

COMMAND CLIMATE SURVEY (VERSION 1.4) COMMANDER'S GUIDE

1. **PURPOSE.** The attached **Command Climate Survey** provides you with a tool for reviewing the climate of your unit, such as an assessment upon assumption of command IAW AR 600-20 (Army Command Policy). Unit "climate" factors such as leadership, cohesion, morale, and the human relations environment have a direct impact on the effectiveness of your unit.

2. **SCOPE.** The **Command Climate Survey** briefly addresses 20 climate areas (question numbers in parentheses): Officer leadership (1), NCO leadership (2), Immediate supervisor (7), Leader accessibility (4,5), Leader concern for families (16), Leader concern for single soldiers (17), Unit cohesion (3,6), Counseling (8), Training (9), Racist materials (10), Sexually offensive materials (11), Stress (12), Training schedule (13), Sponsorship (14), Respect (15), Unit readiness (18), Morale (19), Sexual harassment (20), Discrimination (21), and Reporting harassment/discrimination incidents (22). Additional questions on gender and race are asked. Space is provided for comments on unit strengths and areas most needing improvement.

3. **USE.** The survey is designed as a self-contained, stand-alone tool for you as a commander. You will administer the survey, score or tally the results, and conduct your own analysis to assess your unit's current climate. The survey results may provide indicators of strengths and issues in your unit. As a commander, you should use additional methods to assess the unit climate, such as observations, personal interviews, reports, and other unit data.

4. **ADDITIONAL INSTRUCTIONS.**

a. **Administration Procedures.** All basic steps are performed at the unit level:

- (1) Make copies of the 2-page questionnaire which is attached. Staple the pages, if necessary.
- (2) Use a roster to ensure all members of the unit complete the survey.
- (3) Arrange for a time and place for soldiers to complete the 6- to 10-minute questionnaire, ensuring:
 - the individual's privacy is protected so responses are anonymous, and
 - there will be no interruptions.

(4) Explain to soldiers why the survey is being conducted and how the results will be used.

(5) Distribute a copy of the survey and a blank envelope to each soldier. Instruct the soldiers to complete the survey, place the completed survey in the envelope, and seal it.

(6) Provide a drop box to facilitate further the anonymity of respondents.

(7) Score/tally the responses, using the worksheet on the following page.

(8) Analyze the data.

(9) Summarize the findings.

(10) Report the findings to the unit.

b. **Scoring.** Use the worksheet on the next page to score/tally the responses for the questionnaire.

(1) For each question, place a mark in the appropriate box on the worksheet that corresponds to the individual's response. Repeat the process for all questions and for all completed questionnaires.

(2) Count the **NUMBER OF RESPONSES** for each of the response categories for a question and enter that count in the appropriate response category column on the worksheet.

(3) Add the **NUMBER OF RESPONSES** for all response categories for the question. Enter this number--the **TOTAL NUMBER OF RESPONSES** for the question--in the column labeled "Total."

(4) Divide the **NUMBER OF RESPONSES** for each response category by the **TOTAL NUMBER OF RESPONSES**, yielding a **PERCENT** figure for each response category. Enter the **PERCENT** figure in the appropriate column on the worksheet.

(5) For Question 21, which allows multiple responses, count the number of persons who answered the question, and use that number for the **TOTAL NUMBER OF RESPONSES**.

c. **Analysis.**

(1) Use the Internet (<http://www-ari.army.mil> -- "Surveys & Data") to access Army-wide data for comparison.

(2) Use methods such as rank-ordering from highest to lowest to compare the percent figures for similar questions. Do this for both the "positive" (such as Strongly agree/Agree) and "negative" responses (such as Disagree/Strongly disagree).

SCORING WORKSHEET

QUESTION NUMBER	Strongly agree/Agree	Neither agree nor disagree	Strongly disagree/Disagree	Total
Q1: Officers care				
Q2: NCOs care				
Q3: Junior enlisted care				
Q4: Easy to see CO				
Q5: Easy to see 1SG				
Q6: Work well together				
Q7: Supervisor example				
Q8: Counseling/coaching				
Q9: Get training needed				
	No	Yes, once in a while	Yes, frequently, very frequently	Total
Q10: Racist materials				
Q11: Sexist materials				
	None/Slight	Moderate	High-Extremely High	Total
Q12: Level of stress				
	14 or more days	8-10 days, 11-13 days	1-3 days, 4-7 days	Total
Q13: Days training schedule posted in advance				
	Extremely, Very, Moderately helpful	Slightly, Not at all helpful		Total
Q14: Sponsorship				
	Very great, Great, Moderate extent	Slight extent, Not at all		Total
Q15: Treated with respect				
Q16: Interest in families				
Q17: Interest in single soldiers				
	Very well, Well, Moderately prepared	Not well, Not at all prepared		Total
Q18: Perform wartime mission				
	Very high, High, Moderate	Low, Very low		Total
Q19: Own morale				
	No	Yes, not affected	Yes, affected	Total
Q20: Sexually harassed				
	Marked	Not marked		Total
Q21. 1 No, not discriminated				
Q21. 2 Yes, racial				
Q21. 3 Yes, religious				
Q21. 4 Yes, gender (sex)				
Q21. 5 Yes, national origin				
	No	Yes		Total
Q22: Report incident				
	Male	Female		Total
Q23: Gender				
	Black	White	Other	Total
Q24: Race/ethnicity				

Army-wide results are available on the Internet.

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SURVEY APPROVAL AUTHORITY: U.S. Army Research
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SURVEY CONTROL NUMBER: PERI-AO-97-11
 RCS: MILPC-3

INSTRUCTIONS

YOUR OPEN, HONEST RESPONSES ARE NEEDED
 TO PROVIDE INFORMATION FOR DECISIONS
 AFFECTING YOUR UNIT.

- The survey is anonymous.
- Only group statistics will be reported.
- Circle the number to indicate your response for each question.
- Put the completed survey in the envelope provided.
- Place the survey/envelope in the drop box or return it to the person who gave it to you.

THANK YOU FOR YOUR TIME AND COOPERATION!

Do you agree or disagree with the following statements about you and your unit?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
1. Officers in this unit care about what happens to their soldiers.	5	4	3	2	1
2. NCOs in this unit care about what happens to their soldiers.	5	4	3	2	1
3. Junior enlisted members in this unit care about what happens to each other.	5	4	3	2	1
4. It is easy for soldiers in this unit to see the CO about a problem.	5	4	3	2	1
5. It is easy for soldiers in this unit to see the 1SG about a problem.	5	4	3	2	1
6. Members in my work unit work well together as a team.	5	4	3	2	1
7. In terms of work habits and on-the-job behavior, my immediate supervisor sets the right example by his/her actions.	5	4	3	2	1

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
	5	4	3	2	1

8. I receive the counseling and coaching needed to advance in my career. 5 4 3 2 1

9. I receive the training needed to perform my job well. 5 4 3 2 1

10. Are racist material(s) displayed by members of this unit?

4. No
3. Yes, once in a while
2. Yes, frequently
1. Yes, very frequently

11. Are sexually offensive material(s) displayed by members of this unit?

4. No
3. Yes, once in a while
2. Yes, frequently
1. Yes, very frequently

12. What level of conflict/stress are you experiencing in this unit?

6. None
5. Slight
4. Moderate
3. High
2. Very high
1. Extremely High

13. Usually, how far in advance do you know the unit training schedule; that is, where you will be and what you will be doing?

5. 14 or more days
4. 11-13 days
3. 8-10 days
2. 4-7 days
1. 1-3 days

14. During your last permanent change of station--PCS--move (to this unit), how helpful was this unit?

5. Extremely helpful
4. Very helpful
3. Moderately helpful
2. Slightly helpful
1. Not at all helpful

(Continued)

15. To what extent do the persons in your chain of command treat you with respect?

5. Very great extent
4. Great extent
3. Moderate extent
2. Slight extent
1. Not at all

To what extent do the following apply to the leaders at your unit or place of duty?

The leaders in my unit/ place of duty...					
	Very great extent	Great extent	Moderate extent	Slight extent	Not at all
16. show a real interest in the welfare of families.	5	4	3	2	1
17. show a real interest in the welfare of single soldiers.	5	4	3	2	1

18. Describe how well prepared this unit is to perform its wartime duties/mission?

5. Very well prepared
4. Well prepared
3. Moderately prepared
2. Not well prepared
1. Not at all prepared

19. How would you rate your current level of morale?

5. Very high
4. High
3. Moderate
2. Low
1. Very low

Sexual harassment is a form of gender discrimination that involves deliberate or repeated unwelcome sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature (AR 600-20).

20. During the last 12 months, have YOU been sexually harassed by someone in this unit?

1. No
2. Yes, but it really didn't affect/bother me.
3. Yes, and it did affect/bother me.

Equal Opportunity refers to the fair, just, and equitable treatment of all soldiers and family members, regardless of race, color, religion, gender (sex), or national origin (AR 600-20).

21. During the last 12 months, have YOU been subjected to discrimination in this unit?

CIRCLE ALL THAT APPLY.

1. No
2. Yes, racial
3. Yes, religious

4. Yes, gender (sex)
5. Yes, national origin

22. I would report an incident of sexual harassment or discrimination to my chain of command.

1. No
2. Yes

23. Are you male or female?

1. Male
2. Female

24. What is your racial/ethnic background?

1. Black
2. White
3. Other (Hispanic, Asian or Pacific Islander, Native American, Eskimo or Aleut)

COMMENTS

Please list three things that are going very well in this unit.

- 1.
- 2.
- 3.

Please list three things that most need improvement in this unit.

- 1.
- 2.
- 3.

THANK YOU FOR COMPLETING THIS SURVEY.