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Organizational Climate Survey (DEOCS) Report

Organization: Coast Guard FY07

Commander/Director: COMMANDER

Admin Number: CGFY07

Thursday, April 24, 2008

Defense Equal Opportunity Management Institute
Directorate of Research
Patrick AFB, FL

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Commander/Director Eyes Only



MEMORANDUM FOR COMMANDING OFFICER

SUBJECT: DEOMI Organizational Climate Survey

Congratulations and thank you for using the DEOMI Organizational Climate Survey (DEOCS). You have completed an important step toward improving the human relations climate in your organization. Your decision to conduct the survey shows the members of your organization that you value their input on important human readiness issues. The survey is only the first step in the process; now it's time for appropriate follow-up to ensure the DEOCS is best used to help you address organizational issues constructively.

We recommend the DEOCS be used in conjunction with other assessments in an overall ASSESS - PLAN - IMPLEMENT - EVALUATE strategy of organizational development. In this report, and at our website (<https://www.deomi.org>), you will find information about interpreting the survey results. We recommend you read it through before you look at your results so you will have a better understanding of your feedback package. We would also appreciate your feedback using the feedback opportunity provided.

The report provided to you by the Defense Equal Opportunity Management Institute (DEOMI) is supported by a staff of highly qualified people to assist you in tailoring training programs, action planning, or problem solving to meet the needs of your command. If you or your staff need assistance, do not hesitate to contact the Directorate of Research at DSN 854-2675/1590 or commercial (321) 494-2675/1590 . We are looking forward to the opportunity to work with your command.

Commandant
DEOMI

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I. INTRODUCTION: HOW TO INTERPRET YOUR DEOCS REPORT

MAKING DEOCS RESULTS WORK FOR YOU

Four Steps in Using DEOCS

1. Share the results with your organization
2. Validate the results through other sources
3. Establish an action team
4. Conduct a follow-up DEOCS in 6-12 months

We believe there are at least four steps to consider if you want to get the best use out of your DEOCS results:

1. **Share the results with the members of your organization.** They provided the information and you can expect them to be curious. If you don't share the results (through briefings, summaries, etc.) they will not be motivated to provide future feedback and will probably assume the worst about the results (i.e., "They don't want us to know because the results were so bad."). You also will not be giving them the opportunity to provide their insights on why the results came out the way they did.
2. **Validate the results of the survey using other sources.** The survey provides a good overview of the organizational climate, but it is a "broad-brush" approach. The survey may raise as many questions as it answers, and for many of these questions you may need to dig further to find the answers. For example, if DEOCS highlights a problem with sexual harassment, you may need to conduct random interviews to see what form the problem takes and where it occurs in the organization. Perhaps you have reports of incidents, or there are other documents that bear on the problem. Maybe there are inspection results that can shed some light on the issue. What do the other leaders in the organization have to say? Perhaps "town hall" meetings or sensing sessions are needed to allow people to express their views in an open, nonthreatening setting (these could be conducted at various levels in the organization and a summary of findings passed up the chain of command). By exploring these sources, either directly or by using staff members as your eyes and ears, you'll be able to validate the results of the survey and acquire useful information for action plans.
3. **Establish an action team to develop and implement a plan for organizational improvement.** Unless you use the DEOCS results as a springboard for action, the effort is wasted. After all, you probably conducted the survey because you want to be proactive and prevent big problems by dealing with small problems before they escalate. Taking action shows your organization you are serious about matters of equal opportunity, organizational effectiveness, and readiness. Put your best people on it and give them the power they need to get the job done.

4. **Do another DEOCS survey in about 6-12 months to see if the actions have been effective.** It is important to evaluate the effectiveness of your action plan by seeing whether any changes occur in the organizational climate. If there is no change in the climate, maybe a different approach is needed. A second DEOCS can give you a snapshot of your organization **after** your intervention. When compared with the "before" picture, this "after" picture can be quite revealing.

INTERPRETING THE DEOCS REPORT

"The DEOCS report provides all the information we believe is needed to obtain a quick, thorough, and accurate view of what the survey says."

As you examine the results of your DEOCS, you may wonder what it all means. Certainly, there is a lot of information in the report. We believe it can be useful at all levels of the organization. But how do you go about interpreting the information?

1. **Look at the demographic breakdown. (Page 9)**
2. **Examine perceptions of discrimination and the complaint process. (Page 12)**
3. **Review the overall unit summary. (Page 13)**
4. **Examine the overall disparity indexes. (Page 16)**
5. **Use subgroup factor comparison to understand the disparities. (Page 18)**
6. **Review locally developed questions and written comments from respondents, if any. (Starting on Page 37)**
7. **Set action team goals based on the results.**

1. ***LOOK AT THE DEMOGRAPHIC BREAKOUT*** of who responded to the survey within your unit. Remember, a computer program, based on the information contained on the scan sheets your people completed, constructs the charts. If someone failed to provide the information, or if for some other reason (e.g., stray pencil marks, etc.) the computer couldn't interpret the response, it will be listed as a missing case. Sometimes people code incorrect information, either by design or accidentally. In our experience, the percentage of miscoding is not sufficient to invalidate the subgroup comparisons we conduct. The report is broken out by the same categories for which we later provide comparisons within your unit: minority/majority, men/women, officers/enlisted, junior enlisted (through E-5)/senior enlisted, junior officers (through O-3)/senior officers, and military members/Federal civilians. If you do not receive information on each comparison it may be because a category had too few respondents.

2. ***EXAMINE PERCEPTIONS OF DISCRIMINATION AND THE COMPLAINT PROCESS*** for the perceptions of unit members related to perceived discrimination within the unit. Included within this is whether the unit member reported the incident to someone within the organization and if so, the member's level of satisfaction with the resolution of the issue or incident.

3. ***REVIEW THE OVERALL UNIT SUMMARY*** results; this shows you your unit's scores on the survey scales compared to the DEOMI database for your Service and for all Services. It also gives a verbal description, based on the actual survey response scales, of what your unit's overall scores mean. (For an in-depth description of the 14-factor scales, of the DEOCS, go to Survey - "What is MEOCS/DEOCS?" on our website.) In the overall unit summary, you'll find a series of bar graphs reflecting the same overall data comparisons. (Sometimes a picture is worth a thousand words.) Of course, the overall scores are heavily influenced by the type of people that represent your unit. For example, if you have mostly white males, the overall score may be very high, and yet you may still have significant equal opportunity problems. For that reason, we compare various important subgroups in your unit, to see how minority members feel as contrasted to majority members, how women answer as compared to men, etc. If you have big differences in viewpoints between subgroups, you may want to find out why.

4. ***EXAMINE THE OVERALL DISPARITY INDEXES*** for an overall summary of the average differences in viewpoints between the compared subgroups across all the climate scales. Take a look at the results. The greater the disparity score (i.e., the longer the bar and the higher the number), the more divergent the viewpoints; the more divergent the viewpoints, the greater the chances for conflict between the groups and the lower the morale for at least one of the compared groups. Any action plan you develop should probably focus on the subgroup differences first, and in order of the magnitude of the disparities. For example, if the disparity index between minority and majority is .54 (see the sample chart below), the chart indicates a "moderately high" level of disparity. If this is your largest disparity, focus first on minority-majority issues.

***** YOUR UNIT: Minority versus Majority *****

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.540**

SAMPLE DISPARITY INDEX

5. **USE SUBGROUP FACTOR COMPARISONS TO UNDERSTAND THE**

DISPARITIES and to determine what specific factors contribute to the overall disparity in viewpoint of the subgroups. In the previous example, we found a disparity index of .54 for minority and majority members. The chart indicated that this disparity is "moderately high." In the subgroup comparisons (see the sample chart below) for the majority/minority members, we found a potentially meaningful difference between the two groups on several of the DEOCS factor scales. One of the highest differences was on "Positive EO Behavior." The majority score (4.22) was much higher than the minority score (2.93). Since a higher score on a DEOCS factor scale always means a perception of a better condition (this is not true for individual items on the survey), we see that the minority members perceive significantly more problems than the majority group members. Thus, there is a perception (at least) that the command structure does not do as well as it might in encouraging positive interaction between the races. This perception needs to be examined, validated (or not), and dealt with. Note that in the sample unit, the minority/majority difference on "Perceived Work Group Effectiveness" was not labeled as "potentially meaningful." This means that the difference may have been the result of sampling fluctuations and should not be considered significant unless you validate it through other findings (interviews, etc.).

Positive EO Behavior

(*** POTENTIALLY MEANINGFUL DIFFERENCE ***)



HIGHER IS BETTER

Disparity Index

0.650

Average

2.93

4.22

Perceived Work Group Effectiveness



HIGHER IS BETTER

0.210

3.93

4.18

SAMPLE DISPARITY INDEX

6. **REVIEW WRITTEN COMMENTS** (if any). Written comments help by providing examples of issues identified by the quantitative results.

7. **SET ACTION TEAM GOALS BASED ON THE RESULTS** identified in the disparity indexes, subgroup comparisons, perception of the complaint process, any locally developed items and written comments. We provide aids for establishing an active plan with a series of recommended resources and actions at our website. Once at the DEOMI website, just click on Survey and navigate your way through the available resources and recommendations. However, your action teams should not be limited by these recommendations. Certainly your equal opportunity staff should be involved. You may even want to request a Senior Leader Training Team from DEOMI (you must provide funding for the team's travel expenses) to help provide training for your senior leaders. The important thing is not the technique you use, but rather that you take positive action to demonstrate your commitment to solving problems and creating a better human relations climate within the unit.

II. REPORT FOR COAST GUARD FY07

DEMOGRAPHIC BREAKOUT

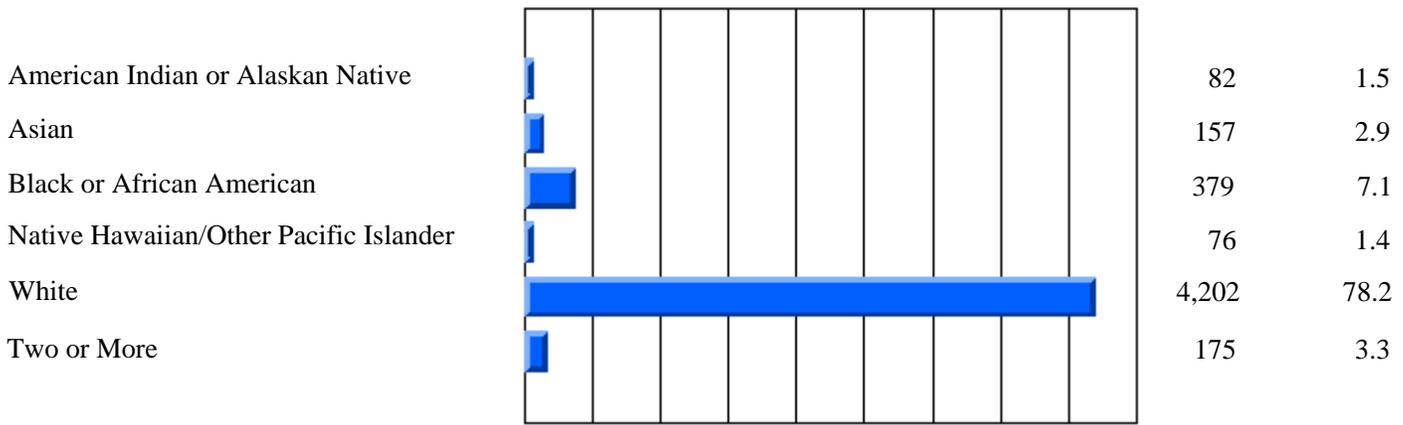
MINORITY vs MAJORITY

Frequency Percent



Valid cases 5,374

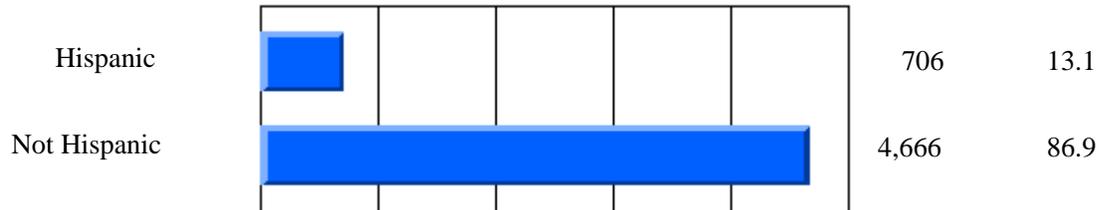
Missing cases 296



Valid cases 5,071

Missing cases 599

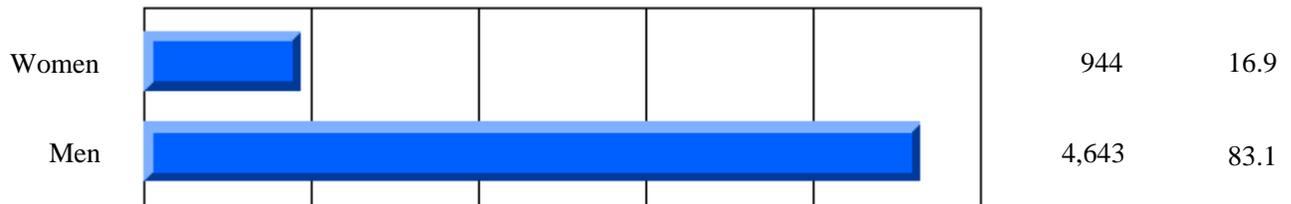
HISPANIC DECLARATION



Valid cases 5,372

Missing cases 298

GENDER



Valid cases 5,587

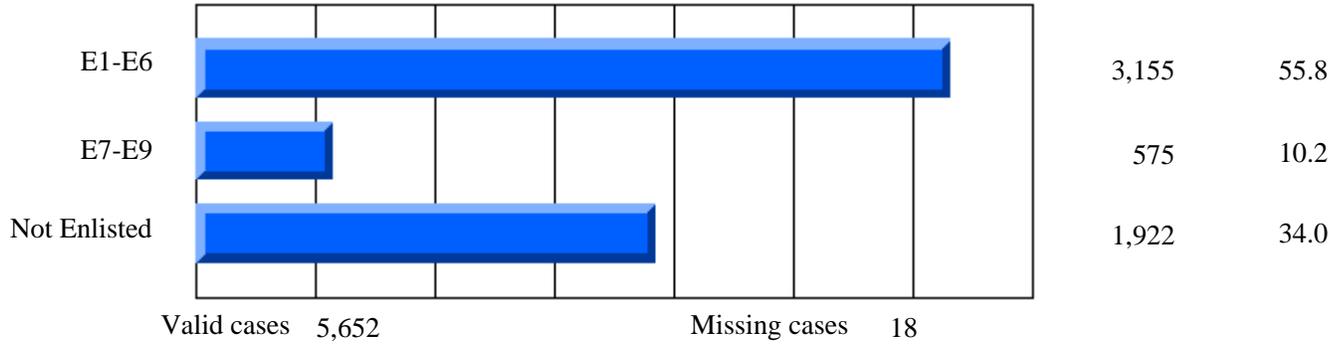
Missing cases 83

OFFICER vs ENLISTED

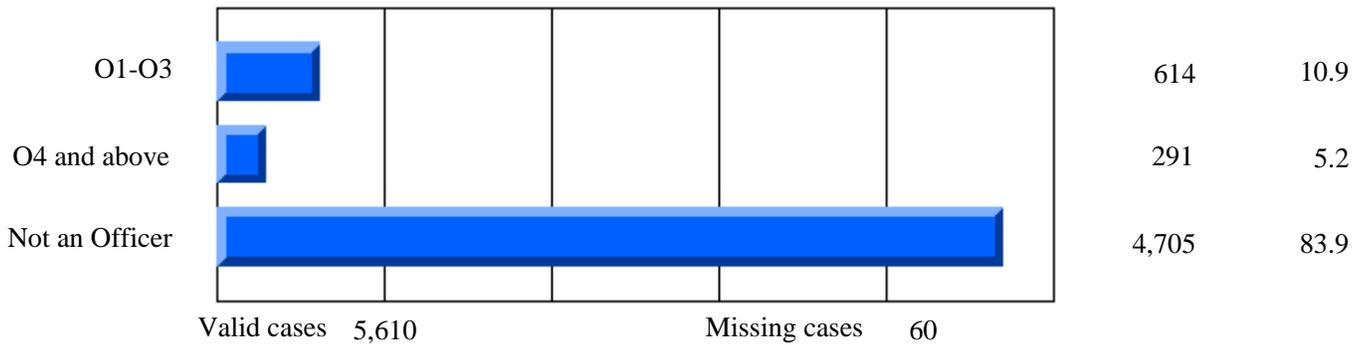
Frequency Percent



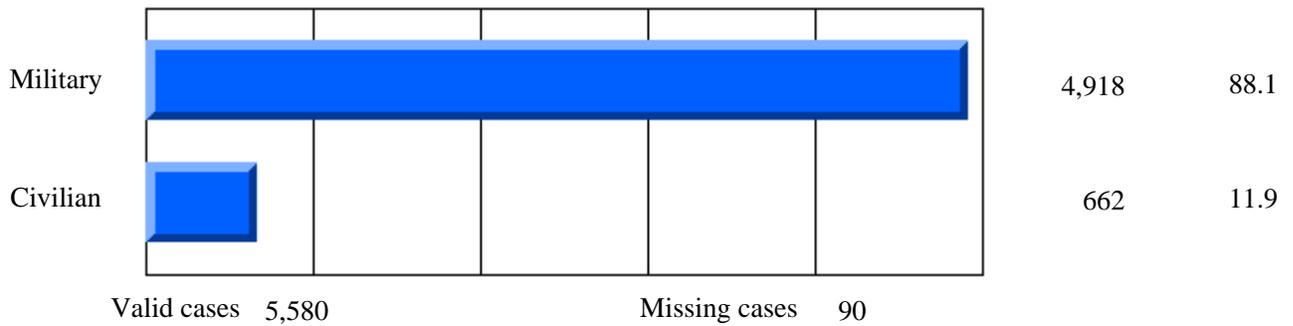
JUNIOR vs SENIOR ENLISTED



JUNIOR vs SENIOR OFFICER



MILITARY vs CIVILIAN



PERCEPTIONS OF DISCRIMINATION AND THE COMPLAINT PROCESS

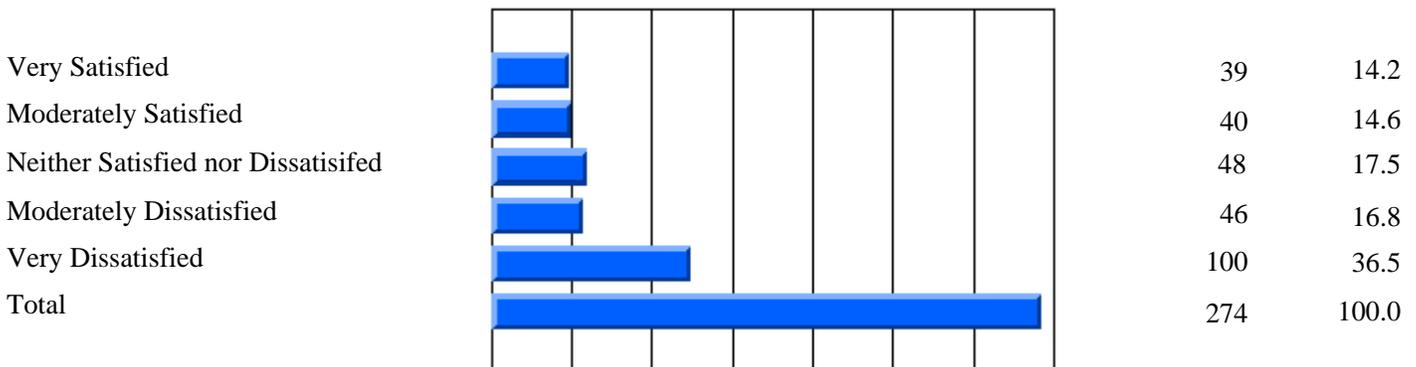
Within the past 12 months, I have personally experienced an incident of discrimination (racial, sexual, or sexual harassment, age, disability, religion, national origin, or color) from military or civilian members of my organization.



Did you report the incident to someone in your organization?



How satisfied are you with how your issue was (or is being) resolved?



OVERALL UNIT SUMMARY

Below you will find the overall unit summary information sorted by the greatest difference between your unit and your service. It is ultimately your decision which areas take priority.

Age Discrimination

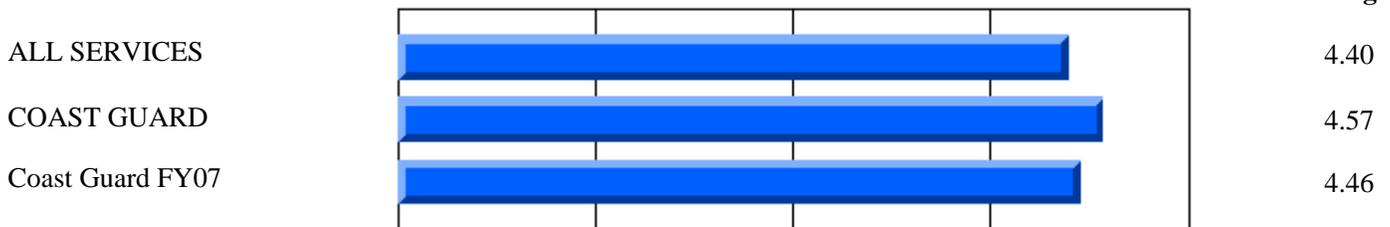
Average



Your units score implies: Small chance of occurring

Disability Discrimination

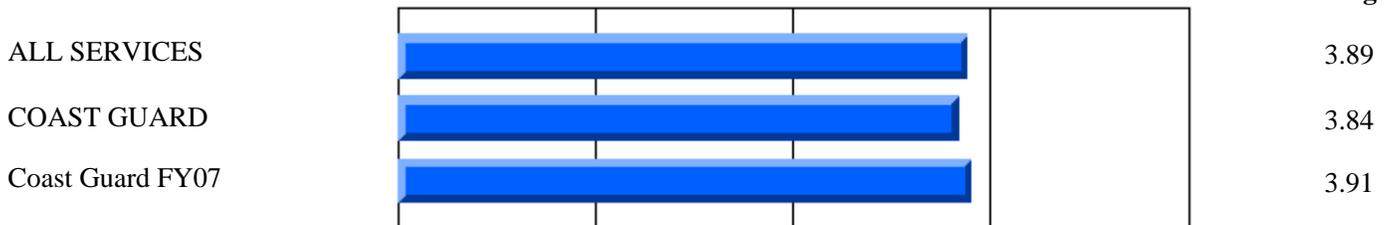
Average



Your units score implies: Very little chance of occurring

Racist Behaviors

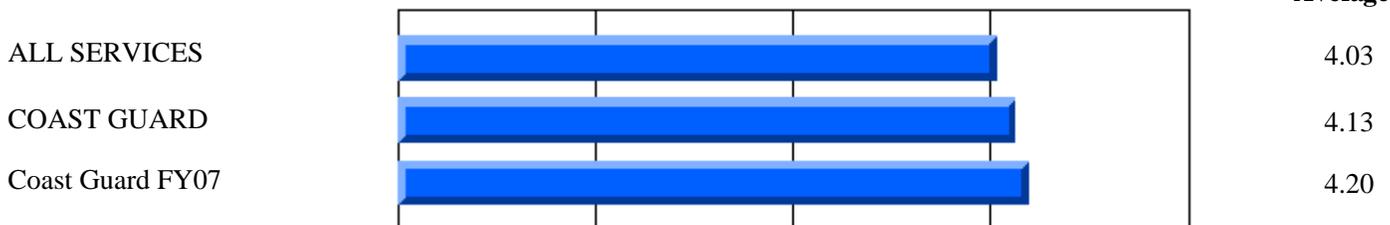
Average



Your units score implies: Small chance of occurring

Positive EO Behaviors

Average



Your units score implies: Fairly high chance of occurring

Leadership Cohesion

Average



Your units score implies: Somewhat positive rating

Religious Discrimination

Average



Your units score implies: Very little chance of occurring

Work Group Effectiveness

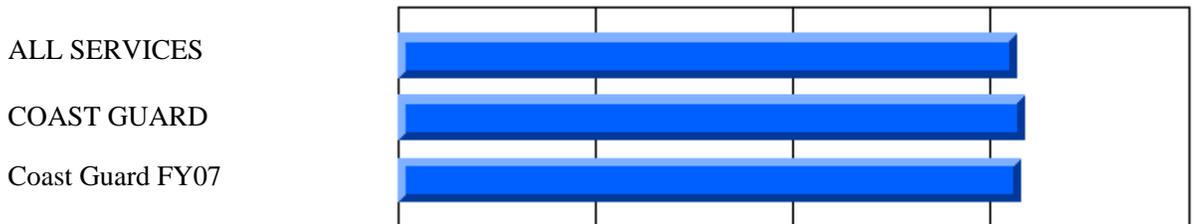
Average



Your units score implies: Very positive rating

Sexual Harassment / Discrimination

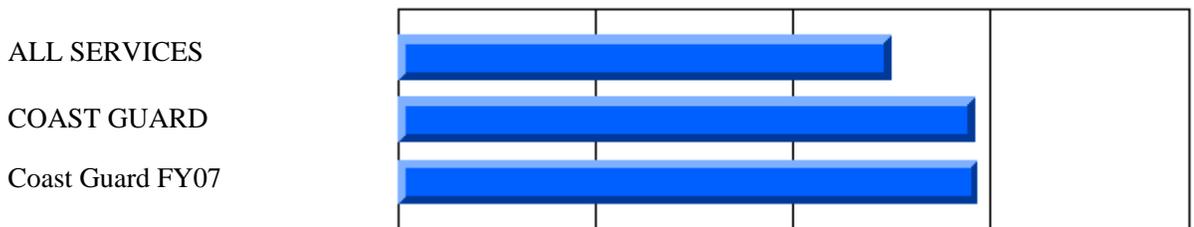
Average



Your units score implies: Small chance of occurring

Organizational Commitment

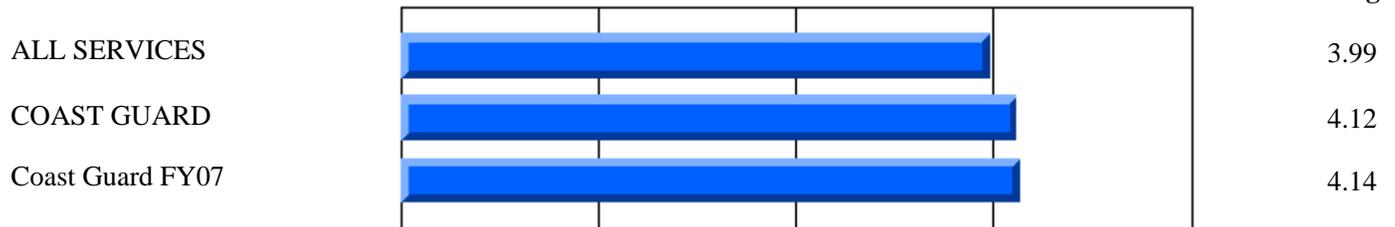
Average



Your units score implies: Fairly positive rating

Work Group Cohesion

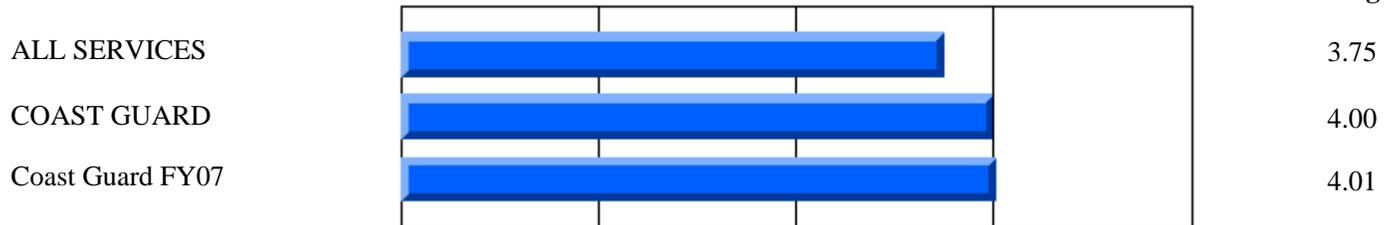
Average



Your units score implies: Fairly positive rating

Overall EO Climate

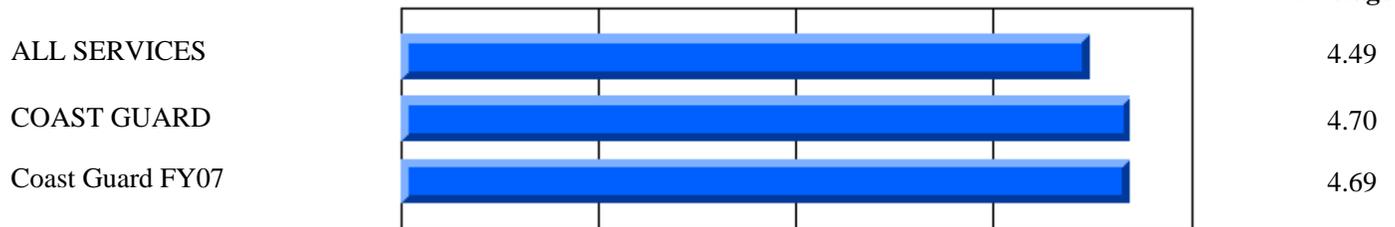
Average



Your units score implies: Good

Differential Command Behavior toward Minorities

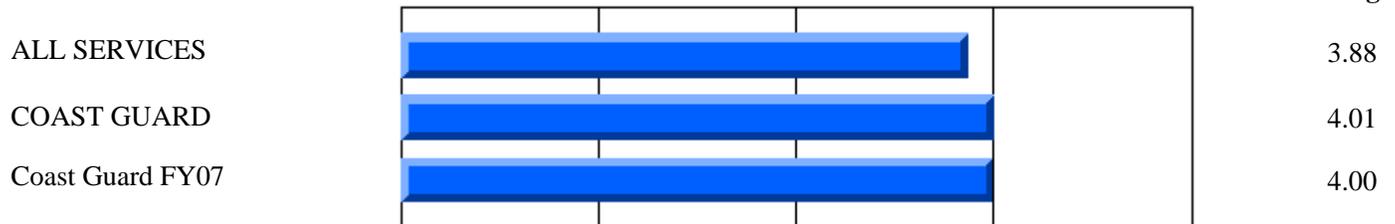
Average



Your units score implies: Very little chance of occurring

Job Satisfaction

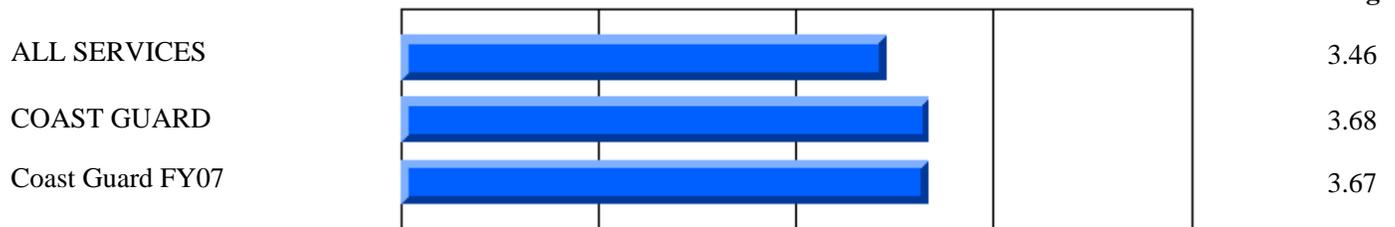
Average



Your units score implies: Moderately satisfied

Trust in the Organization

Average



Your units score implies: Somewhat positive rating

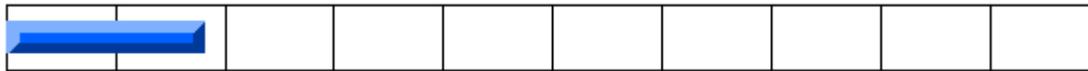
OVERALL DISPARITY INDEXES (DI)

The Disparity Index (DI) estimates the potential for organizational conflict based on equal opportunity and organizational perceptions that differ between subgroups in the unit. The higher the index, the greater the discrepancy in viewpoint. Sociological research and theory indicate such differences may lead to conflict. The description LOW, MEDIUM, HIGH, etc. are based on typical values within the DEOMI database. The DIs are presented as another aid in decision-making and should not be considered direct predictors of either conflict or harmony. If you have a medium or higher DI, we suggest you check the factor scores comparisons (next several pages) for the involved subgroups to find out where the perceptions differ, then plan follow-up actions accordingly.

Note: Disparities are analyzed only for subgroups having 5 or more respondents.

***** YOUR UNIT: Minority versus Majority *****

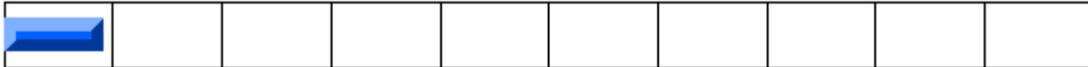
(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.182**

***** YOUR UNIT: Women versus Men *****

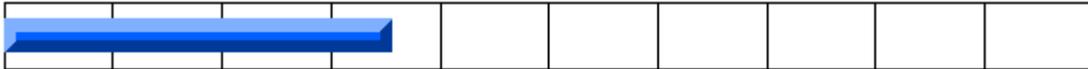
(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.092**

***** YOUR UNIT: Officer versus Enlisted *****

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.357**

***** YOUR UNIT: Junior Enlisted versus Senior Enlisted *****

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.409**

Disparity Index:

Low - Moderately Low = Green < 0.30	High = Orange < 0.72
Medium - Moderately High = Yellow < 0.51	Very High - Extreme = Red >= 0.72

***** YOUR UNIT: Junior Officer versus Senior Officer *****

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.242**

***** YOUR UNIT: Military versus Civilian *****

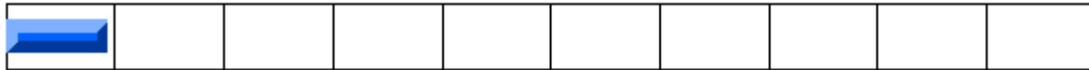
(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.124**

***** YOUR UNIT: Junior Civilian versus Senior Civilian *****

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.094**

***** YOUR UNIT: Other versus U.S. Military *****

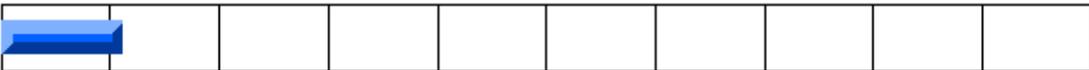
(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.127**

***** YOUR UNIT: Other Employee versus Federal Employee *****

(Low) (Mod. Low) (Medium) (Mod. High) (High) (Very High) (Extreme)



DI: **0.112**

Disparity Index:

Low - Moderately Low = Green <0.30

High = Orange < 0.72

Medium - Moderately High = Yellow < 0.51

Very High - Extreme = Red >= 0.72

SUBGROUP FACTOR COMPARISONS

***** Coast Guard FY07: Minority versus Majority *****

Differential Command Behavior toward Minorities

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

**Disparity
Index**

0.420

Average

4.50

4.77

Overall EO Climate

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

**Disparity
Index**

0.313

Average

3.82

4.10

Disability Discrimination

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

**Disparity
Index**

0.302

Average

4.29

4.54

Racist Behaviors



HIGHER IS BETTER

**Disparity
Index**

0.275

Average

3.71

3.99

Age Discrimination



HIGHER IS BETTER

**Disparity
Index**

0.266

Average

3.95

4.23

Organizational Commitment



HIGHER IS BETTER

**Disparity
Index**

0.194

Average

3.83

3.99

Positive EO Behaviors



HIGHER IS BETTER

**Disparity
Index**

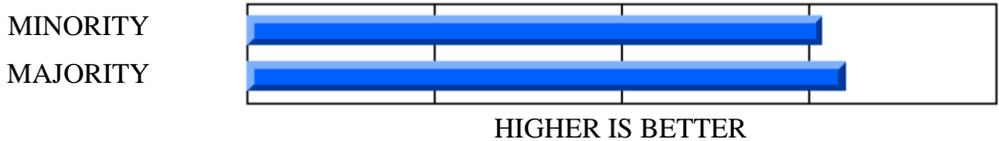
0.173

Average

4.08

4.24

Sexual Harassment / Discrimination



Disparity Index

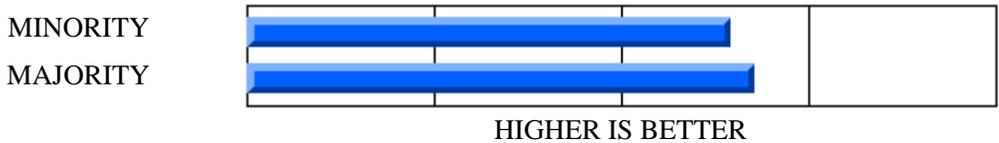
0.141

Average

4.08

4.20

Trust in the Organization



Disparity Index

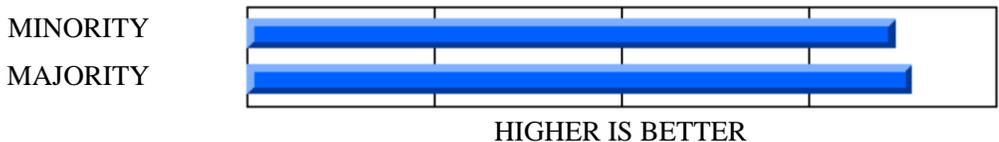
0.141

Average

3.59

3.72

Religious Discrimination



Disparity Index

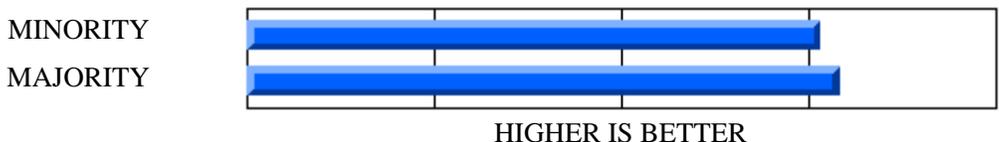
0.125

Average

4.47

4.55

Work Group Cohesion



Disparity Index

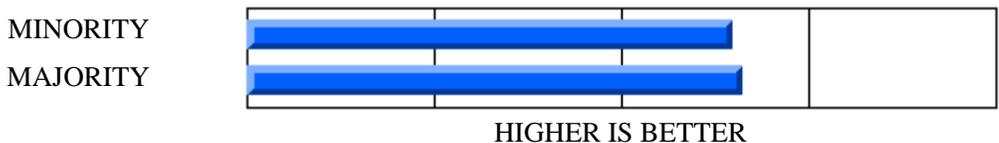
0.115

Average

4.07

4.17

Leadership Cohesion



Disparity Index

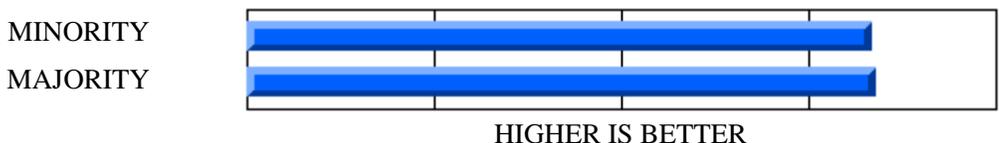
0.050

Average

3.60

3.65

Work Group Effectiveness



Disparity Index

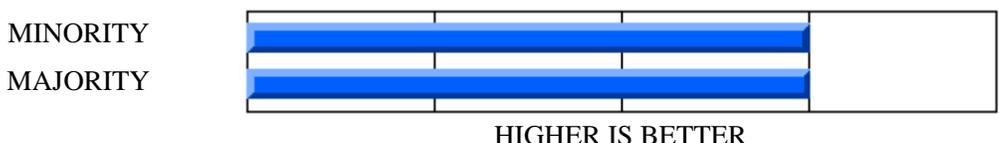
0.032

Average

4.34

4.36

Job Satisfaction



Disparity Index

0.005

Average

4.01

4.01

***** Coast Guard FY07: Women versus Men *****

Overall EO Climate		Disparity Index	Average
WOMEN		0.245	3.83
MEN			4.05
HIGHER IS BETTER			
Age Discrimination		Disparity Index	Average
WOMEN		0.186	3.99
MEN			4.19
HIGHER IS BETTER			
Disability Discrimination		Disparity Index	Average
WOMEN		0.162	4.37
MEN			4.50
HIGHER IS BETTER			
Sexual Harassment / Discrimination		Disparity Index	Average
WOMEN		0.154	4.05
MEN			4.18
HIGHER IS BETTER			
Work Group Cohesion		Disparity Index	Average
WOMEN		0.139	4.03
MEN			4.16
HIGHER IS BETTER			
Differential Command Behavior toward Minorities		Disparity Index	Average
WOMEN		0.107	4.64
MEN			4.70
HIGHER IS BETTER			
Racist Behaviors		Disparity Index	Average
WOMEN		0.104	4.00
MEN			3.89
HIGHER IS BETTER			

Positive EO Behaviors

WOMEN
MEN



HIGHER IS BETTER

Disparity Index

0.083

Average

Work Group Effectiveness

WOMEN
MEN



HIGHER IS BETTER

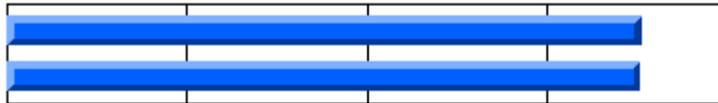
Disparity Index

0.077

Average

Religious Discrimination

WOMEN
MEN



HIGHER IS BETTER

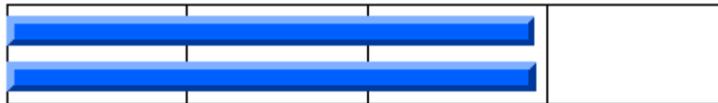
Disparity Index

0.015

Average

Organizational Commitment

WOMEN
MEN



HIGHER IS BETTER

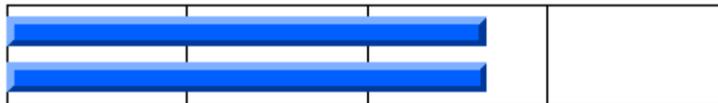
Disparity Index

0.007

Average

Trust in the Organization

WOMEN
MEN



HIGHER IS BETTER

Disparity Index

0.007

Average

Leadership Cohesion

WOMEN
MEN



HIGHER IS BETTER

Disparity Index

0.002

Average

Job Satisfaction

WOMEN
MEN



HIGHER IS BETTER

Disparity Index

0.001

Average

******* Coast Guard FY07: Officers versus Enlisted *******

Organizational Commitment

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.638

Average

Racist Behaviors

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.516

Average

Trust in the Organization

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.509

Average

Work Group Cohesion

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.452

Average

Overall EO Climate

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.409

Average

Job Satisfaction

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.353

Average

Leadership Cohesion

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.331

Average

Work Group Effectiveness

(*** POTENTIALLY MEANINGFUL DIFFERENCE ***)



HIGHER IS BETTER

Disparity Index

0.324

Average

Positive EO Behaviors



HIGHER IS BETTER

Disparity Index

0.252

Average

Sexual Harassment / Discrimination



HIGHER IS BETTER

Disparity Index

0.238

Average

Differential Command Behavior toward Minorities



HIGHER IS BETTER

Disparity Index

0.178

Average

Religious Discrimination



HIGHER IS BETTER

Disparity Index

0.084

Average

Age Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

Disparity Index

0.000

Average

Disability Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

Disparity Index

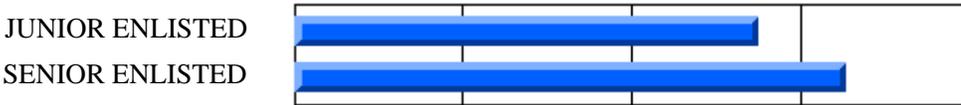
0.000

Average

******* Coast Guard FY07: Junior Enlisted versus Senior Enlisted *******

Organizational Commitment

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

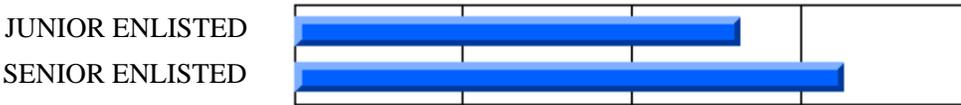
Disparity Index

0.700

Average

Racist Behaviors

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

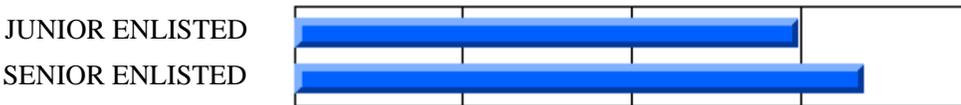
Disparity Index

0.644

Average

Work Group Cohesion

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

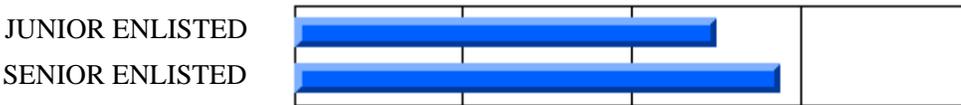
Disparity Index

0.490

Average

Trust in the Organization

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

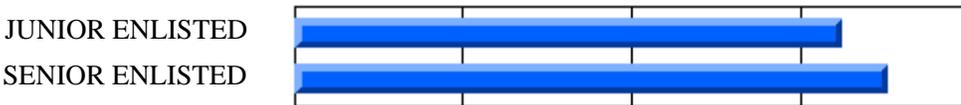
Disparity Index

0.440

Average

Work Group Effectiveness

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

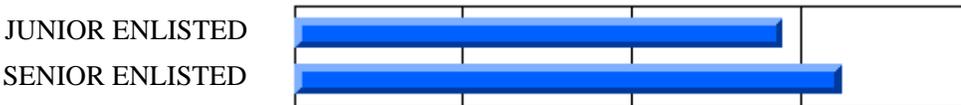
Disparity Index

0.405

Average

Overall EO Climate

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

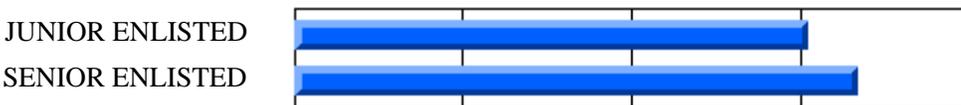
Disparity Index

0.403

Average

Sexual Harassment / Discrimination

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

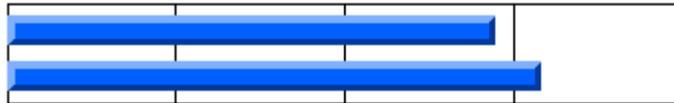
0.379

Average

Job Satisfaction

(*** POTENTIALLY MEANINGFUL DIFFERENCE ***)

JUNIOR ENLISTED
SENIOR ENLISTED



HIGHER IS BETTER

Disparity Index

0.373

Average

3.90

4.17

Leadership Cohesion

(*** POTENTIALLY MEANINGFUL DIFFERENCE ***)

JUNIOR ENLISTED
SENIOR ENLISTED



HIGHER IS BETTER

Disparity Index

0.328

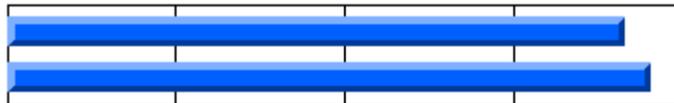
Average

3.49

3.81

Differential Command Behavior toward Minorities

JUNIOR ENLISTED
SENIOR ENLISTED



HIGHER IS BETTER

Disparity Index

0.284

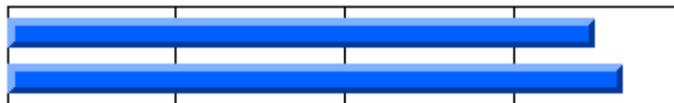
Average

4.66

4.81

Religious Discrimination

JUNIOR ENLISTED
SENIOR ENLISTED



HIGHER IS BETTER

Disparity Index

0.260

Average

4.48

4.65

Positive EO Behaviors

JUNIOR ENLISTED
SENIOR ENLISTED



HIGHER IS BETTER

Disparity Index

0.202

Average

4.14

4.32

Age Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

JUNIOR ENLISTED
SENIOR ENLISTED



HIGHER IS BETTER

Disparity Index

0.000

Average

0.00

0.00

Disability Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

JUNIOR ENLISTED
SENIOR ENLISTED



HIGHER IS BETTER

Disparity Index

0.000

Average

0.00

0.00

******* Coast Guard FY07: Junior Officer versus Senior Officer *******

Organizational Commitment

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.456

Average

Racist Behaviors

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.410

Average

Overall EO Climate

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

0.310

Average

Job Satisfaction



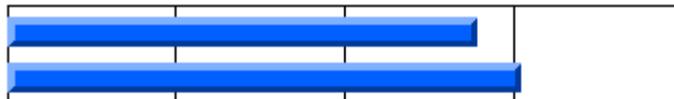
HIGHER IS BETTER

Disparity Index

0.292

Average

Leadership Cohesion



HIGHER IS BETTER

Disparity Index

0.287

Average

Trust in the Organization



HIGHER IS BETTER

Disparity Index

0.256

Average

Work Group Effectiveness



HIGHER IS BETTER

Disparity Index

0.232

Average

Work Group Cohesion

Disparity Index

Average

JUNIOR OFFICER
SENIOR OFFICER



HIGHER IS BETTER

0.218

4.34
4.48

Sexual Harassment / Discrimination

Disparity Index

Average

JUNIOR OFFICER
SENIOR OFFICER



HIGHER IS BETTER

0.210

4.22
4.37

Positive EO Behaviors

Disparity Index

Average

JUNIOR OFFICER
SENIOR OFFICER



HIGHER IS BETTER

0.136

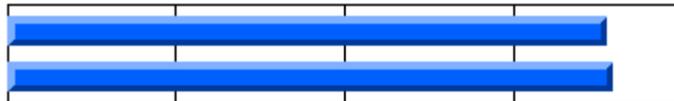
4.36
4.46

Religious Discrimination

Disparity Index

Average

JUNIOR OFFICER
SENIOR OFFICER



HIGHER IS BETTER

0.072

4.55
4.59

Differential Command Behavior toward Minorities

Disparity Index

Average

JUNIOR OFFICER
SENIOR OFFICER



HIGHER IS BETTER

0.031

4.78
4.80

Age Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

Disparity Index

Average

JUNIOR OFFICER
SENIOR OFFICER



HIGHER IS BETTER

0.000

0.00
0.00

Disability Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)

Disparity Index

Average

JUNIOR OFFICER
SENIOR OFFICER



HIGHER IS BETTER

0.000

0.00
0.00

******* Coast Guard FY07: Military versus Civilian *******

Racist Behaviors

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



HIGHER IS BETTER

Disparity Index

Average

0.474

Sexual Harassment / Discrimination



HIGHER IS BETTER

Disparity Index

Average

0.206

Differential Command Behavior toward Minorities



HIGHER IS BETTER

Disparity Index

Average

0.192

Positive EO Behaviors



HIGHER IS BETTER

Disparity Index

Average

0.179

Work Group Effectiveness



HIGHER IS BETTER

Disparity Index

Average

0.110

Overall EO Climate



HIGHER IS BETTER

Disparity Index

Average

0.098

Trust in the Organization



HIGHER IS BETTER

Disparity Index

Average

0.094

Job Satisfaction



HIGHER IS BETTER

Disparity Index

0.038

Average

4.00

4.03

Work Group Cohesion



HIGHER IS BETTER

Disparity Index

0.033

Average

4.14

4.17

Organizational Commitment



HIGHER IS BETTER

Disparity Index

0.031

Average

3.94

3.92

Leadership Cohesion



HIGHER IS BETTER

Disparity Index

0.024

Average

3.62

3.64

Religious Discrimination



HIGHER IS BETTER

Disparity Index

0.007

Average

4.52

4.52

Age Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

Disparity Index

0.000

Average

0.00

0.00

Disability Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

Disparity Index

0.000

Average

0.00

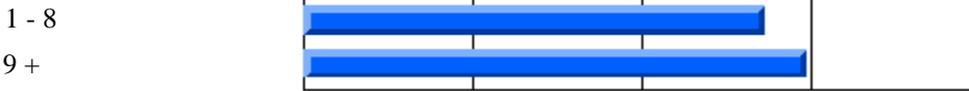
0.00

***** Coast Guard FY07: Junior Civilian versus Senior Civilian *****

Overall EO Climate

**Disparity
Index**

Average



0.235

HIGHER IS BETTER

Positive EO Behaviors

**Disparity
Index**

Average



0.209

HIGHER IS BETTER

Differential Command Behavior toward Minorities

**Disparity
Index**

Average



0.168

HIGHER IS BETTER

Leadership Cohesion

**Disparity
Index**

Average



0.162

HIGHER IS BETTER

Disability Discrimination

**Disparity
Index**

Average



0.134

HIGHER IS BETTER

Racist Behaviors

**Disparity
Index**

Average



0.120

HIGHER IS BETTER

Organizational Commitment

**Disparity
Index**

Average



0.066

HIGHER IS BETTER

Trust in the Organization

**Disparity
Index**

Average



0.061

3.78

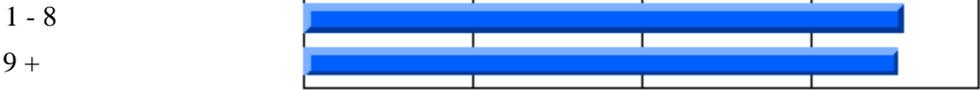
3.72

HIGHER IS BETTER

Religious Discrimination

**Disparity
Index**

Average



0.044

4.56

4.53

HIGHER IS BETTER

Work Group Cohesion

**Disparity
Index**

Average



0.041

4.15

4.19

HIGHER IS BETTER

Job Satisfaction

**Disparity
Index**

Average



0.031

4.06

4.03

HIGHER IS BETTER

Work Group Effectiveness

**Disparity
Index**

Average



0.028

4.45

4.43

HIGHER IS BETTER

Age Discrimination

**Disparity
Index**

Average



0.021

4.14

4.16

HIGHER IS BETTER

Sexual Harassment / Discrimination

**Disparity
Index**

Average



0.002

4.33

4.33

HIGHER IS BETTER

******* Coast Guard FY07: Other versus U.S. Military *******

Racist Behaviors

(***) POTENTIALLY MEANINGFUL DIFFERENCE (***)



Disparity Index

Average

0.314

HIGHER IS BETTER

Overall EO Climate



Disparity Index

Average

0.197

HIGHER IS BETTER

Trust in the Organization



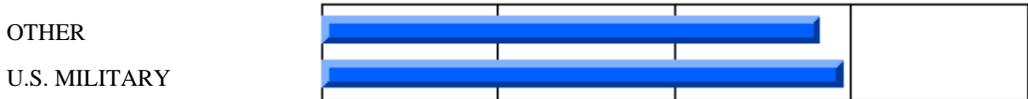
Disparity Index

Average

0.156

HIGHER IS BETTER

Organizational Commitment



Disparity Index

Average

0.152

HIGHER IS BETTER

Leadership Cohesion



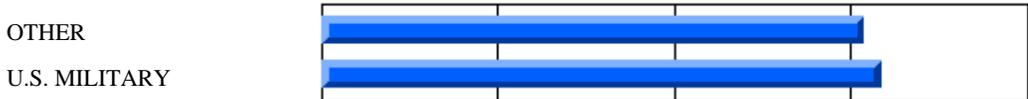
Disparity Index

Average

0.135

HIGHER IS BETTER

Sexual Harassment / Discrimination



Disparity Index

Average

0.115

HIGHER IS BETTER

Work Group Cohesion



Disparity Index

Average

0.111

HIGHER IS BETTER

Job Satisfaction



HIGHER IS BETTER

Disparity Index

0.097

Average

3.94

4.01

Differential Command Behavior toward Minorities



HIGHER IS BETTER

Disparity Index

0.095

Average

4.64

4.70

Positive EO Behaviors



HIGHER IS BETTER

Disparity Index

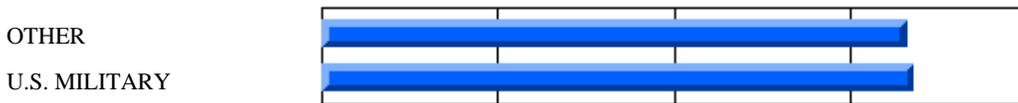
0.083

Average

4.26

4.18

Work Group Effectiveness



HIGHER IS BETTER

Disparity Index

0.054

Average

4.32

4.36

Religious Discrimination



HIGHER IS BETTER

Disparity Index

0.019

Average

4.51

4.52

Age Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

Disparity Index

0.000

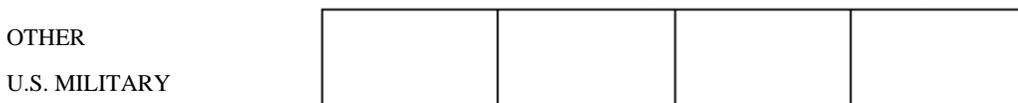
Average

0.00

0.00

Disability Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



HIGHER IS BETTER

Disparity Index

0.000

Average

0.00

0.00

******* Coast Guard FY07: Other Employee versus Federal Employee *******

Differential Command Behavior toward Minorities



Disparity Index

0.238

Average

HIGHER IS BETTER

Trust in the Organization



Disparity Index

0.215

Average

HIGHER IS BETTER

Racist Behaviors



Disparity Index

0.197

Average

HIGHER IS BETTER

Religious Discrimination



Disparity Index

0.157

Average

HIGHER IS BETTER

Positive EO Behaviors



Disparity Index

0.152

Average

HIGHER IS BETTER

Work Group Cohesion



Disparity Index

0.103

Average

HIGHER IS BETTER

Organizational Commitment



Disparity Index

0.101

Average

HIGHER IS BETTER

Overall EO Climate



Disparity Index

0.075

Average

HIGHER IS BETTER

Job Satisfaction



Disparity Index

0.052

Average

HIGHER IS BETTER

Sexual Harassment / Discrimination



Disparity Index

0.025

Average

HIGHER IS BETTER

Leadership Cohesion



Disparity Index

0.025

Average

HIGHER IS BETTER

Work Group Effectiveness



Disparity Index

0.009

Average

HIGHER IS BETTER

Age Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



Disparity Index

0.000

Average

HIGHER IS BETTER

Disability Discrimination

(Disparities are not analyzed for subgroups having 4 or fewer respondents)



Disparity Index

0.000

Average

HIGHER IS BETTER

III. CONCLUSION

We hope these guidelines for interpretation are useful to you. DEOMI believes DEOCS can help commanders who want to improve the readiness within their commands, but it is just one tool. To make best use of the tool, it should be used to help design the action plan that leads to true improvement in the organizational climate.

At the DEOMI, we are currently analyzing thousands of surveys per year. Consequently, we can't provide all the individual attention we would like to each commander. DEOMI has tried to design a feedback process that provides quick turnaround with the information you need to formulate action plans. DEOMI would like to know how you think we're doing. Please take the time to provide feedback.

If you have comments or suggestions, please call the Directorate of Research (DR) [DSN: 854-2675/1590; Commercial: (321) 494-2675/1590] or write us at:

**DEOMI/DR
366 Tuskegee Airmen Drive
Patrick AFB, FL 32925**

ADDITIONAL INFORMATION TO ASSIST YOU WITH ACTION PLANNING

Check out our DEOMI web page at <https://www.deomi.org>. From the DEOMI website, select Climate Survey, then access more information to help you understand and use your survey results.

Thank you for using the DEOCS!