

IMMEDIATE

191304Z OCT 12

FM COMMAREXSECRO TWELVE

TO COMNAVREG MIDLANT NORFOLK VA

COMCORIVGRU TWO

COMNECC LITTLE CREEK VA

WPNSTA YORKTOWN VA

INFO NAVFAC MIDLANT NORFOLK VA//EV//

CNO WASHINGTON DC//N45//

CNIC WASHINGTON DC//N45//

CHINFO WASHINGTON DC//JJJ//

COMNAVSEASYS COM WASHINGTON DC//00C//

NFESC PORT HUENEME CA//424//

NOLSC DC FT BELVOIR VA//JJJ//

NAVJAG WASHINGTON DC//11//

NAVSURFWAR CEN CARDIV PHILADELPHIA PA//923//

COMMAREXSECRO TWELVE

BT

UNCLAS//N05090//

SUBJ: FUEL SPILL REPORT, 15-20 GALLONS, MAREXSECRO TWELVE

MSGID/GENADMIN/MAREXSECRO TWELVE//

RMKS/

1. LOCAL TIME AND DATE SPILL

A. OCCURRED: 182220LOCT2012

B. DISCOVERED: 182220LOCT2012

2. COMMAND ORIGINATING SPILL: MAREXSECRO TWELVE

3. SPILL LOCATION: NWS YORKTOWN - CHEATHAM ANNEX BLDG 150 COMPOUND

4. VOLUME SPILLED IN GALLONS: APPROX 15-20 GALLONS

5. TYPE OF OIL SPILLED: DIESEL FUEL

6. OPERATION UNDER WAY WHEN SPILL

A. OCCURRED: FUEL TRANSFER FROM BULK STORAGE TANK TO PORTABLE TANK

B. DISCOVERED: DURING TRANSFER OPERATION

7. SPILL CAUSE: DURING NORMAL FUEL TRANSFER FROM BULK STORAGE, CAM-LOCK FOR HOSE SYSTEM WAS NOT APPROPRIATELY CONNECTED AND CAME LOOSE, ALLOWING FOR SPILLAGE OF FUEL WHILE PUMP WAS IN OPERATION. ONCE DISCOVERED, PUMP WAS SECURED AND CONTAINMENT OF THE EVENT OCCURRED IMMEDIATELY.

8. SPILL DESCRIPTION AND MOVEMENT:

A. MOST OF THE SPILLAGE WAS CONTAINED IN THE FUEL BERM AS DESIGNED.

REMAINING SPILLAGE OUTSIDE OF BERM CROSSED FENCELINE INTO GRASSY AREA

B. SPILL MOVEMENT: FUEL SETTLED IN AREA ADJACENT TO THE BERM. SPILL DID NOT PROGRESS BEYOND GRASSY AREA IN WHICH IT LANDED. COVERAGE: APPROX 9 X 6 FOOT AREA, MODERATE ODOR.

9. SPILL ENVIRONMENT: CLEAR, CALM, 68 DEG (F)

10. AREAS DAMAGED OR THREATENED: GRASSY AREA OUTSIDE OF BERM NEAR FENCELINE WITHIN BLDG 150 COMPOUND.

11. TELEPHONIC REPORT: EMERGENCY COMMUNICATION CENTER(ECC), BASE ENVIRONMENTAL, AND FIRE DEPARTMENT CONTACTED.

12. SAMPLES TAKEN: NONE

13. CONTAINMENT METHOD USED: ABSORBENT PADS AND PILLOWS.

14. SPILL REMOVAL METHOD USED: ABSORBENT PADS USED IN GRASSY AREA. GRASS AND TOP SOIL REMOVED AND ENVIRONMENTALLY FRIENDLY ABSORBENT POWDER PLACED. FUEL IN BERM

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REMOVED BY BILGE PUMP AND PADS. ALL CONTAMINANTS CONTAINERIZED AND REMOVED FOR DISPOSAL BY NAVFAC.

15. VOLUME OF FUEL RECOVERED IN GALLONS: APPROX 18 GALLONS

16. PARTIES PERFORMING SPILL REMOVAL: MAREXSECRON TWELVE

17. FEDERAL, STATE OR LOCAL REGULATORY ACTIVITY DURING THIS INCIDENT: NWS YORKTOWN ENVIRONMENTAL REPRESENTATIVE MADE APPROPRIATE REPORTS TO STATE/LOCAL ACTIVITIES.

18. ASSISTANCE REQUIRED/ADDITIONAL COMMENTS: NONE

19. LESSONS LEARNED: STANDARD OPERATING PROCEDURES CURRENTLY BEING PUT INTO PLACE. FITTING HAS BEEN SECURED WITH LANYARD TO PREVENT SPILLAGE.

20. COST OF RECOVERY:

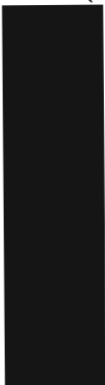
21. ACTIVITY CONTACT FOR ADDITIONAL INFORMATION: [REDACTED]

BT
NNNN

ARTICLE 31 RIGHTS

Name: [redacted] Rank/Rate: [redacted]
Activity: MSRON 12 USN Unit: MSRON 12/CSO
Telephone number: [redacted]

I have been advised that I may be suspected of the offense(s) of: Article 92 (Orders Violation) and Article 133 (Conduct Unbecoming of an Officer)



I have the right to remain silent.
Any statements I do make may be used as evidence against me in trial by court-martial.
I have the right to consult with lawyer counsel prior to any questioning. This lawyer counsel may be a civilian lawyer retained by me at my own expense, a military lawyer appointed to act as my counsel without cost to me, or both.
I have the right to have such retained civilian lawyer and/or appointed military lawyer present during this interview.
I have the right to terminate this interview at any time.

WAIVER OF RIGHTS

- [] I further certify and acknowledge that I have read the above statement of my rights and fully understand them, and that:
 - [] I expressly desire to waive my right to remain silent.
 - [] I expressly desire to make a statement.
 - [] I expressly do not desire to consult with either a civilian lawyer retained by me or a military lawyer appointed as my counsel without cost to me prior to questioning.
 - [] I expressly do not desire to have such a lawyer present with me during this interview.
 - [] This acknowledgment and waiver of rights is made freely and voluntarily by me, and without any promises or threats having been made to me or pressure or coercion of any kind having been used against me.

I DO NOT DESIRE TO WAIVE MY RIGHTS. #43



(Witness signature/date) 5 Feb 13



(Member signature/date)

Understanding my rights under U.C.M.J. Article 31, I wish to make the following statement:

SEE ATTACHED STATEMENT



DEPARTMENT OF THE NAVY
MARITIME EXPEDITIONARY SECURITY SQUADRON TWELVE
113 SANDA AVE
WILLIAMSBURG VA 23185-5830

IN REPLY REFER TO:
5354
SerN00/203
4 Aug 12

From: Commanding Officer, Maritime Expeditionary Security Squadron TWELVE
To: Commanding Officer, Navy Expeditionary Combat Command
Via: Commanding Officer, Coastal Riverine Group TWO
Subj: 2012 CLIMATE ASSESSMENT EXECUTIVE SUMMARY FOR COMMAREXSECRON TWELVE
Ref: (a) OPNAVINST 5354.1F

1. Maritime Expeditionary Security Squadron Twelve completed a Command Climate Assessment per reference (a). The purpose of the climate assessment was to assist in determining the health and mission readiness of the unit. This was accomplished by utilizing the triangulation method as defined in enclosure (1) of reference (a).

2. The Command Managed Equal Opportunity Manager administered a Defense Equal Opportunity Climate Survey (DEOCS) from February to March 2012. Additional records review, interviews/observations, and focus groups were conducted between April and July 2012 by the Command Assessment Team led by the Deputy Commander. The top findings included:

a. There is almost no chance that sexual harassment or discrimination will occur at this command. *(3 people report SH)
15 people ... date)*

b. There is a concern in the lack of coordinated leadership presented to the junior personnel.

c. The level of training being received and schools obtained does not meet the requirements for the actual job and exceeds the available training time.

3. Reason for command assessment. Annual requirement.

4. Command demographics included. 428 total personnel assigned, 221 personnel surveyed, and 16 personnel interviewed. The breakdown of those surveyed is listed below.

Enclosure (33)

Subj: 2012 CLIMATE ASSESSMENT EXECUTIVE SUMMARY FOR
 COMMAREXSECRON TWELVE

Amer. Indian Alaskan Native	Asian	Black or African American	Native Hawaiian/PI	White	Hispanic	Other
1%	1.5%	31.5%	1%	65%	N/A%	1%
Minority	Majority	# of Women	# of Men	# of Officers	# of Enlisted	# of Civilian
40%	60%	19%	81%	9	91	0

* Chart data taken directly from the DEOCB roll-up of those surveyed.

5. Areas of strength identified. The overall unit summary scores exceeded eight out of ten categories compared to the DEOMI database for our branch of service and for all other services in the past six months. The following are of note.

- a. Positive EO Behaviors (Fairly High chance of occurring)
- b. Work Group Cohesion (Very positive rating)
- c. Work Group Effectiveness (Very positive rating)

6. Areas of concern identified. There were no significant areas of concern identified; however, the areas listed below were assessed as having slightly lower scores than the overall high score indicated by the survey.

- a. Organizational Commitment (moderately satisfied).
- b. Trust in the Organization (slight organization concern).
- c. Leadership Cohesion (slight organization concern).

7. Summary

a. The consolidated reports and interviews revealed that there was very little chance of sexual harassment or racial discrimination occurring within the command and a very high chance that positive Equal Opportunity (EO) behaviors would be enforced.

b. Through focus groups and personal interviews, the Command Assessment Team (CAT) was able to identify specific issues that may negatively impact the morale of the Sailors within the command. The majority of the issues seem to stem from insufficient clear communication.

d. A consistent theme was that communication between the headquarters element to the detachments is deficient and what guidance is offered appeared disorganized.

Subj: 2012 CLIMATE ASSESSMENT EXECUTIVE SUMMARY FOR
COMMAREXSECRON TWELVE

e. There were comments which indicated that the clear chain of command lines of communication were not as effective as they could be and Sailors were often confused as to what was occurring.

f. There was strong feedback that the Sailors are required to spend a significant amount of non-drilling hours on requirements exceeding the normal two days a month scheduled drill. This creates a balancing problem between work and personal priorities.

g. It was acknowledged that there is a planned training schedule, but it seemed that short fused requests often disrupt these plans. These short fused taskers place an even greater strain on the personal lives of Sailors already maintaining a high operational schedule.

h. There were some comments that reflected poor planning and ineffective training that focuses more on "getting that check in the box" rather than quality and efficiency. This was more focused around the numerous general military trainings and administrative requirements.

i. As an Expeditionary Unit consisting of a small active component staff and a significant number of selected reserves spread out over several states, effective communication needs to be improved.

8. Recommendations

a. At my direction, the Training Department Head will continue to evaluate the personnel holding required Navy Enlisted Classification Codes and critical skills that are essential and identify additional personnel to attend the required training and schools according to CRG Two's Required School listing.

b. With the scheduled mobilization quickly approaching, the lack of communication and distrust within the unit will be addressed and corrected by centrally locating the entire unit. Administrative guidelines and a plan of action will be drafted, distributed and implemented in advance to minimize schedule confusion.

c. We have recently moved to an all inclusive single Plan of the Week that includes both active and reserve specific information vice having two separate documents. My intent is to continue to refine this and include detachment specific information as well.

Subj: 2012 CLIMATE ASSESSMENT EXECUTIVE SUMMARY FOR
COMMAREXSECRON TWELVE

d. I have directed a review of all meetings to ensure that they are required and the correct personnel, both number and position, are in attendance. This is to assure that there is sufficient time for supervisors to put the word out and lead their Sailors versus being in back to back meetings all day.

e. I will increase my monthly formal individual Sailor Commanding Officer calls with Junior Officers and Sailors to a weekly basis during the mobilization. I have found that these formal conversations have been valuable in the past in ensuring that my guidance and direction was reaching the deckplates.

f. I have ordered that my Command Master Chief and Chief Staff Officer also conduct these individual Sailor meetings as well.

g. The CAT members will continue to monitor the implementation and progress of this plan and make additional recommendations as necessary.

h. Once mobilized, I will increase the number of rate specific and departmental specific captain calls. During our Unit Level Training Readiness and Assessment in April, I held these at all levels and found that very good tangible suggestions were presented that I could act on and encourage.

i. During deployment, I will be working to ensure those personnel who are not deployed understand what those forward deployed Sailors are doing as well as how their efforts back home are contributing. I will develop a PAO plan to ensure this occurs.



D. P. HUNTER

Copy to:
MSRON-12 (CME0)

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DEOMI
Organizational Climate Survey
(DEOCS) Report

Organization: COMMAREXSECRON TWELVE
Commander/Director: CAPT HUNTER

Admin Number: 1225697

Monday, March 26, 2012

Defense Equal Opportunity Management Institute
Directorate of Research
Patrick AFB, FL

RCS: DD-P&R (AR) 2338



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~~Commander/Director Eyes Only~~



MEMORANDUM FOR COMMANDING OFFICER / ORGANIZATIONAL DIRECTOR

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the Defense Equal Opportunity Management Institute's (DEOMI) Organizational Climate Survey (DEOCS). You have completed an important step toward understanding and improving the human relations climate in your organization. Your decision to conduct the survey shows that you value your members' input on important human readiness issues. Still, the survey represents the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is optimally employed to help you constructively address organizational issues.

We recommend you employ the DEOCS in conjunction with other assessment strategies, including focus groups, interviews, observations, reviewing written records and reports, and any other method you deem worthwhile to further characterize your organization's climate. The report provided to you by DEOMI is supported by a staff of highly qualified people ready to assist you in tailoring training programs, action planning, or problem solving to meet the specific needs of your organization.

If you or your staff requires assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/4217 or commercial (321) 494-2675/4217. We are looking forward to the opportunity to work with your organization.



Ronald M. Joe
Principal Director

ADMIN#: 1225697

~~Defense Equal Opportunity Management Institute~~
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Enclosure (3)

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1. INTERPRETING YOUR DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. Look at the demographic breakdown.
2. Examine perceptions of discrimination and the complaint process.
3. Use subgroup factor comparison to understand the disparities.
4. Review the overall unit summary.
5. Review locally developed questions, command specific questions, short-answer questions, and written comments, if any.

II. REPORT FOR COMMAREXSECRON TWELVE

a. DEMOGRAPHIC BREAKOUT

LOOK AT THE DEMOGRAPHIC BREAKOUT of who in your organization completed the survey. Remember, the data shown in the charts are computer-generated, and based on the inputs received from survey respondents. There may be times when respondents will enter inaccurate information, whether by design or unintentionally, thus creating inaccurate demographic breakouts on the report. Also, in those cases where respondents fail to respond or, when using the paper survey, leave errant pencil marks, the computer will report these as missing cases. The report is broken down into categories that we later use to provide subgroup comparisons within your organization, e.g., minority/majority, women/men, etc. In those cases where fewer than five people in a subgroup complete the survey, you will not receive any comparisons for that subgroup in order to maintain the anonymity of each respondent and to provide statistically meaningful results.

MINORITY vs MAJORITY



	Frequency	Percent
Minority	82	39.61
Majority	125	60.39
Total Cases	207	100.00
Missing Responses	14	

For the majority/minority subgroup categories, the majority category includes all respondents who listed their race as "White," and their ethnicity as "not Hispanic." All other respondents are included in the minority subgroup.

RACE



	Frequency	Percent
American Indian	0	0.00
Asian	3	1.50
Black	63	31.50
Native Hawaiian	2	1.00
White	130	65.00
Two or More	2	1.00
Total Cases	200	100.00
Missing Responses	21	

HISPANIC DECLARATION



	Frequency	Percent
Hispanic	15	6.79
Not Hispanic	206	93.21
Total Cases	221	100.00
Missing Responses	0	

GENDER



	Frequency	Percent
Women	43	19.46
Men	178	80.54
Total Cases	221	100.00
Missing Responses	0	

OFFICER vs ENLISTED



	Frequency	Percent
Officer/WO	20	9.09
Enlisted	200	90.91
Total Cases	220	100.00
Other	1	
Missing Responses	0	

ENLISTED SENIORITY



	Frequency	Percent
E1-E6	171	85.50
E7-E9	29	14.50
Total Cases	200	100.00
Not Enlisted	21	
Missing Responses	0	

OFFICER SENIORITY



	Frequency	Percent
O1-O3	5	25.00
O4 and above	15	75.00
Total Cases	20	100.00
Not an Officer	201	
Missing Responses	0	

MILITARY vs CIVILIAN



	Frequency	Percent
Military	220	99.55
Civilian	1	0.45
Total Cases	221	100.00
Missing Responses	0	

FEDERAL CIVILIAN SENIORITY



	Frequency	Percent
Junior Civilian	1	100.00
Senior Civilian	0	0.00
Total Cases	1	100.00
Not a Civilian	220	
Missing Responses	0	

For GS, WG/WL/WS/WB, and SES: Junior = 1 through 8, and Senior = 9 and above. For Non-Supervisory NSPS: Junior = all Pay Band 1, and Pay Band 2 Technician/Support, Fire Protection, Police/Security Guard, and Senior = Pay Bands 3 and 4, and Pay Band 2 Professional pay schedules. For Supervisory NSPS: Junior = Pay Band 1, and Senior = Pay Band 2.

OTHER MILITARY vs U.S. MILITARY



	Frequency	Percent
Other Military	0	0.00
U.S. Military	220	100.00
Total Cases	220	100.00
Not Military	1	
Missing Responses	0	

OTHER CIVILIAN EMPLOYEE vs FEDERAL CIVILIAN EMPLOYEE

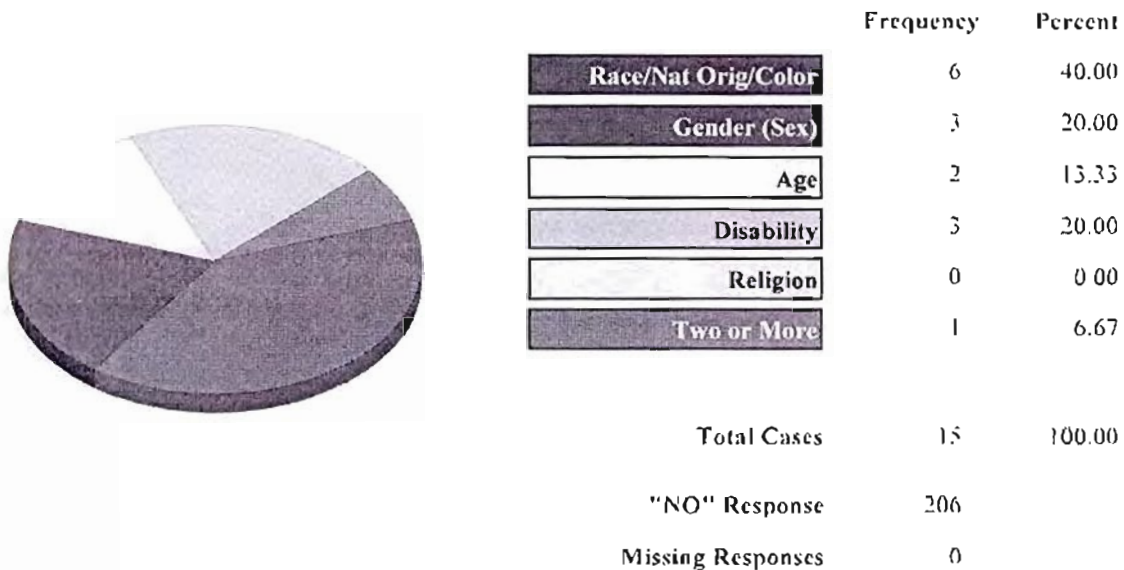


	Frequency	Percent
Other Employee	0	0.00
Federal Employee	1	100.00
Total Cases	1	100.00
Not Civilian	220	
Missing Responses	0	

b. EXPERIENCES OF DISCRIMINATION DURING PAST 12 MONTHS

This section addresses whether members of the organization experienced discrimination, directed from members of the organization, during the last 12 months; whether they reported the incident; and their satisfaction with how the reported incident was resolved.

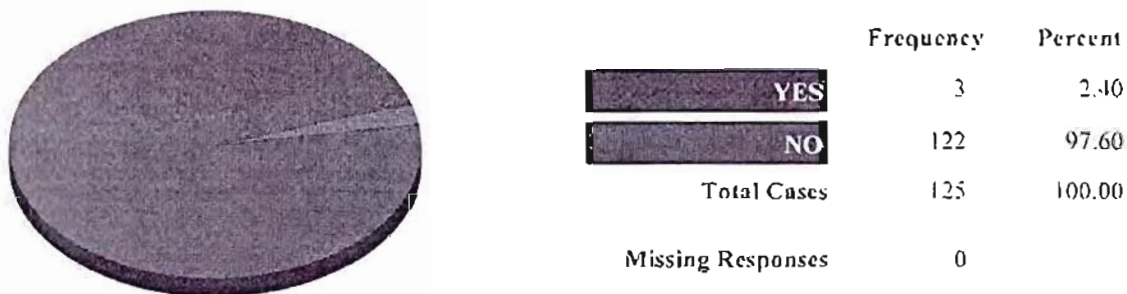
"YES" RESPONSE TO EXPERIENCED AN INCIDENT OF DISCRIMINATION



NOTE: "Two or More" reflects survey respondents who experienced more than one type of discrimination. The "frequency" reflected for "Two or More" has not been added to the "frequency" for individual discrimination types..

EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MAJORITY



EXPERIENCED DISCRIMINATION BASED ON RACE/NATIONAL ORIGIN/COLOR

MINORITY



	Frequency	Percent
YES	4	4.88
NO	78	95.12
Total Cases	82	100.00
Missing Responses	0	

HISPANIC



	Frequency	Percent
YES	0	0.00
NO	15	100.00
Total Cases	15	100.00
Missing Responses	0	

EXPERIENCED DISCRIMINATION BASED ON GENDER (SEX)

MEN



	Frequency	Percent
YES	2	1.12
NO	176	98.88
Total Cases	178	100.00
Missing Responses	0	

WOMEN



	Frequency	Percent
YES	1	2.33
NO	42	97.67
Total Cases	43	100.00
Missing Responses	0	

EXPERIENCED SEXUAL HARASSMENT

MEN



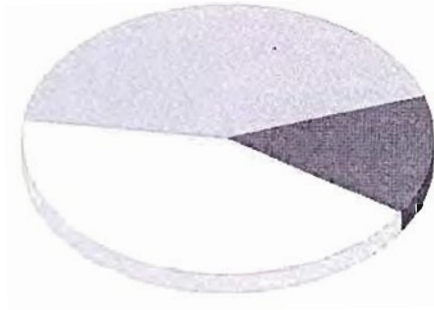
	Frequency	Percent
YES	2	1.12
NO	176	98.88
Total Cases	178	100.00
Missing Responses	0	

WOMEN



	Frequency	Percent
YES	1	2.33
NO	42	97.67
Total Cases	43	100.00
Missing Responses	0	

WHAT ACTION DID YOU TAKE FOLLOWING THE INCIDENT OF DISCRIMINATION?



	Frequency	Percent
Filed Formal Complaint	1	14.29
Reported to EO/EEO	0	0.00
Reported to Supervisor	3	42.86
Confronted Individual	3	42.86
Total Cases	7	100.00
Did not Report	10	
Missing Responses	0	

"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION TO EO/EEO OR SUPERVISOR

MAJORITY



	Frequency	Percent
Reported	0	0.00
Did Not Report	9	100.00
Total Cases	9	100.00
Missing Responses	0	

**"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION
TO EO/EEO OR SUPERVISOR**

MINORITY



	Frequency	Percent
Reported	4	50.00
Did Not Report	4	50.00
Total Cases	8	100.00
Missing Responses	0	

HISPANIC



	Frequency	Percent
Reported	0	0.00
Did Not Report	1	100.00
Total Cases	1	100.00
Missing Responses	0	

**"YES" RESPONSE TO REPORTED INCIDENT OF DISCRIMINATION
TO EO/EEO OR SUPERVISOR**

MEN



	Frequency	Percent
Reported	2	16.67
Did Not Report	10	83.33
Total Cases	12	100.00
Missing Responses	0	

WOMEN

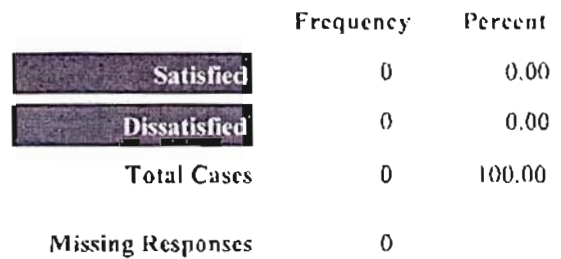


	Frequency	Percent
Reported	2	40.00
Did Not Report	3	60.00
Total Cases	5	100.00
Missing Responses	0	

**SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT,
OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR**



MAJORITY



SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT,
OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MINORITY



	Frequency	Percent
Satisfied	2	50.00
Dissatisfied	2	50.00
Total Cases	4	100.00
Missing Responses	0	

HISPANIC

	Frequency	Percent
Satisfied	0	0.00
Dissatisfied	0	0.00
Total Cases	0	100.00
Missing Responses	0	

SATISFACTION WITH ISSUE RESOLUTION: MEMBER WHO FILED FORMAL COMPLAINT,
OR INFORMALLY REPORTED TO EO/EEO OR SUPERVISOR

MEN



	Frequency	Percent
Satisfied	0	0.00
Dissatisfied	2	100.00
Total Cases	2	100.00
Missing Responses	0	

WOMEN



	Frequency	Percent
Satisfied	2	100.00
Dissatisfied	0	0.00
Total Cases	2	100.00
Missing Responses	0	

c. SUBGROUP FACTOR COMPARISONS

Subgroup factor comparisons will be presented with Equal Opportunity/Equal Employment opportunity (EO/EEO) factors, followed by Organizational Effectiveness factors.

The DEOCS report displays your organization's results in two ways. First, it considers average scores, where higher average scores always indicate more positive perceptions. Second, the degree different groups agree in their perceptions is also an important indicator. The disparity Index (DI) is a statistically-derived number that reflects how much two groups agree or disagree in their perceptions. It is an indication of the magnitude of differences between two groups (e.g., men and women, majority and minority) that are being compared on a single facet (e.g., Sexual Harassment and Discrimination, Differential Command Behaviors) of the DEOCS. In other words, the DI indicates the size of the differences between two groups. Therefore, a DI allows one to determine whether there are and to what extent there are differences in groups' perceptions regarding each facet of Equal Opportunity (EO) Climate and Organizational Effectiveness (OE) as measured by the DEOCS. In statistical terms, the DI is also known as an effect size. There are numerous effect size formulas, all of which have specialized applications. The effect size used to calculate the DEOCS DI is known as Cohen's *d*. Cohen's *d* is used to indicate the magnitude of the differences between the averages (means) of two groups in relation to the same measure. To calculate Cohen's *d*, the comparison of averages of two groups is placed within the context of the variability associated with the measure in question for both groups. The following formula is used to calculate Cohen's *d*:

$$d = \frac{(\text{mean}_1 - \text{mean}_2)}{\sqrt{\frac{s\hat{d}_1^2(n_1 - 1) + s\hat{d}_2^2(n_2 - 1)}{n_1 + n_2}}}$$

mean_1 = The mean of group 1 (e.g., Men)

mean_2 = The mean of group 2 (e.g., Women)

$s\hat{d}_1^2$ = The squared standard deviation (i.e., variability associated with a measure) for group 1 (e.g., Men)

$s\hat{d}_2^2$ = The squared standard deviation (i.e., variability associated with a measure) for group 2 (e.g., Women)

n_1 = The size of group 1 (e.g., Men)

n_2 = The size of group 2 (e.g., Women)

Typically, an effect size is said to be large when it exceeds 0.8, medium when it equals 0.5 and small when it is 0.2 or less.

Therefore, for example, if men and women differ considerably in regard to their perceptions of Sexual Harassment and Discrimination as measured by the DEOCS, the DI between these two groups would be equal to or exceed .80. Conversely, if men and women do not differ considerably in regard to their perceptions of Sexual Harassment and Discrimination as measured by the DEOCS, the DI would be equal to or less than .20. Together, the average and DI provide substantially more information than either score alone. Each of these combined data points is plotted, using the lowest average between the two groups being compared (vertical axis), along with the DI between those two groups (horizontal axis). GREEN indicates higher averages and levels of agreements. The YELLOW, ORANGE, and RED colored areas reflect progressively greater organizational concerns, indicated by lower averages, higher DIs, or both.

The data point can appear in one of four numbered quadrants:

Quadrant 1 is the most positive, as it reflects higher average scores and lower Disparity Index (i.e., a higher level of agreement) between the two groups.

Quadrant 2 reflects higher average scores, but also a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

Quadrant 3 reflects lower average scores, with a lower Disparity Index (i.e., a high level of agreement) between the two groups.

Quadrant 4 reflects lower average scores and a higher Disparity Index (i.e., a lower level of agreement) between the two groups.

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99	1				2	
3.00 -3.49					2	
2.50 -2.99	3				2	4
2.00 -2.49	3				2	4
< 2.00	3				2	4

Average
Minority 4.48
Majority 4.43
DI: 0.08

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99	1				2	
3.00 -3.49					2	
2.50 -2.99	3				2	4
2.00 -2.49	3				2	4
< 2.00	3				2	4

Average
Women 4.42
Men 4.48
DI: 0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99	1				2	
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average
Officer 4.56
Enlisted 4.45
DI: 0.19

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99	1				2	
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average
Junior Enlisted 4.45
Senior Enlisted 4.46
DI: 0.01

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

SEXUAL HARASSMENT / DISCRIMINATION

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99	1			2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average
 Junior Officer 4.60
 Senior Officer 4.55
 DI: 0.10

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	*	1			2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99		3	4			
2.00 -2.49						
< 2.00						

Average
 Minority 4.57
 Majority 4.71
 DI: 0.24

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	*	1			2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99		3	4			
2.00 -2.49						
< 2.00						

Average
 Women 4.54
 Men 4.68
 DI: 0.23

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			*	2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average

Officer 4.95

Enlisted 4.62

DI: 0.74

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1				2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average

Junior Enlisted 4.60

Senior Enlisted 4.78

DI: 0.35

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DIFFERENTIAL COMMAND BEHAVIOR TOWARDS MINORITIES

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1		*	2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average	
Junior Officer	5.00
Senior Officer	4.93
DI:	0.64

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

POSITIVE EO BEHAVIOR

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00		1				2	
3.50 -3.99	*	1				2	
3.00 -3.49							
2.50 -2.99		3		4			
2.00 -2.49		3		4			
< 2.00		3		4			

Average
 Minority 3.82
 Majority 4.05
 DI: 0.23

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00		1				2	
3.50 -3.99	*	1				2	
3.00 -3.49							
2.50 -2.99		3		4			
2.00 -2.49		3		4			
< 2.00		3		4			

Average
 Women 3.98
 Men 3.97
 DI: 0.01

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command
Q2	Overall higher scores and group disagree	Examine potential causes for disparity: further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

POSITIVE EO BEHAVIOR

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

		DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22	
4.00 -5.00	1 *				2		
3.50 -3.99							
3.00 -3.49							
2.50 -2.99	3		4				
2.00 -2.49							
< 2.00							

Average
 Officer 4.30
 Enlisted 3.94
 DI: 0.39

		DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22	
4.00 -5.00	1 *				2		
3.50 -3.99							
3.00 -3.49							
2.50 -2.99	3		4				
2.00 -2.49							
< 2.00							

Average
 Junior Enlisted 3.93
 Senior Enlisted 3.99
 DI: 0.05

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

POSITIVE EO BEHAVIOR

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
· 2.00						

Average
 Junior Officer 4.00
 Senior Officer 4.40
 DI: 0.50

Q1	Overall higher scores and group agree	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RACIST BEHAVIORS

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99	1				2	
3.00 -3.49						
2.50 -2.99	3					
2.00 -2.49	3					
< 2.00						

Average
Minority 4.31
Majority 4.33
DI: 0.02

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99	1				2	
3.00 -3.49						
2.50 -2.99	3					
2.00 -2.49	3					
< 2.00						

Average
Women 4.17
Men 4.37
DI: 0.24

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RACIST BEHAVIORS

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99	1			2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average
Officer 4.57
Enlisted 4.31
DI: 0.37

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	*	1			2	
3.50 -3.99	1			2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average
Junior Enlisted 4.29
Senior Enlisted 4.41
DI: 0.17

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RACIST BEHAVIORS

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average	
Junior Officer	4.73
Senior Officer	4.51
DI:	0.40

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

AGE DISCRIMINATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99	1				2	
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00			4			

Average
Minority 4.51
Majority 4.52
DI: 0.01

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99	1				2	
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00			4			

Average
Women 4.46
Men 4.55
DI: 0.14

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

AGE DISCRIMINATION

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *				2	
3.50 -3.99				2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00						

Average
Officer 4.77
Enlisted 4.51
DI: 0.45

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99				2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00						

Average
Junior Enlisted 4.51
Senior Enlisted 4.46
DI: 0.07

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

AGE DISCRIMINATION

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99	1			2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

	Average
Junior Officer	4.67
Senior Officer	4.80
DI:	0.30

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RELIGIOUS DISCRIMINATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	*	1			2	
3.50 -3.99	1			2		
3.00 -3.49			2			
2.50 -2.99	3	3	4	4	4	4
2.00 -2.49	4	4	4	4	4	4
< 2.00	4	4	4	4	4	4

Average
 Minority 4.67
 Majority 4.69
 DI: 0.03

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	*	1			2	
3.50 -3.99	1			2		
3.00 -3.49			2			
2.50 -2.99	3	3	4	4	4	4
2.00 -2.49	4	4	4	4	4	4
< 2.00	4	4	4	4	4	4

Average
 Women 4.58
 Men 4.71
 DI: 0.21

Q1	Overall higher scores and group agree	Report good findings and reinforce behaviors within the command
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RELIGIOUS DISCRIMINATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
Officer 4.78
Enlisted 4.68
DI: 0.21

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
Junior Enlisted 4.67
Senior Enlisted 4.71
DI: 0.09

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

RELIGIOUS DISCRIMINATION

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99	1			2		
3.00 -3.49				4		
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

	Average
Junior Officer	4.80
Senior Officer	4.78
D1:	0.05

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DISABILITY DISCRIMINATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99	1			2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average
Minority 4.58
Majority 4.68
DI: 0.16

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99	1			2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average
Women 4.53
Men 4.67
DI: 0.22

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DISABILITY DISCRIMINATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *				2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
 Officer 4.83
 Enlisted 4.62
 DI: 0.40

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1				2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
 Junior Enlisted 4.60
 Senior Enlisted 4.75
 DI: 0.27

Q1	Overall higher scores and group agree	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

DISABILITY DISCRIMINATION

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	*	1			2		
3.50 -3.99							
3.00 -3.49							
2.50 -2.99		3		4			
2.00 -2.49							
<2.00							

Average	
Junior Officer	4.80
Senior Officer	4.84
DI:	0.10

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity: further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

ORGANIZATIONAL COMMITMENT

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1				2	
3.50 -3.99		*				
3.00 -3.49						
2.50 -2.99	3				4	
2.00 -2.49						
< 2.00						

Average
Minority 3.65
Majority 3.76
DI: 0.13

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1				2	
3.50 -3.99						
3.00 -3.49		*				
2.50 -2.99	3				4	
2.00 -2.49						
< 2.00						

Average
Women 3.49
Men 3.76
DI: 0.31

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

ORGANIZATIONAL COMMITMENT

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1	*			2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
Officer 3.94
Enlisted 3.68
DI: 0.33

DISPARITY INDEX						
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1	*			2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
Junior Enlisted 3.69
Senior Enlisted 3.50
DI: 0.11

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree	Look for trends and examine comments, higher level policy, or leadership style, further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

ORGANIZATIONAL COMMITMENT

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	*			2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average	
Junior Officer	4.12
Senior Officer	3.88
DI:	0.34

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

TRUST IN ORGANIZATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00		1				2	
3.50 -3.99	*	1			2		
3.00 -3.49				2	2		
2.50 -2.99		3		4			
2.00 -2.49		3		4			
< 2.00		3		4			

Average

Minority 3.80

Majority 3.61

DI: 0.18

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00		1				2	
3.50 -3.99		1			2		
3.00 -3.49	*			2	2		
2.50 -2.99		3		4			
2.00 -2.49		3		4			
< 2.00		3		4			

Average

Women 3.40

Men 3.72

DI: 0.32

(Q1)	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
(Q2)	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
(Q3)	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
(Q4)	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

TRUST IN ORGANIZATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 - 5.00		1			2		
3.50 - 3.99	*	1			2		
3.00 - 3.49							
2.50 - 2.99		3		4			
2.00 - 2.49		3		4			
< 2.00		3		4			

Average
Officer 3.75
Enlisted 3.65
DI: 0.10

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 - 5.00		1			2		
3.50 - 3.99		1			2		
3.00 - 3.49	*						
2.50 - 2.99		3		4			
2.00 - 2.49		3		4			
< 2.00		3		4			

Average
Junior Enlisted 3.68
Senior Enlisted 3.46
DI: 0.20

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

TRUST IN ORGANIZATION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	> 1.22
4.00 -5.00	1 *				2	
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

	Average
Junior Officer	4.07
Senior Officer	3.61
DI:	0.50

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP EFFECTIVENESS

Green = Organization Strength
 Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
 Red = High Organization Concern

* You are here.

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1	1		2		3	
3.50 -3.99							
3.00 -3.49		3		4			
2.50 -2.99	3	3		4			
2.00 -2.49		3		4			
< 2.00		3		4			

Average
 Minority 4.10
 Majority 4.18
 DI: 0.08

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1	1		2		3	
3.50 -3.99	* 2						
3.00 -3.49		3		4			
2.50 -2.99	3	3		4			
2.00 -2.49		3		4			
< 2.00		3		4			

Average
 Women 3.91
 Men 4.21
 DI: 0.34

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity. Further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style. Further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments. Further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP EFFECTIVENESS

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	*				2	
3.50 -3.99	1				2	
3.00 -3.49					2	
2.50 -2.99	3				2	
2.00 -2.49	3				2	
< 2.00	3				2	

Average
Officer 4.30
Enlisted 4.14
DI: 0.21

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	*				2	
3.50 -3.99	1				2	
3.00 -3.49					2	
2.50 -2.99	3				2	
2.00 -2.49	3				2	
< 2.00	3				2	

Average
Junior Enlisted 4.13
Senior Enlisted 4.16
DI: 0.02

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity: further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership styles; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP EFFECTIVENESS

Green = Organization Strength

Orange = Moderate Organization Concern

Yellow = Slight Organization Concern

Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1		*	2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average

Junior Officer 4.00

Senior Officer 4.40

DI: 0.58

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP COHESION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1				2	
3.50 -3.99	*				2	
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
 Minority 3.99
 Majority 4.13
 DI: 0.15

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1				2	
3.50 -3.99	*				2	
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
 Women 3.81
 Men 4.13
 DI: 0.34

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP COHESION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1 *			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
Officer 4.40
Enlisted 4.04
DI: 0.48

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99	1 *					
3.00 -3.49						
2.50 -2.99			4			
2.00 -2.49						
< 2.00						

Average
Junior Enlisted 4.10
Senior Enlisted 3.69
DI: 0.38

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

WORK GROUP COHESION

Green = Organization Strength
 Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
 Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99	1			2		
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average
 Junior Officer 4.35
 Senior Officer 4.42
 DI: 0.15

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

LEADERSHIP COHESION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1						
3.50 -3.99							
3.00 -3.49		*					
2.50 -2.99	3						
2.00 -2.49							
< 2.00							

Average	
Minority	3.82
Majority	3.44
DI:	0.36

		DISPARITY INDEX					
Average		0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1						
3.50 -3.99							
3.00 -3.49		*					
2.50 -2.99	3						
2.00 -2.49							
< 2.00							

Average	
Women	3.27
Men	3.64
DI:	0.35

(Q1)	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
(Q2)	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
(Q3)	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
(Q4)	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

LEADERSHIP COHESION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX						
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22	
4.00 -5.00	1			2			
3.50 -3.99							
3.00 -3.49	*						
2.50 -2.99	3		4				
2.00 -2.49							
< 2.00							

Average
Officer 3.49
Enlisted 3.57
DI: 0.07

Average	DISPARITY INDEX						
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22	
4.00 -5.00	1			2			
3.50 -3.99							
3.00 -3.49	*						
2.50 -2.99	3		4				
2.00 -2.49							
< 2.00							

Average
Junior Enlisted 3.63
Senior Enlisted 3.22
DI: 0.36

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity: further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

LEADERSHIP COHESION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1				2	
3.50 -3.99						
3.00 -3.49	*					
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average	
Junior Officer	3.85
Senior Officer	3.37
DI:	0.43

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

JOB SATISFACTION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1				2	
3.50 -3.99	*				2	
3.00 -3.49				4		
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average

Minority 4.07

Majority 3.98

DI: 0.11

	DISPARITY INDEX					
Average	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1				2	
3.50 -3.99	*				2	
3.00 -3.49				4		
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

Average

Women 3.78

Men 4.04

DI: 0.35

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

JOB SATISFACTION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99						
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
 Officer 4.07
 Enlisted 3.98
 DI: 0.12

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	1			2		
3.50 -3.99			* 3			
3.00 -3.49						
2.50 -2.99	3		4			
2.00 -2.49						
< 2.00						

Average
 Junior Enlisted 4.04
 Senior Enlisted 3.60
 DI: 0.52

Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree.	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

JOB SATISFACTION

Green = Organization Strength
Yellow = Slight Organization Concern

Orange = Moderate Organization Concern
Red = High Organization Concern

* You are here.

Average	DISPARITY INDEX					
	0.00-0.30	0.31-0.51	0.52-0.72	0.73-0.99	1.00-1.22	>1.22
4.00 -5.00	* 1			2		
3.50 -3.99	1			2		
3.00 -3.49				2		
2.50 -2.99	3		4			
2.00 -2.49	3		4			
< 2.00	3		4			

	Average
Junior Officer	4.24
Senior Officer	4.01
DI:	0.30




Q1	Overall higher scores and group agree.	Report good findings and reinforce behaviors within the command.
Q2	Overall higher scores and group disagree.	Examine potential causes for disparity; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.
Q3	Overall lower scores and group agree.	Look for trends and examine comments, higher level policy, or leadership style; further isolate causes using focus groups/interviews, records, reports, observations, etc.
Q4	Overall lower scores and group disagree	Examine comments; further isolate causes - focusing on the group with the lower mean - using focus groups/interviews, records, reports, observations, etc.

d. OVERALL UNIT SUMMARY

Below you will find the overall unit summary information based on your unit's scores using the actual survey response scales. Your unit's information is compared to the DEOMI database for your service and for all services in last 6 months. The information will be presented with Equal Opportunity/Equal Employment Opportunity (EO/EEO) factors followed by Organizational Effectiveness (OE) factors.

Sexual Harassment / Discrimination



Average

ALL SERVICES		4.19
NAVY		4.19
COMMAREXSECRON TWELV		4.46

Your units score implies: Very little chance of occurring

Differential Command Behavior toward Minorities

Average

ALL SERVICES		4.51
NAVY		4.51
COMMAREXSECRON TWELV		4.65

Your units score implies: Very little chance of occurring

Positive EO Behaviors




Average

ALL SERVICES		4.01
NAVY		4.07
COMMAREXSECRON TWELV		3.98

Your units score implies: Fairly high chance of occurring

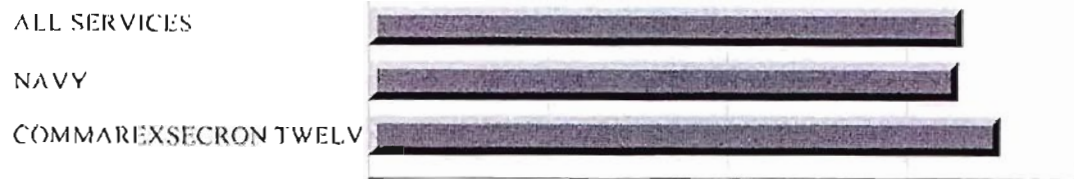
Racist Behaviors

Average

ALL SERVICES		3.91
NAVY		3.96
COMMAREXSECRON TWELV		4.33

Your units score implies: Very little chance of occurring

Age Discrimination



Average

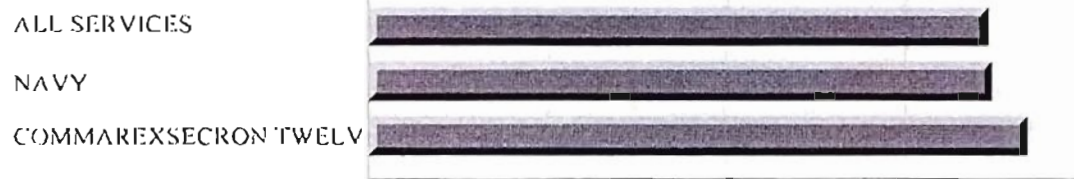
4.32

4.30

4.53

Your units score implies: Very little chance of occurring

Religious Discrimination



Average

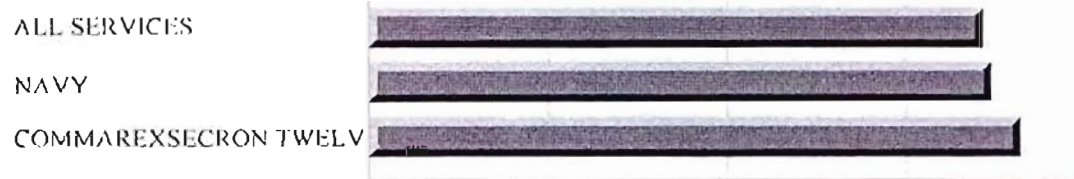
4.47

4.49

4.69

Your units score implies: Very little chance of occurring

Disability Discrimination



Average

4.43

4.48

4.64

Your units score implies: Very little chance of occurring

Organizational Commitment



Average

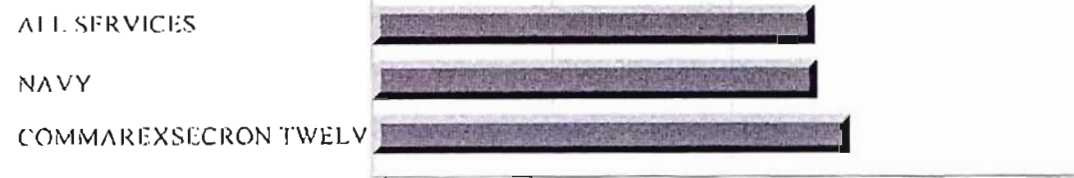
3.47

3.56

3.70

Your units score implies: Somewhat positive rating

Trust in the Organization



Average

3.47

3.48

3.66

Your units score implies: Somewhat positive rating

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Work Group Effectiveness

	Average
ALL SERVICES	4.11
NAVY	4.21
COMMAREXSECRON TWELV	4.15

Your units score implies: Fairly positive rating

Work Group Cohesion

	Average
ALL SERVICES	3.96
NAVY	3.99
COMMAREXSECRON TWELV	4.07

Your units score implies: Fairly positive rating

Leadership Cohesion

	Average
ALL SERVICES	3.55
NAVY	3.56
COMMAREXSECRON TWELV	3.57

Your units score implies: Somewhat positive rating

Job Satisfaction

	Average
ALL SERVICES	3.86
NAVY	3.91
COMMAREXSECRON TWELV	3.99

Your units score implies: Moderately satisfied

III. MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1. Share the results with your organization
2. Validate the results through other sources
3. Establish an action team
4. Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.
2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.
3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. Do another DEOCS survey in about 6-12 months to see if the actions have been effective. It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization after your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

In conclusion, we hope these guidelines for interpretation are useful to you. DEOMI believes the DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate. Check out our DEOMI web page at www.deomi.org. From the website select "Climate Survey" to access additional information that may assist you in understanding your survey results along with suggestions on how to use them.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we cannot provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we are doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/4217; Commercial: (321) 494-2675/4217] or email us a support@deocs.net.

Thank you for using the DEOCS!

Appendix A: Your Locally Developed Questions

If someone failed to respond to a question, or if for any other reason the computer could not interpret the response, it was not counted.

1. I am afforded opportunities to take leave.

		Frequency	Percent
Totally Agree		82	37.1
Moderately Agree		40	18.1
Neither Agree nor Disagree		84	38.0
Moderately Disagree		7	3.2
Totally Disagree		8	3.6
Total		221	100.0

2. Additional duties are assigned fairly.

		Frequency	Percent
Totally Agree		70	31.7
Moderately Agree		67	30.3
Neither Agree nor Disagree		53	24.0
Moderately Disagree		14	6.3
Totally Disagree		17	7.7
Total		221	100.0

3. I am given adequate time to maintain my physical conditioning.

		Frequency	Percent
Totally Agree		95	43.0
Moderately Agree		48	21.7
Neither Agree nor Disagree		50	22.6
Moderately Disagree		13	5.9
Totally Disagree		15	6.8
Total		221	100.0

4. My chain of command encourages sexual assault victims to report sexual assaults.

	Frequency	Percent
Totally Agree	150	67.9
Moderately Agree	34	15.4
Neither Agree nor Disagree	35	15.8
Moderately Disagree	1	0.5
Totally Disagree	1	0.5
Total	221	100.0

5. I am encouraged to participate in unit functions.

	Frequency	Percent
Totally Agree	126	57.0
Moderately Agree	51	23.1
Neither Agree nor Disagree	34	15.4
Moderately Disagree	5	2.3
Totally Disagree	5	2.3
Total	221	100.0

6. I am satisfied with the communication flow in my unit.

	Frequency	Percent
Totally Agree	48	21.7
Moderately Agree	67	30.3
Neither Agree nor Disagree	36	16.3
Moderately Disagree	35	15.8
Totally Disagree	35	15.8
Total	221	100.0

7. Differences among individuals (e.g., gender, race, religion, age, disability) are respected and valued in this organization.

	Frequency	Percent
Totally Agree	108	48.9
Moderately Agree	58	26.2
Neither Agree nor Disagree	42	19.0
Moderately Disagree	6	2.7
Totally Disagree	7	3.2
Total	221	100.0

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8. In my command, special observances are conducted to enhance cross cultural awareness among all service members, civilians employees, and families.

		Frequency	Percent
Totally Agree		63	28.5
Moderately Agree		53	24.0
Neither Agree nor Disagree		80	36.2
Moderately Disagree		10	4.5
Totally Disagree		15	6.8
Total		221	100.0

9. Rules, regulations and policies are enforced in this command.

		Frequency	Percent
Totally Agree		109	49.3
Moderately Agree		60	27.1
Neither Agree nor Disagree		39	17.6
Moderately Disagree		7	3.2
Totally Disagree		6	2.7
Total		221	100.0

10. I am encouraged to think of new ways to accomplish my unit's mission.

		Frequency	Percent
Totally Agree		82	37.1
Moderately Agree		64	29.0
Neither Agree nor Disagree		48	21.7
Moderately Disagree		17	7.7
Totally Disagree		10	4.5
Total		221	100.0

Appendix B: Your Short-Answer Questions

NOTE: The answers appear exactly as they were written on the survey:

1. How does the balance between work and liberty hours affect your quality of life?

Poor planning leads to poor quality of life for all hands.

the balance allows me time to take care of personal and family needs.

There is no Balance! Irresponsible fiscal decisions have been made that effect quality of Life between work and liberty Hours. The command has chosen to work out of one location instead of supporting its local Dets to maintain training and Maintenance and maximize time between work and liberty. By having all the assets in one place and requiring the Reservist to travel, it cost a great deal of money and takes away time from actual Training, Maintenance and Family in a pre Mob environment.

The are not affected by it.

Drill weekends are obviously annoying. But I look at it as the days I would lose if we had regular 24hr duty days like a ship. So I don't complain. Work days provide enough time to get work done without needing to stay late. I prefer starting the day early and ending at 1500 to starting later and going to 1600 like many places.

The majority of my navy work is performed at home during non drill weekends due to lack of work space and time taken up by meetings.

Due to the working hours, I can not assist my family as much as I would like. This is in part to my choice of location of living. But regardless of the distance between my house and work, the days that we work, sometimes 12 days in a row, make it tough to feel ... "Fun" ... to come to work.

I have very little time for "home" life as the requirements placed on the active component are much too excessive for the amount of personnel available to spread these requirements to. Although I can leave when necessary, I do so at the risk of getting behind on multiple projects.

WE NEED COMPENSATION FROM WORKING DRILL WEEKENDS! With the heavy work load and management expectations of the Active Staff here, it is VERY HARD to manage a household, children, off duty education, collateral duties, etc. Request the Monday off following a Drill Weekend to play catch up with civilian duties.

To be more involved with my children, a starting day of 0700 would enable me to take my children to daycare and balance family responsibilities. Maybe making the work day from 0700 - 1530.

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My quality of life is not very high because I am exhausted. I am exhausted because I have a family at home to take care of, along with a full time job which includes weekends once a month (sometimes more). That is what I signed up for. BUT there has to be a degree of down-time to allow staff to unwind and take care of HOME. It takes a week to catch up on home and work after drill weekend because I am worn out. Productivity sucks after drill at home AND at work. We are not robots.

There is no balance. We are working monday thru friday and then do drill weekends the usually the first of the month, then go right back into a work week. Then if something comes up on that following weekend if you have duty or if your division is involved you have to be here and you don't get anytime off unless you request it or ask can i take a day. The chain of command needs to set a day off when we come off drill weekends, because we are here at work too much. Can't get personal things done.

Being in MSRON can be overwhelming at times.

NA

I am a reservist, don't act like you care.

Absolutely has no effect on my quality life.

Quality of my work affects my quality of life both positively and negatively. When I feel as though I contribute to the success of the unit and the mission I possess a sense of pride. When I feel my work has no value then my quality of life suffers accordingly.

I am in the Reserve. Navy work routinely is done outside normal working hours, and usually without pay. As reservists rise in rank, the work that must be done between duty weekends becomes substantial. This is a source of stress in my family life, and I suspect most reservists with leadership positions in deployable units.

I feel that after drill weekend there should be some sort of break in the work week rather it be half the crew right before drill and the other half after to break up the extended work week with drill weekend. The week following drill weekend I am exhausted and I feel that effects my output level.

It enhances it.

As a reservist, liberty hours are not applicable. We show up to work and expect to work long hours and for the entire weekend. It is what we signed on for.

It is well balanced.

When I am at HQ for a DWE, I usually put in longer hours than if I was working during the week at a traditional Navy command.

Given our requirements as service men and women, it affects our quality of life tremendously

In a very positive manner. I am definitely satisfied with my allotted time off and the balance between the two.

Do not care about this survey. With any job you have to balance or become a bum and stay at home. Oh and I can not work more then the the normal workday with out permission.

As a senior officer, I tend to work more hours than my subordinates. The balance between work and liberty, work and family, is very important to the CO and to me. I do my best to ensure that subordinates maintain that balance and understand that they are supported in maintaining their quality of life.

This is a high tempo unit. We typically spend 10 hours a day during drill when all of my other units spent 8 hours. I'm so tired when I get off of work that all I can do is go to sleep to get ready for the next day. It is as though I get no time to myself due to our work schedule. I don't understand why our reserve unit is expected to meet the same standards as an active duty unit when the active duty unit has 10 times more working days/month to accomplish tasks? Shouldn't we have 10x less tasks

GREAT!

No affect.

A part time job has become a full time job.

There is no balance in liberty time. Hardest reserve job I've done without any social support in the evenings. The CO is good about stressing scheduling my time better, but the work loads is just overloaded with high expectations.

balanced

I feel as though there is not enough time in the day for me to concentrate on personal activities after work. Mainly the commute plays a big role that affects my quality of life.

Fair!

In a positive way.

in the navy reserve

i was active duty for almost five years. i've grown used to the transition.

I am having a hard time balancing my civilian life with small children, an Active Duty husband, College, and the shifting of Drill weekends. I feel, as a female Sailor, my male counterparts do not understand.

It is very balanced in my view, and what I have observed.

I have no experience with any difficulties myself, however I heard of a leave chit turned down without enough research into the timing of the leave request.

not that much affect

it does not affect my quality of life to much.

no effect ilove my navy and i will sacrifice anything for my navy.

I don't understand the question.

very little