

Attachment A

2024 Command Climate Assessment Implementation Guidance

1. **Guidance.** As cited in the Secretary of Defense memorandum, “Actions to Address and Prevent Sexual Assault and Sexual Harassment in the Military,” dated 04 April 2023, the Department of Defense (DoD) has been charged to support the Command Climate Assessment (CCA) to ensure every voice is heard. In accordance with (IAW) DODI 6400.11 Change 1, CCAs are commander-led efforts to gather information on an organization’s climate and address any identified issues.
 - a. Annual CCA activities must include the administration of the Defense Equal Opportunity Climate Survey (DEOCS). The CCA directs commanders to address risk to Service members within their units, as outlined by and on the schedule set by the Department.
 - b. The Defense Organizational Climate Pulse is available to assess command climate outside of the Annual CCA window. The Defense Organizational Climate Pulse will not be administered in lieu of the DEOCS. For information on administering the Defense Organizational Climate Pulse refer to the [Defense Climate Portal Survey Resource Center](#).

2. Overview.

a. CCA Activity- The Annual DEOCS.

- (1) Fielding Window: 1 AUG – 30 NOV 24, DEOCS must be initiated no later than 31 October 2024.
- (2) All Services and the National Guard (NG) must ensure units field the DEOCS during this annual fielding window.
 - (a) Commanders should run the DEOCS for a minimum of two drilling cycles.
 - (b) Commanders may choose to close their DEOCS fielding window ahead of schedule. Early delivery of DEOCS results aids in the CCA process, primarily steps four (Developing) and five (Executing).

- b. Additional CCA Activities. Focus groups, observations, and record/report reviews may be used at commanders' discretion to supplement DEOCS information. Commanders should identify and use information that has been collected by program specialists to include, but not limited to, Equal Opportunity, Family Programs, and Sexual Assault Prevention and Response.

Progress Updates. Each of the States, Territories, and District of Columbia (S/T/DC) are required to post monthly progress updates covering the activities being conducted to support the CCA, particularly DEOCS completion. Updates will be sent to National Guard Bureau Team folder [2024 CCA Status Updates](#) for reporting to the Office of People Analytics (OPA) and Senior Leaders. Updates on steps 1-2 should be submitted by the Command appointed CCA Action Officer.

Updates on steps 3-5 should be submitted by the Joint Force Headquarters (JFHQ) Integrated Primary Prevention Manager (IPPM).

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3. Key Dates.

MAY/JUN 24	CCA administration and marketing plan kick-off
1 AUG 24	Start of survey fielding window
EOM AUG	First monthly progress update due to NGB
EOM SEP	Second monthly progress update due to NGB
EOM OCT	Third monthly progress update due to NGB
31 OCT 24	All DEOCS registrations must be open
EOM NOV	Final monthly progress update on activities to support surveys due to NGB

4. Pre-Fielding Activities.

- a. Administration Plan. TAG/Commanders are encouraged to establish a plan for administering the 2024 CCA.
 - (1) This plan includes which existing personnel resources may be leveraged to complete each CCA activity IAW with this memo and the references. Commanders and Leaders can find [more information on their role in the DEOCS process here](#).
 - (2) Materials to assist with planning can be found at [A2S Home](#) and/or [Defense Climate Portal Survey Resource Center](#)
- b. Marketing Plan. TAG/Commanders are responsible for marketing the CCA and establishing a plan to promote the DEOCS to ensure completion.
 - (1) This plan includes promotion materials for the DEOCS and all additional CCA activities.
 - (2) Leaders should utilize program specialists such as Equal Opportunity (EO) and Equal Employment Opportunity (EEO) Professionals and the Integrated Primary Prevention Workforce (IPPW) to distribute marketing materials.
 - (3) Templates and other marketing materials can be found at [A2S Home](#) and/or [Defense Climate Portal Survey Resource Center](#)

5. CCA Step 1: Prepare for Activities.

a. Preparing Activity 1- The DEOCS.

- (1) Survey Administration. Commanders must appoint at least one DEOCS Action Officer that will serve as survey administrator for the DEOCS. The DEOCS Action Officer must complete the OSD approved DEOCS training and PREV-004 CCA Training (<https://jko.jten.mil>). Responsibilities include DEOCS registration, to include setting the unit's fielding window per command guidance, building and uploading the unit(s) rosters. Commanders may identify survey administrators or Action Officers from among their staff.
 - (a) Survey administrators are most successful when they are E6 or above, have no history of serious misconduct, and not currently under investigation for misconduct.
 - (b) DEOCS survey administration should be performed at the Brigade (BDE), Wing, or equivalent level. Survey administrators may perform administration duties across all UICs and Pass Codes within their purview.
 - (c) Commanders may utilize Risk Reduction Coordinators, Prevention Coordinators, and Suicide Prevention Coordinators to support survey administration. To identify the appropriate support POC for your Commander please contact emily.e.goodman3.ctr@army.mil.
 - (d) DEOCS administrator support materials can be found at: [A2S Home](#) and/or [Defense Climate Portal Survey Resource Center](#).
- (2) Custom Survey Questions. DEOCS actions officers will assist Commanders in coordinating the selection of optional survey questions, if desired. Commanders and survey administrators should form a working group from, but not limited to, the following resources to assist in selecting optional survey questions:
 - (a) EO/EEO Professionals
 - (b) Members of the organization's IPPW

b. Preparing Activity 2 - Records and Reports Review. Commanders are encouraged to utilize the IPPW, particularly the Integrated Primary Prevention Managers (IPPM), to identify individuals at the necessary echelons with the necessary skills.

- (1) A unit member skilled and experienced with understanding, analyzing, and interpreting various types of records and reports data are encouraged to be involved.
- (2) Materials. [Defense Equal Opportunity Management Institute \(DEOMI\) Records Review Guide.](#) [DEOMI Records Review Video.](#)

- c. Preparing Activity 3 - Focus Groups. Focus groups should be conducted only after reviewing all available data from existing records and reports. If leaders choose to conduct a focus group, they are encouraged to utilize the IPPW to identify individuals at the necessary echelons with the required skills.
 - (1) To be effective in moderating a focus group, several individuals should be involved. A moderator and co-moderator skilled in facilitation techniques and a recorder.
 - (2) Materials can be found at: [DEOMI Focus Group Guide.](#) [DEOMI Focus Group Video.](#)
- d. Preparing Activity 4 - Observations. If leaders choose to conduct observations, they are encouraged to utilize the IPPW, particularly the IPPM, to identify individuals at the necessary echelons with the required skills.
 - (1) Individuals selected to conduct observations must understand the basic principles and follow a systematic process. Remaining neutral throughout this process and conducting multiple observations in various locations is critical when interpreting and validating observation information.
 - (2) Materials. [DEOMI Observation Guide.](#) [DEOMI Observation Video.](#)

6. **CCA Step 2: Conduct** (August thru November)

- a. Conducting Activity 1 - The DEOCS.
 - (1) Survey Rollout. OPA will email all unit members regarding the DEOCS during their unit's fielding window using the email address provided on the unit roster.
 - (a) Web only: No paper option will be offered for the 2024 surveys.
 - (b) Monthly DEOCS reports of S/T/DC that have opened and/or completed their surveys will be provided to OSD.
 - (2) Duplicative Emails. Service members in a T10 ADOS status may receive two emails requesting DEOCS completion (one from their parent unit and one from their Title 10 assignment). Service members should complete the survey for the unit they drill with, if they do not drill they should complete the survey for their organization that employs them full-time.
- b. Conducting Activity 2 - Records and Reports Review. Records and reports are used by units to document a variety of organizational actions and preserve the unit's official history. An analysis of these can validate indicators and concerns identified through other assessment methods. A guide for conducting a records and reports review may be found in the [DEOMI Records Review Guide.](#)
- c. Conducting Activity 3 – Focus Groups. A focus group is nothing more than a group

interview to gain or clarify opinions or perceptions identified in a survey about a specific concern. Focus groups are a method for clarifying the cause- and-effect relationship between survey findings and unit practices. A guide for conducting a focus group may be found in the [DEOMI Focus Group Guide](#).

- d. Conducting Activity 4 - Observations. Observations can produce information on positive and negative behaviors. Remaining neutral throughout this process and conducting multiple observations in various locations is critical when interpreting and validating observation information. A guide for conducting a focus group may be found in the [DEOMI Observation Guide](#).

7. CCA Step 3: Interpret (Risk and Protective Factors)

- a. The Post-Fielding Team. All post-fielding activities (CCA Steps 3-5) will be led by the IPPW.

- (1) These activities must be conducted collaboratively with EO/EEO professionals, Sexual Assault Prevention and Response (SAPR) professionals, Psychological/Behavioral Health, and Resilience professionals. This group will hereafter, within this memorandum, be referred to as the CCA Post-Fielding Working Group.

- (2) The IPPW is required to complete [PREV 004- How to Conduct a Command Climate Assessment and Administer the Defense Organizational Climate Survey \(5 hrs\)](#) as a part of their professional credentialing. Others heavily involved in Steps 3-5 are invited and highly encouraged to complete [PREV 004](#).

- b. Interpreting All CCA Activity Findings.

- (1) TAGs should ensure that DEOCS results and required data from all other CCA Activities are delivered to IPPW within one week of the closing of the CCA fielding window.

- (2) If possible, DEOCS and CCA Activity data should be aggregated and analyzed at the Installation Headquarters (JFHQ). The IPPM at each S/T/DC is the Point of Contact (POC) for analysis of risk and protective factor data from DEOCS results and CCA activity information. It is recommended that the CCA-Post Fielding Working Group assist with data analysis to ensure a full Prevention System perspective.

- (3) If necessary, DEOCS results and CCA activity information may be analyzed at the tactical level. In this case the Integrated Primary Prevention (IPP) Specialist at the BDE or Wing will work closely with the rest of the IPPW team to ensure results are properly analyzed.

8. CCA Step 4: Developing (Command Out-Briefings and Action Plans)

- a. Requirement. DEOCS results must be briefed to the leadership most closely

aligned to the UIC or Pass Code associated with the results. Leaders receiving a brief are required to react to DEOCS results through a National Guard Command Action Plan (CAP) (see Enclosure 4).

- b. Responsibility This step is driven by the CCA Post-Fielding Working Group, led by IPPW.
- c. CCA Out-Briefings. CCA findings for the S/T/DC should be briefed to TAG and or TAG designee. TAGs are asked to react to CCA results through a Comprehensive Integrated Primary Prevention (CIPP) plan.
 - (1) The IPPW will lead the CCA Post-Fielding Working Group to brief TAG and/or TAG designee on the CCA results. Templates for briefing the DEOCS may be found here:
[https://www.defenseculture.mil/A2S- Home/](https://www.defenseculture.mil/A2S-Home/)
 - (2) The IPPW with assistance from the CCA Post-Fielding Working Group will assist in completion of the CIPP plan.
- d. CCA Outputs.
 - (1) At The JFHQ - CIPP Plan. IPPW at the JFHQ will utilize the DEOCS and other data sources to complete a CIPP plan that encompasses the IPP needs of the entire S/T/DC.
 - (a) All personnel who assist with compiling the CIPP plan must complete PREV-005 CIPP Plan Training (<https://jko.jten.mil>). Additional resources for CIPP plan completion can be found on the [CIPP Plan System Resource Center](#).
 - (b) Templates for NG CIPP plans can be found on the [NGB J1 GKN SharePoint site](#).
 - (c) CIPP plans will be signed by TAG and submitted to the OPA DEOCS portal by 30 January 2025, per OSD.
 - (d) Upon completion, CIPP plans should be briefed to Wing/BDE/Equiv. Commanders to inform their National Guard CAP.
 - (e) CIPP plans will be acknowledged by all stakeholders listed on the Collaborators and Signatures page of the CIPP plan template.
 - (2) BDE/Wing - Commander's Action Plan. Commanders are required to respond to CCA findings through a NG CAP.

- (a) The NG CAP template (Attachment D) should be used by Commanders to interpret and respond to their unit's CCA findings.
- (b) NG CAPs should align with TAG's existing CIPP plan and vice versa.
- (c) ARNG BDEs and ANG Wing Commanders sharing a post with an Active-Duty unit may translate the post CIPP plan developed by their AD counterpart into their NG CAP.
- (d) All NG CAPs should be delivered by IPP Specialists, or interim equivalent, to their IPP Managers upon completion. IPPMs will store NG CAPs on behalf of TAG for a minimum of 5 years IAW DODI 6400.11 Change 1 Section 5(4)(b).

9. CCA Step 5: Executing. (Factor Improvement)

- a. Responsibility. Commanders with support from the CCA Post-Fielding Working Group.
- b. Implementation. The NGB recommends the use the following resource to help address factors and needs. Resources related to DEOCS factors are listed first and are grouped alphabetically by factor.
https://www.defenseculture.mil/Portals/90/Documents/A2S/OPA-DEOCS-Factor_Improvement_Tools_20230901.pdf?ver=in4sJAMIQf9S_03GiG3jKA%3d%3d.