



CY24 Revisions to Command Climate Assessments

POC: MILL_Navy_EO_Advice@navy.mil

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NAVADMIN 152/24 provides revisions to the Command Climate Assessment (CCA) process, further defining responsibilities for commanders, commanding officers, officers-in-charge, civilian equivalents (subsequently referred to as commanders), and Immediate Superiors In Command (ISIC).

Who needs to know?

- Command Triads
- Command Resilience Teams (CRTs)
- Command Climate Specialists (CCSs)
- Integrated Primary Prevention Workforce (IPPW)

What you need to know – key points

- In line with Culture of Excellence 2.0, the Navy expects our leaders to build Great People and Teams that 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.
- Leveraging the Defense Organizational Climate Survey (DEOCS) and other sources of information, the CCA process provides commanders with actionable insight into protective factors like connectedness and inclusion and risk factors common to many Navy commands, such as moderate/high stress, hostile work environments, and racial and sexual harassment.
- The annual CCA fielding window must start no earlier than August 1 and conclude by November 30, while the DEOCS must initiate no later than October 31.

CCA Responsibilities and Best Practices

Commander Responsibilities and Best Practices

- All Service Members and civilian employees in the command or organization must have the opportunity to participate in the CCA. Contractor personnel may not participate in the CCA, per Department of Defense policy.
- Command Triads and Command Resilience Teams (CRTs) should seek to maximize participation during working hours through creative means, as part of morale-building events or all-hands training.
- 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 Plan of Action and Milestones (POA&M) with Sailors, and give regular status updates.
- Commanders should leverage their CRT and CCA Focus Groups to develop insights from the assessment results that facilitate prevention activities, improve climate, support Navy personnel, and strengthen readiness. Commanders should emphasize the importance of DEOCS participation, but participation must remain voluntary in keeping with statute and regulation, and to ensure results are not skewed.



- Historically, the Navy has averaged about 40 percent DEOCS participation. The higher the voluntary survey participation, the more confidence commanders can have that the results represent the views of their unit.

ISIC Responsibilities (Echelon 4 or higher)

- In addition to executing their own CCA, ISICs are responsible for ensuring subordinate commanders conduct a debrief of their CCA. Doing so enables ISICs to assess, document, and mentor the performance of Commanders based on their ability to build superior culture (Teams). ISICs may adjust the timing of subordinate CCA based on operational requirements, with any waivers documented in writing and provided to their Echelon 3 commander.
- Echelon 3 commanders who execute a Health of Community brief to the CNO will now include information about subordinate command CCAs in the Health of the Community briefing (trends and actionable items).
- Each Echelon 2 must report its annual CCA completion and ISIC debriefs status to the Navy Office of Culture and Force Resilience (OPNAV N17) by March 31, including commands that have requested a waiver or are incomplete.

CCSs, IPPW, and CRTs

- The CCS will track and monitor the completion of the CCA and face-to-face debriefs within their enterprise.
 - The CCS will collaborate and coordinate with the CRT and IPPW to provide advice and guidance to the commander on all matters and issues that may affect the command's climate.
- IPPW personnel consist of full-time, dedicated primary prevention professionals in the roles of deployable Embedded Integrated Prevention Coordinators (EIPCs) and shore-based Integrated Prevention Coordinators (IPCs).
 - In 2022, the Navy began hiring EIPCs to assist with CCA execution onboard CVNs and LHDs/LHAs. In 2023, the Navy began hiring IPCs to serve at the Fleet, Type Commander, Region, and installation levels in support of tenant command CCA execution, and in 2024 to serve at and support Reserve commands.
 - IPPW personnel, if available, must be consulted and leveraged as part of the CCA process.
- The CRT is accountable to the Commanding Officer for administering the CCA.
- The CRT, or subgroup thereof, and IPPW personnel, if available, must have a CCA review session with the commander within 60 calendar days (or by the next drill period) of the close of the DEOCS. The CCA review sessions must include a completed Navy Comprehensive Integrated Primary Prevention (N-CIPP) plan comprising the CCA Executive Summary and POAM.

Additional CCA Resources

Three additional tools are new for 2024 to assist commands in building better people, leaders, and teams.

DOCP Survey

- The DoD now provides commands with a pulse survey capability to augment DEOCS. The DOCP survey is a short, customizable survey on organizational climate, consisting of relevant, command-selected questions. The DOCP survey question bank is designed to assess a wide variety of topics within a unit or organization and allow each command to tailor the survey for their unique needs. The DOCP survey cannot be administered more than once a year or administered within the 90 days before or after a DEOCS. The DOCP is the only DoD approved survey tool to measure command climate between CCAs. To build and use a DOCP survey, commands should access through the Defense Climate Portal located at <https://www.prevention.mil/Climate-Portal/>



Virtual CO's Suggestion Box

- All commands have access to a Virtual CO Suggestion Box. The suggestions are only viewable by the command triad and are automatically deleted every 90 days. To request a Virtual Suggestion Box, a member of the command triad can go to https://usnavy.gov1.qualtrics.com/jfe/form/SV_cx3MPZ0dS6OX0V0

DEOCS Combined Reports

- To help ISICs determine trends for their subordinate commands, the DEOCS combined report function allows users to aggregate or roll-up data from two or more DEOCS. The combined reports can be accessed through the DEOCS Interactive Action Dashboard by selecting CCSs.

Sample POD/POW Notes

- Bullets on POD/POW Notes are not needed.

FAQ

Q. Why is DEOCS participation important?

A. All Service Members and civilian employees in the command or organization must have the opportunity to participate in the Command Climate Assessment (CCA). Contractor personnel may not participate in the CCA, per DoD policy. If everyone in a unit participated in the DEOCS, the results would accurately reflect everyone's views. Not every unit member will take the DEOCS – the average response rate for Navy units is 40%. Therefore, the DEOCS results reflect the views of those personnel who chose to participate in the survey. Still, with the right information, it is also possible to estimate where the actual results for all personnel are likely to fall. This is where confidence intervals and margins of error can be helpful.

The table below shows how many people a command needs to participate, based on unit size, in order to be 95% confident the result reflects the population within a Margin of Error (MOE). As an example, if the command has 150 personnel and at least 108 participate in the DEOCS, then the command can be 95% confident that the DEOCS results will be within +/-5% of the actual results if all 150 had taken the DEOCS. The MOE provides the upper and lower boundaries within which the actual value falls.

95% Confidence Interval			
Margin of Error (%)	3	5	8
Approximate Command Size	Number Required		
50	48	45	38
100	92	80	61
150	132	108	76
200	169	132	86
300	235	169	101
500	341	218	116
800	458	260	127
1000	517	278	131
2500	748	333	142
5000	880	357	146



Q. Why can't I make it mandatory?

A. Commanders should emphasize the importance of participation but participation must remain voluntary in keeping with statutes and regulations and ensuring the results are not skewed. Mandatory participation in a survey can result in bad data. People forced to participate in an opinion survey either tell you what they think you want to hear or are overly negative because they are being forced to answer.

Q. What if command CCA participation is really low?

A. Some information is always better than none. Take what is learned from the people who participated and build on it. As part of the follow-on CCA focus groups, try to understand why participation was lower than expected. Low participation may indicate that unit members are disengaged from the command, but it could also indicate there is a barrier to participation like no access to a computer or not enough time in the workday.

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

A. If a 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 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. 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.