

ALARACT 079/2023

DTG: R 111950Z SEP 23

UNCLAS

SUBJ/ALARACT 079/2023 – COMMAND CLIMATE ASSESSMENTS

THIS ALARACT MESSAGE HAS BEEN TRANSMITTED BY JSP ON BEHALF OF
ASA (M&RA)

1. (U) REFERENCES:

1.A. (U) DEPARTMENT OF DEFENSE INSTRUCTION (DODI) 6400.11,
DEPARTMENT OF DEFENSE INTEGRATED PRIMARY PREVENTION POLICY FOR
PREVENTION WORKFORCE AND LEADERS, (AVAILABLE AT
[HTTPS://WWW.ESD.WHS.MIL/](https://www.esd.whs.mil/))

1.B. (U) DODI 6400.09, DEPARTMENT OF DEFENSE POLICY ON INTEGRATED
PRIMARY PREVENTION OF SELF-DIRECTED HARM AND PROHIBITED ABUSE OR
HARM

1.C. (U) AR 600–20, ARMY COMMAND POLICY

2. (U) PURPOSE. TO ANNOUNCE PENDING CHANGES TO MILITARY EQUAL
OPPORTUNITY (MEO) POLICY AND PROCEDURES REGARDING THE TIMEFRAME
AND PROCESS FOR COMMAND CLIMATE ASSESSMENTS (CCA), TO INCLUDE
RESPONSIBILITIES FOR COMMANDERS, COMMANDING OFFICERS, OFFICERS-
IN-CHARGE, AND CIVILIAN EQUIVALENTS (SUBSEQUENTLY REFERRED TO AS
COMMANDERS).

3. (U) APPLICABILITY. THIS MESSAGE APPLIES TO ALL REGULAR ARMY AND
THE UNITED STATES ARMY RESERVE (USAR).

4. (U) DESIRED OUTCOME. THE ARMY'S GOAL IS TO PRODUCE LEADERS,
SOLDIERS, AND TEAMS THAT ARE READY FOR COMBAT. THE CCA PROCESS,
LEVERAGING THE DEFENSE ORGANIZATIONAL CLIMATE SURVEY (DEOCS),
PROVIDES COMMANDERS WITH INVALUABLE AND ACTIONABLE INSIGHT INTO
THEIR COMMANDS AND PERMIT TARGETED MORALE IMPROVEMENT.

5. (U) BACKGROUND. THE DEOCS IS A CONGRESSIONALLY MANDATED UNIT-
LEVEL CLIMATE SURVEY THAT PROVIDES COMMANDERS WITH UNIT-SPECIFIC
INFORMATION ON CRITICAL PERSONNEL TOPICS SO THAT THEY CAN TAKE
IMMEDIATE STEPS TO IMPROVE THEIR COMMAND CLIMATE. IN FEBRUARY
2018, RESPONSIBILITY FOR THE DEOCS WAS TRANSFERRED FROM THE

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE TO THE OFFICE OF PEOPLE ANALYTICS (OPA), WHICH WAS CHARGED WITH REVITALIZING AND MODERNIZING THE SURVEY. IN THE OCTOBER 2019 PLAN OF ACTION AND MILESTONES DELIVERED TO THE SECRETARY OF DEFENSE, THE OPA OUTLINED THREE ACTION AREAS: SURVEY ADMINISTRATION PLATFORM, CONTENT OF THE CCA SURVEY, AND CCA REPORTING TOOL AND TOOLKITS.

6. (U) CCA (REVISED TIMELINE AND PROCESS). BATTALION COMMAND LEVEL AND ABOVE WILL CONDUCT A CHANGE OF COMMAND CCA WITHIN 60 DAYS OF ASSUMING COMMAND FOR ACTIVE-DUTY UNITS AND WITHIN 120 DAYS FOR USAR UNITS.

7. (U) ANNUAL CCA.

7.A. (U) CONSISTS OF A DEOCS AND INVOLVES CONSIDERATION OF MULTIPLE SOURCES OF INFORMATION SUCH AS ADMINISTRATIVE RECORDS REVIEW, REPORTS, INTERVIEW DATA, FOCUS GROUPS, OR OTHER EXISTING DATA.

7.A.(1) (U) THE CCA FIELDING STARTS NO EARLIER THAN 1 AUGUST AND CONCLUDES BY 30 NOVEMBER. THERE ARE NO EXCEPTIONS.

7.A.(2) (U) MUST INITIATE THE DEOCS NO LATER THAN (NLT) 31 OCTOBER.

7.A.(3) (U) THE CCA IS CONSIDERED COMPLETE WHEN THE COMMANDER SIGNS THE EXECUTIVE SUMMARY, PLAN OF ACTION AND MILESTONES TO IMPROVE MORALE AMONGST THE RANKS NLT 30 DAYS FOLLOWING THE CLOSED WINDOW.

7.A.(4) (U) THE REQUESTING COMMANDER/SENIOR RESPONSIBLE OFFICIALS (SRO) WILL BRIEF THE NEXT HIGHER-LEVEL COMMANDER/SRO ON CCA RESULTS TO INCLUDE THE CCA ACTION PLAN, NLT 30 DAYS (TWO MULTIPLE UNIT TRAINING ASSEMBLY (MUTA) 4/60 DAYS FOR USAR) AFTER RECEIPT OF SURVEY RESULTS.

7.A.(5) (U) THE SURVEY WILL PRODUCE RESULTS FOR ANY ORGANIZATION THAT ACHIEVES AT LEAST 16 RESPONSES. RESULTS UNDER 30 PERCENT MAY NOT PROVIDE AN ACCURATE PICTURE OF THE ORGANIZATION'S CLIMATE. UNITS SHOULD STRIVE FOR 50 PERCENT OR BETTER. ALL ORGANIZATION MEMBERS WILL BE AFFORDED THE OPPORTUNITY TO PARTICIPATE IN THE COMMAND CLIMATE SURVEY. THE SURVEYED AUDIENCE WILL INCLUDE A SUFFICIENT NUMBER OF SOLDIERS TO PRESERVE ANONYMITY AND TO OBTAIN A GENUINE REPRESENTATION OF THE ORGANIZATION IN ORDER TO PROVIDE THE COMMANDER/SRO WITH ACTIONABLE INFORMATION.

7.A.(6) (U) COMMANDERS WHO CONDUCTED A CCA BETWEEN 1 FEBRUARY 2023 AND 31 JULY 2023, AND WHO DO NOT HAVE SIGNIFICANT CHANGES IN DEOCS RESULTS FROM THE DEOCS CONDUCTED DURING THE REQUIRED PERIOD (1 AUGUST 2023-NOVEMBER 2023), ARE NOT REQUIRED TO CONDUCT AN ADMINISTRATIVE RECORDS REVIEW, INTERVIEW, AND FOCUS GROUP DATA REVIEW.

7.B. (U) CHANGE OF COMMAND CCAS.

7.B.(1) (U) AR 600–20 AND A NEW REGULATION GOVERNING THE MEO PROGRAM, NOT YET PUBLISHED, WILL BE REVISED TO PRESCRIBE NEW POLICY REGARDING CCA TIMELINES. UNDER REVISED GUIDANCE IN ACCORDANCE WITH DODI 6400.11 CCAS MUST OCCUR WITHIN 90 DAYS AFTER ASSUMPTION OF COMMAND OR LEADERSHIP OF AN ORGANIZATION AND ANNUALLY THEREAFTER. DURING THE CHANGE OF COMMAND CCA, UNIT COMMANDERS AND ORGANIZATIONAL LEADERS MUST REVIEW THE UNIT OR ORGANIZATION'S MOST RECENT ANNUAL CCA AND ASSESS THE PREVIOUS COMMANDER'S OR LEADER'S PROGRESS IN IMPLEMENTING THE RELEVANT ACTIONS IN THE COMPREHENSIVE INTEGRATED PREVENTION PLAN (CIPP), AS WELL AS CONSIDER OTHER SOURCES OF DATA ABOUT THE COMMAND CLIMATE AND THE RISK AND PROTECTIVE FACTORS DETERMINED BY THE SECRETARY OF DEFENSE.

7.B.(2) (U) IF THE CHANGE OF COMMAND OCCURS OUTSIDE OF THE ANNUAL CCA FIELDING WINDOW, THE CHANGE OF COMMAND CCA SHOULD NOT INCLUDE A DEOCS IF ONE HAS BEEN CONDUCTED IN THE LAST YEAR.

7.B.(3) (U) IF A CHANGE OF COMMAND OCCURS DURING THE ANNUAL CCA, COMMANDERS SHOULD CONDUCT A SINGLE CCA THAT FULFILLS BOTH CHANGE OF COMMAND CCA AND ANNUAL CCA REQUIREMENTS. COMMANDERS AND LEADERS MAY CONDUCT A DEFENSE ORGANIZATIONAL CLIMATE PULSE SURVEY DURING A CHANGE OF COMMAND CCA OR BETWEEN ANNUAL CCAS TO OBTAIN ADDITIONAL DATA.

7.B.(4) (U) MEO PROFESSIONALS WILL PARTNER WITH AND SHARE ORGANIZATION RESULTS, INCLUDING THE COMMENTS SECTION, WITH THE INTEGRATED PREVENTION ADVISORY GROUP PROGRAM MANAGER/PROGRAM LEAD TO PROVIDE AN OUTBRIEF TO COMMANDERS AND LEADERS WITHIN 30 CALENDAR DAYS OF COMPLETION OF THE DEOCS. OUTBRIEF VIA EMAIL AND CONFIRMATION OF RECEIPT ARE NOT ACCEPTABLE.

8. (U) CCA RESPONSIBILITIES.

8.A. (U) SURVEY PARTICIPATION.

8.A.(1) (U) ALL SERVICE MEMBERS AND CIVILIAN EMPLOYEES IN THE COMMAND OR ORGANIZATION MUST HAVE THE OPPORTUNITY TO PARTICIPATE, BUT SURVEY PARTICIPATION IS VOLUNTARY. HOWEVER, COMMAND LEADERSHIP SHOULD PROMOTE MAXIMUM SURVEY PARTICIPATION AND PROVIDE OPPORTUNITIES FOR ALL PERSONNEL (MILITARY AND CIVILIANS) TO TAKE SURVEYS DURING WORK HOURS.

8.A.(2) (U) COMMANDERS SHOULD BE TRANSPARENT WITH THEIR SOLDIERS. A CONSISTENT BEST PRACTICE FOR INCREASING SURVEY PARTICIPATION IS TO CONDUCT A THOROUGH OUTBRIEF THAT SIMULTANEOUSLY ADDRESSES SELF-DIRECTED, PROHIBITED, ABUSIVE, OR OTHER HARMFUL ACTS, INCLUDING PREVENTION ACTIVITIES OF SAID ACTS. THIS WOULD ENABLE A COHESIVE, COMPREHENSIVE APPROACH THAT PROMOTES UNITY OF EFFORT, AVOIDS UNNECESSARY DUPLICATION, AND LESSENS TRAINING FATIGUE.

8.A.(3) (U) THE HIGHER THE VOLUNTARY SURVEY PARTICIPATION RATE, THE MORE CONFIDENT COMMANDERS CAN BE THAT THE RESULTS REPRESENT THE VIEWS OF THE COMMAND.

8.A.(4) (U) COMMANDERS SHOULD PAY SPECIAL ATTENTION TO THE WRITTEN COMMENTS IN THE DEOCS AS THEY MAY PROVIDE AWARENESS OF PREVIOUSLY UNDETECTED ISSUES.

8.B. (U) THE DEOCS PROVIDES DATA ON PROTECTIVE AND RISK FACTORS. THESE FACTORS PROVIDE LEADING INDICATORS OF SUCCESSFUL MISSION ACCOMPLISHMENT AND THE POTENTIAL FOR HARMFUL BEHAVIORS SUCH AS SUICIDE AND SEXUAL ASSAULT. COMMANDERS REMAIN ACCOUNTABLE FOR THE TOTALITY OF THEIR CLIMATE, BASED ON THE ARMY-WIDE DATA REFERENCED IN DODI 6400.09, THE FOLLOWING GUIDANCE IS PROVIDED:

8.B.(1) (U) COMMANDERS ARE TO MONITOR THE ORGANIZATION'S COMMAND CLIMATE PURSUANT TO SECTION 572 OF P.L. 112-239, AS AMENDED BY SECTION 1721 OF P.L. 113-66, AND RESPOND WITH APPROPRIATE ACTION TOWARD ANY NEGATIVE TRENDS THAT MAY EMERGE.

8.B.(2) (U) COMMANDERS ARE TO MODEL HEALTHY AND SAFE RELATIONSHIPS IN THEIR PERSONAL AND PROFESSIONAL ENVIRONMENTS, AND TO PROMOTE A CULTURE OF DIGNITY, RESPECT, INCLUSION, AND CONNECTEDNESS THAT ACTIVELY DETERS SELF-DIRECTED HARM AND PROHIBITED ABUSIVE OR HARMFUL BEHAVIOR.

8.B.(3) (U) RISK FACTORS ARE ATTITUDES, BELIEFS, AND BEHAVIORS ASSOCIATED WITH NEGATIVE OUTCOMES TO UNITS. COMMANDERS NEED TO BE AWARE OF BINGE DRINKING, PASSIVE LEADERSHIP, RACIALLY HARASSING BEHAVIORS, SEXIST BEHAVIORS, SEXUALLY HARASSING

BEHAVIORS, STRESS, TOXIC LEADERSHIP, OR WORKPLACE HOSTILITY.

8.C. (U) TYPES OF REPORTING.

8.C.(1) (U) ALL ARMY COMMAND (ACOM), ARMY SERVICE COMPONENT COMMAND (ASCC), AND DIRECT REPORTING UNIT (DRU) COMMANDERS AND SROS WILL SUBMIT CCA DATA TO THE MEO DATABASE, NLT 30 DAYS (THREE MUTA (90 DAYS),4 FOR USAR) UPON RECEIPT OF SURVEY RESULTS BY ENTERING THE INFORMATION INTO THE MEO DATABASE.

8.C.(2) (U) DEPLOYED ORGANIZATIONS WILL SUBMIT THEIR DATA UNDER THEIR PARENT ACOM, ASCC, AND DRU THROUGH A CCA EXECUTIVE SUMMARY.

8.C.(3) (U) ALL COMMANDERS (OR EQUIVALENT)/SROS WILL BRIEF THEIR SUPERVISOR OR NEXT HIGHER COMMANDER IN PERSON (OR VIRTUAL FOR USAR) NLT 30 CALENDER DAYS (TWO MUTA 4/60 DAYS FOR USAR) UPON RECEIPT OF SURVEY RESULTS. CCA SUMMARY AND CCA ACTION PLAN INFORMATION WILL BE REPORTED IN THE MEO DATABASE.

8.D. (U) STAFF ASSISTANCE VISIT (SAV) SUMMARY.

8.D.(1) (U) MEO PROFESSIONALS WILL BRIEF COMMANDER/SRO IN PERSON NLT 5 CALENDAR DAYS (NEXT MUTA-4 FOR USAR) UPON COMPLETION OF A SAV. SAV SUMMARY AND ACTION PLAN INFORMATION WILL BE REPORTED IN THE MEO DATABASE.

8.D.(2) (U) SUMMARIES INCLUDE SYNOPSIS OF THE SAV ANALYSIS REPORT, COMMENTS GATHERED FROM SAV, RELEVANT TRENDS DATA, ANECDOTAL COMMENTS MADE BY INTERVIEWEES, AND PROPOSED ACTION PLAN.

9. (U) WAY FORWARD FOR THE MEO PROGRAM. THE INTEGRATED PREVENTION ADVISORY GROUP (I-PAG) IS REQUIRED TO CONDUCT THE DOD-SPECIFIED COMMUNITY NEEDS ASSESMENT, WHICH INFORMS THE CIPP. EO/MEO PROFESSIONALS WILL CONTINUE TO ADMINISTER THE DEOCS AND WILL COLLABORATE WITH THE I-PAG TO INCORPORATE THE RESULTS OF THE DEOCS INTO THE CIPP.

10. (U) EVERY EFFORT WILL BE MADE TO IMPROVE COMMAND CLIMATE AND IMPROVE THE OVERALL SOLDIER'S MINDSET TO COMPLETE THE MISSION. WITHOUT A CLIMATE THAT IS DEEMED POSITIVE IN NATURE, MISSION AND SOLDIERS ARE AFFECTED. NEGATIVE CULTURE AND LEADERSHIP IMPACTS RETENTION AMONGST THE RANKS. DURING THE PERIOD OF INFLUX FOR THE EO PROGRAM, THE ARMY WILL CONDUCT SEVERAL TOWN HALLS FOR COMMAND CLIMATE SPECIALISTS TO DISCUSS AND ANSWER QUESTIONS ABOUT THE NEW CCA PROCESS AND REQUIREMENTS. ALL COMMANDERS, EO

ADVISORS, AND EO LEADERS ARE HIGHLY ENCOURAGED TO ATTEND FUTURE EO ENGAGEMENTS.

11. (U) QUESTIONS ABOUT THE CCA PROCESS CAN BE FORWARDED TO THE APPROPRIATE ECHELON COMMAND CLIMATE SPECIALISTS, THE MEO TEAMS MAILBOX, (USARMY.PENTAGON.HQDA-ASA-MRA.MBX.MEO@ARMY.MIL); OR THE MILITARY EO ADVICE LINE AT (703) 604-1037.

12. (U) THIS ALARACT MESSAGE EXPIRES ON 30 AUGUST 2024.