factors category included supportive leadership – ratings for all immediate supervisors (92%), cohesive organization (90%), and high connectedness and inclusive organization (88%). Senior civilians felt these factors they were at 100% and the junior employees did not rate them as high.

The lowest favorability ratings for the Protective Factors category included work-life balance (77%), transformational leadership – ratings for senior NCO/SEL (71%), fair treatment and high morale (62%). Fair treatment was rated highest (83%) by senior civilians compared to 44% of junior civilians. Morale was rated highest by senior civilians (75%) and a staggering 37% remained neutral. Work-life balance is where we see a shift in ratings. Senior civilians rated this category the lowest (67%) with 17% stating lack of work-life balance and 17% remaining neutral. Males and junior civilians were amongst the highest raters (86% and 78% respectively).

The lowest unfavorability ratings for the Risk Factors category included frequent alcohol memory loss, frequent binge drinking, and presence of racially harassing behaviors – all at 0%.

The highest unfavorability ratings for the Risk Factors category included presence of sexist behaviors (8%), frequent workplace hostility (9%), and moderate/high stress (35%). For sexist behaviors, 14% of supervisors feel there is sexist behaviors in the workplace. Females held the highest rating for moderate/high stress at 42% then junior civilians and supervisors behind them at 36%. Frequent workplace hostility rated 21% among supervisors the highest out of all the demographics.

For the custom close-ended items, it ranges from 77% to 92% selecting strongly agree/agree. The highest rate at 92% were familiar with the support provided by the EEO office, relying on commander/leader to act in their best interest, confident in being treated fairly, supervisor caring about their well-being, and supervisor creating an environment that promotes building trust. Areas of concern would be employees feeling they received the training to perform their job well with 12% being neutral and 8% strongly disagree/disagree as well as employees feeling like the people they work with are held responsible for their performance with 23% remaining neutral.

For service-specific items, receiving the highest rating of 96% strongly agree/agree were employees feeling like their commander would take any report of sexual assault seriously as well as their commander would intervene if someone received sexual attention at work. There are areas of concern with neutral ratings in those who filed a sexual harassment complaint would be blamed for causing problems (20%), those who filed a sexual harassment complaint would be discouraged from moving forward with the complaint (16%), reporters of sexual harassment would be blamed for causing problems (20%), and reporters of sexual assault would be discouraged from moving forward with the report (12% neutral and 4% strongly agree/agree). The only other item

that had an unfavorable rating was employees strongly disagreeing/disagree with if someone reports sexual assault to their current command, their commander will take the report seriously.

There were several comments regarding have a great team to work with and dedicated leaders. Additional comments trend around implementing a more flexible work schedule to include telework options as it's a general feeling that employees experience losing people to telework opportunities. Other comments trend feelings of being micromanaged by HQ IMCOM and exhibiting constraints, restrictions, and limitations that hinder success, progress, and improvement.

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

This year, participation by Small Directorates was 62% with 40 surveys returned. This number decreased from last year compared to a response rate of 76% with 41 surveys returned. Overall, the protective factors are all above 80% with the exception of 1 element (work-life balance - 78%) and the risk factors are under 15% with the exception of 1 element (moderate/high stress – 31%), which increased by 2% from last year.

The highest favorability ratings for the Protective Factors Category are transformational leadership – ratings for senior NCO/SEL (95%), supportive leadership – ratings for immediate supervisors (95%), and transformational leadership – ratings for unit leader (95%). For transformational leadership – ratings for senior NCO/SEL, it was ranked highest at 100% by senior civilians and minorities. Regarding supportive leadership – ratings for all immediate supervisors, this was ranked highest at 100% by minorities and military members.

The lowest favorability rating for the Protective Factors is high morale (85%), firearms would be safely stored (82%), and work-life balance (78%). Morale was ranked highest at 100% by minorities. Firearms rated over 80% for each demographic with the exception of military members (64%). Work-life balance spans anywhere from 70% to 83% from each demographic. Lack of work-life balance was felt most by females (18%) and minorities (17%).

The lowest unfavorably ratings for the risk factors category are frequent workplace hostility (4%), frequent alcohol memory loss (3%), and frequent binge drinking (0%). For frequent alcohol memory loss, ratings were in the 90s if not 100% with the exception of two demographics: minorities (17%) and senior civilians (14%) saying they experience frequent memory loss due to alcohol. One aspect is that 100% of minorities stated no binge drinking at all even though they previously rated they frequently experience memory loss due to alcohol. The other aspect are the high ratings of infrequent binge drinking with 45% of military members and 23% overall. Workplace hostility was rated at 96% by minorities stating there is no workplace hostility.

The highest unfavorably ratings for the risk factors category are toxic leadership – ratings for senior NCO/SEL (6%), passive leadership – ratings for NCO/SEL (6%), passive leadership – ratings for unit leader (8%), and moderate/high stress (31%). For toxic leadership – ratings for senior NCO/SEL, 10% of military members say there is evidence of toxic leadership. The highest in favor of non-passive leadership came from the military members (95%) and senior civilians (93%). Passive leadership – ratings for unit leader had similar results with minorities again rating the highest with 25% experiencing passive leadership and military members (82%) and senior civilians (93%) stating leadership is non-passive. Moderate/high stress is felt the most by the female demographic at 41% while 79% of senior civilians say they experience low stress. Overall, only 69% say they experience low stress.

For the custom close-ended items, there were relatively high favorable ratings with the exception of employees feeling like the people they work with are held responsible for their job performance with only 79% saying they either strongly agree or agree to that statement. The remaining 15% neither agree or disagree and 5% saying they either strongly disagree.

For the service-specific items, special attention needs to be brought about the subject of complaint filers and reporters of sexual harassment and/or assault. Although the statement of if someone reported sexual assault, their commander would take it seriously and would intervene if a person received sexual attention at work ranked highest at 97%, it is felt by 10% that reporters of sexual assault would be discouraged from moving forward with the report with three agreeing and one strongly agreeing while five neither agree or disagree. Only 79% either strongly disagreed or disagreed to the statement that reporters of sexual harassment would be blamed for causing problems.

There were several positive comments pertaining to their work environment and the garrison. One person said they are often subjected to being insulted by others in the organization in front of unit leaders. Unreliable technology and needing more personnel were mentioned also.