

## **The Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS) version 3.3**

### General Description

The DEOCS questionnaire is intended for organizations with as few as 16 members, and is suitable for military and/or civilian personnel. The questionnaire uses the shared perceptions of an organization's members to measure climate factors associated with military equal opportunity (EO) and civilian equal employment opportunity (EEO) issues, as well as organizational effectiveness (OE) factors. The DEOCS allows leaders to proactively assess critical organizational climate dimensions that can impact their organization.

DEOCS can be administered using paper questionnaires, completed online, or with a combination of both. The questionnaire typically takes about 20 minutes to complete. The race-ethnic classification system used on DEOCS follows recent Office of Management and Budget guidelines for classification of racial groups and multi-racial designations.

Perceptions of how likely specific activities are considered within the organization are reported along a five-point scale, from "Strongly Agree" to "Strongly Disagree." The estimated likelihood of negative behaviors (e.g., discrimination) occurring is reverse scored, so that higher numbers always reflect a more positive result.

Scales 1-7 focus on perceptions of EO/EEO climate factors.

- Sexual Harassment and Sex Discrimination
- Differential Command Behavior Toward Minorities
- Positive Equal Opportunity Behaviors
- Racist Behaviors
- Religious Discrimination
- Age Discrimination
- Disability Discrimination

**Sexual Harassment / Sex Discrimination:** Perceptions of how extensively sexual harassment and sex discrimination, such as sexist jokes or sexually suggestive language, are thought to occur in the organization.

**Differential Command Behavior Toward Minorities:** Perceptions of differential treatment on the basis of race/ethnicity.

**Positive Equal Opportunity Behaviors:** Estimates of how well majority and minority members get along in the unit, and are integrated in the unit's functioning.

**Racist Behaviors:** This factor reflects perceptions of racist behaviors such as racial name calling and telling racist jokes.

Religious Discrimination: Perceptions of whether people are discriminated against because of their religion.

Age Discrimination: Perceptions of whether people are discriminated against because of their age.

Disability Discrimination: Perceptions of whether people are discriminated against because of their disability or handicap.

Factors 8-13 measure perceptions of organizational effectiveness (OE).

- Organizational Commitment
- Trust in the Organization
- Work Group Effectiveness
- Work Group Cohesion
- Leadership Cohesion
- Job Satisfaction

Organizational Commitment: Measures “bonding” to the organization, and reflects how much the respondent identifies with the organization, and would like to remain in it.

Trust in the Organization: An indicator of how people perceive the organization as a place where people trust and care for each other.

Perceived Work Group Effectiveness: Reflects the degree to which the respondent's unit is seen as productive and effective in accomplishing its mission.

Work Group Cohesion: A measure of how well groups work together, pull together on projects, and care for and trust each other.

Leadership Cohesion: Similar to Work Group Cohesion, but focused on how members perceive how well leaders work together.

Job Satisfaction: Indicates how satisfied respondents are in their current job, measured using a five-point scale, from Very Satisfied to Very Dissatisfied.

Respondents can report whether they personally experienced discrimination during the past 12 months. The DEOCS 3.3 also allows them to indicate the type of discrimination they experienced (e.g., race, sex, religion, etc.).

Respondents can also report whether they reported the discrimination incident. The DEOCS 3.3 also allows them to indicate how they reported the incident (e.g., to an EOA/EEO representative, a fellow worker, a supervisor, confronted the offender, etc.).

Respondents can report their level of satisfaction with how the issue of discrimination was resolved, using a five-point (Very Satisfied to Very Dissatisfied) scale.

The DEOCS compares the organization’s overall average scores on each climate factor against the averages of the respective organization’s service branch (Army, Navy, Air Force, Marines), and the Department of Defense overall. The averages used for comparison are obtained from all DEOCS that were completed during the last six months.

The DEOCS compares the results of complementary groups across all climate factors:

- Minority vs Majority
- Women vs Men
- Officer vs Enlisted
- Junior Enlisted vs Senior Enlisted
- Junior Officer vs Senior Officer
- Military vs Civilian
- U.S. Military vs Other Military
- Junior Civilian vs Senior Civilian
- Government Civilian vs Non-government Civilian

To facilitate interpreting subgroup comparisons, the DEOCS uses a color coding scheme, with green indicating an organizational strength, while yellow, orange, and red indicate organizational concerns of increasing seriousness. To assign color codes, the DEOCS plots a single point, using the lower mean from the two groups being compared against the Disparity Index (DI), a statistic that reflects the magnitude of difference between the two groups (see Figure 1).

	DISPARITY INDEX					
MEAN	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	<b>Higher overall scores, and groups agree</b>			<b>Higher overall scores, and groups disagree</b>		
3.50 – 3.99						
3.00 – 3.49						
2.50 – 2.99	<b>Lower overall scores, and groups agree</b>					
2.00 – 2.49			<b>Lower scores for at least one of the groups, and the groups disagree</b>			
≤ 1.99						

Figure 1. New coding scheme for DEOCS 3.3. Color coding for each subgroup comparison is obtained by plotting the mean of the group with the lower mean against the Disparity Index obtained between the two subgroups.

The new DEOCS version also provides notional interpretation and action prescription along with the group comparison data.

Finally, the DEOCS 3.3 allows respondents to provide more information concerning their deployment status. Previously, only the person ordering the DEOCS for an organization was in a position to indicate whether the organization was deployed or not; now, each individual completing the DEOCS can indicate their respective deployment status:

1 = It has been more than 6 months since my last deployment, or I have never deployed

2 = I returned from combat zone deployment within the past 6 months

3 = I returned from non-combat zone deployment within the past 6 months

4 = Yes (CONUS)

5 = Yes (OCONUS, in a combat zone)

6 = Yes (OCONUS, in a non-combat zone)

For more information call the Directorate of Research at DEOMI: (321) 494-2675/1590  
DSN: 854-2675/1590