



Navy Changes Command Climate Assessments Fact Sheet

POC: MILL_Navy_EO_advice@navy.mil

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BLUF

NAVADMIN 139/23 announced a revision to the annual command climate assessments (CCA) timeline and process, and information about Change of Command CCAs. The annual CCA will now occur in a CCA fielding window from August 1 through November 30. The Defense Organizational Climate Survey (DEOCS) will be executed during the CCA fielding window as part of the Annual CCA. CCAs provide feedback on climate and culture which empowers leaders to facilitate prevention activities, improve climate, support Navy personnel, and strengthen readiness.

Who needs to know?

- Triads
- Command Resilience Teams
- Command Climate Specialists
- Integrated Primary Prevention Workforce



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What you need to know – key points

- The Navy expects our leaders to build teams and develop personnel who are mission-ready and resilient. CCAs give leaders data-driven feedback that provides insight into climate and culture across organization levels, and within specific commands, units, communities, and subsets of Navy personnel.
- Across the Department of Defense the focus of CCAs has shifted to include annual data collection efforts during a specific timeframe. Commands are now required to conduct their annual CCAs during a specific window of time from August 1 through November 30. This period of time is the CCA fielding window.
- DEOCS must be executed as part of the Annual CCA, and must occur within the CCA fielding window, beginning no later than October 31.
- For 2023, all Navy commands will conduct a DEOCS during the CCA fielding window, even if the command conducted a DEOCS in the past year.
 - Commanders who conducted a CCA between February 1, 2023 and July 31, 2023 must still conduct a DEOCS during the CCA fielding window. If there is no significant change in DEOCS results from DEOCS conducted during the required period (August 1, 2023 – October 31, 2023), those commands are not required to consider other sources of information such as administrative records review, reports, interview data, focus groups, other existing data, or previous DEOCS and DOCP results. Plan of Action and Milestones (POAM) and the Immediate Superior in Command (ISIC) debrief are still required.
- A Change of Command CCA is distinct from the Annual CCA and must occur within 90 days after assumption of command. If the Change of Command CCA is outside of the CCA fielding window, it should not include a DEOCS, provided one has been administered in the last year. Incoming Commanders should review the previous year's CCAs as part of their assumption of command to better understand trends.
- CCAs are complete once the Commander signs the Executive Summary and POAM.
- Commands must debrief POAMs to the Immediate Superior in Command (ISIC) within 60 days of the annual CCA completion and 30-days of the change of command CCA completion.



Commander and ISIC CCA Responsibilities

Participation and Execution

- Commands must give all service members and federal civilian employees the opportunity to participate, but participation is voluntary.
- Commanders, command leadership and Command Resilience Team (CRT) members should actively promote survey participation and provide opportunities for command personnel (uniformed and civilian) to take surveys during work hours.
- Commands and ISICs should communicate to Sailors that their participation matters and that their feedback provides leadership meaningful and actionable information. The best way for leadership to increase survey participation is to actively debrief the command on a CCA's purposes, participation rates, timeframes, and results, talk about the POAM with Sailors, and give regular status updates.
- Commanders should leverage their CRT and CCA Focus Groups to develop insights from the assessment results that contribute to facilitating prevention activities, improving climate, supporting Navy personnel, and strengthening readiness.

Focus Areas

DEOCS contains eleven Protective Factors and eleven Risk Factors. Commanders remain accountable for totality of climate.

Based on Navy-wide data, Commanders should focus on building the protective factors of:

- **Connectedness** - Ensure the strength of your command's sponsor program (*is every new member personally contacted by people in the command you trust?*) and Indoc program (*is every new member connected to the right, leader, mentor, or peer?*). In addition, assess the level of connectedness of your Command Triad, and whether your command's natural groups are connected to each other (*does the Chief's mess trust and work with the wardroom?*)
- **Inclusion** - Use the CRT to determine if there are any groups in the command who feel like they don't have a voice or that they don't matter – then take steps to include those groups. In addition, leaders at all levels are encouraged to have open and honest conversations with your Sailors. Use the [Necessary Conversations Guide](#) to navigate challenging conversations about racism, racism onboard, sexism, sexism onboard your command.

Target reductions in the risk factors of:

- **Moderate/High Stress** - Implement Warrior Toughness and/or Expanded Operational Stress Control (E-OSC) programs, which will be combined into one continuum by the end of 2023.
- **Frequent Workplace Hostility** - Use DEOCS (to include written comments) and focus group data to determine if there are hostile or toxic leaders or personnel in your command, so that they can be counseled and/or removed from positions of power/authority.
- **Presence of Harassing Behaviors (Racial and Sexual)** - Use DEOCS, CRTs, and focus groups to determine if there are leaders or personnel known to conduct harassing behaviors (the #1 indicator of risk of sexual assault in any command is the presence of sexual harassment).

The Navy Culture and Force Resilience Office (OPNAV N17) is actively developing a culture framework aimed at helping Commanders increase protective factors and decrease risk factors. To find out more, subscribe to the N17 monthly newsletter at: <https://confirmsubscription.com/h/i/45D037FDAA732E23>.

Resources

View in browser to access links

[OPNAV 5354.1H CMEOP Program Manual](#)

[Command Resilience Team Guide](#)

[Necessary Conversations Guide](#)

[Mental Health Playbook](#)



Sample POD/POW Notes

- Bullets on POD/POW Notes are not needed. The POD/POW Notes only impact command Triads and individuals involved in planning the unit CCA and command Triads.

FAQ

Q. What if a change of command occurs within the Annual CCA's fielding window?

A. If happens change of command occurs during the CCA fielding window, the command should conduct a single Annual CCA (including DEOCS) that fulfills both the Change of Command and Annual CCA requirements.

Q. I am a Commander whose command is on deployment in a degraded bandwidth environment, how am I supposed to conduct the DEOCS?

A. All commands that are required to execute DEOCS shall do so within the fielding window to the maximum extent possible. If your command needs an exception to this requirement, as the Commander, you may request a waiver from your Immediate Superior in Command (ISIC). The ISIC has the authority to approve such waivers.

Q. What are the three surveys OSD and the Navy is asking Sailors to take in 2023?

A. The following three 2023 data collection efforts are designed to generate feedback on Navy culture and climate at the unit, community, and Service- levels:

- **Health of the Force (HoF) Survey** – open now through Aug. 31, provides Navy-wide data that informs Navy Leadership about programs and policies affecting Sailor's personal and professional lives.
- **Defense Organizational Climate Survey (DEOCS)** – Command-specific survey, must be administered August 1 through October 31. Provides Command Leadership valuable information about what Sailors in their command think about the command. Part of the Command Climate Assessment process.
- **Workplace and Gender Relations (WGR) Survey** – DoD-wide survey, expected to launch in Fall 2023 and issued every other year, the WGR provides official estimates of the prevalence of gender discrimination, sexual harassment, and sexual assault in the Services.

Q. Why is there an overlap between the HoF and the DEOCS surveys?

A. OSD published its guidance on Annual CCA this year; the execution of the 2023 HoF was subsequently accelerated. However, overlap in August was unavoidable. In future years, the HoF will be implemented in the spring, and DEOCS in the fall.

Q. How can I get my Sailors to participate in surveys?

A. The best way to encourage participation is to thoroughly debrief the CCA, take deliberate actions based on the CCA, and communicate the status of those actions to your crew on a regular basis.

In addition, leaders are encouraged to:

- Enthusiastically support your military members and federal civilian employees participating in the survey during working hours.
- Make computers available to military members and federal civilian employees who normally do not have access to computers during working hours.
- Leverage communication tools within Navy Reserve Centers to publish CCA accessibility information such as, computer lab hours during both drill and non-drill periods and QR codes that allow for survey access on personal devices.
- Have command CRT create and print survey advertisement posters. These survey posters can be posted around the command, particularly where people gather (mess decks, smoke decks, lounges, gyms, etc). Include a QR code so Sailors and federal civilian employees can take the survey on their phones, if desired.



- Incentivize participation; if your command reaches a certain percentage of participation, consider a command-wide event or permissible privilege.

Q. Why can't I make it mandatory?

A. Ordering military members to participate in surveys is unlawful and a violation of both statute and regulation. Mandatory survey participation typically results in unreliable data. People who are forced to participate in an opinion survey may either respond with information they think the survey organizers want to hear, or be overly negative because they are being forced to participate.

Q. What's the goal of DEOCS participation?

A. The goal is that every military member and civilian federal employee in the command has the opportunity to take the DEOCS. Historically, Navy has averaged about 40 percent for DEOCS participation. The higher the voluntary survey participation in a unit, the higher the confidence level that the results represent the views of the unit.

Q. What if command CCA participation is really low?

A. Some information is always better than none. A command can be transparent about the results and the participation rates, take what it learns from the people who participated, and build on the available information. The follow-on CCA focus groups can be leveraged to gain insight on why participation rates may have been low.

Low participation may indicate that personnel do not feel engaged or connected to the command, but it could also indicate there are barriers to participation such as lack of access to a computer or device, or not enough time in the workday.

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