SECRETARY OF THE ARMY
WASHINGTON

2 3 DEC 2013

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Directive 2013-29 (Army Command Climate Assessments)

1. References:

a. Memorandum, Secretary of Defense, May 06 2013, subject: Sexual Assault Prevention and Response.

b. Memorandum, Under Secretary of Defense for Personnel and Readiness, Jul 25 2013, subject: Command Climate Assessments.

c. Army Regulation 600-20 (Army Command Policy), 18 March 2008, Rapid Action Revision 5 issued 20 September 2012.

2. Pursuant to references 1a and 1b, this directive implements an enhanced command climate assessment program for the Army and supersedes any contrary provision in reference 1c. Command climate assessments help commanders establish and maintain a positive command climate, which, in turn, helps sustain a Ready and Resilient Force. Command climate assessments are particularly important as we continue to work to eliminate sexual assault and sexual harassment from our ranks.

3. I direct the following actions effective immediately:

a. Commanders will use the Defense Equal Opportunity Management Institute Organizational Climate Survey (DEOCS) for the survey component of their command climate assessments.

b. All Active Army company commanders will conduct an initial command climate assessment within 30 days of assuming command, to be followed by a subsequent assessment 6 months later, another assessment 12 months after assuming command and annually thereafter while retaining command.

c. All Active Army commanders above the company level will conduct an initial command climate assessment within 60 days of assuming command, to be followed by a subsequent assessment 12 months later and annually thereafter while retaining command.

d. All reserve component commanders will conduct an initial command climate assessment within 120 days of assuming command, to be followed by a subsequent assessment 12 months later and annually thereafter while retaining command.

e. The Army will require a baseline survey for all commanders using the DEOCS survey instrument. If a commander has completed a DEOCS command climate assessment within the past 120 days, the commander may use that survey to fulfill this baseline requirement. Otherwise, all Active Army and reserve component commanders will complete a command climate assessment within 6 months of the date of this directive. If this baseline assessment occurs within 3 months of the next scheduled assessment outlined in paragraphs 3b through 3d, the commander may count this assessment against that requirement.

f. To promote anonymity, any unit with less than 30 personnel must conduct its command climate assessments with a larger unit (the unit's higher headquarters or another company-level unit within the command). At the battalion or higher commander's discretion, companies or subordinate commands with more than 30 but less than 50 personnel may conduct its survey separately or with a larger unit (a higher level command or another company-level unit).

g. Within 30 days of completing the command climate assessment, the requesting commander will brief the next higher level commander on the results and his/her command climate assessment action plan, as defined in the enclosure, to address concerns raised in the assessment.

4. Under the supervision of the Assistant Secretary of the Army (Manpower and Reserve Affairs), the Deputy Chief of Staff (DCS), G-1 will:

a. analyze the existing DEOCS command climate assessment and the initial results of the Armywide baseline assessment directed in paragraph 3e to determine whether the existing survey meets the Army's needs, not only for assessing command responses to sexual harassment and sexual assault, but also for more broadly assessing a command's efforts to establish and maintain a professional, respectful and trust-promoting environment. The DCS, G-1 will report his findings back to me and, as appropriate, recommend improvements to the survey tools or related policy by 15 July 2014.

b. develop courses of action for ensuring that the Army effectively assesses the climate in noncommand-type organizations. In the interim, leaders of such organizations may use the command climate assessment tools, including the DEOCS, described in the enclosure. The DCS, G-1 will present these courses of action to me for decision by 15 July 2014.

c. prioritize the publication of a revision to reference 1c to incorporate the changes in this directive. The DCS, G-1 will publish any additional guidance needed to implement this directive as necessary.

5. All unit members will be afforded the opportunity to participate in command climate assessments. Participation in the assessments is optional for Department of the Army Civilians. Management must ensure that all applicable collective bargaining obligations are fulfilled before initiating a command climate assessment covering bargaining unit employees.

6. Initial implementing guidance for this directive is in the enclosure.

7. This directive is effective immediately and will be rescinded upon publication of the revisions to reference 1c.

John M. McHugh

Encl

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ARMY COMMAND CLIMATE ASSESSMENTS IMPLEMENTATION GUIDANCE FOR COMMANDERS AND EQUAL OPPORTUNITY (EO) PRACTITIONERS

1. Requirements by Level:

Command Level	Frequency (Days)	Requirements
Company or equivalent	Active Army: 30/180/365/annual Reserve component: 120/365/annual	1. Inform command personnel of the upcoming assessment (see paragraphs 2h and 3a). 2. Survey (DEOCS) for entire company (minus command team). 3. Use other assessment tools (see paragraph 2c). 4. Prepare command climate assessment summary and action plan. 5. Brief to commander/supervisor at next higher level (no later than 30 days after completion of survey). 6. EO practitioner enters data into Equal Opportunity Reporting System (EORS).
Battalion or equivalent	Active Army: 60/365/annual Reserve component: 120/365/annual	1. Inform command personnel of the upcoming assessment (see paragraphs 2h and 3a). 2. Survey (DEOCS) for battalion staff element and company command teams. 3. Data Retrieval System (DRS) rollup of subordinate unit/company survey responses and comparison of historical data. 4. Use other assessment tools (see paragraph 2c). 5. Prepare command climate assessment summary and action plan. 6. Brief to commander/supervisor at next higher level (no later than 30 days after completion of survey). 7. EO practitioner enters data into EORS. 8. Monitor compliance of subordinate commands.
Brigade or equivalent	Active Army: 60/365/annual Reserve component: 120/365/annual	1. Inform command personnel of the upcoming assessment (see paragraphs 2h and 3a). 2. Survey (DEOCS) for brigade staff element and subordinate command teams one level below. 3. DRS rollup of subordinate unit (battalions and company) survey responses and comparison of historical data. 4. Use other assessment tools (see paragraph 2c). 5. Prepare command climate assessment summary and action plan. 6. Brief to commander/supervisor at next higher level (no later than 30 days after completion of survey). 7. EO practitioner enters data into EORS. 8. Monitor compliance of subordinate commands.

Command Level	Frequency (Days)	Requirements
Division or above	Active Army: 60/365/annual Reserve component: 120/365/annual	1. Inform command personnel of the upcoming assessment (see paragraphs 2h and 3a). 2. Survey (DEOCS) for headquarters staff element and subordinate command teams one level below. 3. DRS rollup of subordinate unit (brigade, battalions and company) survey responses and comparison of historical data. 4. Use other assessment tools (see paragraph 2c). 5. Prepare command climate assessment summary and action plan. 6. Brief to commander/supervisor at next higher level (no later than 30 days after completion of survey). 7. EO practitioner enters data into EORS. 8. Monitor compliance of subordinate commands.
Other noncommand organizations	As desired/optional	As desired

2. Explanation of Terms

a. Survey. Surveys give commanders insight into unit perceptions and serve as the starting point for assessing the overall climate of the command. They are an important tool because they provide for standardization and anonymity. When administering surveys, commanders will use the Defense Equal Opportunity Management Institute's Organizational Climate Survey (DEOCS) and Data Retrieval System (DRS).

b. DRS Rollup. The rollup and survey trend data will provide subordinate commands' with survey results from the preceding 6- to 12-month period without requiring the administration of duplicate surveys to their subordinate commands. EO practitioners will coordinate with the Defense Equal Opportunity Management Institute to obtain these reports.

c. Other Assessment Tools. DEOCS is only one component of a command climate assessment. Commanders will consider using other tools to provide depth and clarity on concerns raised in survey results. Other tools include interviews, focus groups, staff assistance visits or trend analysis. Commanders should consult their EO practitioner to determine the best methods for their command.

d. Command Climate Survey Executive Summary and Command Climate Assessment Action Plan. After the survey closes, the commander and EO practitioner will analyze the survey results. Survey responses will be systematically collated and analyzed, and used to create an executive summary of the data. The executive summary must include significant findings, organizational strengths and areas of concerns. The action plan describes the commander's planned corrective actions. The requesting commander must brief the next higher level commander on the results of

the command climate assessment, including the action plan, no later than 30 days after completion of the assessment.

e. Sample Size. All unit members will be afforded the opportunity to participate in the command climate surveys. The surveyed audience must include a sufficient number of participants to preserve anonymity, obtain a genuine representation of the unit and provide the commander/leader with actionable information (see paragraph 3f for information about the minimum number of participants).

f. Response Rate. The DEOCS will produce results for any unit that achieves at least 16 responses; however, results under 30 percent may not provide an accurate picture of the unit's climate. Units should strive for 50-percent participation or better. EO practitioners can give commanders the response rate and extend the survey window to allow for increased participation if needed.

g. EO Practitioners. EO practitioners include EO program managers, EO sergeants major and EO advisors who serve as the brigade-and-above-level commanders' special staff officers for organizational effectiveness. EO practitioners request and administer the DEOCS, administer other assessment tools and prepare assessment analysis for commanders. Unit EO leaders are not EO practitioners, but may assist in the administration of the DEOCS.

h. Civilians. Participation in command climate surveys and assessments is optional for Department of the Army Civilians. Management must ensure that all applicable collective bargaining obligations are fulfilled before initiating a command climate survey or assessment covering bargaining unit employees.

3. **Guidance for EO Practitioners**

a. Anonymity. The intent of the command climate survey is to provide anonymous feedback to the commander on the organization's climate and culture. Personnel administering the survey and/or collecting data should make sure procedures are in place to protect anonymity of respondents and the confidentiality of the results. The DEOCS is designed to protect respondent anonymity. Unit results will not be broken out by demographic group (such as race, gender or rank) if a subgroup (for example, male or female) has fewer than five respondents. However, the answers provided to free-response questions may reveal the respondent's identity. Therefore Soldiers and Civilians must be notified of exceptions to anonymity before the survey is administered. They must also be notified if their verbatim comments will be provided to their commander, chain of command or others. Specifically, respondent statements about being a threat to themselves or others, and comments involving criminal and operationally sensitive information may be released and, if necessary, reported to the proper authorities. Any allegations or reports of sexual assault must be immediately reported to U.S. Army Criminal Investigative Command.

b. Tracking Assessments and Monitoring Compliance. EO practitioners must track change-of-command, DEOCS administration, and command climate assessment summaries and action plans in EORS. To help the commander develop his/her action plan, EO advisors will discuss assessment results with the commander. EO program managers will monitor subordinate units' compliance with this directive for the commanders of Army Commands, Army Service Component Commands and Direct Reporting Units.

c. Collaboration. To the extent privacy laws and regulations and confidentiality requirements allow, commanders and EO practitioners are encouraged to collaborate with other offices that are an integral part of the organization's climate. These offices include, but are not limited to, the Staff Judge Advocate, Equal Employment Opportunity, Inspector General, Army Community Services, Family Advocacy, Behavioral Health, Chaplain, Public Affairs, Criminal Investigation Division, Provost Marshal, and Sexual Harassment/Assault Response and Prevention and Army Substance Abuse Programs.