

INFORMATION PAPER

ATZL-MCE
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SUBJECT: Analysis of Command Climate Surveys

1. Purpose: To identify the Command Climate Surveys that have been used and to consider possible Command Climate Surveys to focus on the Ethical Climate.

2. Facts: The Army has used a variety of Command Climate Surveys over the years. See the attached collection of those the Center for the Army Profession and Ethic (CAPE) has obtained from CAL, DEOMI, ARI, etc.

a. The 97-item Defense Equal Opportunity Management Institute (DEOMI) survey, dated 12 January 2016, addresses the following categories: Sexual assault and harassment; trust in the unit leadership; organizational commitment, performance, cohesion, and processes; issues such as hazing, demeaning, and exhaustion; discrimination based on race, religion, age, disabilities, or gender. While the DEOMI survey has been used for many years, it became mandated on 23 December 2013 by Army Directive 2013-29 (Army Command Climate Assessments) signed by the Secretary of the Army. It is mandatory for a company commander to conduct the survey within 30 days of assuming command, and again at the sixth month and 12th month, and annually thereafter. Likewise, higher level commanders are mandated to conduct the survey within 60 days of assuming command, and again at the 12th month and annually thereafter. The EO representative assists the commander in obtaining a password from DEOMI to connect the respondents to the particular unit being assessed in the online survey. The results are returned to the commander and the supervisory commander so they can enact a plan to improve the command climate of the unit.

b. The 107-item AR 600-20 Command Climate Surveys were paper and pencil instruments. They focused on how Soldiers felt they were led and cared for by their leadership; racism; sexual harassment; hazing; discrimination; stress; and training. They were created by ARI and seem to have been superseded by the DEOMI survey.

c. The 48-item MSAF 360 (Leader 360) addresses stewardship of the profession; leadership preparation; leading others, leading by example; getting results; extending influence beyond the chain of command; developing leaders; creating a positive environment; communicating, and building trust.

d. The Unit 360 uses the same instrument as the MSAF 360/ Leader 360 instrument but is sent out solely for feedback from the unit.

e. The 44-item Joint 360 survey addresses character according to the values of the profession of arms, ethical leadership, and ethical climate.

f. The 25-item ARTB Sterile Ethic Command Climate Survey uses the items from the Leader Development model in AR 6-22, and it addresses character, presence, intellect, leadership, development, and achievement at the brigade and battalion levels.

g. The 25-item Ethical Climate Assessment Survey, GTA 22-06-001 (October 1997), addresses individual character, unit practices, leader actions, and environmental factors.

h. The 24-item NIMS assessment is done in a discussion format and addresses most of the items of the Army Ethic. A facilitator guide could be created to assist leaders in conducting discussions with their units as a supplement to the mandated DEOMI survey.

3. Discussion:

a. ARI is currently working on a study of command climate, and it is hoped they will share their findings as they proceed.

b. As valuable as written command climate surveys can be, leaders also must walk around their units and establish dialogs with their people to get the true picture of what is going on in their units; what fits on a page or can be filled in within a bubble is not enough to gauge a command climate. The leaders who should be involved in finding out what the unit is thinking about the ethical climate include the commander, the chaplain, and the sergeant major. They must do so in a manner that is open to feedback, receptive to the people, and makes people feel comfortable in sharing their ideas. Of course, when the leadership does this with the proper attitude, it already is well on the way to creating a positive ethical climate.

4. Conclusion: The primary method of assessing the ethical climate comes from leadership through personal contact and discussions with unit members. The written command climate surveys should be supplemental to the verbal and listening forms of assessing the climate. In doing so, we will have an Army that has an ethical climate and culture.

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The following are located at <http://cape.army.mil/character-development-project/>: Army Directive 2013-29; Command Climate Surveys by DEOMI; AR 600-20; MSAF 360 IFR Sample; Joint 360; Sterile Ethic; and Ethical Climate Assessment; and NIMS.