

THE SECRETARY OF THE ARMY'S SENIOR REVIEW PANEL ON SEXUAL HARASSMENT

EXECUTIVE SUMMARY

General

The Senior Review Panel's mission was to review the human relations environment in the Army with particular emphasis on sexual harassment issues. Our assessment took us to Army locations worldwide. The Panel visited units forward deployed, in garrison, at training sites, and in classrooms. We saw America's soldiers in every conceivable location, performing every type of mission. The Panel delved deeply into the human relations environment, identified shortcomings, and has recommended changes. While there are definitely shortcomings that need to be addressed and are discussed within this report, it is important to state that the Panel also saw a trained and ready Army--the best Army that the Panel members have seen in over 200 years collective experience with the Army. Our soldiers are ready to perform any mission assigned, effectively and efficiently, anywhere in the world. America's sons and daughters who are today's soldiers are better trained and better equipped than any Army before and they are rightfully proud to be called soldiers.

Purpose

The Secretary of the Army has said, "The Army is based on trust." In the fall of 1996, the trust between leaders and soldiers was called into question by serious allegations of sexual impropriety at several Army installations. Investigation indicated that breakdowns in good order and discipline had occurred and that some leaders had abused the authority and power vested in them. Accordingly, the Secretary of the Army directed that a Senior Review Panel on Sexual Harassment be established to undertake the following missions:

- ◆ Conduct a systems review of the Army's policies on sexual harassment and of the processes currently in place.
- ◆ Recommend changes needed to improve the human relations environment in which our soldiers live and work, with the specific goal of eradicating sexual harassment.
- ◆ Examine how Army leaders throughout the chain of command view and exercise their responsibility to prevent sexual harassment, specifically addressing behaviors that fail to acknowledge the dignity and respect to which every soldier is entitled.

Scope and Methodology

The focus of the Panel's assessment has been the human relations environment in which our soldiers live and work, measured in terms of the dignity and respect we extend to one another as an Army. Panel members, supported by a working group of over 40 military and civilian personnel, conducted an extensive policy review, collected data at 59 Army installations worldwide, and completed exhaustive analysis of the data collected. We used four methods of inquiry to collect the data: surveys, focus groups, personal interviews, and observation. Before leaving a unit or installation, Panel members outbriefed senior leaders on their observations. This allowed leaders to immediately begin addressing issues raised at their installations. This has been a very positive aspect of the Panel's efforts--teaching and advising, not just the gathering of data. In all, the effort took eight months with results based on information provided by over 30,000 Army respondents.

Findings

Our findings center on four main areas: the Army equal opportunity (EO) program, the extent of sexual harassment in the Army, leadership, and Initial Entry Training (IET). We found that:

- ◆ The Army lacks institutional commitment to the EO program and soldiers distrust the EO complaint system.
- ◆ Sexual harassment exists throughout the Army, crossing gender, rank, and racial lines; sex discrimination is more common than is sexual harassment.
- ◆ Army leaders are the critical factor in creating, maintaining, and enforcing an environment of respect and dignity in the Army; too many leaders have failed to gain the trust of their soldiers.
- ◆ The overwhelming majority of drill sergeants and instructors perform competently and well, but respect as a Army core value is not well institutionalized in the IET process.

Conclusions and Recommendations

The Panel concludes that the human relations environment of the Army is not conducive to engendering dignity and respect among us. We are firmly convinced that leadership is the fundamental issue. Passive leadership has allowed sexual harassment to persist; active leadership can bring about change to eradicate it.

Our recommendations are broad based and cover a wide variety of Army processes, including: leader development, EO policy and procedures, IET soldierization, unit and institutional training, command climate, and oversight. Key recommendations follow:

- ◆ Assign to one Department of the Army (DA) staff agency the primary responsibility for leadership, leader development, and human relations for the Army.
- ◆ Incorporate the human dimension of warfare into Army operational doctrine.
- ◆ Conduct a critical review of the staffing and organization of the DA elements responsible for human relations problems and issues and of the resourcing of those agencies responsible for assisting commanders in implementing and executing human relations policy.
- ◆ Embed human relations training in the Army training system as a doctrinal imperative.
- ◆ Re-engineer the EO program from top to bottom to make it responsive to leaders and soldiers, to protect those who use it, and to ensure that those working in it are not stigmatized.
- ◆ Mandate the conduct of a command climate assessment down to company-sized units at least annually; establish a mechanism to hold commanders accountable for their unit's command climate.
- ◆ Publish Army Regulation (AR) 600-20, *Army Command Policy*, immediately and publish interim changes in a timely manner.
- ◆ Increase the length of IET to allow for more intense, rigorous soldierization and the inculcation of Army values; design new training to inculcate Army values, appropriate behavior, and team building in IET.
- ◆ Improve IET cadre and recruiter training to include tools and techniques for addressing inappropriate behaviors in units; incorporate ethics and human relations training in recruiting and IET cadre courses, to include professionally facilitated sensitivity training.
- ◆ Implement a renewed Advanced Individual Training (AIT) approach that focuses on the continuation of the soldierization process begun in Basic Combat Training (BCT), as well as technical and soldier skills and attitudes.
- ◆ Ensure that professionals and leaders (e.g., commanders, inspectors general, health care practitioners, criminal investigators, chaplains) who are expected to deal with soldiers reporting incidents of inappropriate sexual behavior are trained and qualified.

The Panel very strongly believes that we must ensure that we maintain a positive human relations environment in the Army. Personnel readiness relies on a

positive human relations environment. It is the vital base upon which we build our Army, and the combat effectiveness of our most important weapon system--the soldier.

SENIOR REVIEW PANEL ON SEXUAL HARASSMENT

This report provides the observations, findings, conclusions, and recommendations of the Secretary of the Army's Senior Review Panel on Sexual Harassment. The Secretary established the Panel on November 21, 1996, in response to the allegations of sexual misconduct at Aberdeen Proving Ground, Maryland. The Secretary directed the Panel to examine the human relations environment in the United States Army, review policies and procedures that contribute to that environment, and recommend ways to achieve an Army where all soldiers and civilians are treated with dignity and respect. Panel members were:

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Acknowledgments

The Panel could not have accomplished its mission without the hard work and assistance of the over 40 officers, noncommissioned officers, and Army civilian employees who were members of the Panel's working group. These full-time members provided support in developing data collection tools, coordinating and conducting field visits to 59 Army installations and locations worldwide, collecting and analyzing data, and providing detailed policy research.

The Panel was aided by the following consultants who provided invaluable contributions to the overall effort:

LTG Robert H. Forman, USA (Ret.)	Dr. Laura Miller
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Mr. Dan Lumpkin	Dr. Judith Youngman

The Panel also wishes to acknowledge the cooperation of the thousands of soldiers and Department of the Army civilians who facilitated our visits and participated in the data collection. Finally, the Panel wishes to recognize the editorial support provided by the United States Army Center of Military History and the contributions of the various consultants and outside agencies, both federal and private, who provided valuable time and expertise to this effort.

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Part I

INTRODUCTION

Volume II of the Secretary of the Army's Senior Review Panel on Sexual Harassment Report details the research design and findings on which Volume I of the Report is based.

Narrative summaries of all major surveys, focus group discussions, and personal interviews are contained in this volume. Included in the Annexes are copies of all questionnaires and protocols used and data for each item in the major surveys and protocols.

Methodology

In the fall of 1996, Secretary of the Army, Togo West formed the Senior Review Panel on Sexual Harassment and directed the Panel undertake the following missions:

- ✘ Conduct a systems review of the Army's policies on sexual harassment and on the processes currently in place.
- ✘ Recommend changes needed to improve the human relations environment in which our soldiers live and work, with the specific goal of eradicating sexual harassment.
- ✘ Examine how Army leaders throughout the chain of command view and exercise their responsibility to address sexual harassment, together with recommendations for improvement. Of particular concern are those behaviors that fail to acknowledge the dignity and respect to which every soldier is entitled.

Secretary West told the Panel that he believed the views, opinions, and experiences of soldiers should be considered in this assessment. To fulfill its mission, the Panel assembled a working group of more than 40 soldiers and civilian employees. Included in the working group were seven scientists with PhD's in the social and behavioral sciences who developed the research design for the project.

Three methods were used by the Panel to scientifically sample the perceptions of Army leaders, soldiers, and civilians: surveys, focus group discussions, and individual interviews. In addition, Panel members observed soldiers, family members, and civilian employees and the human relations environments in which they live and work. Insights Panel members gathered world-wide proved to be invaluable complements to the scientific data collected during our travel.

Using a stratified random sample design, 59 locations throughout the world were chosen. Type of installation (FORSCOM vs. TRADOC) and location (CONUS vs. OCONUS) were used as sampling strata. Surveys were administered to randomly selected companies with at least 60% of all soldiers assigned to those companies participating in the survey. Focus group discussions and individual interviews were

conducted with randomly selected individuals meeting selection requirements provided by the Panel. Participation was voluntary and all participants were guaranteed confidentiality and assured that their comments would be used only for the purpose of the report.

Five different questionnaires were used in surveying the Army population at large. Form A, the Trainee Survey, and the Trainer Survey were used in the analyses for this report. Details of the sample and methods used in the Form A, Trainee and Trainer analyses are included in Part II of this report. Two additional forms (B and S) are versions of Form A which were administered to limited samples. Copies of each questionnaire and frequency tables for Form A, Trainee and Trainer surveys are included in Annexes A-E.

Focus group discussions consisted of eight to twelve people stratified into rank-gender groups (e.g., Junior Enlisted Females). Groups of soldiers, civilian employees, drill sergeants and instructors, and trainees were conducted. Participants were randomly selected by the last 2 digits of their social security number. Focus group facilitators and note takers, usually the same gender as the group, conducted their discussions using standardized question protocols. A narrative summary of data from each protocol is provided in Part III of this report and copies of the protocols and question-by-questions results, where possible, are included in Annexes F-H and Annex M. Focus group comments were entered into a software program that facilitated content analysis of all comments.

Panel and working group members conducted individual interviews with military and civilian personnel. Interview protocols were developed for military leaders, equal opportunity advisors, mental health providers, staff judge advocates, civilian managers, and equal employment opportunity officers. Part IV of the report details results from the interview protocols and copies of these protocols and question-by-question results, where possible, are provided in Annexes I-M. Comments were entered into a computer software program for further content analysis.

After visiting 59 locations worldwide for data collection, 22,952 soldiers were surveyed, 7,401 soldiers and 1,007 civilians were in focus group discussions, and 808 leaders were interviewed. This unprecedented data collection effort serves as the basis for the Report from the Panel and represents the voices of the thousands of soldiers and civilians who shared their perceptions and experiences with the Panel and working group.

Part II

SURVEY RESULTS

SENIOR REVIEW PANEL (SRP) SURVEY

Instrument

Three different survey versions (Form A, Form B, and Form S) which share the same core set of items were used. The main survey (Form A) was a company-level assessment and was used for the primary analysis. The core set of survey items that the surveys shared were: demographics, unit characteristics, climate/culture items, and a modified version of the Sexual Experiences Questionnaire (Fitzgerald et al; 1988).

Minor modifications were made to Form A during the study. During the initial administration of the survey, it became apparent that some of the survey questions were considered inflammatory and offensive, and felt by some soldiers to be an invasion of privacy to the extent that some refused to complete the survey. Since the items did not directly contribute to the overall design of the research, it was decided that to continue using these questions would not have been in the best interest of the assessment effort. The use of multiple methods of data collection provided ample opportunity for relevant data to surface elsewhere in focus groups and interviews. A revised survey was written which omitted six questions related to adultery, pornography, and sexual behaviors. One item was revised since it was “double barreled” and asked two questions in one. When the data from the revised Form A were merged with the two surveys, only the 157 items found on all forms were included in the final data set for analysis.

Form B was a TDA / fixed facility version of the modified Form A which replaces “company” with “organization.” A military student survey, Form S, was constructed to measure subjects attending major Army schools such as Command and General Staff Course (CGSC), the Sergeant Major Academy, and the First Sergeant Course. The main version analyzed and presented in this report is Form A, the version created for assessment at the company level. A copy of each version of the surveys is included in Annexes A-C along with the frequency tables for Form A.

Subjects

Subjects were chosen using a stratified random sampling approach. Units were randomly selected from major Army installations or locations. All types of units were included in the sample to ensure representativeness. Approximately 220 different companies were surveyed. These companies were drawn from both CONUS and OCONUS units, and included combat arms units, combat support and combat service support units.

Survey Form A yielded 14,498 useable subjects. Form B yielded 2,076 subjects and Form S yielded 455 subjects. Due to the small number of respondents for Forms B and S, these data were omitted from the detailed analyses presented in this report.

Analysis

SPSS was used for all analyses. Question response rates for each question vary as not all respondents answered all questions. Table percentages may not sum to 100% due to rounding and nonresponses.

The 22-items adopted from the Sexual Experiences Questionnaire (Fitzgerald et al., 1988) covered a broad spectrum of situations that could be considered sexual harassment. Items in the questionnaire addressed issues ranging from being told suggestive stories or offensive jokes to being sexually assaulted. Reliability analysis was used to collapse the list of questions into substantive groupings previously defined in the DoD 1995 Sexual Harassment Survey. This resulted in identifying five major categories will be discussed in detail later in the report:

- Crude/Offensive Behaviors (alpha = .77)
- Sexist Behaviors (alpha = .75)
- Unwanted Sexual Attention (alpha = .90)
- Sexual Coercion (alpha = .94)
- Sexual Assault (alpha = .86)

Leadership questions were factor analyzed to determine underlying structures in the questions.ⁱ A factor analysis of the Form A leadership items (items 36 through 61) resulted in six factors (discussed in detail later):

- Positive Leadership (alpha = .92)
- Self-Centered Leadership (alpha = .91)
- NCO Leadership (alpha = .89)
- Officer Leadership (alpha = .84)
- Respect (alpha = .80).
- Acceptance of Women(alpha = .82).

SEQ and leadership factors were used in correlations to determine relationships between variables.ⁱⁱ

Demographics

The sample demographics of those responding to Form A reflect those of the Army (see Table 1). For example, in the survey sample regarding gender, this composition is 85% male and 15% female, compared to the Army which is 86% male and 14% female.

The sample consisted of slightly more enlisted than the Army. This is probably due to the survey being based at the company level. Since lower enlisted tend to be younger and unmarried, the sample was also overly representative of the “Not Married” than the Army as a whole. Race breakdowns between the survey sample and the Army were very similar.

Table 1. Demographics of the Army sample

	Male	Female	Married	Not Married	Officer	Enlisted	White	Black	Other
SRP Survey	85%	15%	56%	44%	10%	90%	57%	26%	17%

Army	86%	14%	63%	37%	14%	83%	61%	27%
12%								

Major Findings

- Large numbers of soldiers reported experiencing SEQ behaviors. However, most soldiers did not consider all the SEQ behaviors as constituting sexual harassment.
- Most soldiers have experienced crude/offensive behaviors. More women than men reported experiencing SEQ behaviors.
- Crude/Offensive behaviors such as hearing suggestive stories, offensive jokes or sexual remarks were the most frequently experienced behaviors by men and women.
- Few soldiers used the complaint process. Soldiers preferred to handle incidences of sexual harassment themselves rather than reporting it to the chain of command or military authorities.
- Positive leadership items were associated with greater respect among soldiers in the company, greater acceptance of women, and fewer SEQ behaviors.
- Almost all soldiers reported receiving Prevention of Sexual Harassment and Equal Opportunity training.

SEQ Behaviors

The data indicate that 80% of the sample reported experiencing at least one of the SEQ behaviors. However, only 9% of the sample reported that during the past 12 months they had been sexually harassed. This suggests that individuals' definitions of sexual harassment may not include these behaviors.

As Figure 1 and 2 show, while both men and women reported similar amounts of experience with SEQ behaviors (80% and 84%, respectively), women reported experiencing more sexual

harassment than men (22% vs. 7%). Although more women than men

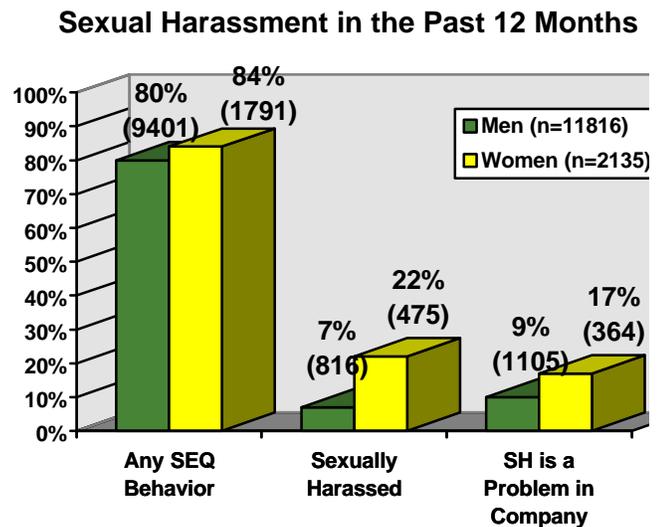


Figure 1. Incidence of SEQ behaviors,

reported being sexually harassed, the majority (78%) of women said they had “never” been sexually harassed in the past 12 months.

When asked about sexual harassment in the company, 11% of the sample agreed that there were high levels of sexual harassment in their

companies. More women than men reported high levels of sexual harassment in their companies (17% vs. 10%).

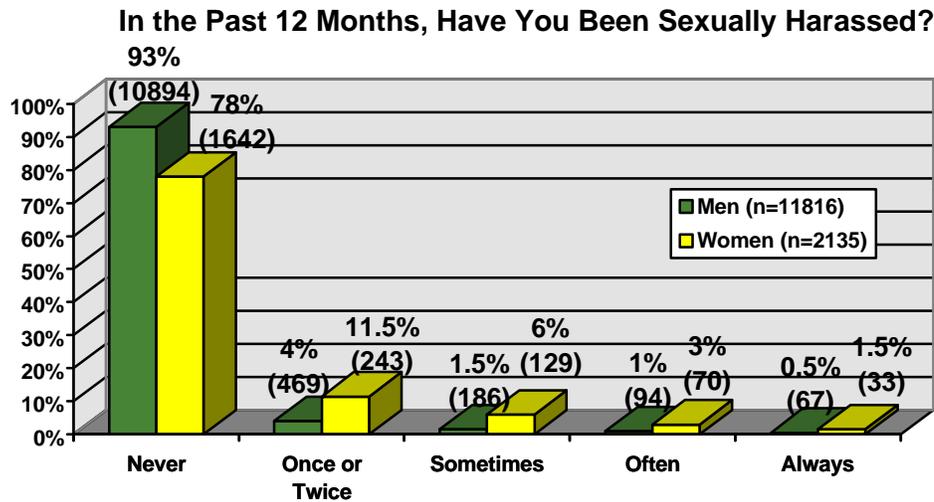


Figure 2. Sexual harassment in the past 12 months

When the SEQ factors were looked at by category, most soldiers reported experiencing Crude/Offensive behaviors (76%) and sexist behaviors (64%). Many also reported experiencing unwanted sexual attention (32%), and a few reported experiencing coercion (9%) and sexual assault (6%). Figure 3 illustrates SEQ behaviors by gender. More women than men reported experiencing SEQ behaviors across all categories.

Crude/Offensive Behaviors

The category of Crude/Offensive Behaviors included survey items on: hearing suggestive stories or offensive jokes; crude or offensive sexual remarks; being whistled, called, or hooted at in a sexual way; witnessing sexual gestures or body language; being stared at, leered at or ogled; or having had someone physically expose themselves to you. Both men and women most frequently reported experiencing behaviors of this nature (76% and 78% respectively).

Sexist Behaviors

The majority of soldiers had experienced sexist behaviors. Experiencing sexist behaviors included being treated differently because of your gender; having pornography or sexist materials displayed; hearing sexist comments; or being put down because of your gender (men 63%; women 72%).

Unwanted Sexual Attention

This category included: someone attempting to discuss your sex life or sexual matters with you; being touched in a way that made you feel

uncomfortable; receiving unwanted sexual attention; having someone try to establish a romantic sexual relationship with you despite your continued efforts to discourage it; someone making unwanted attempts to fondle you; or someone continually asking you for dates or to dinner despite your efforts to discourage the person. Being in a situation where a fellow soldier or superior made a sexist remark was the most frequently reported behavior in this category for men and women (men 30%; women 47%).

Sexual Coercion

This category included behaviors that focused on job benefits or losses conditioned upon sexual cooperation. The questions asked about whether you felt bribed to engage in sexual behaviors; were implied faster promotion for sex; had to respond positively to sexual invitations to be treated well on the job; made you believe that you would be treated badly for being uncooperative sexually; or treated you badly for refusing to have sex. The prevalence of these behaviors was lower than for the previous three SEQ behavior categories (men 8%; women 15%).

Sexual Assault

This category consisted of two behaviors: someone having made unwanted attempts to have sex with you which resulted in you struggling; or having sex with you without your consent. Like sexual coercion, relatively few soldiers reported experiencing these behaviors (men 6%; women 7%).

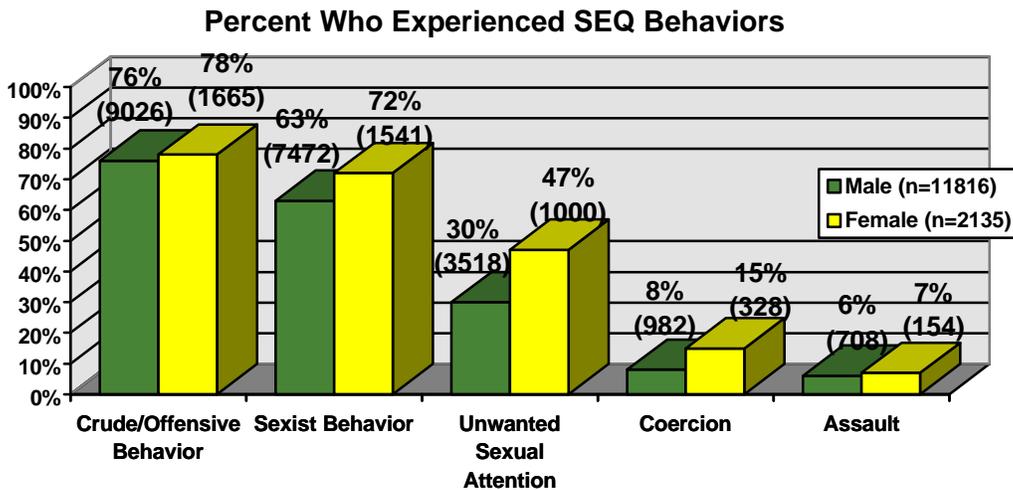


Figure 3. Percent experiencing each SEQ factor

Comparisons to Other Studies

The Senior Review Panel (SRP) survey results generally followed the trends found in previous research on sexual harassment in the Army (Table 2). Differences in male responses between the current SRP survey and the 1995 Defense Manpower Data Center (DMDC) survey (Bastian et al; 1995) may be

due to the wording of the “Crude/Offensive” and “Sexist” items. For example, the DMDC version asked in the past 12 months has anyone --”Repeatedly told sexual stories or jokes *that were offensive to you?*” The SRP survey simply asked if the behavior occurred and not whether the behavior was offensive to the respondent. For example, “In the past 12 months had fellow soldiers or supervisors “told suggestive stories or offensive jokes?” The SRP, therefore was a measure of the frequency of behaviors, not a measure of whether they were considered offensive.

Table 2. Comparisons of research findings among surveys

<u>Coercion</u>	<u>Assault</u>	<u>Any SEQ Sexually</u>	<u>Crude Behavior</u>	<u>Sexist Behavior</u>	<u>Unwanted Sexual Attention</u>
<u>Harassed</u>					
<u>SRP Survey (1997)</u>					
Men	80%	76%	63%	30%	8%
7%					6%
Women	84%	78%	72%	47%	15%
22%					7%
<u>DMDC Survey (1995)</u>					
Men	37%	35%	16%	8%	4%
N/A					2%
Women	82%	74%	67%	47%	18%
N/A					8%
<u>Rosen & Martin(1996)</u>					
Men	70%			38%	9%
8%					
Women	82%			55%	15%
30%					
<u>SSMP (1995)</u>					
Men					
3%					
Women					
25%					
<u>Navy EO/SH (1996)</u>					
Women					
27%					

Tolerance of Sexual Harassment

An important issue is the link between experienced SEQ behaviors and the perception of sexual harassment. The data suggested a fairly high “threshold”

or tolerance of harassment. Figures 4 and 5 show the discrepancy between experiencing SEQ behaviors and perceptions of sexual harassment for the SRP survey. The “threshold” of harassment is indicated by the gap between the experienced behaviors and being sexually harassed. As the gap between the two narrows, the threshold is reached in terms of experienced behaviors becoming perceived as sexual harassment. There was a strong link between experiencing more egregious SEQ behaviors and the perception of being sexually harassed. Specifically, there seems to be a threshold between what behaviors were acceptable/tolerated and what behaviors were not.

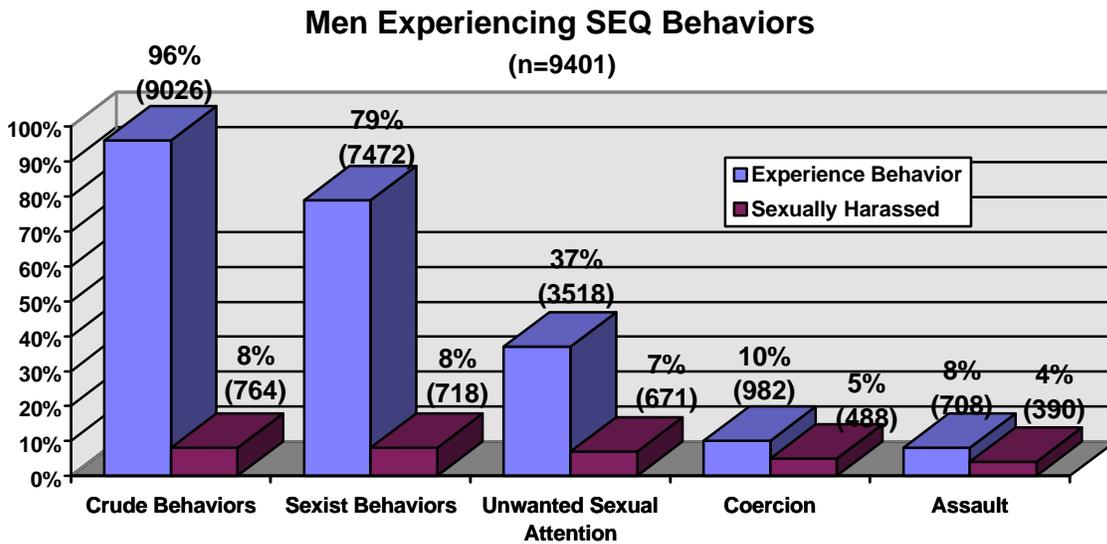


Figure 4. Men who have experienced any SEQ Behaviors

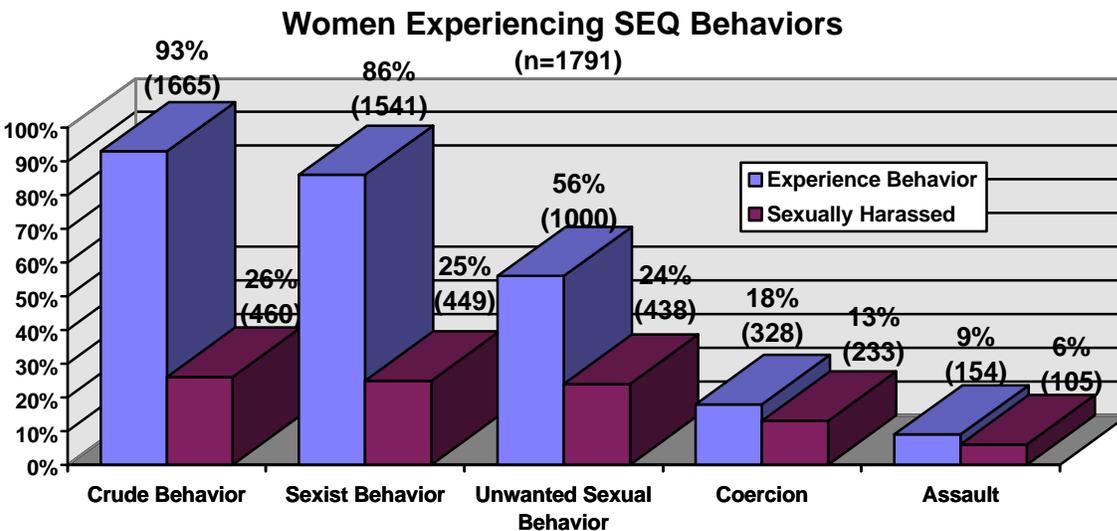


Figure 5. Women who have experienced any SEQ Behaviors

When the behaviors experienced included Coercion, soldiers were much more likely to say that they were sexually harassed. Very few soldiers reported being sexually harassed if the experienced behaviors were limited to the lower-level behavior types such as Crude/Offensive Behaviors and Sexist Behaviors. For example, 96% of men and 93% of women *who reported experiencing any type of SEQ behaviors* reported that these behaviors included Crude/Offensive Behaviors. Of these people, only 8% of men and 26% of women reported that they had been sexually harassed. This suggests that even though the vast majority experienced these types of behaviors, relatively few viewed them as sexual harassment. Overall, for the population who experienced any type of SEQ behavior (n=11,608), only 11% reported they had been sexually harassed when the behaviors were limited to Crude/Offensive Behaviors, Sexist Behaviors, or Unwanted Sexual Attention. In contrast, 54% of the people who experienced Coercion or Assault reported that they had been sexually harassed. This makes sense conceptually since Coercion and Assault can seldom be rationalized as a misunderstanding or something to be tolerated.

Another important result is the difference in threshold between men and women. Male soldiers seemed to have a higher tolerance for viewing SEQ behaviors as sexual harassment than female soldiers. Male soldiers perceived the SEQ behaviors to be sexual harassment less often than female soldiers. However, men and women have the same threshold of behaviors which they perceive constituted sexual harassment. For example, when the experienced behaviors were limited to Crude/Offensive Behaviors, Sexist Behaviors, and Unwanted Sexual Attention, 8% of men and 26% of women reported being sexually harassed. When the “threshold” was reached, (i.e., when the experienced behaviors include Coercion and Assault), 49% of men and 69% of women reported being sexually harassed.

The difference between male percentages in the DMDC and SRP surveys (see Table 2) provides more support for a higher male threshold. As was previously mentioned, the DMDC asked if the behaviors “...were offensive to you.” The SRP only asked if the behavior occurred. For the SRP, 76% of males reported experiencing Crude/Offensive Behaviors, but for the DMDC, only 35% of males reported them. The lower percentages for the DMDC study suggest that compared to women, fewer men who experienced SEQ behaviors considered them to constitute sexual harassment or be offensive. The percent of women who reported that they have experienced Crude/Offensive Behaviors is 78% for the SRP and 74% for the DMDC. The consistency for women among studies suggests that their tolerance for these behaviors was generally more stable and included less offensive behaviors than men.

The most striking difference between men and women was in the experience of Sexist Behaviors. In the SRP, 63% of men reported Sexist Behaviors whereas on the DMDC only 16% of men reported Sexist Behaviors (that were offensive to them). In contrast, 72% of women on the SRP reported these behaviors and 67% of women reported them on the DMDC.

Subgroup Findings

Just as there were differences in thresholds, a subgroup analysis revealed similar differences between ranks and between genders (see Table 3). Lower enlisted soldiers reported higher levels of sexual harassment. Female soldiers consistently reported higher levels of sexual harassment regardless of subgroup. At first glance, there seems to be a difference between Whites and Blacks in terms of sexual harassment (8% White and 13% Blacks). The differences across Whites and Blacks in reporting sexual harassment can be attributed to the large proportion of males in this group reporting no sexual harassment, which in turn brings down the overall White percentage, versus the relatively large proportion of black females reporting sexual harassment, raising the overall Black percentage. (Whites are 90% male and 10% female whereas Blacks are 75% male and 25% female). In other words, the difference was due to male vs. female differences, not racial differences. If gender is controlled for, there were no differences between races. Overall, junior enlisted women appeared to be the subgroup experiencing the most sexual harassment (29%).

Table 3. Subgroup analysis of sexual harassment

<u>Harassment</u>	<u>Sexually Harassed in Last 12 Months</u>	<u>High Levels of Sexual in Company</u>
White Female)	8% (6% Male, 23% Female)	10% (9% Male, 15%
Black	13% (10% Male, 20% Female)	12% (11% Male, 17% Female)
Hispanic	10% (7% Male, 29% Female)	13% (12% Male, 20% Female)
Other	11% (8% Male, 26% Female)	14% (12% Male, 24% Female)
Enlisted	13% (10% Male, 29% Female)	16% (14% Male, 23% Female)
NCO	7% (5% Male, 17% Female)	8% (7% Male, 13% Female)
Officer	3% (2% Male, 6% Female)	3% (2% Male, 4% Female)
Married	7% (6% Male, 19% Female)	9% (8% Male, 13% Female)
Not Married	12% (9% Male, 25% Female)	13% (12% Male, 20% Female)
Male Supervisor Female)	9% (7% Male, 22% Female)	11% (10% Male, 17%
Female Supervisor Female)	12% (8% Male, 24% Female)	13% (10% Male, 20%

Leadership

Several questions addressing leadership, respect, and acceptance of women were analyzed. Each factor addressed specific aspects of leadership in a company. For example, some questions addressed officer leadership while others looked at NCO leadership.

The Positive Leadership (POSLEAD) factor was comprised of positive leadership items: leaders in this company set high standards for soldiers in terms of good behavior and discipline; leaders in this company encourage soldiers to be all they can be; leaders in this company are able to take on tough problems without getting flustered; I am impressed with the quality of leadership in this company; my chain of command works well; I would go for help with a personal problem to people in the company chain of command; leaders in this company enforce the standards they set for good behavior; leaders in this company can take charge of things; leaders in this company set good examples for soldiers by behaving the way they expect soldiers to behave; leaders in this company are able to make tough decisions.

Self-Centered Leadership (SELFCENT) was made up of negative, self-centered items: leaders in this company are more interested in looking good than in being good; leaders in this company are self-centered; leaders in this company are bossy; leaders in this company push soldiers very hard to get things done without regard for the soldiers' needs; leaders in this company are not concerned with the way soldiers treat each other as long as the job gets done; leaders in this company just look out for themselves; leaders in this company are more interested in furthering their careers than in the well-being of their soldiers.

NCO Leadership (NCOLEAD) was made up of the "NCO" leadership items: NCOs most always get willing and whole-hearted cooperation from the soldiers in this company; NCOs are interested in what I think and how I feel about things; NCOs are interested in my personal welfare; NCOs in my chain of command are a good source of support; NCOs in this company would lead well in combat.

Officer Leadership (OFFLEAD) was comprised of items assessing officer leadership. These items included: officers are interested in my personal welfare; officers in this company would lead well in combat; officers most always get willing and whole-hearted cooperation from the soldiers in this company; officers are interested in what I think and how I feel about things.

Respect (RESPECT) was comprised of general respect items: *(To what extent do the soldiers in your company)* say insulting things to each other; gossip behind one another's backs; do what is right; respect one another; treat each other as they themselves would like to be treated.

Acceptance of Women (ACCEPTW) was a measure of overall acceptance of women in the company. This factor was composed of the extent to which: soldiers in your company say degrading things about women; are respectful towards women; male soldiers accept female soldiers as equals; female soldiers in this company get treated better than male soldiers; male and female soldiers

in this company work well together in garrison; male and female soldiers in this company work well together in the field; female soldiers in this company try as hard as the men; female soldiers pull their load; women in this company are competent soldiers.

The correlations between the various leadership factors, SEQ factors, and the “respect” and “acceptance for women” factors are presented in Table 4. In general, positive leadership behaviors were negatively correlated with SEQ behaviors and negative leadership was positively correlated with SEQ behaviors. In other words, the higher the positive leadership, the less SEQ behaviors were present, whereas negative, self-centered leadership was associated with more SEQ behaviors.

Positive leadership (POSLEAD) had a direct relationship (+.52) to “respect” while self-centered leadership (SELFCENT) had an inverse relationship (-.51) with “respect.” Higher levels of positive leadership were associated with higher levels of respect. Additionally, higher levels of negative, self-centered, careerist leadership were associated with lower levels of respect. Likewise, positive leadership was directly related to higher levels of acceptance for women while negative leadership was inversely related to acceptance for women (i.e. more negative leadership is associated with less acceptance for women). There was also a positive (direct) relationship between “respect” and “acceptance for women.” Higher levels of respect were associated with higher levels of acceptance for women.

Table 4. Leadership and SEQ behavior correlations

	POSLEAD ACCEPTW	SELFCENT	NCOLEAD	OFFLEAD	
RESPECT SEQ -.31	-.28 .04	.28	-.24	-.21	
CRUDE -.35	-.29 .01	.29	.25	-.23	
SEXIST -.39	-.33 -.15	.32	-.27	-.25	
UNWANATT .24	-.23 .05	.22	-.20	-.16	-
COERCION -.13	-.13 .01	.14	-.12	-.09	

ASSAULT	-.10	.11	-.10	-.07	-
.11	.002				
RESPECT	.52	-.51	.43	.39	
1.00	.18				
ACCEPTW	.06	-.13	.06	.07	
.18	1.00				

For the individual leadership items, there was evidence of both a positive view of leadership (e.g., 71% of men and 62% of women agreed that leaders set high standards for soldiers in terms of good behavior and discipline) and a negative view of leadership (e.g., 43% of men and 47% of women agreed that leaders are more interested in looking good than in being good).

There were also differences in perceptions of leadership between men and women. Women, in general, were less positive about their leadership than men. For example, 54% of men agreed that the leaders in their company set good examples for soldiers by behaving the way they expected soldiers to behave. In contrast, only 41% of the women agreed with this same statement.

Complaint System

The survey showed that overall, very few people used the complaint system (Table 5). Soldiers preferred to use informal methods of dealing with personal experiences of sexual harassment rather than relying on the formal system. Of the soldiers reporting that they were sexually harassed, 34% used either the formal or informal complaint system (25% used informal complaints, 4% used formal complaints, and 5% used both methods).

Table 5. Complaint process

	<u>YES</u>	<u>NO</u>
Filed FORMAL complaint against someone IN the company	3%	97%
Filed FORMAL complaint against someone OUTSIDE the company	2%	98%
INFORMALLY handled complaint against someone IN the company	6%	94%
INFORMALLY handled complaint against someone OUTSIDE the company	4%	96%

Training

Over 90% of the sample reported receiving Prevention of Sexual Harassment (POSH) training and over 90% of the sample received Equal Opportunity (EO) training (Figure 6). Due to the wording of the question in the survey, it is not possible to determine if these two training areas were presented separately.

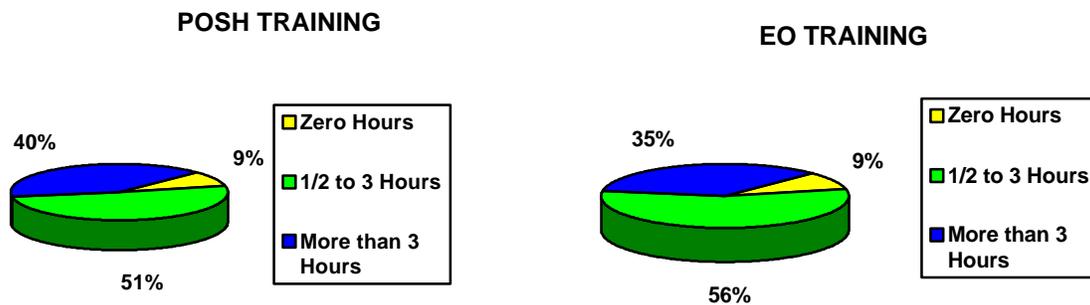


Figure 6. Amount of time spent in POSH and EO training

Differences in Surveys

In general, Form B of the survey (TDA) mirrored the results of Form A (See Table 6). The overall percentage of soldiers reporting sexual harassment was slightly higher in Form B than in Form A (11% vs. 9%). This was probably due to the higher proportion of women in the Form B sample. The gender breakdown for Form B is 71% male and 29% female compared to 85% male and 15% female for Form A. Just as the Black/White subgroup difference in Form A was due to different proportions of males and females, the overall difference in reports of being sexually harassed between Forms A and B was due to gender composition. In fact, when looking at percentages of sexually harassment by gender, Form B females actually showed a **lower** rate of reporting sexual harassment (22% in Form A and 20% in Form B). Since there was a higher proportion of females in Form B, this 20% pulled up the overall number to one higher than Form A (11% vs. 9%).

Other differences of interest between the two forms were that Form B was overrepresented in officers compared to Form A (33% vs. 10%), people who reported being sexually harassed in Form B were more likely to use the complaint system (48% for Form B vs. 39% for Form A), and Form B showed slightly greater amounts of POSH and EO training.

The student form, Form S, was expectedly different from the other two forms. The sample was much smaller (n=455) than the other forms and was made up of more senior soldiers (Majors and senior NCOs) taking part in select military schools (CGSC, Sergeant Major Academy, and First Sergeant Academy). Not surprisingly, this sample showed much lower rates of sexual

harassment and much more positive evaluations of the Army as a whole. The following chart outlines key comparisons between the three forms.

Table 6. Form A, B and S Comparison

Form		<u>N</u>	<u>Any SEQ</u>	<u>Crude</u>	<u>Sexist</u>	<u>Unwanted Sexual</u>	
<u>Coercion</u>	<u>Assault</u>		<u>Sexually</u>	<u>Behavior</u>	<u>Behavior</u>	<u>Attention</u>	
<u>Harassed</u>							
A							
Overall	14,498		80%	76%	64%	32%	9%
6%	9%						
Male	85%		80%	76%	63%	30%	
8%	6%	7%					
Female	15%		84%	78%	72%	47%	
15%	7%	22%					
B							
Overall	2,076		81%	77%	63%	32%	9%
5%	11%						
Male	71%		80%	76%	59%	26%	8%
5%	7%						
Female	29%		83%	78%	71%	47%	
12%	5%	20%					
S							
Overall	455		75%	70%	56%	14%	1%
0.4%	2%						
Male	89%		74%	71%	53%	12%	1%
0.5%	1%						
Female	11%		88%	69%	81%	35%	0%
0%	10%						

The relationship between leadership and acceptance for women, however, was weaker in Form A than for the other two versions. The sample in Form B (the TDA survey) was, overall, slightly more positive about leadership than Form A. Form S (military student sample) was the most positive about leadership.

TRAINEE SURVEY

Analysis

The trainee survey yielded 5,669 useable subjects from 14 different training posts. SPSS was used for basic descriptive analyses. The number of respondents (n) varied on several questions due to non-responses.

The 22-items adopted from the Sexual Experiences Questionnaire (Fitzgerald et al., 1988) covered a broad spectrum of situations that could be considered sexual harassment. Items in the questionnaire addressed issues ranging from being told suggestive stories or offensive jokes to being sexually assaulted. Reliability analysis was used to collapse the list of questions into substantive groupings previously defined in the DoD 1995 Sexual Harassment Survey. This resulted in identifying five major categories:

- Crude/Offensive Behaviors (alpha=.78)
- Sexist Behaviors (alpha=.70)
- Unwanted Sexual Attention (alpha=.88)
- Sexual Coercion (alpha= .86)
- Sexual Assault (alpha=.75)

Demographics

The trainee sample included trainees and students from BCT (31%), OSUT (17%), and AIT (52%). Table 7 shows the gender, marital status and race/ethnic composition of the sample.

Table 7. Demographics of the Trainee sample

	Male	Female	Married	Not Married	White	Black	Other
SRP Trainee Survey	74%	25%	25%	75%	59%	22%	19%
n =	4,146	1,442	1,221	4,189	3,240	1,239	1,052

Major Findings

- Large numbers of trainees were experiencing SEQ behaviors. However, most trainees did not consider all the SEQ behaviors as constituting sexual harassment.
- Fewer trainees have experienced crude/offensive behaviors, sexist behavior, unwanted sexual attention, coercion or assault than in the SRP Army Wide Survey.
- Most of the sexual harassment involved trainees with other trainees.

- Trainees who did not report incidents to the chain of command or another military authority preferred to handle it themselves. Few trainees choose to report the incident due to fear of reprisals.
- The majority of trainees reported that they were receiving excellent or above average training.
- Sexual harassment and discrimination did not significantly affect trainees satisfaction with their choice to enlist in the Army, career intentions or commitment to the Army.
- Many men and women trainees believed that the two genders were held to the same standards, worked as hard in performing their assigned tasks; performed equally in their assigned tasks; and were treated the same by cadre and were expected to achieve the same.

Training Experiences

Most soldiers (58%) rated their training as above average or excellent and were either satisfied or very satisfied with their decision to enlist (63%). In assessing how their drill sergeant/instructors worked together, 73% felt that they worked well together. Ratings for how well drill sergeants/instructors worked together was highest for BCT trainees (83%) with OSUT at 72% and AIT at 68%. Forty-five percent of the men and 43% of the women reported that since enlisting, their commitment to an Army career was greater.

Within this section on training, trainees were asked to rate various aspects of integrated training. The majority of the women (58%) believed that men and women were expected to achieve the same standards, whereas 56% of the men believed that they were expected to achieve higher standards than the women (Figure 7). However, the majority of men (59%) and women (69%) believed that

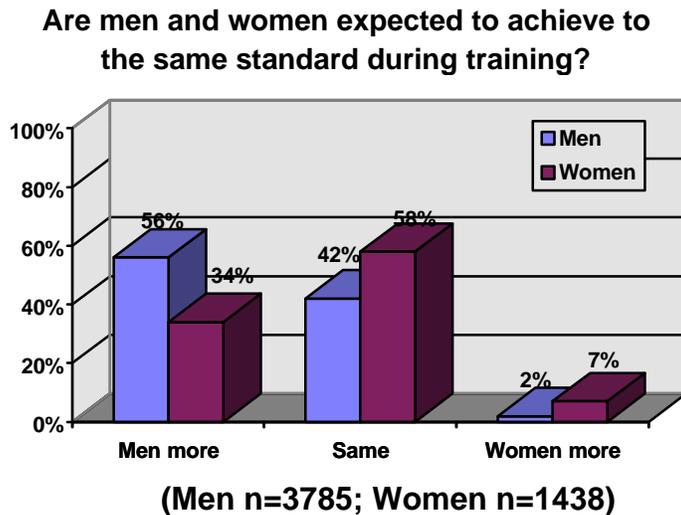


Figure 7. Expectations of male and female trainees to achieve to the same

standards during training

men and women work as hard in performing their assigned tasks during training. In performing their tasks, 66% of the men and 73% of the women believed that men and women performed equally.

In general, both men and women thought that drill sergeants treated the two genders equally (Figure 8). However, men and women were more likely to report that women were treated easier by male drill sergeants than by female drill sergeants.

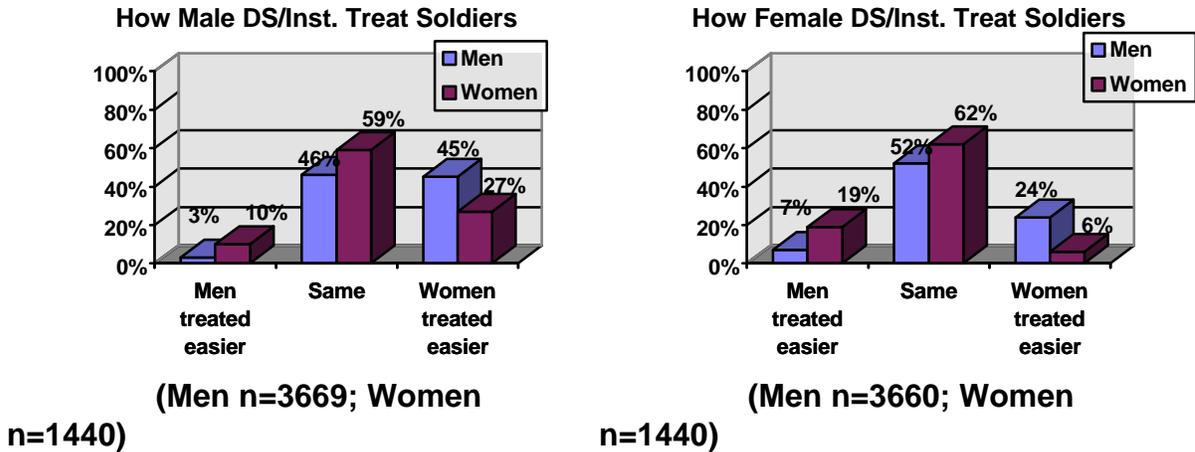


Figure 8. Treatment of trainees by drill sergeants and instructors

In general, both men and women thought that drill sergeants encouraged the two genders equally (Figure 9). However, 27% of the women reported that they were encouraged more than men by female drill sergeants.

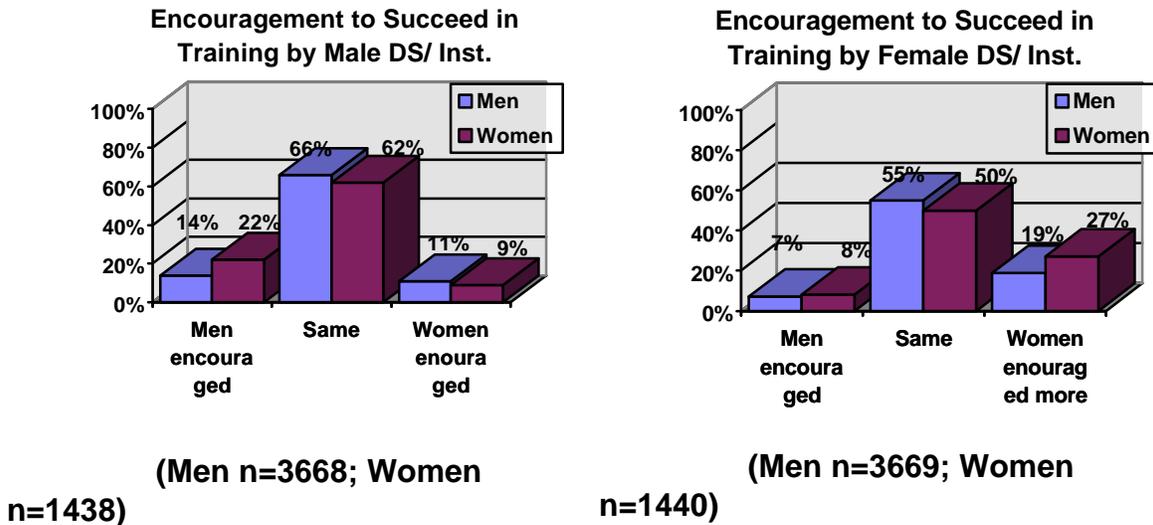


Figure 9. Encouragement of trainees by drill sergeants and instructors

Observing Sexual Harassment

In the survey, the Army definition of sexual harassment was printed before the section of questions addressing sexual harassment issues. This was done to ensure that trainees knew the Army's definition of what constituted sexual harassment and answered the questions accordingly.

Thirty percent of female trainees and 24% of male trainees reported that they had observed sexual harassment in their training company. Students in AIT reported observing the greatest amounts of sexual harassment (Table 8).

Table 8. Observation of sexual harassment

	MALES			FEMALES		
	BCT	OSUT	AIT	BCT	OSUT	AIT
Never	80%	81%	74%	75%	75%	66%
1-2 times	9%	9%	10%	13%	15%	14%
3 or more times	11%	10%	15%	12%	10%	19%
n=	1205	718	2009	466	158	782

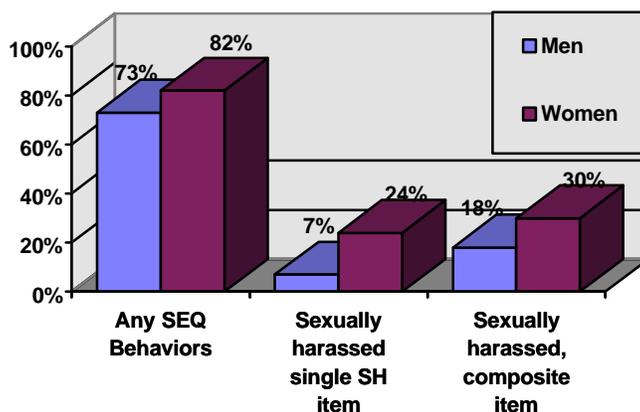
Occurrence of Sexual Harassment Incidents

The number of trainees who indicated that they had experienced sexual harassment was significantly lower than the number who reported having observed sexual harassment in the company.

On a single item assessing sexual harassment, "Since you enlisted in the Army, have YOU been sexually harassed?", 24% of the women and 7% of the men said yes. A composite assessment of sexual harassment was created based on the answer to the previous question and three related questions: "In the most recent incident, where did the sexual harassment take place?"; "Who sexually harassed you?"; and "Did you report the incident to your chain of command or other military authority?" Answering yes to the single item question or answering 2 of the 3 related questions yielded an affirmative answer to "Have you been sexually harassed since entering the military?" The composite assessment yielded 30% of the women and 18% of the men being sexually harassed (Figure 10).

On both the single item and composite assessments, fewer OSUT trainees reported being sexually harassed than BCT and AIT trainees. For example, on the single item assessment, only 6% of the OSUT trainees reported being harassed compared to 8% of BCT trainees and 15% of AIT students. Figure 11 illustrates the composite and single items by gender.

Experienced Sexual Harassment Since Enlisting



(Men n=3669; Women n=1440)

Figure 10. Sexual harassment by gender

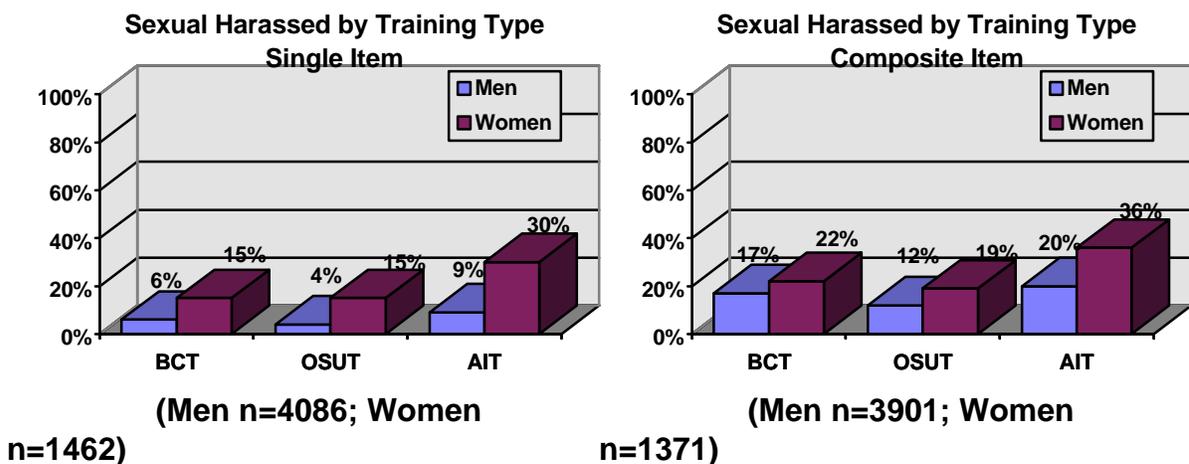


Figure 11. Sexual harassment by training type and gender

Compared to the SRP Army Wide survey results, the incidence of sexual harassment for trainees was lower, with the exception of AIT (Table 9).

Table 9. Percent trainees who have experienced sexual harassment

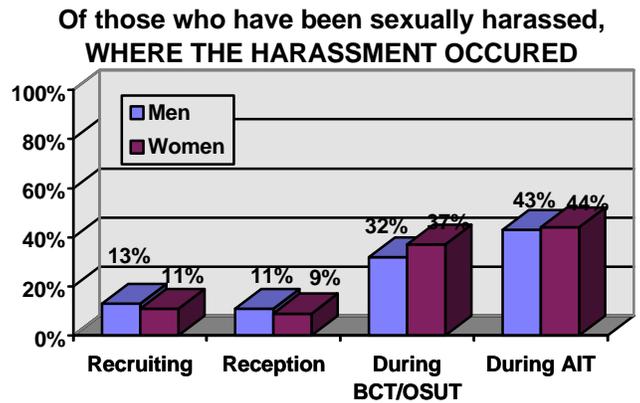
	Men				Women			
	BCT	OSUT	AIT	SRP	BCT	OSUT	AIT	SRP
SH- single item	6%	4%	9%	7%	15%	15%	30%	22%
n=	1,197	777	1,887		471	149	801	

The Circumstances in Which the Sexual Harassment Occurred

Respondents who indicated that they had been sexually harassed were asked several questions relating to the most recent incident. These detailed questions referred to the location of the sexual harassment, where the harassment occurred, who did the harassing and whether the incident was reported. The next several sections provide a summary of these details about the situation.

Where the Most Recent Incident Took Place

Most incidents of sexual harassment occurred during BCT, OSUT, or AIT. However, a small percent of men and women reported that they were sexually harassed at the recruiting station or reception battalion prior to reaching their training units (Figure 12).

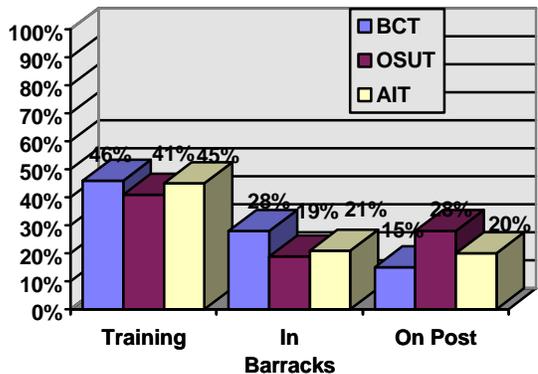


(Men n=305; Women n=344)

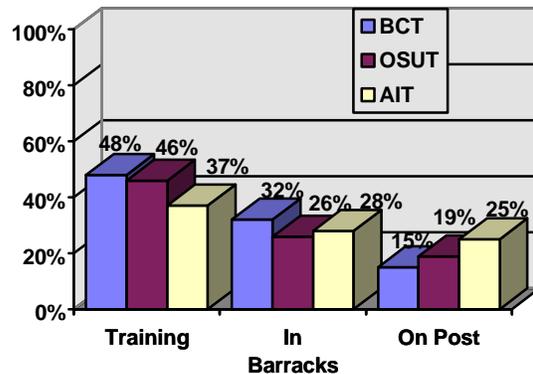
Figure 12. Place sexual harassment occurred for trainees

More than a third of the sexual harassment men and women trainees experienced occurred during training (Figure 13). These occurrence rates for each place were similar across BCT, OSUT, and AIT for each gender.

Location of Most Recent Sexual Harassment Occurrence



Men



Women

(Men n=1248; Women n=548)

Figure 13. Location of most recent incident of trainee sexual harassment

Thirty percent of the women trainees and 23% of the men trainees reported observing sexual harassment in their current training unit. There were no significant differences between BCT, OSUT, and AIT in the percent observing sexual harassment in their current training unit.

Who was the Sexual Harasser

Both men and women cited other military members as being the sexual harasser. Men were most likely to report that drill sergeants were the sexual harasser (42%). Similar proportions of women said that another trainee was the sexual harasser in the most recent incident (42%). Drill sergeants and other trainees were the most frequently reported sexual harassers by both men and women in BCT, OSUT, and AIT (Table 10).

Table 10. Who sexually harassed trainees

	MEN	WOMEN
Drill Sergeants	42%	27%
Another Trainee	22%	42%
AIT Instructors	10%	7%
Officer in CoC	10%	5%
n=	744	409

Reporting of the Incident

Of those who were sexually harassed, 50% of the men and 33% of the women reported the incident to their chain of command or other military authority. The most frequent reason for not reporting the incident was that they handled it themselves. For the most part, trainees felt free to report sexual harassment without fear of reprisal. Only 9% of the soldiers cited fear of reprisal as their reason for not reporting the incident. AIT trainees lack of reporting due to fear of reprisals was slightly higher than that of the other training types (See Table 11). Of those who reported the incident, over half did not know the outcome. Only a small percent (13%) reported that nothing was done in response to the complaint.

Table 11. Reported sexual harassment by training type

	MEN			WOMEN		
	BCT	OSUT	AIT	BCT	OSUT	AIT
Reported, not aware of outcome	47%	42%	34%	23%	13%	14%
Reported, action taken	7%	5%	5%	10%	13%	13%
Reported, no action	3%	5%	8%	4%	0%	5%
Not reported, handled myself	19%	17%	24%	43%	44%	43%
Not reported, not bothered by behavior	18%	27%	21%	17%	22%	11%
Not reported, afraid of reprisal	7%	5%	9%	4%	9%	13%
n=	134	60	265	79	23	236

SEQ Behaviors

Although the percent of trainees indicating that they had experienced sexual harassment was high, when individual behaviors defined by the SEQ to constitute sexual harassment were examined the numbers increased dramatically.

An overall assessment of the incidence of sexual harassment showed that 73% of male trainees and 72% of female trainees reported experiencing at least one of the behaviors from the modified Sexual Experiences Questionnaire (SEQ; Fitzgerald, 1988). These behaviors ranged from offensive jokes to coerced sex and assault. It is important to remember that when asked “Have you been sexually harassed since enlisting in the Army?,” 7% of the men and 24% of the women said they had experienced sexual harassment (Table 12). Clearly, soldiers were not interpreting all of these behaviors as constituting sexual harassment. In BCT, OSUT and AIT, service members most frequently reported experiencing Crude/ Offensive Behaviors. Being told suggestive or offensive jokes was the most frequently mentioned specific behavior.

The percent of trainees indicating that they experienced SEQ behaviors was consistently lower than that found in the SRP Army Wide survey (Table 12).

Table 12. Trainees who experienced SEQ Behaviors

Percent who said they have experienced SEQ behaviors:

	Men				Women			
	BCT	OSUT	AIT	ARMY	BCT	OSUT	AIT	ARMY
Crude behavior	64%	70%	71%	76%	64%	74%	82%	78%
Sexist behavior	43%	50%	55%	63%	56%	65%	71%	72%
Unwanted sexual attention	17%	21%	28%	30%	27%	33%	50%	47%
Coercion	3%	2%	7%	8%	3%	4%	13%	15%
Assault	1%	1%	3%	6%	2%	3%	5%	7%
n=	1206-1231	780-781	2020-2026		469	148	786-787	

Note: Army data are based on the SRP Army Wide survey data.

Crude/Offensive Behaviors

The category of Crude/Offensive Behaviors included survey items on: hearing suggestive stories or offensive jokes; crude or offensive sexual remarks; being whistled, called, or hooted at in a sexual way; witnessing sexual gestures or body language; being stared at, leered at or ogled; or having had someone physically expose themselves to you. Both men and women in all training types most frequently reported experiencing behaviors of this nature (Figure 14). For men and women, reporting was highest in AIT (71% and 82%, respectively).

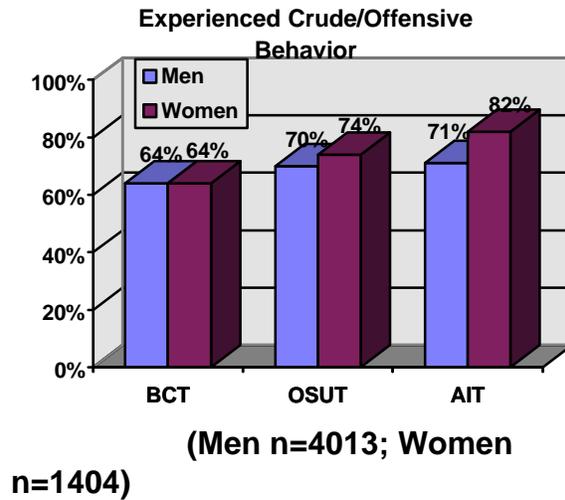
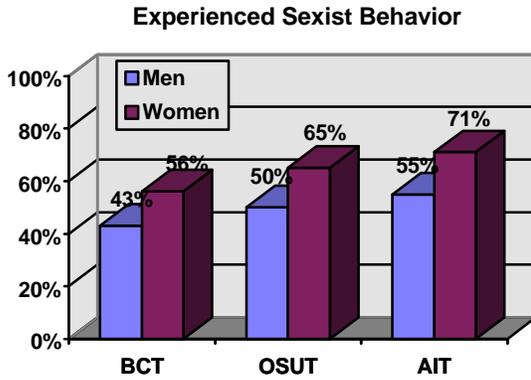


Figure 14. Experienced crude/offensive behaviors by training type



(Men n=4007; Women n=1404)

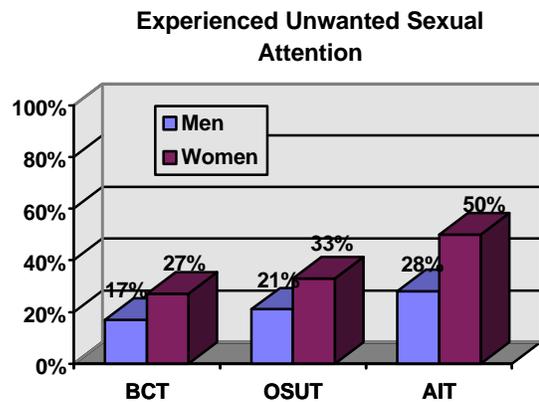
Figure 15. Experienced sexist behavior by training type

Unwanted Sexual Attention

This category included: someone attempting to discuss your sex life or sexual matters with you; being touched in a way that made you feel uncomfortable; receiving unwanted sexual attention; having someone try to establish a romantic sexual relationship with you despite your continued efforts to discourage it; someone making unwanted attempts to fondle you; or someone continually asking you for dates or to dinner despite your efforts to discourage the person. The greatest amounts of unwanted sexual attention were reported to occur during AIT by both men and women (Figure 16).

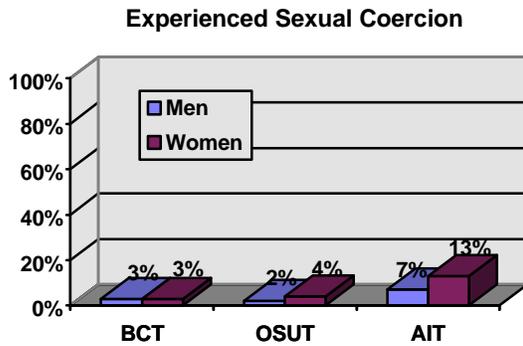
Sexist Behaviors

Half of the male trainees and 65% of the female trainees experienced sexist behaviors (Figure 15). Experiencing sexist behaviors included being treated differently because of your gender; having pornography or sexist materials displayed; hearing sexist comments; or being put down because of your gender.



(Men n=4013; Women n=1404)

Figure 16. Experienced unwanted sexual attention by training type

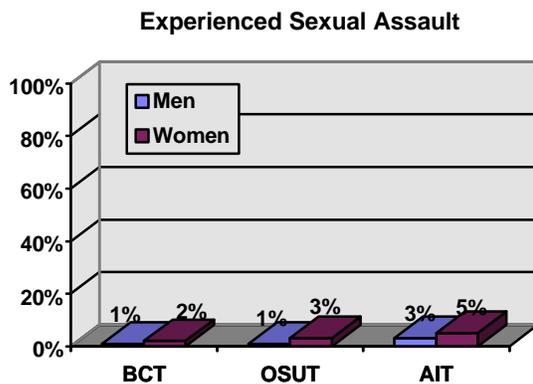


(Men n=4012; Women n=1404)

Figure 17. Experienced sexual coercion by training type behavior categories, the percent experiencing sexual coercion was greater in AIT (Figure 17). However, the prevalence was less than that reported by the SRP Army Wide survey (men 8%; women 15%).

Sexual Coercion

This category included behaviors that focused on job benefits or losses that were conditional upon sexual cooperation. The questions asked about whether you felt bribed to engage in sexual behaviors; were implied faster promotion for sex; had to respond positively to sexual invitations to be treated well on the job; made you believe that you would be treated badly for being uncooperative sexually or treated you badly for refusing to have sex. Similar to other SEQ



(Men n=4012; Women n=1403)

Figure 18. Experienced sexual assault by training type

Sexual Assault

This category consisted of two behaviors: someone having made unwanted attempts to have sex with you which resulted in you struggling; or having sex with you without your consent (Figure 18).

Discrimination

Trainees were also asked if they had experienced any discrimination since joining the Army. Most men (68%) and women (59%) report that they had not experienced any discrimination. Of the male trainees who had experienced discrimination, the most frequent response was “other” discrimination (10%) which included discrimination because of age or weight, followed by racial discrimination (9%). Of the women who had experienced discrimination, the

most frequent response was gender discrimination (15%), followed by “other” discrimination (13%).

Effects of Sexual Harassment and Discrimination

Experiencing sexual harassment or discrimination did not significantly change trainees’ assessment of their training. The majority of trainees, regardless of whether they experienced sexual harassment or discrimination, reported that they were receiving excellent or above average training. Experiencing sexual harassment did not significantly decrease trainees’ ratings of their training or drill sergeants/instructors, their satisfaction with their choice to enlist in the Army, career intentions or commitment to the Army. This was true for both men and women.

Conclusion

Overall, large numbers of trainees were experiencing SEQ behaviors. However, most trainees did not consider all the SEQ behaviors to be sexual harassment. Consequently, there was a discrepancy in the percent reporting a SEQ behavior and the percent reporting sexual harassment. This was likely due to trainees using their own definition of what constitutes sexual harassment rather than the Army’s definition when determining whether or not they had been sexually harassed.

The percent of trainees who experienced SEQ behaviors revealed a similar trend to that found in the SRP Army Wide survey. However, in comparison to the SRP Army Wide survey, the percent of trainees who had experienced crude/offensive behaviors, sexist behavior, unwanted sexual attention, coercion or assault were all smaller. Most of the sexual harassment reported involved trainees with other trainees. Trainees who did not report incidents to the chain of command or another military authority preferred to handle it themselves. Few trainees choose not to report the incident due to fear of reprisals. When assessing these percentages, it is important to keep in mind that trainees had been in the Army for a significantly shorter period of time than most of the soldiers in the SRP Army Wide survey.

Despite occurrences of sexual harassment and discrimination, there does not appear to be any change in outcome measures. The majority of trainees, whether having experienced sexual harassment or discrimination or not, reported that they were receiving excellent or above average training. Sexual harassment and discrimination also did not significantly affect their satisfaction with their choice to enlist in the Army, career intentions or commitment to the Army.

Most men and women trainees believed that the two genders were held to the same standards, worked as hard in performing their assigned tasks and performed equally in their assigned tasks. Overall, most trainees believed that men and women were treated the same by cadre and were expected to achieve to the same standards.

TRAINER SURVEY

Analysis

The trainer survey of drill sergeants and AIT instructors yielded 254 useable subjects from 14 different training posts. SPSS was used for basic descriptive analyses. Due to the small sample size, analysis by gender was often not possible. Similarly, it was not possible to analyze responses by trainer type (e.g., BCT drill sergeant, OSUT drill sergeant, AIT drill sergeant, or AIT instructor). The number of respondents (n) varied on several questions due to non-responses.

The 22-items adopted from the Sexual Experiences Questionnaire (Fitzgerald et al., 1988) covered a broad spectrum of situations that could be considered sexual harassment. Items in the questionnaire addressed issues ranging from being told suggestive stories or offensive jokes to being sexually assaulted. Reliability analysis was used to collapse the list of questions into substantive groupings previously defined in the DoD 1995 Sexual Harassment Survey. This resulted in identifying five major categories:

- Crude/Offensive Behaviors (alpha=.76)
- Sexist Behaviors (alpha=.73)
- Unwanted Sexual Attention (alpha=.91)
- Sexual Coercion (alpha= .83)
- Sexual Assault (alpha=.69)¹

Demographics

The sample includes BCT drill sergeants (30%), OSUT drill sergeants (8%), AIT drill sergeants (31%), and AIT instructors (31%). Ninety-one percent of the sample were NCO's with 1% warrant officers and 9% commissioned officers. Twenty-two percent of the sample were combat arms, 22% combat support and 56% combat service support. The race/ethnic composition of the sample varied for men and women. Of the women, most were black (69%) while many (47%) of the men were white. Table 13 shows the gender, marital status and race/ethnic composition of the sample compared to that of the Army.

Table 13. Demographics

	Male	Female	Married	Not Married	White	Black	Other
Trainer Survey	76% (190)	24% (61)	74% (189)	26% (65)	41% (103)	44% (113)	12% (38)
Army	86%	14%	63%	37%	61%	27%	12%

¹This category was not as internally consistent as is usually recommended; however, this category was used for the sake of comparison.

Major Findings

- The majority of trainers reported that the training they received did not prepare them for their current position.
- Most men and women trainers felt that they were treated with respect and dignity, had the support of their chain of command, and were treated well by their peers.
- Large numbers of trainers reported experiencing SEQ behaviors. However, most trainers did not consider all the SEQ behaviors as constituting sexual harassment.
- More trainers had experienced crude/offensive behaviors, sexist behavior, unwanted sexual attention, coercion or assault than in the SRP Army Wide Survey.
- Trainers who did not report incidents to the chain of command or another military authority preferred to handle it themselves. Few male trainers chose not to report the incident due to fear of reprisals. Some female trainers did fear reprisals.
- Racial discrimination was the most frequent type of discrimination for men. Women reported higher levels of gender discrimination.

Training Experiences

Trainers were asked several questions rating their training at either the Drill Sergeant Course (DSC) or Instructor Training Course (ITC). Most male and female trainers agreed that in DSC and ITC they learned more effective ways to train soldiers (64% and 47%, respectively). However, most (69%) felt that DSC and ITC only slightly or moderately prepared them for their current job (Figure 19).

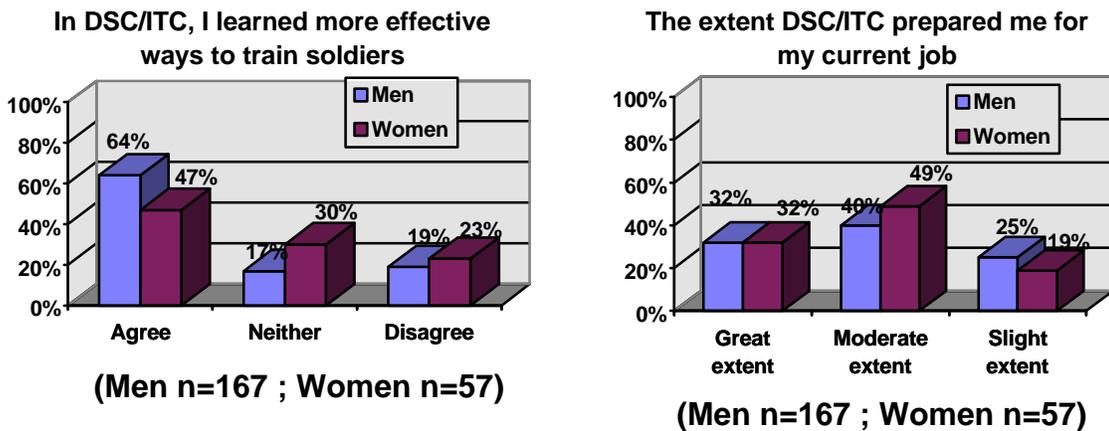


Figure 19. Training received at DSC/ITC

While at DSC/ITC, the majority of trainers (77%) both male and female reported being treated with respect and dignity. Fewer female trainers (7%) than male trainers (13%) felt that they were not treated with respect and dignity.

Most drill sergeants and instructors reported receiving fair treatment from their instructors (82%) and peers (88%) during the training courses (Figure 20). However, more women (11%) than men (3%) felt that they did not receive fair treatment from their peers.

At the DSC/ITC,...

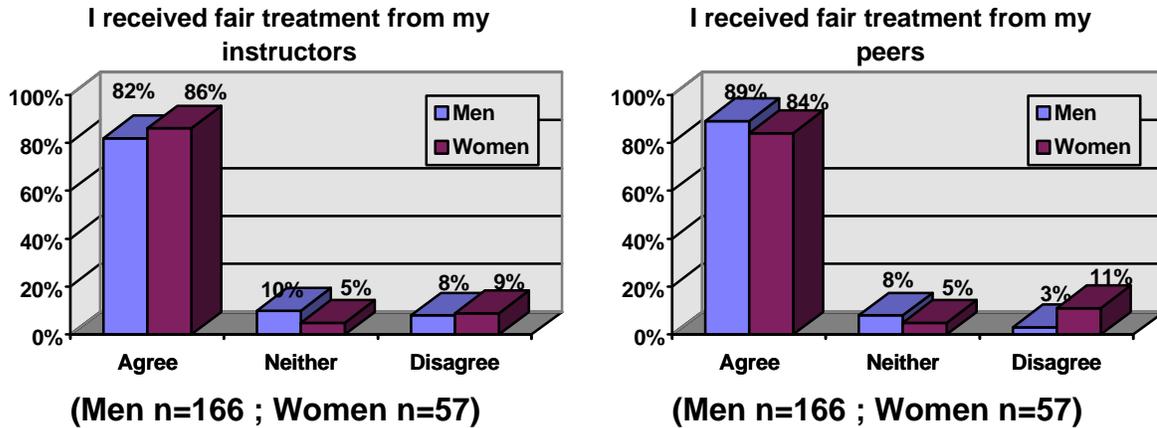


Figure 20. Treatment of trainers at DSC/ITC

Current Position

When asked about their current position, more men than women reported feeling that they had the support of their chain of command (60% vs. 44%; Figure 21).

In my current position, I have the support of my chain of command...

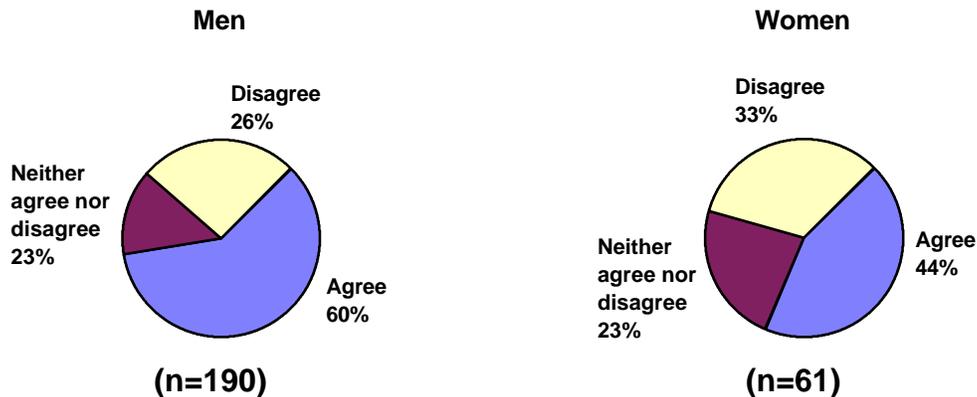


Figure 21. Support of chain of command for trainers

A greater percent of men than women reported that they received fair treatment from their current chain of command (65% vs. 53%) and peers (84%

vs. 69%; Figure 22). The percent of female trainers who reported receiving fair treatment from their peers in their current position was significantly less than while at DSC/ITC (84% vs. 53%).

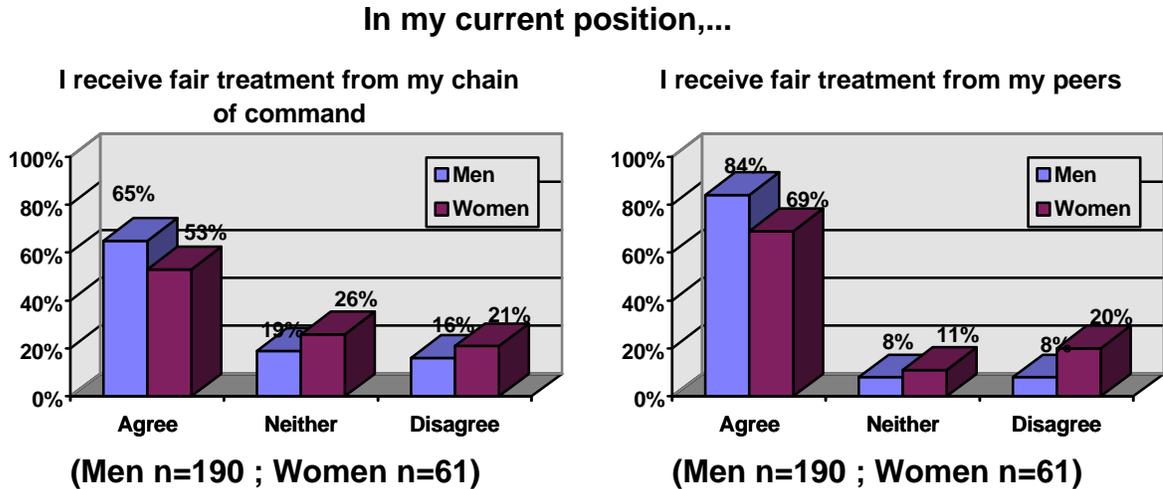


Figure 22. Treatment of trainers in their current position

Observing Sexual Harassment

In the survey, the Army definition of sexual harassment was printed before the section of questions addressing sexual harassment issues. This was done to ensure that trainers knew the Army’s definition of what constituted sexual harassment and answered the questions that followed accordingly.

Women reported observing more sexual harassment in their current training company than men. Thirty-three percent of female trainers and 17% of male trainers reported that they had observed sexual harassment at least once in their current training company (Table 14).

BCT and OSUT trainers were similar in their reports of observing sexual harassment (19% and 18% respectively); whereas AIT trainers reported more observations of sexual harassment, with 27% observing it at least once in their current training company.

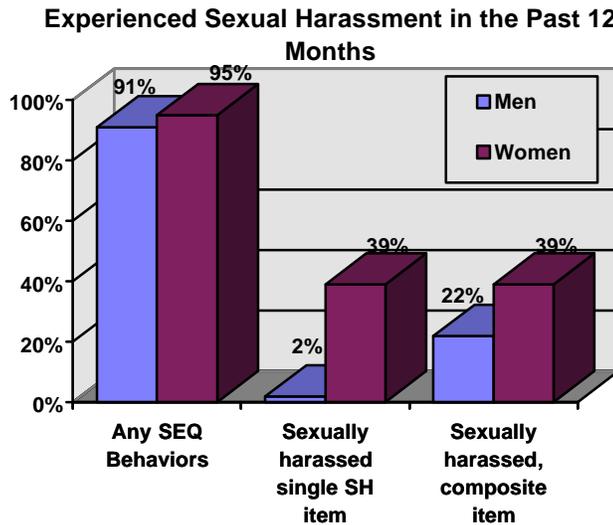
Table 14. Trainer observation of sexual harassment

	MEN	Women
Never	83%	67%
1-2 times	9%	23%
3 or more times	8%	10%
n=	189	61

Occurrence of Sexual Harassment Incidents

The number of trainers who indicated that they had experienced sexual harassment in the last 12 months were slightly lower than those who reported having observed sexual harassment in the company.

On a single item assessing sexual harassment, “In the last 12 months have YOU been sexually harassed?”, 39% of the women and 2% of the men said “yes.” A composite assessment of sexual harassment was created based on the answer to the previous question and three related questions: “In the most recent incident, where did the sexual harassment take place?”; “Who sexually harassed you?”; and “Did you report the incident to your chain of command or other military authority?” Answering yes to the single item question or answering 2 of the 3 related questions yielded an affirmative answer to “Have you been sexually harassed since entering the military?” The composite assessment yielded 39% of the women and 22% of the men being sexually harassed (Figure 23).



(Men n=181-189 ; Women n=57-64)

Figure 23. Trainer sexual harassment by gender

Compared to the SRP Army Wide Survey results, the percent of men indicating that they had experienced sexual harassment was lower (Table 15). However, the percent of women indicating that they had experienced sexual harassment was significantly higher than that of women Army wide as reported in the SRP Army Wide Survey results.

Table 15. Percent trainers who have experienced sexual harassment

	Men		Women	
	Trainer	SRP	Trainer	SRP
SH- single item	2%	7%	39%	22%
n =	182		64	

The Circumstances in Which the Sexual Harassment Occurred

Respondents who indicated that they had been sexually harassed were asked several questions relating to the most recent incident. These detailed questions referred to the location of the sexual harassment, where the harassment occurred, who did the harassing and whether the incident was reported.

Where the Most Recent Incident Took Place

Most women who reported being sexually harassed reported that it occurred at their previous job (44%) or at their present job (28%); the remaining women reported that it occurred at either DSC or ITC (28%). Too few men (n=4) answered this question to make any conclusions.

For both men (49%) and women (39%) trainers, the most frequent place for sexual harassment to occur was “elsewhere on post” (Figure 24). During training (35%) and in the barracks (26%) were the next most frequent responses for the women trainers. Men reported in the barracks and during training with similar frequency (22% and 21% respectively).

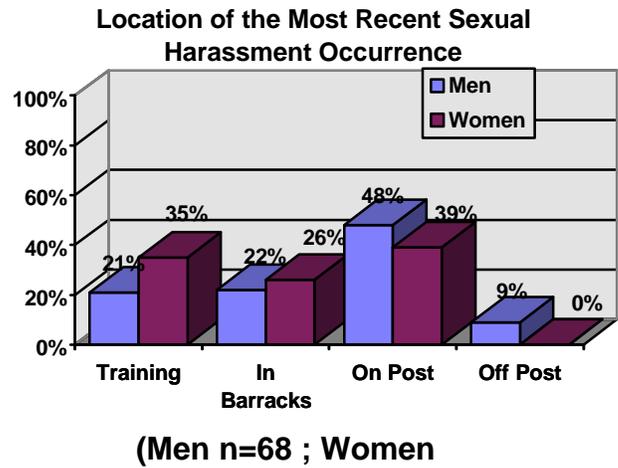


Figure 24. Location of most recent incident of trainer sexual harassment

Who was the Sexual Harasser

The person reported to be the sexual harasser varied for men and women (Table 16). Most men and women cited other military members as the sexual harassers.

Table 16. Who sexually harassed trainers

	MEN	WOMEN
Drill Sergeants	24%	30%
AIT Instructors	33%	5%
Officer in CoC	30%	10%
1SG	9%	20%
Other NCO	0%	20%
Enlisted	3%	5%
Civilian	0%	10%

Reporting of the Incident

Of those who were sexually harassed, 92% of the men and 22% of the women reported the incident to their chain of command or other military authority. The most frequent reason for not reporting the incident was that they handled it themselves (8% men; 44% women). Fear of reprisals did not prevent men from reporting the incident. However, 28% of the women trainers reported fear of reprisals as the reason for not reporting the incident. Of those who reported the incident, over half did not know the outcome. Only a small percent (19%) reported that nothing was done in response to the complaint.

SEQ Behaviors

Although the percent of trainers indicating that they had experienced sexual harassment was high enough to indicate a serious problem, when individual behaviors defined by the SEQ to constitute sexual harassment were examined, the numbers increased dramatically.

An overall assessment of the incidence of sexual harassment showed that 91% of the male trainers and 95% of the female trainees reported experiencing at least one of the behaviors from the modified Sexual Experiences Questionnaire (SEQ; Fitzgerald, et.al.; 1988). These behaviors ranged from offensive jokes to coerced sex and assault. It is important to remember that when asked "Have you been sexually harassed in the last 12 months?", 2% of the men and 39% of the women said they had experienced sexual harassment (Table 17). Clearly, trainers were not interpreting all of these behaviors as constituting sexual harassment. Trainers most frequently reported experiencing

Crude/ Offensive Behaviors with “being told suggestive or offensive jokes” the most frequent behavior.

The percent of trainers indicating that they experienced SEQ behaviors was consistently greater than that found in the SRP Army Wide Survey (Table 17).

Table 17. Percent trainers who have experienced SEQ Behaviors

	SRP Army Wide		SRP Trainers	
	Men	Women	Men	Women
Crude/Offensive Behaviors	76%	78%	90%	93%
Sexist Behavior	63%	72%	73%	93%
Unwanted Sexual Attention	30%	47%	39%	83%
Coercion	8%	15%	6%	40%
Assault	6%	7%	2%	10%
n=			189	60

Note: Army refers to data collected from the SRP Army Wide Survey.

Crude/Offensive Behaviors

The category of Crude/Offensive Behaviors included survey items on: hearing suggestive stories or offensive jokes; crude or offensive sexual remarks; being whistled, called, or hooted at in a sexual way; witnessing sexual gestures or body language; being stared at, leered at or ogled; or having had someone physically expose themselves to you. Both men and women in all training types most frequently reported experiencing behaviors of this nature (88% and 90%, respectively).

Sexist Behaviors

The majority of the trainers have experienced sexist behaviors. Experiencing sexist behaviors included being treated differently because of your gender; having pornography or sexist materials displayed; hearing sexist comments; or being put down because of your gender. Most men (73%) and women (93%) reported experiencing sexist behaviors.

Unwanted Sexual Attention

This category included: someone attempting to discuss your sex life or sexual matters with you; being touched in a way that made you feel uncomfortable; receiving unwanted sexual attention; having someone try to establish a romantic sexual relationship with you despite your continued efforts

to discourage it; someone making unwanted attempts to fondle you; or someone continually asking you for dates or to dinner despite your efforts to discourage the person. Being in a situation where a fellow trainer or superior made a sexist remark was the most frequently reported behavior in this category for men (67%) and women (85%).

Sexual Coercion

This category included behaviors that focused on job benefits or losses conditioned on sexual cooperation. The questions asked about whether you felt bribed to engage in sexual behaviors; were implied faster promotion for sex; had to respond positively to sexual invitations to be treated well on the job; made you believe that you would be treated badly for being uncooperative sexually; or treated you badly for refusing to have sex. However, the prevalence was less than that reported in the SRP Army Wide Survey for men (6% vs. 8%) and greater for women (40% vs. 15%).

Sexual Assault

This category consisted of two behaviors: someone having made unwanted attempts to have sex with you which resulted in you struggling; or having sex with you without your consent. Like sexual coercion, a smaller percent of men and a greater percent of women reported experiencing assault than was found on the SRP Army Wide Survey (men 2% vs. 6%; women 10% vs. 7%).

Discrimination

Trainers were also asked if they had experienced any discrimination in the past 12 months. Most men (79%) and women (67%) reported that they had not experienced any discrimination. Of the male trainers who had experienced discrimination, the most frequent response was racial discrimination (11%), followed by “other” discrimination (4%) which included discrimination because of age or weight. Of the women who had experienced discrimination, the most frequent response was gender discrimination (21%), followed by “other” discrimination (5%) and racial discrimination (5%).

Conclusion

Overall, large numbers of trainers were experiencing SEQ behaviors. However, most trainers did not consider all the SEQ behaviors to be sexual harassment. Consequently, there was a discrepancy in the percent reporting a SEQ behavior and the percent experiencing sexual harassment. This was likely due to trainers using their own definition of what constitutes sexual harassment

rather than the Army's definition when determining whether or not they had been sexually harassed.

The percent of trainers who experienced SEQ behaviors revealed a similar trend to that found in the SRP Army Wide Survey. However, in comparison to the SRP Army Wide Survey, the percent of trainers in general who had experienced crude/offensive behaviors, sexist behavior, unwanted sexual attention, coercion or assault were all greater. For the female trainers, the difference was significant. Most of the sexual harassment reported involved trainers with other trainers. Trainers who did not report incidents to the chain of command or another military authority preferred to handle it themselves. Few trainers chose not to report the incident due to fear of reprisals.

Despite the large number of trainers who reported experiencing SEQ behaviors, the majority of trainers reported that they were treated with respect and dignity. Furthermore, they felt that they received fair treatment from their peers and chain of command.

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Part III

FOCUS GROUP RESULTS

MILITARY FOCUS GROUPS

Subjects

A total of 487 military focus group discussions were conducted with 5,887 soldiers. Groups were conducted with soldiers selected at random at each location the Panel visited. Groups were formed based on rank and gender. Junior Enlisted (E4 and below), Junior NCOs (E5 and E6), Senior NCOs (E7 and above), Company Grade Officers (Captains and below), and Field Grade Officers (Majors and above) were the rank groupings used. All male and all female groups were conducted, with same gender facilitators and note takers. In some remote locations, mixed gender facilitators and note takers were used due to the small number of staff that visited those locations. There were no differences in the comment categories most frequently mentioned for these groups, so they have been included in this overall analysis.

Analysis Methodology

The Military Focus Group Protocol consisted of 17 questions; one question asked for a definition of sexual harassment in order to determine soldiers' understanding of the Army definition. This question was not analyzed.

All responses for each question in the protocol were read and transcribed into a computer software program. A list of unique responses was compiled for each question and grouped into categories. A 20% random sample of the comments for each question was then coded according to these categories. After refining the coding categories, a 3-digit number was assigned to each category, making it easier to determine the frequency with which each comment category was mentioned. A second sample of comments was then coded to test the corrected categories. Final corrections, if needed, were made and all comments were then coded into categories.

Determining the frequency of a comment category was complicated by the fact that 18 people were involved in taking notes during the focus groups. This resulted in some error due to variations in precision. For example, if there were 10 people in a group and 8 members responded "yes" to a question, some note takers recorded the number of respondents answering yes while others simply said "most said yes." In this event, coders recorded a positive response for half the number of people in the group, and coded the negative responses as given. This procedure was adapted to minimize coding error and to ensure all comments were coded consistently across all protocols. After all comments had been coded, the comments that did not fit the original categories (and were coded "other") were isolated and re-coded into new coding categories. In addition, some categories were merged.

With the exception of the question asking for a definition of sexual harassment, all questions in the protocol were analyzed by rank and gender. The participant's confidentiality was stressed and guaranteed prior to all focus group discussions. Examples will be given of quotes which are illustrative of quotes given in the focus groups. A summary of the most frequently mentioned categories of comments and examples of quotes are provided for each of the questions in the summary of results which follows. A copy of the Military Focus Group protocol can be found in Annex F.

Summary of Results

The Army Career

☒ ***The most satisfying aspects of an Army career involved interpersonal interaction and the job itself. The most dissatisfying aspects of an Army career involved leadership and the impact of downsizing.***

When asked about the most satisfying aspects of their career in the Army, different assignments and people they had worked with, the most frequently mentioned comments were: the job itself; travel opportunities; sense of accomplishment; and opportunity for leadership. For example, one soldier remarked that the most satisfying aspect of the Army was the "ability to make a difference, even at a small level." Another soldier mentioned that it was "the challenge, new jobs and new positions" that was exciting. The interpersonal aspects of the Army were cited by many as a positive. For example, one soldier commented on "the comradeship- [and how] it is unique in the military and you don't find it anywhere else." Several comments from focus groups indicated that "the people [and] quality of the soldiers and NCO's" made their career in the Army satisfying.

With regard to dissatisfying aspects of their Army career, frequently mentioned comments from focus groups indicated poor leadership, lack of benefits, unfair treatment, and downsizing. Comments indicated that soldiers perceived leaders as being "afraid to make decision[s] because they're afraid of rank" and "reluctant to take care of soldiers below them." A common complaint was that "leaders are not visible." Another area of dissatisfaction revolved around the effects of downsizing on troops and available benefits. Describing the impact of downsizing, one of the comments from a focus group stated that "[it] has led to back stabbing and going back to a high school mentality." In addition to creating a fiercely competitive environment, several comments from focus groups indicated that there has been an overall "loss of respect for the institution as a result of the drawdown." Downsizing has reduced available resources. A soldier in a focus group felt that "if you're dedicated to the Army, the Army should be dedicated to you...benefits are dwindling." Eroding family medical and dental benefits was a common concern voiced in many focus groups.

✘ ***When assessing whether they had gotten a fair deal in their promotions, senior officers' comments were largely positive. Other rank groups' comments indicated that they believed the system was broken.***

When asked to reflect on their promotions and whether or not they “have gotten a fair deal,” senior officers’ comments were more positive than other rank groups. Among senior officers, the sentiment was that the system was effective. In other rank groups there was a common belief that the system was broken and “based on who you know.” They felt that the system was unfair, laden with preferential treatment for certain populations and based too much on civilian education credits. Soldiers’ concerns regarding quotas were exemplified by one soldier’s statement that “I’m not getting promoted and I’m told that there are race and sexual quotas.” The emphasis on education was particularly worrisome for those who were “always deployed overseas [and did] not have enough opportunity to go to school.” Across all ranks many felt that the system had to be worked to get the jobs needed for promotion. One soldier poignantly stated that “it gets to the point to where you have to do things almost to the point of back stabbing to get ahead.” Soldiers in several focus groups commented that “you should be told by the DA board why you did not get promoted.”

✘ ***When assessing whether they had gotten a fair deal in getting assignments that were good for their career about half felt they had. Most soldiers indicated that branch managers were the key to receiving good assignments.***

Reflecting on their assignments, about half felt that they received assignments that were good for their career. This was most frequently attributed to managing their own career and staying in close contact with the branch manager. One soldier commented “I’ve gotten everywhere I wanted to go, but you have to work the system.” Another soldier remarked that “calling DA helps.”

Soldiers who felt they had not received assignments that were good for their careers often mentioned that they had problems with their branch manager. For example one soldier stated that “promotion and assignments has a vicious cut throat cycle. You have to get to be buddies with [the] branch manager.” A large number of soldiers commented on how receiving career enhancing assignments depended on who you know. This was exemplified by one group’s discussion of the “good old boy network.”

✘ ***Generally, soldiers reported getting jobs that were good for their career. However, soldiers who were not working in their MOS felt that they were not receiving career enhancing job positions.***

Most comments indicated that soldiers have gotten jobs in their units that were good for their career; that is, if they were working in their MOS. Those that have been working in their MOS found “assignments and job positions are not a problem.” Some soldiers commented that they “can’t get jobs that are needed for promotion.” An example would be receiving promotions and career enhancing positions. Soldiers also commented that getting jobs that were good for their career depended on who you knew. Another frequently mentioned reason for not receiving needed jobs was not working in their MOS. One soldier stated, “I’ve worked in my MOS six months in the last five years.”

Some female soldiers felt that they did not receive the same consideration for jobs as men. One woman explained, “there is no level playing field in being selected for jobs. Most women are not considered the first choice for a tough job.” A few women indicated that they had not received a job because of being women. For example, “my senior rater did not like women in the Army and stated he would do his best to get them out.”

The Work Environment

☒ ***The majority of enlisted and NCOs comments indicated that they did not think that people in the unit treated each other with dignity and respect.***

More female comments than male comments indicated that soldiers were not being treated with respect and courtesy. Comments from enlisted soldiers were more negative than those from officers. Enlisted women were the most negative and male field grade officers the most positive. Several comments focused on the lack of respect between officers and enlisted. For example, “respect goes both ways, officers here always demand respect but do not give it.” Another soldier explained, “a lot of officers and senior NCOs are stepping on subordinates to get ahead.”

☒ ***Most comments by enlisted soldiers and junior officers indicated that their leaders did not maintain fair standards.***

Overall, comments from enlisted soldiers indicated that they did not believe that leaders maintained fair standards. Field grade officers were largely more positive in their comments. Double standards among officer-enlisted; senior enlisted-junior enlisted and male-female were the most frequently mentioned lack of fair standards. There was a general sentiment that “rules apply to ‘us’ and not to ‘them.’” For example one soldier stated, “My commander always picks males over females; [there are] no females in leadership” Another stated that “some men and senior officers have a different standard.” Several other comments addressed cliques or “favorites” receiving special treatment. Some references were made to the type of standards in the unit. One officer explained that “in order to maintain fair standards, you have to have standards.”

Going even further, another officer continued, “if you have a hard core standard, people adhere to it. If you have a soft standard, people adhere to that.”

Sexual Harassment in the Work Place

☒ ***Most comments indicated that leaders took positive actions to eliminate discrimination and harassment.***

When asked what actions their leaders took to eliminate discrimination or harassment, most responses indicated that there were positive leader actions. Actions taken included from responding immediately to any know instance, leading by example, and communicating effectively up and down the chain of command. Several responses indicated that “the command does not hesitate to fix a problem quickly and fairly.” Having unit meetings was frequently mentioned as a means for action. Meetings provided an opportunity for “leaders [to] communicate tolerance standards” and “ask how everything is going and what’s not working.”

Some comments indicated that leaders either took no action or inappropriate actions when sexual harassment occurred. Several soldiers felt that “the Army has not failed to inform, they have failed to enforce” and that there was a “lack of proactive efforts.” More poignantly, one soldier commented that “they (leaders) don’t know what is going on and don’t want to know.” Inappropriate actions cited in responses included attempting to cover-up the incident or taking negative actions toward the victim.

☒ ***Soldiers believed that the Army is making a fair and reasonable effort to eliminate sexual harassment. However, they also believed that there has been an overreaction to the recent media attention.***

Overall, comments reflected the belief that “the army is trying to take care of its problems,” but the Army policies are not implemented properly. One soldier expressed, “there are programs in place; however, the leadership is not doing a good job enforcing these programs.” To many soldiers, the “problem is not policy or procedure, it is the person you take the complaint to.” When steps are taken to stop sexual harassment, one soldier stated that “prevention is not discussed as much as reaction.”

Several comments indicated that many soldiers felt the Army was overreacting to recent media attention. Soldiers believed this over-reaction resulted in females being penalized or “being treated as a second class citizen,” and men being afraid to work with women. One woman explained, “Men are fearful of me now... I can’t be part of the team.”

☒ ***Female soldiers felt less free than men to report any discrimination/harassment without fear of bad things happening to them.***

Overall, more women than men from all rank groups indicated that they do not feel free to report incidents. Fear of reprisals from their chain of command and from other soldiers, and lack of trust in the system, are the primary reasons for not reporting sexual harassment or discrimination. When discussing repercussions, one soldier stated that “this is serious matter, my family’s livelihood would be threatened.” Others did not report incidents “because the leaders are doing the harassing and they will get you somehow.”

☒ ***Soldiers attempted to handle sexual harassment themselves before reporting it.***

When asked about sexual harassment, most who said that they would report the incident would go to the chain of command only after trying to handle it themselves. A typical response was “yes (I would report it), after I have done everything to stop it on my own.” One soldier who would report an incident pointed out that “after (reporting) you’ll have to go through hell and high water.”

Among those who indicated that they would not report sexual harassment, the most frequently given reasons for not reporting were: chain of command will not take any action; complaints will not be acted upon; and fear of reprisals from the command and other soldiers. Many comments exemplified the complexities associated with choosing to report an incident, for example, “leaders want to succeed and if your reporting threatens that success, your report will go nowhere.” A male soldier reflected that “males won’t report it; other males were chastised.”

☒ ***Gender differences exist in experiencing and witnessing sexual harassment.***

Gender differences were found in experiencing or witnessing sexual harassment. In all rank groups, more female comments than male comments mentioned that they had witnessed or experienced sexual harassment. The majority of women indicated they had experienced or witnessed sexual harassment. Sexual harassment encompasses a wide array of behaviors. Along the continuum of behaviors was a woman who explained “my AIT NCO told me that if I slept with him I would get a good grade.” One female soldier expressed her dismay with her experiences, “I joined the Army to be a soldier not to be fondled.” For some women, they have experienced sexual harassment often enough that “jokes/comment are tolerated and expected to a degree.”

Male field grade officers were least likely to comment that they had witnessed or experienced sexual harassment. Some men were unsure what constituted sexual harassment: “I guess the things I hear guys telling women around here could be sexual harassment.”

✘ ***Sexual harassment was not perceived to affect the unit's ability to accomplish its mission.***

While sexual harassment was not seen as affecting the unit's ability to do its mission, there were severe negative effects on cohesion, morale, and trust. Soldiers who have had sexual harassment issues in their company, frequently mentioned that it led to a break down in unit cohesion. Some male soldiers "don't think its worth talking to females." One female soldier elaborated, "it's (sexual harassment) kind of segregating the males and females. You're never part of the group. Men are afraid to say anything and you can't work with them." Another frequently mentioned effect was that of decreased morale. A soldier highlighted sexual harassment's effect commenting, "you can't work with someone you feel you have to defend yourself against." Another soldier said, "Are you willing to go to war with these people knowing that these attitudes are around you?" The potential for being falsely accused of sexual harassment has created an atmosphere of mistrust and fear.

Awareness Training

✘ ***Most soldiers have received EO and sexual harassment training in the past 12 months. The perceived effectiveness of the training was mixed.***

Almost all soldiers reported attending equal opportunity training in the last 12 months. EOAs and EORs were the most frequently mentioned trainers for this type of training. The training was generally conducted at the unit level.

Like EO training, most soldiers reported attending sexual harassment prevention classes in the past 12 months. The most frequently mentioned training was for the entire chain of command and company. Generally, the trainers were the EOA/EOR or commander.

Comments regarding the effectiveness of the training were mixed. Those who thought it was effective found that scenario-based training, discussion groups, skits and having a JAG to answer questions were the most helpful. Those who felt it was ineffective saw the training as merely "check the box training" which was boring and too repetitive. Non-interactive lectures with repetitive information, dated slides, and irrelevant material was frequently mentioned as making training uninteresting and unhelpful.

Suggestions

✘ ***Recommendations for improving the current situation varied widely.***

When asked for ways to address the problems and issues of sexual harassment and discrimination, responses were diverse and often did not pertain to the question. Notwithstanding, a few broad categories of responses emerged.

A frequently mentioned suggestion was to increase the training soldiers received on interpersonal skills including how to behave. Several comments regarding training on these issues reflected, “you can have all the classes in the world, but unless you enforce standards, you lose it.” Another common recommendation was to make punishments known and uniform regardless of rank.

Several comments referred to the treatment of the victim. One soldier recommended “pay[ing] more attention to the victim after the fact.” Another remarked that investigators “put the victim on trial.”

A large number of comments referred to leadership issues. For example, one soldier suggested holding “commanders accountable for the EO program.” Several soldiers, male and female, commented that “females need to be more visible and they need to be in top leadership positions.”

TRAINEE FOCUS GROUPS

Subjects

Groups were conducted with male and female trainees selected at random from TRADOC installations. A total of 84 focus group discussions were conducted with 994 trainees. Of that number, 63% were males and 37% were females. These soldiers were either in AIT, BCT, OSUT, or undetermined (14 groups had identifying information omitted). Since some of the groups were mixed with respect to type (AIT, BCT, or OSUT), no breakdown of type is shown and results are presented with all types grouped together.

Analysis Methodology

The Trainee Focus Group protocol consisted of 15 questions; one question asked for a definition of sexual harassment and was used as an opportunity to determine whether or not soldiers-in-training had an understanding of the Army definition. This question was not analyzed.

All responses for each question in the protocol were read and typed into a computer software program. A list of unique responses was compiled for each question and grouped into categories. A 20% random sample of comments to each question was then coded according to these categories. After refining the coding categories, a 3-digit number was assigned to each category, making it easier to determine the frequency with which each comment category was mentioned. A second sample of comments was then coded to test the corrected categories. All comments were then coded into the final coding categories.

Determining the frequency of a comment category was complicated by the fact that 18 people were involved in taking notes during the focus groups. This resulted in some error due to variations in precision. For example, if there were 10 people in a group and 8 people in the group responded "yes" to a question, some note takers recorded the number answering yes while others simply said "most said yes." In this event, coders recorded a positive response for half the number of people in the group, and coded the negative responses as given. This procedure was adapted to minimize coding error and to ensure all comments were coded consistently across the protocols. After all comments had been coded, the comments that did not fit the original categories (and were coded "other") were isolated and re-coded into new coding categories. In addition, some categories were merged.

One scientist coded the Trainee data, thus making it unnecessary to perform an inter-rater reliability analysis. Codes and categories were reviewed by senior scientists to ensure consistency in reporting.

With the exception of the question asking for a definition of sexual harassment, all questions in the protocol were analyzed. The participant's confidentiality was stressed and guaranteed prior to all focus group discussions. Examples will be given of quotes which are illustrative of quotes given in the focus groups. A summary of the most frequently mentioned categories of comments and examples of quotes are provided for each of the questions in the

summary of results which follows. A copy of the Trainee Focus Group protocol can be found in Annex G.

Summary of Results

☒ Trainees experienced a variety of good experiences during their training

Male soldiers-in-training (trainees) indicated that getting into shape and training were the two best things that happened to them during their current training. Getting into shape included losing weight, completing the runs without falling out, and getting more physically fit in general. One male soldier reported that he, “never did this much exercise before, feels good.” Training included a variety of areas such as weapons training, field training exercises, and completing the confidence course. Another male soldier reported the things he liked about training were, “learning to shoot M-16, obstacle course, soldierly things.” Male trainees also commented that they experienced personal growth and enjoyed working with and meeting new people. Personal growth included things like building self-esteem, sense of accomplishment, integrity, and confidence. One male commented that he was “no longer treated like a thing, feeling like a person.”

Women on the other hand indicated that working with and meeting new people and personal growth as the two best things that happened to them during their current training. Working with and meeting new people included such things as working with people from different backgrounds and making new friends. A common response from the women referenced “meeting people and making friends.” Personal growth included building self-esteem, sense of accomplishment, integrity, and confidence. One female commented on feeling a sense of accomplishment by saying, “sense of accomplishment, exceed your own expectations.” Females also commented that being in the Army has been a good experience overall and they have enjoyed getting into shape. Some of the females found training to actually be fun and enjoyable as this comment indicates, “I love BCT, I think it’s fun.” While getting into shape does not appear to be as important for the females as it was for the males, it was still the fourth most frequently mentioned issue. A female captured this point by saying, “good PT, I use to be a couch potato.”

☒ Trainees also experienced a variety of bad experiences during their training

Both for males and females, there were a lot of different issues mentioned for the worst things that happened to them during their current training. Since there were so many issues mentioned, the top three comments will be discussed. Three of the worst things that happened to the males during their current training were the Drill Sergeants’ (DS) treatment of soldiers in general, being away from their family, and lack of sleep. The Drill Sergeants’ treatment of

soldiers included comments like DSs lack of respect for their soldiers and swearing at soldiers. For example, “DSs cuss at the soldiers too much, ‘f*** s***, ‘stupid SOB’, ‘m*** f***’. One DS cusses so much, but he does not give clear, concise instructions. You don’t know what they want.” Being away from their family included comments such as missing their family, and missing their spouse. Lack of sleep covered areas such as getting up at 4:30 A.M. and not getting enough sleep in general.

Three of the worst things that happened to the women during their current training were the DSs’ treatment of soldiers, getting smoked / mass punishment, and quality of life issues. The females also commented that the DSs yelled and cursed at them too much. Getting smoked and mass punishment included getting dropped for 50 push-ups for no apparent reason and everyone getting punished for the actions of one or two people. Quality of life issues focused on living conditions (barracks, shower facilities, laundry facilities, not enough personal space, etc.). As one female put it, for example, “Living conditions for females suck. 49 people on 1/2 an open bay barracks. We’re all piled up. Males have personal rooms, and have an open bay.” It should be noted that living conditions vary at the different training locations.

☒ ***For the most part trainees are expected to achieve the same standards***

Overall, many comments indicated that all soldiers were expected to achieve the same standards. As one male said, “Yes, everyone is held to the same standard” and a female agreed by saying, “Yes, the standards are the same for everyone. Soldiers need to do what they are required to do if they don’t want to get picked on.” Of the negative comments, both males and females reported male / female double standards as the most negative response. Male / female double standards include a variety of areas such as males get privileges females do not get or only males have to do the heavy details while the females get to sit in the office. For example, a couple of males commented that there were “different details, females do paperwork and males dig up trees” and “females are punished to a different standard. I get dropped for 50 push-ups; the women do less.” A female used the following example of male / female double standards, “overall standards for males and females are different. The females wax the floor, spit shine our boots. The males floor can look bad, brush shine boots and they get commended for this ‘improvement’. The female Drill Instructor (DI) pushes us harder, let the males get away with things.”

☒ ***For the most part trainees were equally encouraged to succeed during training***

When asked if all soldiers were equally encouraged to succeed during training, many male comments and about half of the female comments indicated that all soldiers were equally encouraged to succeed during training. A couple of males commented that “as a whole they encourage equally” and “everybody is encouraged to do better, but not in the civilian way. They always yell at you.” An example that a female gave was, “Yes, my drill instructors would get on the track and run with you if you were hurting at PT. They don’t want to send you home.” Of the negative comments from males, some reported favoritism as the most negative response. Males commented that, “Every DS picks a favorite it seems” and “DSs play favoritism male / female.” Approximately half of the negative comments from females indicated male / female double standards as their most negative response. A female commented that, “If someone is encouraged, they’ll try. There was a female soldier who was having trouble in school and she was belittled. A guy that was in the same situation was encouraged and he tried harder.”

☒ ***Nearly half of the trainees expressed fair treatment of soldiers within their unit***

When asked if soldiers in their unit were treated fairly, about half the comments indicated that they were treated fairly. An example of this from one of the males was we, “all get treated equally bad when something goes wrong, all get treated equally treated good when things are going good.” And one of the females commented that, “overall things are fair, fair treatment.” Of the negative comments, both men and women reported male / female double standards as the most common response. A couple of male responses to this were, “No, the females ‘get off’ a lot easier than the males do” and “we had two stout females volunteer for file cabinet moving detail and the Drill said ‘no!’ we need males.” On the other hand women commented that, “males are always given hints on how to improve, but females aren’t” and “No, males get special passes and females never do. Not in our platoon anyway.”

☒ ***Trainees views on equal treatment by male and female Drill Sergeants***

Trainees were asked two questions about whether or not male and female DSs treated male and female soldiers equally. Male comments indicated equal treatment by male and female DSs. A couple of examples of male DSs equal treatment were, “Yes, everyone is treated the same” and “Females get it just like the males do. No one gets over.” General comments were made for female DSs such as “Some soldiers felt, ‘we get treated all the same’.” Of the negative comments by males, some males reported male DSs were easier on females and female DSs were harder on females. Easier on females refers to favoritism and females being able to “get over” on DSs by getting out of doing something they were told to do such as, “females are treated better, they don’t do anything hard or heavy” and “I think that some male DS are easy on females because

they are afraid that they will get in trouble (harassment charges, etc.). Feel that males are held more accountable for actions.” Harder on females refers to pushing them harder in general such as, “Our female drills are harder on females.”

Many female comments indicated equal treatment by male Dss. Fewer female comments indicated female DSs provided equal treatment. A couple of comments from females on equal treatment from male DSs were, “No difference when it comes to training (i.e., details, drop for push-ups) all equal” and “All ‘suck it up’ the same.” Close to half of the negative comments by females indicated that male / female double standards as the most negative comment for male DSs, and some of the negative comments indicated that female DSs were harder on females, but in a positive way. Male / female double standards cover a variety of areas such as males receiving more current or accurate information than females or males getting certain privileges that females do not get. For example, “In BRM the male Drill Sergeants are more enthusiastic about males than females” and “they humiliate the females in front of the whole company. They don’t do that to the guys.” Female DSs being harder on females in a positive view refers to the perception that female trainees are glad the female drills are harder on them because it helps them to succeed. For example, “Females just keep pushing, and I like being pushed. I like a challenge. And, it makes me stronger and builds my self-esteem” and “we have a female drill that is much harder on the females. They think we need to achieve higher standards. But, this isn’t a bad thing.”

☒ ***Gender differences exist between trainees in their views on witnessing or experiencing sexual harassment***

Overall, when asked if they had witnessed or experienced any sexual harassment in the Army, many of the male and some of the females comments were negative. Both male and female comments indicated that the examples given in the vast majority of cases were not really sexual harassment, but rather consensual sex between DS and trainees and between trainees. In some cases, when examples were given, they were incomplete and difficult to determine the circumstances surrounding the incident.

☒ ***For the most part trainees indicated that they would report a sexual harassment incident***

Overall, most of the males’ comments indicated that they would report if they were sexually harassed and if the behavior continued. Some of the males indicated they would not report the incident because they would handle it on their own or they would be considered the joke of the town if they did report. Of the men who said they would report sexual harassment, reporting to the chain of command (unspecified) and Drill Sergeants were the two most frequently mentioned choices along with the Chaplain and the EOA/EOR.

Overall, most of the females' comments indicated that they would report if they were sexually harassed and if they were unable to handle it on their own. Some of the females indicated that they would not report the incident because they would handle it on their own. Others believed nothing would be done about it if they did report the incident. Of the females who said they would report sexual harassment, reporting to the chain of command (unspecified) and Drill Sergeants were the two most frequently mentioned choices along with commanders and chaplains.

☒ ***The majority of trainees have had Equal Opportunity training***

Ninety-eight percent of males and 100% of females have received training on equal opportunity since they joined the Army. Drill Sergeants, EOA/EORs, and Commanders were the most frequently mentioned for conducting training for the males and Drill Sergeants, Commanders, and EOA/EORs were the most frequently mentioned for conducting training for the females.

☒ ***The majority of trainees have also had training on the prevention of sexual harassment and, for the most part, training was effective***

Ninety-nine percent of the males and 100% of the females have received training on the prevention of sexual harassment since joining the Army. Commanders and Drill Sergeants were the two most frequently mentioned for conducting training for both males and females. Of the positive comments, many soldiers reported the training was effective/very effective. In fact a male trainee said the training was "quite effective. It has opened my eyes to things that I could have gotten in trouble for if I did." As for negative comments, some of the males commented that the training made them scared. Now, they are afraid to even talk with a female not to mention working side by side with them everyday. Men are afraid if they say anything to a female she will file sexual harassment charges against him. For example, a couple of male trainees said, "Messed me up. We went on family day pass and I did not know how to approach a girl" and "two soldiers admitted being scared to talk to other military women for fear of punishment." Of the negative comments for females, some of the females commented that there has been too much training. For example, "It's gone overboard", "In basic, we had so many classes that it was overkill", and "It's good to have a class, but they are having so many classes with the same information."

☒ ***Suggestions for improving the human relations environment in the Army were varied***

When asked to suggest some practical ways to improve the human relations environment in the Army males and females responded in a variety of ways. Only the top five comments will be discussed. Males suggested that males and females should be separated during BCT training. It is too much of a

distraction to have females training along with the males. However, the trainees did say males and females should train together during AIT. While some males commented that males and females should be separated during BCT, others commented that they should train together from the very beginning. Everyone will have to work together at some point, so start them off working together from the beginning. The males also suggested that BCT needs to be harder. They expected training to be a lot harder than it was; it's gotten too soft. Recruiters need to start telling the truth about what to expect in BCT. If young recruits know the whole story before entering the Army, they will be better equipped to handle the situation. Males also suggested that they need more privileges. For the most part, this means more passes and more phone use.

Females suggested that the Army needs to re-look the battle-buddy policy. They wondered why they always have to have a battle buddy with them all the time - even if they have to use the latrine. In some locations only the females have a battle buddy, while the males do not have to have one. Another suggestion was to improve the living conditions (barracks). They suggested adding more space, stop overcrowding, adding more shower stalls, and fixing the broken washers and dryers. Females also suggested that the sexual harassment training needed to be improved. Training should be more current, use more realism, and more varied (not the same old training over and over). Communication needs to be improved both between DSs and trainees and between trainees according to the female trainees. For the most part, communication needs to be improved between everyone. And finally, women suggested that mass punishment needs to stop. Punish the individual, not everyone else.

TRAINER FOCUS GROUPS

Subjects

A total of 58 focus group discussions were conducted with 520 drill sergeants and AIT instructors. Of that number, 63.1% were drill sergeants and 36.9% were instructors; 30.5% were females and 69.5% were males. This resulted in 16.3% of female drill sergeants and 48.1% of male drill sergeants; 14.1% of female instructors and 21.4% of male instructors. One focus group included both males and females. In order to examine gender differences, the data from this group were excluded, resulting in the exclusion of 11 people from any gender analysis. Due to the small number of respondents and the further complication that many groups were mixed with respect to type (BCT, OSUT, or AIT), no breakdown of type is presented and results are presented with all types grouped together.

Analysis Methodology

The Trainer Focus Group protocol consisted of 13 questions; one question asked for a definition of sexual harassment in order to determine soldiers' understanding of the Army definition. This question was not analyzed.

All responses for each question in the protocol were read and typed into a computer software program. A list of unique responses was compiled for each question and grouped into categories. A 20% random sample of the comments for each question was then coded according to these categories. After refining the coding categories, a 3-digit number was assigned to each category, making it easier to determine the frequency with which each comment category was mentioned. A second sample of comments was then coded to test the corrected categories. Final corrections, if needed, were made and all comments were then coded into categories.

Determining the frequency of a comment category was complicated by the fact that 18 people were involved in taking notes during the focus groups. This resulted in some error due to variations in precision. For example, if there were 10 people in a group and 8 members responded "yes" to a question, some note takers recorded the number of respondents answering yes while others simply said "most said yes." In this event, coders recorded a positive response for half the number of people in the group, and coded the negative responses as given. This procedure was adapted to minimize coding error and to ensure all comments were coded consistently across all the protocols. After all comments had been coded, the comments that did not fit the original categories (and were coded other) were isolated and re-coded into new coding categories. In addition, some categories were merged.

One scientist developed the codes and coded the Trainer data, thus making it unnecessary to perform an inter-rater reliability analysis. Codes and categories were reviewed by senior scientists to ensure consistency in reporting.

Groups were conducted with drill sergeants and instructors selected at random from TRADOC installations. Due to the small number of female drill

sergeants and/or instructors at some installations, groups were conducted with all female drill sergeants or instructors at those installations. In addition, groups of female trainers tended to be much smaller than groups of male trainers.

Some comments indicated that some units involved in the focus groups were all male. This may have affected the incidence of sexual harassment noted by male responses. However, women are present on every post so it is unclear how the absence of women in the workplace affected whether respondents witnessed sexual harassment. Since no information was gathered to determine whether women were present in these units, the comments contributed by these all-male groups cannot be separated from the rest of the comments.

With the exception of the question asking for a definition of sexual harassment, all questions in the protocol were analyzed. The participant's confidentiality was stressed and guaranteed prior to all focus group discussions. Examples will be given of quotes which are illustrative of quotes given in the focus groups. A summary of the most frequently mentioned categories of comments and examples of quotes are provided for each of the questions in the summary of results which follows. A copy of the Trainer Focus Group protocol can be found in Annex H.

Summary of Results

◆ Male and female trainers reported a variety of good and bad aspects of their jobs

When questioned about positive job attributes, male comments indicated that career advancement and leadership experience was the most positive characteristic. For example, one male comment reported, "develop(ing) leadership skills in myself as a leader." Male comments also mentioned that being around different people was an enjoyable aspect; other comments simply mentioned that it was enjoyable work or a good job. One male instructor stated, "(being) able to attend college. You can actually plan to do something as an instructor." Another male drill sergeant stated, "It is an honor and career enhancer to be a drill sergeant."

In regard to negative job aspects, male comments commonly reported poor leadership and poor support from the Chain of Command as the most negative aspect of their jobs. Male comments also indicated that poor resources and a low number of personnel, as well as working long hours and having too many responsibilities are also problems. Many male comments also reported that poor quality of soldiers was also a negative; one trainer stated, "Some soldiers shouldn't be here due to generalized technical or specialized training scores. Don't lower the standard of soldiers you bring in." In addition, male comments suggested that the Army has become too soft on soldiers and no longer has the discipline required to adequately train the soldiers. Another trainer reported, "Article 15's here (are) not proper punishment. Our officers are too soft; 14 days extra duty doesn't do it." Finally, male comments also reported

that the additional emphasis and reaction to sexual harassment along with the negative media surrounding the issue has made their jobs harder.

Female comments varied from the most frequently mentioned comments reported by the males. Female comments indicated that being a positive role model was the most positive aspect of their jobs. For example, one female trainer stated, "The way privates look at you, you know that you're a mentor and role model to them"; another stated, "Here we can show what females can do (and be) positive role models." Female comments also remarked that it was enjoyable work and a good job, as well as mentioning having good co-workers. One female comment noted having a "close knit group with two other male drill sergeants - we work well together." Female comments also reported being in a good post location with a positive environment as positive aspects.

Like the male comments, the female comments also reported a lot of negative aspects of their jobs. Unlike the male comments, however, the female comments listed male and female conflict as the most negative aspect. One comment summed it up well, stating "If a female drill is trying to excel, males don't like that; often you're breaking their stereotypes of weak females." Female comments also reported long hours and too many responsibilities as well as poor resources and a low number of personnel (including too few female trainers) as being detrimental to getting the job done. One female comment stated, "Long hours, getting up, 12 hour days; sometimes 4am until 8pm"; another stated it "hurts female drill sergeants because there are very few females to deal with female issues. Female students feel more comfortable coming to females." Like the male trainer comments, female comments indicated having poor leadership and poor support from the Chain of Command and having a poor quality of soldiers. One female trainer stated, "Soldiers are out of control - no discipline. Must begin in basic training and they're not getting the discipline they need in basic."

◆ ***Male trainers report better working relationships than female trainers***

Male comments reported more positive working relationships than female comments, both within their trainer group as well as between. Female comments again stated that male / female conflict was the problem, whereas male comments reported that when negative relationships existed, inequalities in the enforcement of standards or disrespect from senior officers were the cause. One female trainer reported that "men will openly say women do not belong." However, many female trainers have had positive experiences with their co-workers; one female instructor stated "From my experience, the initial reaction to me is 'Oh my God, it's a female'. I had to prove that I could teach. Now the men really respect me as an instructor. Now they don't want me to PCS (permanent change of station)."

Some male comments also reported that having too few drill sergeants and instructors created tension in the working environment and that poor attitudes often caused problems. Other female comments indicated that poor

attitudes as well as animosity towards women and disrespect were problems at their jobs.

When trainer groups were compared, both drill sergeants and instructors reported positive relationships, with drill sergeants comments reporting slightly more positive relationships. Again, both groups' comments attributed negative relationships to unequal enforcement of standards , male / female conflict, and disrespect from senior officers. One male instructor commented, "Command puts the drill sergeants up on the highest esteem, etc. They forget about us." Another instructor stated, "It's the Chain of Command that's the problem. They'll pull the students out to rake leaves, cut grass, etc."

◆ ***Both male and female comments report a lack of respect from their officers and from the Chain of Command***

Although both male and female comments reported a lack of respect from their Officers and from the Chain of Command, male comments reported less respect than female comments. Male responses described the lack of respect as micro-management and standards not being followed, with one male drill sergeant stating, "Commanders in this arena micro-manage. Captains tell each drill sergeant how to do it, where to do it, when to do it, how long to do it." Male comments also indicated that officers were often just worried about themselves or their reports. One male trainer commented, "Officers will support you until they get in trouble. Staff sergeants or sergeant first class will take the fall, not the officer."

Female comments, on the other hand, described the lack of respect as sexism or racism. One female trainer reported, "One officer we know tells the guys to watch out for horny females right in front of us like we're invisible." Female comments also indicated that micro-management, as well as a lack of communication attributed to the lack of respect.

Drill sergeant comments reported receiving less respect than instructor comments; both groups described the lack of respect as micro-management.

◆ ***Gender differences exist in willingness to report sexual harassment***

When asked about sexual harassment, the vast majority of female comments (74%) reported that they would not report sexual harassment due to a fear of reprisal and a belief that reports will not be investigated. Many female comments were offered; for example, "I would report it, but it may get ignored or even reversed"; "Nothing happens. You are looked at as not being able to do your job"; "No, I'm told, seasoned soldier, suck it up"; "I wrote up a statement that went nowhere. After making my statement I was given a letter of reprimand and threatened with being moved"; "No, I don't even care. I'm at the point where I'm fed up"; and "It is proven that it can't be done without coming back to you."

In contrast, the vast majority of male comments (73%) reported that they would report sexual harassment. Both male and female comments reported that if not reporting, they would confront the accused themselves. If reporting, both groups would report through the Chain of Command and the EO. However, many indicated that the Chain of Command is not receptive to sexual harassment reports. One male trainer stated, "Chain of Command puts out a message - don't make waves." In addition, one female trainer commented, "If you do, paperwork disappears; people are too afraid."

◆ ***Gender differences also exist in reported experiences or witnessing of sexual harassment***

Gender differences were also found in regard to the experience or witnessing of sexual harassment. The majority of female comments (73%) indicated that they have witnessed or experienced it, with most of the harassment being verbal. Of reported harassment, most was reportedly initiated by privates or trainees with some being initiated by drill sergeants, and most was corrected when it occurred. One female trainer stated, "Trainees are bold and weak male drills can be easily coerced." Another female instructor commented, "Students have too much time on their hands and sexual harassment is one of many problems."

In contrast, the majority of male comments indicated they have not witnessed or experienced it. However, a few male comments did suggest that sexual harassment is a growing problem; for example, one stated, "These days you see very aggressive females. They harass males frequently now."

◆ ***Neither the Drill Sergeants Course nor training to be an Instructor prepared trainers to handle harassment or discrimination***

Training was reported to be lacking in preparing both drill sergeants and instructors in handling incidences of sexual harassment. Both groups reported that even when training was included, it consisted mainly of memorizing modules and regulations and provided no hands on ways of dealing with sexual harassment. One trainer reported, "They show you a little film, they show you how to recognize it, but not how to handle it." Another drill sergeant stated, "Drill sergeant school is a joke. Memorizing modules is a waste. The school needs to teach more reality."

◆ ***Gender differences again exist in the perceived effectiveness of the Prevention of Sexual Harassment training***

All respondents reported receiving training in the prevention of sexual harassment within the last 12 months. Again, there were gender differences in reporting on the effectiveness of the training. Female comments reported that

the training was not effective, with the majority of male comments reporting that the training was effective. For example, a typical female comment stated “Even after all the training, guys still do things that they shouldn’t do, such as using swear words and joking about sex openly.” When asked why training was not effective, both groups reported that they were oversaturated with training and that the training was becoming repetitive.

A few male comments indicated that training is teaching avoidance of female soldiers. For example, one male trainer reported, “She can be half naked, I don’t care. I don’t talk to women in the military.”

◆ ***Suggestions for improving the human relations environment in the Army were varied***

When asked for ways to improve the human relations environment in the Army, responses were diverse and many did not pertain to the question. However, when narrowed down into categories, male comments recommended more discipline for soldiers and equal pay for drill sergeants, recruiters and instructors. Male comments also recommended giving power back to the drill sergeants and allowing them to do their jobs. Other suggestions included enforcing equality and fairness as well as Army values and standards. One male trainer stated, “Females get to walk through Drill Sergeant School. They get over because they must graduate a certain number of females. Let’s be professional.” Another recommendation from male comments was to improve recruitment standards, or better stated, “Quit the college crap and sell a career and lifestyle.”

Female comments recommended more/better training in dealing with sexual harassment and recommended having training for everyone once a year. One female trainer recommended, “Need to focus sexual harassment training with EOA’s instead of these other yo-yo’s.” Female comments also recommended having more discipline for handling trainees, enforcing equality and fairness as well as Army values and standards, and having better recruitment standards for soldiers. One female comment put it well in stating, “Not every person that raises their hand is cut out to be in the military.” In addition, female comments pointed out the need for more females in all positions, including leadership.

Part IV

INDIVIDUAL INTERVIEW RESULTS

MILITARY LEADER INTERVIEWS

Subjects

Interviews were conducted with male and female military leaders in a variety of positions such as Chaplains, Inspector Generals, Commanders, First Sergeants, and Sergeants Major selected at random from sample installations. A total of 612 interviews were conducted. Due to the small number of females in some of the positions, the results are presented with males and females combined.

Analysis Methodology

The Military Leader Interview protocol consisted of 17 questions; one question asked for a definition of sexual harassment and was used as an opportunity to determine whether or not military leaders had an understanding of the Army definition. This question was not analyzed.

All responses for each question in the protocol were read and typed into a computer software program. A list of unique responses was compiled for each question and grouped into categories. A 20% random sample of comments to each question was then coded according to these categories. After refining the coding categories, a 3-digit number was assigned to each category, making it easier to determine the frequency with which each comment category was mentioned. A second sample of comments was then coded to test the corrected categories. All comments were then coded into the final coding categories. After all comments had been coded, the comments that did not fit the original categories (and were coded "other") were isolated and re-coded into new coding categories. In addition, some categories were merged.

With the exception of the question asking for a definition of sexual harassment, all questions in the protocol were analyzed. The participant's confidentiality was stressed and guaranteed prior to all interviews. Examples will be given of quotes which are illustrative of quotes given in the interviews. A summary of the most frequently mentioned categories of comments and examples of quotes are provided for each of the questions in the summary of results which follows. A copy of the Military Leader Interview protocol can be found in Annex I.

Summary of Results

☒ ***Leaders reported good climate and facilities as positive features of their installation while downsizing and poor location were negative features.***

When asked about the positive and negative aspects of life at their post location, leaders commented that the following four were the most positive aspects. The most positive aspect cited was good command climate. An example of this was, "Good atmosphere, respect and dignity are preached within the company." The second most positive aspect was good post location and the outside community. One leader said, "Pretty post, good community involvement (civilian, military activity). NCO, soldier, volunteer of month gets awards from community." Good facilities and activities were also mentioned. For example, "Clean area and nice facilities. The post support are very helpful." The fourth positive aspect was that leaders viewed their jobs as a positive mission and an enjoyable job overall. As one leader stated, "It's an honor to be in leadership environment and be a first sergeant (1SG)."

The most negative aspect mentioned by leaders were the issues surrounding the downsizing such as the lack of resources and personnel shortages. One of the comments mentioned by a leader was that there are "Not enough people to do the mission. Training has been affected due to the downsizing." Another negative aspect was the poor services, facilities, and housing. Most of the comments focused on the housing situation, "Hard to find housing that is suitable." Some leaders also commented that their post was in a poor location and the outside location was rather lacking in things to do. For example, "Have to drive 1 hour to get anywhere" and "Nothing to do here after hours." These examples not only apply to the leaders, but their family members as well. The fourth negative comment mentioned was the high operations tempo and the negative aspects of deployment. This comment ties in with the downsizing issues as well. As one leader put it, "Operations tempo (OPTEMPO) is going nuts - nothing being done to slow it down."

◆ ***Thoughts on whether or not leaders duty positions were viewed as enjoyable or frustrating***

Leaders were asked to think about their current duty position, and without respect to its career implications, would they say it is enjoyable or frustrating. The most frequently mentioned comment made by leaders was that they enjoyed working with the soldiers. As one leader said, "It's like being a parent - when my soldiers do well, it's exhilarating. When they do poorly, it's depressing." Comments were also made about the job being enjoyable in general, "Enjoyable - no two days are the same." Another enjoyable aspect of their job included training soldiers and developing them professionally. For example, one of the leaders said, "Most rewarding seeing soldiers who first come in with discipline problems, then turn around and graduate." And fourth, leaders view their jobs as enjoyable because they feel like they are making a difference and having an

impact on their soldiers. A leader summed up this by saying that the job is “rewarding because I can have a positive impact on others. Strong believer in spending time with troops.”

The most frustrating thing about their jobs mentioned was the lack of resources / money. As one leader put it, “I have a lot of confidence in people who work for me, but I would hate to go to war because I don’t think we have the resources.” Another frustrating aspect of the leader’s job included the lack of personnel which also ties in with lack of resources. A leader commented that, his “staff has been cut by 20% over the past year. [I] fear that experienced personnel are going to go faster than we can replace them.” There were also quite a few general comments made about the job being frustrating in general. For example, “the job is more frustrating than enjoyable.” The fourth most frequently mentioned comment made by leaders concerning frustration were the problems with and lack of support from the chain of command. An example given of the lack of support from the chain of command was, “Part [of the frustration] is when you try to put a soldier out of the Army because of discipline problem, but battalion commander won’t let you - does not support your judgment call.”

✧ ***Training, classes, and education are the best ways to ensure that proper relations between different ranks are maintained***

When asked how leaders ensure that proper relations between soldiers of different ranks are maintained, the most frequently mentioned comments were to provide training, classes, and education. In fact, a “Good education program is the basis for ensuring the respect between the ranks.” Leaders also commented that they counsel and brief soldiers on proper relations between soldiers of different ranks. For example, as one male leader commented, “Every quarter his unit has classes on improper associations and counsels his cadre on maintaining proper relationships.”

Comments also indicated that command policy and philosophy were used as a means for maintaining proper relationships. This was elaborated on by a leader saying that he “puts out a fraternization policy letter. [I] wanted more specific guidelines. Every unit has fraternization problems, so I wanted a clearer policy. I don’t allow lieutenants to date enlisted in the battalion and NCOs can’t date within the same company.” Another way of maintaining proper relations between soldiers of different ranks is by defining and enforcing unit standards. A leader summed this up well by saying that the “Commanding General has clearly set policies on behavior between seniors and subordinates. Enforcement belongs to officers and NCOs. I believe one should never walk past a mistake.” Leaders also commented that you have to be able to communicate with your soldiers in order to maintain the proper working environment. A leader commented that he did this “through communication and checking with soldiers to ensure leaders are informing them of the standards.”

⌘ ***Senior leaders ensure a climate of respect and dignity by providing education, training, and inbriefs***

The most frequently mentioned comment for ensuring a climate of respect and dignity was by providing education, training, and inbriefs. One leader commented that “I’ve personally taken the initiative of teaching classes on ethical leadership in the unit. Teach what dignity and respect mean.” Another way of ensuring a climate of respect and dignity is by policy and command philosophy. For example, “We set and enforce standards by policy letters, open door policy, and each unit has at least two EORs.” Leaders also commented that it is important to communicate and inform soldiers of what respect and dignity really mean. In fact, “the commanding general makes a point of reminding folks that soldiers are our credentials. Take care of them, make sure they do the right thing - on / off duty.” In addition, good leadership and personal leader involvement are also key factors in ensuring a climate of respect and dignity. One of the leaders commented that “the commander is up front about setting climate and lived up to it. Treat others as they want to be treated.” Good command climate is the fifth most frequently mentioned comment by leaders for ensuring a climate of respect and dignity. In fact, as one of the leaders commented, “The commanding general leads the way in setting the standards for respect and dignity.”

◆ ***Leaders ensure that subordinate leaders in their unit make honest and reasonable efforts to promote a climate of dignity and respect through training and education***

The most frequently mentioned comment from leaders was training and education for ensuring that subordinate leaders in their unit make honest and reasonable efforts to promote a climate of dignity and respect. Training and education were reinforced by “conduct [ing] monthly noncommissioned officers professional development programs which include platoon leaders, platoon sergeants, and squad leaders. Select different topics every month, but cover real situations that have occurred and how to handle them.” The second most frequently mentioned comment was that leaders need to enforce the standards and emphasize the command philosophy. One leader accomplished this by “publishing command philosophy; talking dignity and respect at all inbriefs - emphasizing values.” The next three most frequently mentioned comments were communication, lead by example, and observation / monitoring. Communication includes “listening to their ideas, sometimes it’s hard but it shows respect to listen to their view and possibly implement their ideas.” One leader summed up this next idea by saying, “Leading by example; [I] can’t ensure what they do. [I] can just set what the expectations are. Guidelines are there, but it’s personal responsibility - some people will never treat one another with dignity and respect.” Through observation / monitoring leaders are able to “be around them

as often as possible keeping a finger on pulse of unit, talking to soldiers and being around.”

◆ ***Most leaders indicated that they feel free to investigate or pursue allegations of discrimination or harassment without being over-supervised or influenced***

Most of the leaders commented that they feel free to investigate or pursue allegations of discrimination or harassment without being over-supervised or influenced. As the comments indicated, this is because they believe they received good support from their chain of command, they have an open climate in which to work, and they are not pressured or influenced in any way to do their job.

Of the negative comments, very few leaders indicated that they did not feel free to investigate or pursue allegations of discrimination or harassment without being over-supervised or influenced. Some of the reasons given were that it is being viewed as an over-reaction to the situation, the EO personnel should be the ones handling it, and leaders don't want to hear about it. Comments stated by leaders on these issues are that “No, people get involved too fast. [It's] taken out of your hands. Everyone is overly sensitive.”, “No, I don't feel I should be involved. Let the EO channels deal with these types of problems.”, and “Sometimes senior leaders don't want you to express, they want to hear everything is okay.”

◆ ***Most instances of sexual harassment involved male soldiers harassing female soldiers.***

Of the comments indicating an investigation (formal or informal) was conducted, most of the cases involved female soldiers. Most of the cases were initiated by male NCOs, male soldiers, or male officers. Of reported outcomes, most of the comments indicated that there were a variety of outcomes. The two most common outcomes were unsubstantiated complaints or substantiated with offender given a reprimand. When specified, the comments indicated that the chain of command was supportive of the investigation and the finding. Below are some examples of some of the comments made by leaders on investigations (formal or informal) they have dealt with: “2 NCOs (1 male, 1 female). He said she was promoted because she was sleeping with so and so. He was given a letter of reprimand”; “Improper comments - female AIT soldier - engagement ring. NCO commented you only got it because you give good head. Documented letter of counseling”; “Unfounded cases - he said, she said”; “Staff sergeant watching X-rated show on duty. Started asking his co-worker about her sexual partner. Staff sergeant received a letter of reprimand from the general”; and “Had various male soldiers use the term bitch around a female. Soldier was given a counseling statement, behavior stopped.”

◆ ***For the most part, sexual harassment issues did not affect the unit's ability to do its job***

Most of the comments indicated that sexual harassment issues did not affect the unit's ability to do its job. As one of the comments indicated, "No, a harasser (accused) comes out of the environment and the mission goes on." Three of the ways in which leaders commented that sexual harassment issues did affect the unit's ability to do its job were by breaking down cohesion / negative effect on mission, affected morale, and it was a distraction / disruption. Examples of each are as follows: "One case caused the unit cohesion to go out the window. Individuals that made the complaints felt the commander would not help them."; "Had an incident that brought morale down in my unit for a couple of months. You could feel the tension in the air."; and "Absolutely. It's detrimental anytime it happens - it affected our logistics operation."

◆ ***Most of the leaders have had EO and prevention of sexual harassment training within the last year***

When leaders were asked if they had attended or conducted EO training within the last year, most responded "yes." However, in most cases, comments did not distinguish between attending or conducting training. When asked what kind of training they received, most of the comments indicated EO and sexual harassment training. For the most part, training was conducted by the EORs and commanders.

Most of the comments also indicated that leaders had training in the prevention of sexual harassment within the last year. Chain teaching was the most common response when asked what kind of training they had received. Most of the comments indicated that training was conducted by the EORs and field grade officers. When asked who attended from the chain of command, most of the comments indicated the entire chain of command was in attendance.

◆ ***Training was viewed as effective, for the most part, in making soldiers aware of behaviors that might be discrimination or harassment***

Most of the comments indicated that the training was effective and it makes you aware of what is right and wrong. A couple of comments given as examples of this were, "The chain teaching was very good. Brought up things that are inappropriate that we didn't really know were sexual harassment." and "Gets across in right way. Key is awareness and getting their attention. It does that. Lets them know what the standard is and what things won't be tolerated."

Some of the reasons given for training not being effective were that only some were hearing it, it doesn't change attitudes, and more specific / additional information was needed. Some of the comments given as examples of these issues were "I don't think its [training] very effective. [Training is] usually done in

a classroom environment, doesn't hold their attention.", "I don't think its effective in changing behaviors and values.", and "Training is bland and boring. Needs to be more creative in terms of soldier interest. Don't want touchy-feely, but go to get at the source."

◆ ***Training was viewed as effective, for the most part, in actually preventing / reducing behaviors that might be seen as any kind of discrimination or harassment***

Most of the comments indicated that training was "effective" and it makes you aware of accountability. For example, "Very effective in preventing and reducing. Knowledge is power" and "I believe if someone was doing it, they'd think twice before they'd consider it a second time."

For those who indicated that the training was not very effective, some of the comments given were that you cannot change everyone / some do not want to change, not effective (in general), and training doesn't prevent harassment from occurring. Some of the comments given for these issues were that "A leopard won't change his spots", "It keeps the honest people honest, but doesn't touch the hard core violator", "Not effective, these patterns are ingrained", and "Think people will be more discreet. Won't prevent it or reduce it, just be more discreet."

◆ ***Leaders' views on what elements of the Army's system have the highest expertise and ability to prevent harassment or discrimination***

It should be noted that there were some misunderstandings as to what this question meant. Leaders, in some cases, had a hard time with the phrase, "what elements of the Army's system." Individual interviewers also had a difficult time trying to explain what it meant in a few cases as well. The discussion of this question will be broken down into two areas: individuals and elements. When individuals were mentioned, most of the comments indicated that EO personnel, unspecified leader / commander, and NCOs had the most expertise and ability to prevent harassment or discrimination from happening. An example of an EO comment was that the "EOA has the highest expertise because of their training. They can help people define the true meaning of sexual harassment or discrimination." A commander comment was, "Commanders most immediate effect on how a unit does business. If the commander is weak and allows that type of behavior, no 'helpers' can fix it." And, an NCO example was, "It's everyone's responsibility, but NCOs are the ones who need to watch out for it and stop it when it happens. They're closest to the soldier."

When elements were mentioned, most of the comments indicated that the chain of command and leadership have the most expertise and ability to prevent harassment or discrimination from happening. An example of a chain of command comment was, "Chain of command. They see it, although they're the ones who close their eyes and ignore and are part of the problem instead of the

solution.” A leadership example was that it “should be the leaders, because they set the climate for the unit. If they are doing wrong, how can they expect their soldiers to do the right thing.” One comment that really summed everything up was, “Everyone in the Army has the responsibility to prevent sexual harassment or discrimination - it has to start with soldiers themselves.”

◆ ***The system responds fairly, for the most part, to proven cases of harassment or discrimination***

When asked if the system responds fairly to proven cases of harassment or discrimination, most of the leaders’ comments indicated “yes” the punishments are fair as this comment indicates, “Yes, when valid, punishments fit the crimes. When people see punishment happening, it’s a good deterrent.” Also, comments indicated that in some cases the fairness may not be apparent because each case is different as this comment indicates, “Younger soldiers would say no because they are not privy to the three hours of discussion between the commander and the command sergeant major, looking at the whole person. Soldiers can’t understand why two individuals may not get the same punishment. Leaders don’t go back and tell them why.”

Of the comments indicating the system was not fair, the following are some of the reasons why the system was perceived not to be fair: not fair (unspecified), the system is too lenient, and punishment depends on level of command. An example of not fair (unspecified) was simply, “Punishment is unfair - doesn’t fit the crime.” An example of the system being too lenient was, “In certain circumstances more should be done to soldiers who are proven to have harassed or discriminated against someone. Some need to be kicked out of the Army. If a soldier is found guilty, they should get slammed.” A couple of examples of comments for punishment depends on the level of command were, “There should be more accountability the higher up you go, however, the opposite happens” and “there are great variations in punishment, depends upon level of command handling the issues.”

◆ ***In order to reduce incidents of sexual harassment in the Army, leaders need to educate, train, and mentor soldiers better and more effectively***

When asked in their own view, what needs to be done to reduce incidents of sexual harassment in the Army, the most common response leaders gave was education, training, and mentoring. An example of this was, “Better quality training, not the old stand up, show a chart, speak. Not the old ‘propaganda’ they showed in the ‘70s. Need to update our film library and come on line with the times through better, innovative, participative training.” Clarifying and enforcing standards was another comment mentioned. This can be accomplished by “enforce (ing) the standards - system already in place.” Another way of reducing incidents of sexual harassment that was mentioned was by improving leadership. As one of the comments indicated, “Needs to be more

command involvement. Higher command level needs to get more involved. Don't have a deaf ear, always be available. Let your presence be known seven days a week. Leaders set the tone for problems with units." Continuous awareness was another issue mentioned; "Increase awareness at all levels. Ensure that all levels are aware, trained, and educated. Prevent assumption that all leaders are well aware and prepared to deal with sexual harassment / EO issues." The fifth most frequently mentioned comment indicated that the Army needs faster / stricter punishments. This issue can be summed up with one quote, "Pinch a butt, go to jail."

◆ ***Suggestions for improving the environment were varied and focused on training, leadership, and downsizing.***

When asked if they had any other comments they would like to make, the responses were varied. Only the top four positive and negative comments will be discussed. Leaders comments indicated that there needs to be more positive training / teaching issues, as stated in this example, "Try to educate soldiers. Talk about values / beliefs more. Work on young soldiers and refresh old soldiers." Positive leadership issues was another positive comment indicated by this example, "Great efforts should be made for senior leaders to mentor subordinates in core values related to moral dimensions of leadership. Generation Xers coming out of USMA and ROTC have more in common with their soldiers than do their senior leaders. Senior leaders must make the effort to understand generation Xers." Positive standards and values need to be stressed more as indicated in this quote, "Morals and values teaches leadership. Educate in first week and refresh once in a while." Leaders comments also indicated that the Army needs to provide positive monitoring and addressing of the problem. As one leader commented, "The Secretary of the Army is doing a good job. Soldiers genuinely respect how and what he's trying to do for soldiers and their families."

Negative comments centered around issues such as downsizing, leadership, training / teaching, and OPTEMPO issues. Downsizing also included issues focusing on lack of resources and personnel issues. One of the comments was, "End the drawdown. If we drawdown anymore, we'll go beyond what we're capable of doing. Fewer people, more missions, fewer resources, more deployments." An example of a leadership issue was, "Perception of zero tolerance for defects-that's the perception here. I have one company commander who feels making a mistake is a career ender. I have another commander who has made mistakes and learned from them. What a difference! If we grow generations of leaders who are looking over their shoulder, that's bad. I'm worried about it." The problems with training / teaching issues were summed up by this comment, "Lecture is shown to be the least effective form of learning. Videos are the same way. Most effective learning would be in a small group discussion, active participation." The fourth most frequently mentioned comment was concern with OPTEMPO issues. As a leader viewed this,

“Operations tempo (OPTEMPO) takes away from creating ‘professional’ soldiers.
No time to teach moral courage.”

EQUAL OPPORTUNITY ADVISOR INTERVIEWS

Subjects

A total of 71 Equal Opportunity Advisor (EOA) interviews were conducted. Soldiers serving as EOA's, EOR's, and Equal Opportunity Officers were included in the sample. Due to the small number of respondents, no breakdown of type or gender is presented and results are presented with all types grouped together. Additionally, it should be noted that there were no differences in response frequency for these groups.

Analysis Methodology

The Equal Opportunity Advisor (EOA) Interview protocol consisted of 17 questions. All responses for each question in the protocol were read and typed into a computer software program. A list of unique responses was compiled for each question and grouped into categories. A 20% random sample of the comments for each question was then coded according to these categories. After refining the coding categories, a 3-digit number was assigned to each category, making it easier to determine the frequency with which each comment category was mentioned. A second sample of comments was then coded to test the corrected categories. Final corrections, if needed, were made and all comments were coded into categories.

After all of the comments had been coded, the comments that did not fit the original categories (and were coded "other") were isolated and re-coded into new coding categories. In addition, some categories were merged.

One scientist checked and coded all of the EOA data, thus making it unnecessary to perform an inter-rater reliability analysis. Codes and categories were reviewed by senior scientists to ensure consistency in reporting.

All of the questions in the protocol were analyzed. The participant's confidentiality was stressed and guaranteed prior to all interviews. Examples will be given of quotes which are illustrative of quotes given in the interviews. A summary of the most frequently mentioned categories of comments and examples of quotes are provided for each of the questions in the summary of results which follows. A copy of the Equal Opportunity Advisor Interview protocol can be found in Annex J.

Summary of Results

◆ *Various positive and negative aspects of life were presented, with more negative than positive comments*

Commonly reported positive aspects of life included having a good command climate, a good level of support for EOA's, and good base facilities and activities. For example, one comment stated that "senior leaders are aware of policy and try to set the example."

However, the majority of comments reported negative aspects of life. The most frequently mentioned comments related to a lack of EO support along with poor leadership in dealing with equal opportunity issues. One EOA commented, “[There is a] lack of taking care of soldiers by the senior NCO’s. People are afraid to complain, they will be targeted as a whistle blower and targeted for elimination.” Another stated, “[There is] a hidden fear of reprisal, fear to go to the Chain of Command. [We] feel afraid to report violations if [we] don’t have proof to back up allegations.” Negative comments also indicated problems with housing, facilities, and base activities; poor communication with leaders; and a poor location.

◆ ***Various positive and negative aspects of the duty position were also presented, again with more frustrating than enjoyable comments***

Of positive aspects of the job, most reported that helping, working with, and training soldiers was the most enjoyable. One EOA summed it up in stating, “[I] enjoy getting a chance to teach about a program that I think is more important than any other program a commander has. I get to educate folks.” Other positive comments provided demonstrated a general job satisfaction and having free reign to do the job.

Again, more negative comments than positive were provided. The most common comments noting frustration with the job indicated a lack of EO support. An EOA stated that it is “frustrating dealing with commanders that don’t believe in or understand the program.” Other frustrating aspects of the job included a shortage of personnel and resources and again, poor leadership.

◆ ***Many reported that improper relationships are not tolerated in the units***

While many of the comments indicated that improper relationships are not tolerated, about one fourth of the comments reported that they are allowed. Most frequently mentioned relationships were between soldiers in the same company. Comments indicated that in these situations, commanders are not punishing or substantiating complaints. One comment indicated that “Command is aware but turns a blind eye.” Additionally, about one-fifth of the comments were ‘unsure’ or ‘maybe’ responses. In some cases, improper relationships are not openly tolerated, but they still occur and are “swept under the rug - no blemish on my watch.” Another EOA commented that “it seems like it’s enforced according to personal moral standards.”

In the instances where relationships are not allowed, comments attributed the intolerance to good leadership with commanders who act quickly and place a strong emphasis on sexual harassment prevention and education. For example, one comment stated, “It does happen but the commander doesn’t tolerate [it]. When the Chain of Command becomes aware, they act immediately.”

◆ ***Actions in support of Equal Opportunity Programs were reported to help ensure a climate of dignity and respect***

Effective leader actions stemmed from support of the EOA's, enforcing equal opportunity issues, and "by sending a message that inappropriate behavior will not be tolerated." Included in this were training, briefings, and sensing sessions designed to address the occurrence of sexual harassment. Comments also indicated that policy letters and written articles concerning command policies in handling sexual harassment were helpful. Examples provided were open door policies, monthly newsletters emphasizing equal opportunity issues, and participating in ethnic observances. Additional actions also mentioned were leaders that are proactive instead of reactive in their concern for soldiers.

However, some of the comments indicated that leaders do not ensure a climate of respect, or that the effort is reactive or insincere. For example, one EOA remarked that "they do their training but I think they do the minimum. I don't think they really care." These comments suggested that leaders do not attend EO activities and training, and use vulgar language when addressing soldiers. Another issue deals with favoritism in handling complaints; one EOA states, "Leadership ensures soldiers get the help they need unless it is a complaint against a leader."

◆ ***Many of the comments reported that commanders make honest and reasonable efforts to stop sexual harassment or discrimination***

Of positive efforts reported, most comments mentioned rapid and fair investigations and resolutions, using the EOA as an advisor on cases, and providing training and policy letters. Most comments stressed immediate and clear briefings regarding sexual harassment issues: "Commanders brief their soldiers when they arrive and tell them they don't tolerate it and they re-emphasize their policies on sexual harassment."

Of the remaining comments, about one-third reported that commanders were not making honest and reasonable efforts. According to one comment, "Verbal harassment is not being stopped. Leaders can do it, so can I." Some comments reported that commanders don't take equal opportunity issues seriously or are reluctant to report cases to or include the EOA. One EOA reported that he or she has "seen cases that should have been substantiated but were found unsubstantiated because they put their own interpretation into the situation without consulting their EOA's for advice on how to handle [it]."

A few of the comments reported that there was no clear cut answer; some made reasonable efforts in some situations, and some did not. For example, one EOA commented, "All depends on who you are. If the commander likes the individual, they will handle the situation."

Similar results were found with subordinate leaders, with about half of the comments stating that they made reasonable efforts to stop sexual harassment

or discrimination. However, some of the comments were either negative or mixed in their review of subordinate leaders' efforts to stop harassment. In these instances, comments indicated that subordinate leaders are not getting appropriate training, not seeking EOA advice, and not acknowledging sexual harassment when it occurs. One comment even stated that "they accommodate the behavior and laugh right along with it."

◆ ***EOA's felt free to inquire or pursue allegations of sexual harassment or discrimination***

The majority of EOA's reported having command support and an open relationship with the commander, allowing them free reign to pursue allegations. However, of those who did not feel free to investigate, fear of retribution from the command was frequently mentioned. For example, one EOA stated, "[I] have been personally and professionally threatened for doing the right thing." Another remarked, "[I] don't have free reign to talk to soldiers. If I talk to soldiers and they address concerns and I take them to battalion, the only question I get asked is, 'Why were you out in the companies talking to soldiers anyway?' My own boss asks the same question."

◆ ***The current complaint procedures are not effective***

Only one-third of the comments reported that the procedures are effective, with the remainder reporting that they are not effective. The comments presented many components of the complaint procedure that are lacking. For example, many comments indicated that longer timelines are needed for investigations; safeguards are needed to protect those who report from reprisals; regulations and procedures, specifically AR600-20, need to be clearer; EOA's need to be able to take sworn complaints; and all complaints need to be formal. One EOA stated that there are "certain gray areas with respect to commander involvement with making the final decision or corrective action. Too much room for what appears legal but is really reprisal." Also, "the procedures are in place but there is a tremendous reluctance to report for fear of bringing unwanted attention or being isolated by others."

Some of the positive comments were in direct opposition to the negative comments. For example, most commonly mentioned is that timelines assure investigations are completed in a timely manner. Comments also reported that the review, follow-up, and appeals systems are all effective.

◆ ***Most comments indicated that the Command Sergeant Major and the Chief of Staff are the most common raters of EOA's***

A wide variety of raters were mentioned, including the EEO Officer and the Director of Personnel and Community Activity, but the most frequently mentioned raters were the Command Sergeant Major and the Chief of Staff. Comments also indicated that the most common location for the EO office was in the command group and that most EOA's meet with their commander at least once a week. Many also said that they were able to schedule meetings any time they needed to see the commander. In addition, most of the EOA's reported that they attend staff meetings.

◆ ***There was disagreement as to whether sexual harassment issues had affected the unit's ability to do its job***

A little over half of the comments reported that the units have not been effected. However, some of the comments reported a negative effect. The comments suggested that sexual harassment disrupted morale, created reprisals or fear of reprisals for those experiencing sexual harassment, created divisiveness within the unit and resulted in tension, and resulted in male and female conflict. Some comments also indicated that men are in fear of unwarranted allegations; "Male officers and senior NCO's are walking on eggshells."

◆ ***EO representatives have a variety of responsibilities***

Comments reported many EOA responsibilities within the unit. Most frequently mentioned were conducting unit training, advising and assisting the commander, conducting ethnic observances, providing classes to new leaders, handling informal complaints, assisting in quarterly reporting, and gathering information.

◆ ***Units are not responsive to EO and sexual harassment training and the Chain of Command is often absent***

According to EOA comments, only two-fifths said that unit members are responsive to training. Some of the comments stated that training was effective at some levels, but not overall, and a few reported that training was not effective at any level.

In addition, about half of the EOA comments reported that someone in the Chain of Command attended training. Some comments also indicated that senior leaders do not attend training. One EOA stated, "Rarely is the senior leadership attending EO training. They ensure soldiers attend, but do not make an appearance themselves."

◆ *Training was effective in making soldiers aware of sexual harassment or discrimination, but may not be effective in preventing or reducing behavior*

Most EOA's reported that training was effective in helping soldiers to recognize harassment or discrimination; however, less than half reported that training reduced harassing or discriminating behavior. Some reported that they were unsure as to whether training reduced behavior or not. One quarter of the responses remarked that training was not effective at all.

Most comments recommended changes to training content, including command climate issues, and using more effective training methods. Most comments reported that current training consisted of small group discussions, videos, and lectures, and occurs mostly quarterly.

◆ *EOA's have the highest expertise and ability to prevent sexual harassment or discrimination*

The most frequently mentioned person with the expertise and ability to prevent sexual harassment and discrimination was the EOA, with commanders listed as second. A few comments mentioned junior NCO's due to the direct contact with younger soldiers. Only 18 comments addressed who was least apt to prevent sexual harassment, and these were split between junior enlisted soldiers and brigade commanders.

◆ *The system responded fairly for the most part, but punishments were not fair*

Many EOA's reported that the system did respond fairly, but some reported that the system is not fair. Most negative comments reported that often judgments were made too quickly in reaction to the recent emphasis and attention on sexual harassment. Comments also suggested that EOA's were not included in investigations and that leaders didn't enforce regulations and often showed favoritism. For example, one comment stated, "On a case by case basis, no, the system doesn't respond fairly. It depends on what that commander's attitude is about EO." Some comments also reported that the victim often becomes the focus of attention.

Only a third of the comments indicated that the punishment fits the crime. Many comments reported that punishments are too light or are based on rank. "The higher rank you are, the less punishment you will get." Some comments also suggested that punishment is applied inconsistently or suggests favoritism. For example, "Commanders are unwilling to ruin a senior leader's career so they discount the victim and give a punishment that doesn't take into account the severity of the offense."

◆ *More or better training is needed to reduce incidents of sexual harassment*

The most frequently mentioned suggestion for reducing sexual harassment in the Army was for more or better training - "Some people don't know that they don't know." Training related suggestions included EOA training in BCT, AIT, and in schools; training of senior leaders; quarterly training for everyone; an increased focus on dignity and respect in training; including skills in confronting and handling situations; training at all entry points; better training examples and aides; and training on installation policies during inprocessing.

Other recommendations included increased leader support and emphasis on EO issues, and leading by example. Stricter and more consistent punishment, as well as a reprisal policy to eliminate the stigma of reporting are also necessary. Communication also needs to be improved.

Some comments also offered suggestions on changes to the EO system. Such recommendations included forming an EO MOS, making the EOA part of the Criminal Investigation Division, and increasing the number of EOAs. One EOA remarked that "there should be more than one EOA at the installation and brigade level. Too much work for one person to be proficient." Comments also suggested that all EORs be E6 or E7 in rank and "not E5; they don't have the experience." EOAs also recommended better and clearer policies and regulations regarding sexual harassment, and requiring all training to be conducted by EOAs.

Mental Health Provider Interviews

Subjects

Twenty-nine (29) mental health providers, to include psychiatrists, psychologists, clinical social workers, and directors of drug and alcohol centers were interviewed. Seventeen (17) of the mental health providers were male, and twelve (12) were female. Because of the small number of subjects, a question-by-question analysis was not presented and results from this section should be used with caution.

Analysis Methodology

The Mental Health Provider Interview protocol consisted of 13 questions. The qualitative data was collected via one-on-one structured interviews with mental health providers. The mental health providers interviewed were selected based on their availability at the different installations.

Soldiers and civilian workers occasionally used the military mental health system as an avenue to present their sexual harassment complaints. These clients² presented their concerns either directly as occupational or performance problems, interpersonal conflicts with coworkers or supervisors, or victims of rape or sexual assault; or indirectly as anxiety, depression, or other psychological factors.

All responses for each question in the protocol were read and typed into a computer software program. A list of unique responses was compiled for each question and grouped into categories. All comments were then coded according to these categories. After refining the coding categories, a 3-digit number was assigned to each category, making it easier to determine the frequency with which each comment category was mentioned..

All questions in the protocol were analyzed. The participant's confidentiality was stressed and guaranteed prior to all interviews. A discussion of the most frequently mentioned categories of comments are provided for each of the questions in the summary of results which follows. A copy of the Mental health Provider Interview protocol can be found in Annex K.

Summary of Results

✧ ***Cases with sexual harassment as a primary issue constituted a small proportion of mental health providers' cases.***

Mental health providers reported that only a handful of their yearly cases involved sexual harassment. In general, most providers estimated spending a

² The term, "client", typically means a soldier, but it can also include civilian workers and family members eligible for mental health services on military installations.

significantly small amount of time working with clients who had sexual harassment as the primary clinical issue. It was difficult to quantify the amount of time providers were spending with these types of clients because of the small number of providers interviewed and the diversity in how providers reported their cases.

In many of the cases, the client was often aware of inappropriate behavior but was not sure if it constituted sexual harassment. Of the mental health cases involving sexual harassment, there were no specific issues that arose uniformly among cases. When issues of sexual harassment arose, they covered a wide range of behaviors including sexual comments, after duty hours behavior, and being targeted for unfair treatment. Most of the problems presented to mental health providers did not relate to sexual harassment, but involved interpersonal conflicts related to occupational stress, going out to the field, adjustment issues, duty requirements, and deployments.

☒ ***Most clients who had experienced sexual harassment and were seen by mental health professionals reported it to the proper military authorities. Those who had not reported the sexual harassment were encouraged to report it.***

Most of the clients seen by mental health professionals who had experienced sexual harassment reported it to the chain of command prior to being seen in the clinic. The typical practice in sexual harassment cases was:

1.) If the client was command referred³ to a mental health professional, then the client was encouraged to deal with the psychological and interpersonal issues having arisen from the sexual harassment.

2.) If the client was self-referred, then the health care provider was to assess and rule out any psychiatric problems, to educate the client on sexual harassment, deal with the issues surrounding the sexual harassment, and encouraged to report the sexual harassment and/or seek out guidance from the EO/EEO office.

☒ ***A client experiencing sexual harassment did not, in itself, merit a psychiatric diagnosis. The mental health professional's standards of care dictated an initial assessment and evaluation for both psychiatric problems.***

With only a few exceptions, mental health providers reported not having been given direct guidance from their command regarding handling clients with sexual harassment issues. As far as assigning diagnoses when clients reported

³ A client who is command referred has been ordered by his or her commander to be seen by a mental health professional. A client who is self-referred has made an appointment with a mental health professional on their own volition.

sexual harassment problems, none of the providers reported receiving specific guidance. Being a victim of sexual harassment is not a diagnosable mental health disorder. Consequently, experiencing sexual harassment does not in itself warrant a psychiatric diagnosis. However, associated features such as anxiety, insomnia and depressive symptoms may receive a diagnostic classification. In the cases that warrant a psychiatric diagnosis, initially, a diagnosis of acute stress disorder may be given. As one provider indicated, post-traumatic stress disorder (PTSD) is normally the diagnosis given in severe cases when symptoms last more than one month.

Other than encouraging individuals in the mental health care system who had not reported the incident to do so, there was little commonality among cases in treatment of sexual harassment cases. Sexual harassment can exacerbate other life problems, relationship difficulties and mental health issues. Consequently, treatment plans are typically individually tailored. Standard practice when working with clients is to assess clients and evaluate their presenting issues. A treatment plan is made after the initial assessment and evaluation is completed. In the cases of rape and sexual assault, crisis intervention counseling is appropriate. Both short and long term assistance are offered, and occasionally, medication is prescribed.

As part of military mental health standard care, soldiers who come to the mental health clinics are not referred off the installation. However, civilian workers and family members may be referred off the installation or given the option to be seen off the installation when adequate care is not available on post.

✘ ***There are severe limits to a client's privacy and confidentiality, and providers are interpreting those limits individually.***

Mental health providers discussed their roles and responsibilities of maintaining privacy when working with a sexual harassment case. The right of privacy is often confused with the privilege of confidentiality.⁴ A client has a right to a private session, but the information obtained in the session is not necessarily confidential. While current command policies regarding confidentiality are in accordance with AR 44-60, *Medical Records and Quality Assurance Administration* and AR 340-21, *The Army Privacy Program*, the adherence to the regulations and enforcement of these regulations varies from provider to provider. Currently, to maintain mission readiness, the client's right to confidentiality and privilege does not exist.

According to these regulations and upon formal request, information and case notes regarding a client may be released to the soldier's commander, CID,

⁴ Generally, the purpose of a privilege of confidentiality is to protect the communications made by those seeking help or counseling, not to suppress evidence of crime or to protect people in trouble. There is no physician (or psychologist, social worker) - patient privilege in the military. Even if a soldier consults a private physician in a jurisdiction with a doctor-patient privilege, such a privilege is inapplicable to a court-martial or other military proceeding or investigation.

or JAG. Consulting with soldiers' commanders is common and accepted practice, particularly when the soldiers are command referred for an evaluation of fitness for duty, are a risk or danger to themselves or others, or their ability to perform their duties is impaired. Other reasons frequently cited for providing clinical information included official investigations and requests by the IG or CID. Despite the guidance given in the regulations, providers often make discretionary decisions as to what information should and should not be shared. Usually, information is only shared on a "need to know" basis with commanders and others. Providers interpreting the regulations for themselves often leads to confusion and a lack of uniformity when releasing information. One provider clearly stated that "no policy existed" and that he chooses what is to be shared with commanders unless it is a formal investigation. Another clinician stated that there is "strict anonymity and follows the well-known privacy act." A third clinician explained that information is shared with the command only when the client was command referred. These responses seem to reflect various points on the confidentiality continuum.

☒ ***Most mental health providers had some training in sexual harassment issues.***

While most providers indicated that they had formal training in handling rape and sexual trauma cases, several had also received some additional formal and informal training. Formal training was generally part of required schooling for a professional degree. However, the sexual harassment and equal opportunity training that the providers received from the Army was not specific to mental health providers and was often the same training that the majority of the Army received.

☒ ***Few providers indicated that they had experienced or witnessed sexual harassment.***

Most mental health providers, themselves, reported not having witnessed or experienced sexual harassment in the workplace. Those that did experience it or knew of it happening in their work place indicated that it was handled by the individual and resolved or reported and handled appropriately. Race and gender discrimination were experienced by even fewer providers.

☒ ***Providers recognized that experiencing sexual harassment had a serious impact on a client's life.***

Despite seeing a limited number of cases involving sexual harassment, providers recognized that sexual harassment may have a devastating effect on a person's life. There was a significant amount of attention and training on the effects of rape and assault, but little recognition was given to the psychological effects of sexual harassment on soldiers in the workplace.

Most mental health providers believe that sexual harassment is a significant workplace problem and thus is an Army problem. Additionally, false sexual harassment allegations were seen as weakening bona fide complaints. Finally, there was a strong sentiment for the need of better education and training for all soldiers as a means of preventing sexual harassment in the workplace.

Staff Judge Advocate Interviews

Subjects

Thirty-nine Staff Judge Advocates (SJA) and two Trial Defense Service attorneys (TDS) were interviewed. Any SJA or TDS attorney who was currently involved in a case involving sexual harassment was excluded. Because of the small number of SJA interviews, a question-by-question analysis is not presented and results from this section should be used with caution.

Analysis Methodology

The Judge Advocate Interview consisted of 15 questions. The qualitative data presented here are from one-on-one structured interviews with SJAs. At each installation, the Panel requested staff judge advocate and trial defense service attorneys be available for individual interviews. A copy of the protocol used is included in Annex L of this volume.

All responses for each question in the protocol were read and typed into a computer software program. A list of unique responses was compiled for each question and grouped into categories. After coding each question according to these categories, coding categories were refined and a final set of coding categories was developed. After all comments had been coded, the comments that did not fit the original categories (and were coded other) were isolated and re-coded into new coding categories. In addition, some categories were merged.

One scientist coded the Staff Judge Advocate Interviews, thus making it unnecessary to perform inter-rater reliability analysis. Codes and categories were reviewed by senior scientists to ensure consistency in reporting.

All of the questions in the protocol were analyzed. The participant's confidentiality was stressed and guaranteed prior to all interviews. Examples will be given of quotes which are illustrative of quotes given in the interviews. A summary of the most frequently mentioned categories of comments and examples of quotes are provided for each of the questions in the summary of results which follows.

Summary of Results

- ◆ ***The chains of command understand the Army policy on the prevention of sexual harassment and have local policies regarding sexual harassment.***

By and large, staff judge advocates indicate that Army policies are adequate for the prevention of sexual harassment. Some did report that some commanders seem to lack understanding of what constitutes a hostile work environment. In addition, some find the definition of fraternization to be

ambiguous. They also recommended having a separate Equal Opportunity regulation with clear, simple rules for behavior. One JAG said, "Parts of the policy are unclear. For example 'unwelcome behavior'--how do you know until you try?"

- ◆ ***Commanders have adequate authority to address problems involving sexual harassment and most take quick action to resolve any complaints.***

SJAs reported that commanders have adequate authority to address problems involving sexual harassment or sexual misconduct. They did note that the Army has the tools to deal with problems after the fact rather than a more proactive approach. SJAs also note that some company grade officers need to use their authority and investigate thoroughly any claims of sexual harassment. "Company grade officers don't investigate well."

In their experience, SJAs believe that most commanders take quick action to deal with sexual harassment complaints. However, some commanders try to resolve issues quietly as well as quickly. "No one (commanders) wants to have to report an incident--they regard that as a career killer." Trying to resolve issues quickly results in some incidents not being investigated thoroughly--or at all. Timely actions are needed in handling sexual harassment issues, however, some SJAs see the lack of experience and the pressure to not have a formal complaint surface as interfering with good, thorough investigations.

- ◆ ***Most SJAs think the UCMJ adequately provides for prosecution of sexual misconduct, but would like additional guidance on the issues of fraternization and what constitutes a hostile work environment.***

Some SJAs suggest a separate article for charging sexual harassment and/or sexual misconduct. They also suggest clarification of the concepts of fraternization and hostile work environment.

- ◆ ***SJAs frequently provide advice to investigating officers and are most effective when their advice is requested early in the process.***

SJAs interface with a wide variety of officials in handling sexual harassment/misconduct cases. Besides commanders and first sergeants, Inspectors General (IG), Criminal Investigation Division (CID), Provost Marshalls (PM), Equal Opportunity Advisors (EOA) and Equal Employment Opportunity (EEO) personnel are frequently involved in complaints. One of the most important interfaces is with officers assigned the duty of investigating complaints.

SJAs report that many investigations are "timely, thorough, and complete." They also note that the best investigations often begin with investigating officers seeking their advice early in the process and continuing to

consult with them as the investigation proceeds. They report that investigators require good oversight and guidance to ensure the investigation is complete and thorough.

OPTEMPO and time demands take a toll on investigations as well. Since investigations are extra duties, the amount of time it takes to investigate allegations ties up key players. Consequently, the quality of investigations can suffer. "Investigating officers tend to ask 'yes/no' kinds of questions instead of asking who, what, when, where, and why."

- ◆ ***Most commands/installations have a victim/witness assistance program, but few are well publicized and there is limited coordination with military and civilian agencies providing victim/witness assistance.***

Victim/Witness Assistance Programs are usually publicized through the PM or CID offices, but not through general publicity. "It is publicized in certain ways--through a CID brochure, but not widely publicized (PAO) however." Most SJAs also report they do not know of any mechanism in place to measure the effectiveness of the program, but recognize the need for one.

- ◆ ***SJAs sometimes provide training on legal aspects of sexual harassment, but more commonly provide EOAs or commanders with information for them to provide training.***

Some SJAs are asked to conduct training in the prevention of sexual harassment (POSH), but most provide information to others. The most frequently mentioned persons who request information are EOAs and commanders. "The EO/EEO offices have the lead in POSH training; SJA assists as requested."

- ◆ ***SJAs offer many suggestions to aid in the prevention of sexual harassment. Training at all levels, emphasizing values and standards, and preparing leaders to take ownership of this issue were identified as keys to prevention.***

SJAs suggest education as most important in preventing sexual harassment. This training should emphasize values and standards. "Focus on values, on and off duty" and "Peer pressure and lack of clear moral values are key influences of soldiers' behavior." A few SJAs noted that the Army sometimes sends conflicting messages to soldiers regarding standards of conduct and fraternization. "We unify the club system so everyone socializes together, officers and enlisted marry and live together in housing--this leaves soldiers confused." Another noted "enforcement of standards must be strong and actions must be fair and swift." Training that includes Army values and emphasizes the importance of upholding Army standards was mentioned as the most important preventive measure the Army can take.

SJAs also note the importance of leaders in the prevention process. One said, "leaders need to talk to their soldiers." Another mentioned, "We need to show commanders how to deal with sexual harassment complaints--too many don't know." One SJA also noted, "Victims are confused and embarrassed--many leaders don't know how to help them." They also reported that commanders must enforce standards equally for all soldiers and eliminate double standards.

SJAs also suggest that investigating officer duty should be viewed as a priority duty and free these officers to conduct a thorough investigation. They also note that the Army should begin to emphasize and recognize the good soldiers that we have, and not focus on the bad eggs.

COMMAND AND SOLDIER CLIMATE ASSESSMENT SURVEY - A

The Army is conducting a survey on the human relations environment in the Army. The purposes of the study is to develop information that will be used to make recommendations to the Secretary of the Army regarding ways to improve the Army's climate of respect for all soldiers. This questionnaire asks soldiers about their perceptions of unit climate including relationships between leaders and subordinates and relationships among peers. The questionnaire also asks about your perceptions of mission readiness and gender integration. There are no right or wrong answers. We are interested in your opinions and perceptions. The survey is anonymous and voluntary.

Please use a #2 pencil and fill in the bubble which corresponds to your answers. Please be sure to fill in the center of the bubble clearly.

<input type="radio"/> RIGHT	<input type="radio"/> WRONG	<input type="radio"/> WRONG
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A. Current Rank

B. MOS or Specialty (Example, 71L or 42A)

C. Gender
A. Male
B. Female

D. Which of the following best describes your duty position?
A. Nonsupervisory position
B. Squad leader/Section Sergeant
C. Platoon Sergeant
D. First Sergeant
E. Platoon Leader
F. Company Commander
G. Executive Officer
H. Other

E. Current Age

F. How many hours do you usually work in a day?

G. Number of MEN in your COMPANY you work with on a daily basis

H. Number of WOMEN in your COMPANY you work with on a daily basis

I. Marital Status
A. Single
B. Married
C. Divorced
D. Separated
E. Widow/Widower

J. During the past year has your unit deployed anywhere for a period of three months or more?
A. Yes
B. Currently deployed
C. No
D. Don't Know

K. What is the sex of your first line supervisor?

A. Male

B. Female

L. Sequence Number:

Please turn your answer form over. Begin with number 1. There are more bubbles in this section than answers. Fill in your answer according to the matching bubble (if your answer is A, fill in the bubble marked "A").

<input type="radio"/>							
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1. Ethnic Group

- | | | |
|------------------------------------|-----------------|---------------------|
| A. White (Non-Hispanic) | C. Hispanic | F. Native American |
| B. African-American (Non Hispanic) | D. Asian | G. Pacific Islander |
| | E. Multi-Racial | |

2. Highest Level of Education

- | | | |
|-------------------------|---------------------|----------------------|
| A. Some high school | D. Some College | F. Graduate training |
| B. High school graduate | E. College Graduate | G. Graduate degree |
| C. GED | | |

3. How many times in the past year did your company go into the field?

- | | | | |
|------|------|------|---------------|
| A. 0 | D. 3 | G. 6 | J. 9 |
| B. 1 | E. 4 | H. 7 | K. 10 |
| C. 2 | F. 5 | I. 8 | L. 11 or more |

The following questions are about the soldiers in your company. Fill in your answer according to the matching bubble (if your answer is A, fill in the bubble marked "A"). Please answer the questions using the following scale:

A. Not At All	B. Slight Extent	C. Moderate Extent	D. Great Extent	E. Very Great Extent	F. Not Applicable
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To what extent do the soldiers in your company:

4. say insulting things to each other?
5. like to get things done?
6. say degrading things about women?
7. say degrading things about men?
8. work hard to achieve their goals?
9. enjoy a challenge?
10. have high expectations of themselves?
11. gossip behind one another's backs?
12. do what is right?
13. respect one another?
14. treat others as they themselves would like to be treated?

Please rate each statement below using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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15. Soldiers in this company are expected to comply with the law and professional standards over and above other considerations.
16. The soldiers in this company are respectful towards women.
17. Soldiers in this company strictly obey the company policies.
18. Soldiers in this company do not have enough time to spend with friends and family.
19. Soldiers in this company do not tolerate sexual harassment.
20. Soldiers in this company feel that there are no moral restrictions on their behavior.
21. Soldiers in this company do not have enough time for relaxation and entertainment.
22. Soldiers in this company are able to take on tough problems without getting flustered.
23. Each soldier in this company decides for himself/herself what is right and wrong.
24. The soldiers in this company have enough skills that I would trust them with my life in combat.
25. There are soldiers in this company that would lend me money in an emergency.
26. In this company, people look out for each other's good.
27. In this company, soldiers are expected to follow their own personal and moral beliefs.
28. In this company, people protect their own interests above all else.
29. There is a lot of teamwork and cooperation among soldiers in this company.
30. There is a lot of lying and deceit among soldiers in this company.
31. The soldiers in this company are respectful towards men.
32. There are soldiers in this company that I would consider my friends.
33. There are soldiers in this company that I can go to for help when I have a personal problem.
34. My closest relationships are with my peers in this company.
35. I have peers in this company that I choose to spend my time with in my non-duty hours.

The following statements are about the leaders in your company. Please rate each statement using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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36. The leaders in this company set high standards for soldiers in terms of good behavior and discipline.
37. The leaders in this company encourage soldiers to be all they can be.
38. The leaders in this company are more interested in looking good than in being good.
39. The leaders in this company are self-centered.
40. The leaders in this company are bossy.
41. The leaders in this company are able to take on tough problems without getting flustered.
42. I am impressed with the quality of leadership in this company.
43. My chain of command works well.
44. I would go for help with a personal problem to people in the company chain of command.
45. The leaders in this company push soldiers very hard to get things done without regard for the soldiers' needs.
46. The leaders in the company enforce the standards they set for good behavior.
47. The leaders in this company are not concerned with the way soldiers treat each other as long as the job gets done.
48. The leaders in this company can take charge of things.
49. The leaders in this company set good examples for soldiers by behaving the way they expect soldiers to behave.
50. The leaders in this company are able to make tough decisions.
51. The leaders in this company just look out for themselves.
52. The leaders in this company are more interested in furthering their careers than in the well-being of their soldiers.
53. My officers are interested in my personal welfare.
54. The officers in this company would lead well in combat.
55. Officers most always get willing and whole-hearted cooperation from the soldiers in this company.

Please continue to rate each statement using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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- 56. My officers are interested in what I think and how I feel about things.
 - 57. NCOs most always get willing and whole-hearted cooperation from the soldiers in this company.
 - 58. My NCOs are interested in what I think and how I feel about things.
 - 59. My NCOs are interested in my personal welfare.
 - 60. The NCOs in my chain of command are a good source of support.
 - 61. The NCOs in this company would lead well in combat.
-

The following statements are about your company. Please rate each statement using the scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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- 62. This company treats soldiers' spouses with respect.
- 63. Families are important in this company.
- 64. This company values soldiers who can take charge of things.
- 65. There is no room for one's own personal morals or ethics in this company.
- 66. The most important concern in this company is each soldier's own sense of right and wrong.
- 67. Successful people in this company go by the book.
- 68. Everyone in this company is expected to stick by company rules and procedures.
- 69. In this company, soldiers are guided by their own personal ethics.
- 70. In this company, the first consideration is whether a decision violates the law.
- 71. In this company, people are mostly out for themselves.

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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72. Regarding moral beliefs in this company, there is a sense that “anything goes.”
73. The most important concern in this company is the good of all the people in the company as a whole.
74. The major concern in this company is always what is best for the other person.
75. The company values soldiers who are able to make tough decisions.
76. There are high levels of sexual harassment in this company.
77. There are high levels of racial or ethnic discrimination in this company.
78. If we went to war tomorrow, I would feel good about going with this company.
79. I think the level of training in this company is high.
80. I have real confidence in our company’s ability to use our weapons or mission equipment.

The following questions deal with your company’s readiness to perform its mission. Please rate each using the following scale:

A. Very Poor	B. Poor	C. Not Sure	D. Good	E. Very Good	F. Not Applicable
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81. How would you rate your company’s ability to perform its mission in war?
82. How would you describe your fellow soldiers’ readiness to fight if and when necessary?
83. How would you rate the condition of your company’s equipment (trucks, tools, etc.)?

The following statements concern your opinion. Please rate each statement using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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84. Men should not be restricted from any specialties for which they can qualify.
85. The fundamental role of the Army is to fight and win the Nation’s wars.
86. Men have an advantage over women when it comes to having a successful military career.
87. Women should not be restricted from any specialties for which they can qualify.
88. The main focus of the Army should be warfighting.

89. **Women have an advantage over men when it comes to having a successful military career.**

The following statements are to be completed by soldiers in units with both men and women.

If your company does not have male and female soldiers, skip to question 112.

Please use the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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90. Male soldiers in this company “come on” to the female soldiers.
91. In this company, male soldiers accept female soldiers as equals.
92. Sexual relationships between leaders and their subordinates would not be tolerated in this company.
93. Female soldiers in this company get treated better than male soldiers.
94. Male and female soldiers in this company work well together in garrison.
95. Female soldiers in this company “come on” to the male soldiers.
96. Male and female soldiers in this company work well together in the field.
97. Female soldiers in this company try as hard as the men.
98. In this company, the female soldiers pull their load.
99. The women in this company are competent soldiers.
100. Male soldiers in this company get treated better than female soldiers.
101. Male soldiers in this company try as hard as the women.
102. In this company, the male soldiers pull their load.
103. In this company, female soldiers accept male soldiers as equals.
104. The men in this company are competent soldiers.

To Be Completed By All Soldiers.

Please answer the following questions using the scale:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
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During the past 12 months in this company, have you ever been in a situation where fellow soldiers or supervisors:

105. told suggestive stories or offensive jokes?
106. made crude and offensive sexual remarks, either publicly (e.g., in your workplace) or to you privately?
107. treated you “differently” because of your sex (e.g., mistreated or ignored you)?
108. displayed, used or distributed sexist or suggestive materials (e.g., pictures, stories or pornography)?
109. made sexist remarks?
110. “put you down” or was condescending to you because of your sex?
111. made unwanted attempts to draw you into a discussion of personal or sexual matters (e.g., tried to discuss or comment on your sex life)?
112. touched you in a way that made you feel uncomfortable (e.g., laid a hand on your bare arm, put an arm around your shoulders)?
113. gave you unwanted sexual attention?
114. attempted to establish a romantic sexual relationship with you despite your efforts to discourage him or her?
115. made unwanted attempts to stroke or fondle you (e.g., stroking your leg or neck)?
116. continued to ask you for dates, drinks, dinner, etc., even though you already said no?
117. made you feel you were being subtly bribed with some sort of reward or special treatment to engage in sexual behavior?
118. made you feel you were being subtly threatened with some sort of retaliation for not being sexually cooperative (e.g., the mention of an upcoming evaluation, review, etc.)?
119. made unwanted attempts to have sex with you that resulted in you pleading, crying or physically struggling?
120. whistled, called or hooted at you in a sexual way?
121. made gestures or used body language of a sexual nature which embarrassed or offended you?
122. stared, leered or ogled you in a way that made you uncomfortable?

123. exposed themselves physically (for example “moonied” you) in a way that embarrassed you or made you feel uncomfortable?
124. had sex with you without your consent or against your will?

- 136. In the past year, did you take care of a personal experience of sexual harassment INFORMALLY IN your company without going through the system?**
 A. Yes B. No
- 137. If yes, were you satisfied with this INFORMAL process to resolve your complaint?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 138. Were you satisfied with the results of dealing with the experience INFORMALLY?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 139. In the past year, did you take care of a personal experience of sexual harassment INFORMALLY OUTSIDE your company without going through the system?**
 A. Yes B. No
- 140. If yes, were you satisfied with this INFORMAL process to take care of your complaint?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 141. Were you satisfied with the results of dealing with the experience INFORMALLY?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 142. In the past 12 months, how many hours of sexual harassment prevention training have you had?**
 A. zero hours D. up to 2 hours
 B. up to 1/2 hour E. up to 3 hours
 C. up to 1 hour F. more than 3 hours
- 143. In the past 12 months, how many hours of equal opportunity training have you had?**
 A. zero hours D. up to 2 hours
 B. up to 1/2 hour E. up to 3 hours
 C. up to 1 hour F. more than 3 hours
- 144. When you go to the field, how many days do you usually spend away overnight?**
 A. 0 B. 1-4 C. 5-8 D. 9-12 E. 13-16 F. 17 or more
- 145. How long have you been in your present company?**
 A. less than 1 year B. 1-2 years C. 2-3 years D. more than 3 years
- 146. Version**

A. Team 1

B. Team 2

C. Team 3

Any comments you make on this survey will be kept confidential and no follow-up action will be taken in response to any specifics reported. If you want to report a complaint, contact your local Inspector General for more information.



Acrobat Document

Annex A Tables

COMMAND AND SOLDIER CLIMATE ASSESSMENT SURVEY - B

The Army is conducting a survey on the human relations environment in the Army. The purposes of the study is to develop information that will be used to make recommendations to the Secretary of the Army regarding ways to improve the Army's climate of respect for all soldiers. This questionnaire asks soldiers about their perceptions of unit climate including relationships between leaders and subordinates and relationships among peers. The questionnaire also asks about your perceptions of mission readiness and gender integration. There are no right or wrong answers. We are interested in your opinions and perceptions. The survey is anonymous and voluntary.

Please use a #2 pencil and fill in the bubble which corresponds to your answers. Please be sure to fill in the center of the bubble clearly.

<input type="radio"/> RIGHT	<input type="radio"/> WRONG	<input type="radio"/> WRONG
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- A. Current Rank**
- B. MOS or Specialty (Example, 71L or 42A)**
- C. Gender**
A. Male
B. Female
- D. Which of the following best describes your duty position?**
A. Nonsupervisory position
B. Division Chief
C. Directorate Head
- E. Current Age**
- F. How many hours do you usually work in a day?**
- G. Number of MEN in your ORGANIZATION you work with on a daily basis**
- H. Number of WOMEN in your ORGANIZATION you work with on a daily basis**
- I. Marital Status**
A. Single
B. Married
C. Divorced
D. Separated
E. Widow/Widower
- J. How long have you been in your current organization?**
A. Less than one year
B. One year to three years
C. Four years to six years
D. Greater than seven years
- K. What is the sex of your first line supervisor?**
A. Male
B. Female

L. Sequence Number:

Please turn your answer form over. Begin with number 1. There are more bubbles in this section than answers. Fill in your answer according to the matching bubble (if your answer is A, fill in the bubble marked "A").

<input type="radio"/>							
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1. Ethnic Group

- | | | |
|------------------------------------|-----------------|---------------------|
| A. White (Non-Hispanic) | C. Hispanic | F. Native American |
| B. African-American (Non Hispanic) | D. Asian | G. Pacific Islander |
| | E. Multi-Racial | |

2. Highest Level of Education

- | | | |
|-------------------------|---------------------|----------------------|
| A. Some high school | D. Some College | F. Graduate training |
| B. High school graduate | E. College Graduate | G. Graduate degree |
| C. GED | | |

The following questions are about the people in your organization. Fill in your answer according to the matching bubble (if your answer is A, fill in the bubble marked "A"). Please answer the questions using the following scale:

A. Not At All	B. Slight Extent	C. Moderate Extent	D. Great Extent	E. Very Great Extent	F. Not Applicable
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To what extent do the people in your organization:

3. say insulting things to each other?
4. like to get things done?
5. say degrading things about women?
6. say degrading things about men?
7. work hard to achieve their goals?
8. enjoy a challenge?
9. have high expectations of themselves?
10. gossip behind one another's backs?
11. do what is right?
12. respect one another?
13. treat others as they themselves would like to be treated?

Please rate each statement below using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
-------------------	----------	-------------	-------------	----------------------	-------------------

14. People in this organization are expected to comply with the law and professional standards over and above other considerations.
15. The people in this organization are respectful towards women.
16. People in this organization strictly obey the organizational policies.
17. People in this organization do not have enough time to spend with friends and family.
18. People in this organization do not tolerate sexual harassment.
19. People in this organization feel that there are no moral restrictions on their behavior.
20. People in this organization do not have enough time for relaxation and entertainment.
21. People in this organization are able to take on tough problems without getting flustered.
22. Each person in this organization decides for himself/herself what is right and wrong.
23. There are people in this organization that would lend me money in an emergency.
24. In this organization, people look out for each other's good.
25. In this organization, people are expected to follow their own personal and moral beliefs.
26. In this organization, people protect their own interests above all else.
27. There is a lot of teamwork and cooperation among people in this organization.
28. There is a lot of lying and deceit among people in this organization.
29. The people in this organization are respectful towards men.
30. There are people in this organization that I would consider my friends.
31. There are people in this organization that I can go to for help when I have a personal problem.
32. My closest relationships are with my peers in this organization.
33. I have peers in this organization that I choose to spend my time with in my non-duty hours.

The following statements are about the leaders in your organization. Please rate each statement using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
-------------------	----------	-------------	-------------	----------------------	-------------------

34. The leaders in this organization set high standards for people in terms of good behavior and discipline.
35. The leaders in this organization encourage people to be all they can be.
36. The leaders in this organization are more interested in looking good than in being good.
37. The leaders in this organization are self-centered.
38. The leaders in this organization are bossy.
39. The leaders in this organization are able to take on tough problems without getting flustered.
40. I am impressed with the quality of leadership in this organization.
41. My chain of command works well.
42. I would go for help with a personal problem to people in the organization chain of command.
43. The leaders in this organization push people very hard to get things done without regard for people's needs.
44. The leaders in the organization enforce the standards they set for good behavior.
45. The leaders in this organization are not concerned with the way people treat each other as long as the job gets done.
46. The leaders in this organization can take charge of things.
47. The leaders in this organization set good examples for people by behaving the way they expect people to behave.
48. The leaders in this organization are able to make tough decisions.
49. The leaders in this organization just look out for themselves.
50. The leaders in this organization are more interested in furthering their careers than in the well-being of their people.
51. My leaders are interested in my personal welfare.
52. Leaders most always get willing and whole-hearted cooperation from the people in this organization.

53. My leaders are interested in what I think and how I feel about things.

The following statements are about your organization. Please rate each statement using the scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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54. This organization treats peoples' spouses with respect.
55. Families are important in this organization.
56. This organization values people who can take charge of things.
57. There is no room for one's own personal morals or ethics in this organization.
58. The most important concern in this organization is each person's own sense of right and wrong.
59. Successful people in this organization go by the book.
60. Everyone in this organization is expected to stick by organizational rules and procedures.
61. In this organization, people are guided by their own personal ethics.
62. In this organization, the first consideration is whether a decision violates the law.
63. In this organization, people are mostly out for themselves.
64. Regarding moral beliefs in this organization, there is a sense that "anything goes."
65. The most important concern in this organization is the good of all the people in the organization as a whole.
66. The major concern in this organization is always what is best for the other person.
67. The organization values people who are able to make tough decisions.
68. There are high levels of sexual harassment in this organization.
69. There are high levels of racial or ethnic discrimination in this organization.
70. If we were at war tomorrow, I would feel good about working in this organization.
71. I think the level of training in this organization is high.

The following statements concern your opinion. Please rate each statement using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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- 72. Men should not be restricted from any specialties for which they can qualify.
- 73. The fundamental role of the Army is to fight and win the Nation's wars.
- 74. Men have an advantage over women when it comes to having a successful military career.
- 75. Women should not be restricted from any specialties for which they can qualify.
- 76. The main focus of the Army should be warfighting.
- 77. Women have an advantage over men when it comes to having a successful military career.

Please use the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
--------------------------	-----------------	--------------------	--------------------	-----------------------------	--------------------------

- 78. Men in this organization "come on" to the women.
- 79. In this organization, men accept women as equals.
- 80. Sexual relationships between leaders and their subordinates would not be tolerated in this organization.
- 81. Women in this organization get treated better than men.
- 82. Men and women in this organization work well together.
- 83. Women in this organization "come on" to the men.
- 84. Women in this organization try as hard as the men.
- 85. In this organization, the women soldiers pull their load.
- 86. The women in this organization are competent.
- 87. Men in this organization get treated better than women.
- 88. Men in this organization try as hard as the women.
- 89. In this organization, the men pull their load.
- 90. In this organization, women accept men as equals.
- 91. The men in this organization are competent.

Please answer the following questions using the scale:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
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During the past 12 months in this organization, have you ever been in a situation where fellow coworkers or supervisors:

92. told suggestive stories or offensive jokes?
93. made crude and offensive sexual remarks, either publicly (e.g., in your workplace) or to you privately?
94. treated you “differently” because of your sex (e.g., mistreated or ignored you)?
95. displayed, used or distributed sexist or suggestive materials (e.g., pictures, stories or pornography)?
96. made sexist remarks?
97. “put you down” or was condescending to you because of your sex?
98. made unwanted attempts to draw you into a discussion of personal or sexual matters (tried to discuss or comment on your sex life)?
99. touched you in a way that made you feel uncomfortable (e.g., laid a hand on your bare shoulder or put an arm around your shoulders)?
100. gave you unwanted sexual attention?
101. attempted to establish a romantic sexual relationship with you despite your efforts to discourage him or her?
102. made unwanted attempts to stroke or fondle you (e.g., stroking your leg or neck)?
103. continued to ask you for dates, drinks, dinner, etc., even though you already said no?
104. made you feel you were being subtly bribed with some sort of reward or special treatment to engage in sexual behavior?
105. made you feel you were being subtly threatened with some sort of retaliation for not being sexually cooperative (e.g., the mention of an upcoming evaluation, review, etc.)?
106. made unwanted attempts to have sex with you that resulted in you pleading, crying or physically struggling?
107. whistled, called or hooted at you in a sexual way?
108. made gestures or used body language of a sexual nature which embarrassed or offended you?
109. stared, leered or ogled you in a way that made you uncomfortable?
110. exposed themselves physically (for example “moonied” you) in a way that embarrassed you or made you feel uncomfortable?
111. had sex with you without your consent or against your will?

112. implied faster promotions or better treatment if you were sexually cooperative?

Please continue to answer the following questions using the scale.
 During the past 12 months in this organization, have you ever been in a situation where fellow coworkers or supervisors:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
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- 113. made it necessary for you to respond positively to sexual invitations in order to be well treated on the job?
- 114. made you feel you'd be treated poorly if you didn't cooperate sexually?
- 115. treated you badly for refusing to have sex?
- 116. sexually harassed you?

Handling Complaints:

- 117. In the past year, did you file a FORMAL complaint of sexual harassment against someone IN your organization?
 A. Yes B. No
- 118. If yes, were you satisfied with the system's process to resolve your complaint?
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 119. Were you satisfied with the result of your complaint?
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 120. In the past year, did you file a FORMAL complaint of sexual harassment against someone OUTSIDE your organization?
 A. Yes B. No
- 121. If yes, were you satisfied with the system's process to resolve your complaint?
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 122. Were you satisfied with the results of your complaint?
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable

- 123. In the past year, did you take care of a personal experience of sexual harassment INFORMALLY IN your organization without going through the system?**
 A. Yes B. No
- 124. If yes, were you satisfied with this INFORMAL process to resolve your complaint?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 125. Were you satisfied with the results of dealing with the experience INFORMALLY?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 126. In the past year, did you take care of a personal experience of sexual harassment INFORMALLY OUTSIDE your organization without going through the system?**
 A. Yes B. No
- 127. If yes, were you satisfied with this INFORMAL process to take care of your complaint?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 128. Were you satisfied with the results of dealing with the experience INFORMALLY?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 129. In the past 12 months, how many hours of sexual harassment prevention training have you had?**
 A. zero hours D. up to 2 hours
 B. up to 1/2 hour E. up to 3 hours
 C. up to 1 hour F. more than 3 hours
- 130. In the past 12 months, how many hours of equal opportunity training have you had?**
 A. zero hours D. up to 2 hours
 B. up to 1/2 hour E. up to 3 hours
 C. up to 1 hour F. more than 3 hours
- 131. When you go to the field, how many days do you usually spend away overnight?**
 A. 0 B. 1-4 C. 5-8 D. 9-12 E. 13-16 F. 17 or more
- 132. How long have you been in your present organization?**
 A. less than 1 year B. 1-2 years C. 2-3 years D. more than 3 years
- 133. Version**

A. Team 1

B. Team 2

C. Team 3

Any comments you make on this survey will be kept confidential and no follow-up action will be taken in response to any specifics reported. If you want to report a complaint, contact your local Inspector General for more information.

COMMAND AND SOLDIER CLIMATE ASSESSMENT SURVEY - S

The Army is conducting a survey on the human relations environment in the Army. The purpose of the study is to develop information that will be used to make recommendations to the Secretary of the Army regarding ways to improve the Army's climate of respect for all soldiers. This questionnaire asks students about their perceptions of the Army and your school climate. There are no right or wrong answers. We are interested in your opinions and perceptions. The survey is anonymous and voluntary.

Please use a #2 pencil and fill in the bubble which corresponds to your answers. Please be sure to fill in the center of the bubble clearly.

<input type="radio"/> RIGHT	<input type="radio"/> WRONG	<input type="radio"/> WRONG
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- A. Current Rank**
- B. MOS or Specialty (Example, 71L or 42A)**
- C. Gender**
 - A. Male
 - B. Female
- D. Which of the following best describes your position?**
 - A. Student
 - B. Faculty
 - C. Other
- E. Current Age**
- F. Number of MEN you work with on a daily basis**
- G. Number of WOMEN you work with on a daily basis**
- H. Marital Status**
 - A. Single
 - B. Married
 - C. Divorced
 - D. Separated
 - E. Widow/Widower
- I. Sequence Number:**

Please turn your answer form over. Begin with number 1. There are more bubbles in this section than answers. Fill in your answer according to the matching bubble (if your answer is A, fill in the bubble marked "A").

<input type="radio"/>							
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1. Ethnic Group

- | | | |
|------------------------------------|-----------------|---------------------|
| A. White (Non-Hispanic) | C. Hispanic | F. Native American |
| B. African-American (Non Hispanic) | D. Asian | G. Pacific Islander |
| | E. Multi-Racial | |

2. Highest Level of Education

- | | | |
|-------------------------|---------------------|----------------------|
| A. Some high school | D. Some College | F. Graduate training |
| B. High school graduate | E. College Graduate | G. Graduate degree |
| C. GED | | |

The following questions are about the students in your class. Fill in your answer according to the matching bubble (if your answer is A, fill in the bubble marked "A"). Please answer the questions using the following scale:

A. Very Great Extent	B. Great Extent	C. Moderate Extent	D. Slight Extent	E. Not At All	F. Not Applicable
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To what extent do the students in your class:

3. say insulting things to each other?
4. like to get things done?
5. say degrading things about women?
6. say degrading things about men?
7. work hard to achieve their goals?
8. enjoy a challenge?
9. have high expectations of themselves?
10. gossip behind one another's backs?
11. do what is right?
12. respect one another?
13. treat others as they themselves would like to be treated?

Please rate each statement below using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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14. Students in this class are expected to comply with the law and professional standards over and above other considerations.
15. The students in this class are respectful towards women.
16. Students in this class strictly obey the school policies.
17. Students in this class do not tolerate sexual harassment.
18. Students in this class feel that there are no moral restrictions on their behavior.
19. Each soldier in this class decides for himself/herself what is right and wrong.
20. In this class, people look out for each other's good.
21. In this class, students are expected to follow their own personal and moral beliefs.
22. In this class, people protect their own interests above all else.
23. The students in this class are respectful towards men.
24. There are students in this class that I would consider my friends.
25. There are students in this class that I can go to for help when I have a personal problem.
26. My closest relationships are with my peers in this class.
27. I have peers in this class that I choose to spend my time with in my non-duty hours.

The following statements are about the faculty in your school. Please rate each statement using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
--------------------------	-----------------	--------------------	--------------------	-----------------------------	--------------------------

28. The faculty in this school sets high standards for students in terms of good behavior and discipline.
29. The faculty in this school is more interested in looking good than in being good.
30. The faculty in this school is self-centered.
31. The faculty in this school is bossy.
32. The faculty in this school is able to take on tough problems without getting flustered.
33. I would go for help with a personal problem to people in the school chain of command.
34. The faculty in this school push students very hard to get things done without regard for the students' needs.
35. The faculty in the school enforce the standards they set for good behavior.
36. The faculty in this school is not concerned with the way students treat each other as long as the job gets done.
37. The faculty in this school set good examples for students by behaving the way they expect students to behave.
38. The faculty in this school is able to make tough decisions.
39. The faculty in this school just look out for themselves.
40. The faculty in this school is more interested in furthering their careers than in the well-being of their students.
41. The faculty is interested in my personal welfare.
42. The faculty is interested in what I think and how I feel about things.

The following statements are about your class. Please rate each statement using the scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
--------------------------	-----------------	--------------------	--------------------	-----------------------------	--------------------------

43. In this class, students' spouses are treated with respect.
44. Cheating on one's spouse is looked upon with disapproval in this class.
45. Families are important in this class.
46. There is no room for one's own personal morals or ethics in this class.
47. The most important concern in this class is each soldier's own sense of right and wrong.
48. Successful people in this class go by the book.
49. Everyone in this class is expected to stick by class rules and procedures.
50. In this class, students are guided by their own personal ethics.
51. In this class, the first consideration is whether a decision violates the law.
52. In this class, people are mostly out for themselves.
53. The most important concern in this class is the good of all the people in the class as a whole.
54. The major concern in this class is always what is best for the other person.
55. There are high levels of sexual harassment in this class.
56. There are high levels of racial or ethnic discrimination in this class.

The following statements concern your opinion. Please rate each statement using the following scale:

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
--------------------------	-----------------	--------------------	--------------------	-----------------------------	--------------------------

57. Men should not be restricted from any specialties for which they can qualify.
58. The fundamental role of the Army is to fight and win the Nation's wars.
59. Men have an advantage over women when it comes to having a successful military career.
60. Women should not be restricted from any specialties for which they can qualify.
61. The main focus of the Army should be warfighting.
62. Women have an advantage over men when it comes to having a successful military career.

- 63. Men in this class “come on” to the women students.**
- 64. In this class, male students accept female students as equals.**
- 65. Female students in this class get treated better than male students.**

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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66. Sexual relationships between faculty and students would not be tolerated in this class.
67. Female students in this class “come on” to the male students.
68. Female students in this class try as hard as the men.
69. In this class, the female students pull their load.
70. Male students in this class get treated better than female students.
71. Male students in this class try as hard as the women.
72. In this class, the male students pull their load.
73. In this class, female students accept male students as equals.
74. Sexually explicit material in the *work* environment is tolerated.
75. Sexually explicit material in the *social* environment is tolerated.
76. As a result of attending this school, relationships between men and women are:
A. Much better B. Somewhat better C. The same D. Somewhat worse E. Much worse
77. In this class, the degree of respect and dignity towards *women* during OFF DUTY time is:
A. Much better than ON DUTY
B. Somewhat better than ON DUTY
C. The same as ON DUTY
D. Somewhat worse than ON DUTY
E. Much worse than ON DUTY
78. In this class, the degree of respect and dignity towards *men* during OFF DUTY time is:
A. Much better than ON DUTY
B. Somewhat better than ON DUTY
C. The same as ON DUTY
D. Somewhat worse than ON DUTY
E. Much worse than ON DUTY
79. At this school, the degree of respect and dignity towards *women* is:
A. Much better than the Army as a whole
B. Somewhat better than the Army as a whole
C. The same as the Army as a whole
D. Somewhat worse than the Army as a whole
E. Much worse than the Army as a whole
80. At this school, the degree of respect and dignity towards *men* is:
A. Much better than the Army as a whole
B. Somewhat better than the Army as a whole
C. The same as the Army as a whole
D. Somewhat worse than the Army as a whole
E. Much worse than the Army as a whole

Please answer the following questions using the scale:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
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During your time as a student in this school, have you ever been in a situation where fellow students or faculty:

81. told suggestive stories or offensive jokes?
82. made crude and offensive sexual remarks, either publicly (e.g., in your workplace) or to you privately?
83. treated you “differently” because of your sex (e.g., mistreated or ignored you)?
84. displayed, used or distributed sexist or suggestive materials (e.g., pictures, stories or pornography)?
85. made sexist remarks?
86. “put you down” or was condescending to you because of your sex?
87. made unwanted attempts to draw you into a discussion of personal or sexual matters (e.g., tried to discuss or comment on your sex life)?
88. touched you in a way that made you feel uncomfortable (e.g., laid a hand on your bare arm, put an arm around your shoulders)?
89. gave you unwanted sexual attention?
90. attempted to establish a romantic sexual relationship with you despite your efforts to discourage him or her?
91. made unwanted attempts to stroke or fondle you (e.g., stroking your leg or neck)?
92. continued to ask you for dates, drinks, dinner, etc., even though you already said no?
93. made you feel you were being subtly bribed with some sort of reward or special treatment to engage in sexual behavior?
94. made you feel you were being subtly threatened with some sort of retaliation for not being sexually cooperative (e.g., the mention of an upcoming evaluation, review, etc.)?
95. made unwanted attempts to have sex with you that resulted in you pleading, crying or physically struggling?
96. whistled, called or hooted at you in a sexual way?
97. made gestures or used body language of a sexual nature which embarrassed or offended you?
98. stared, leered or ogled you in a way that made you uncomfortable?
99. exposed themselves physically (for example “mooned” you) in a way that

embarrassed you or made you feel uncomfortable?

100. had sex with you without your consent or against your will?

101. implied faster promotions or better treatment if you were sexually cooperative?

Please continue to answer the following questions using the scale.

During your time as a student in this school, have you ever been in a situation where fellow students or faculty:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
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102. made it necessary for you to respond positively to sexual invitations in order to be well treated on the job?

103. made you feel you'd be treated poorly if you didn't cooperate sexually?

104. treated you badly for refusing to have sex?

105. sexually harassed you?

Handling Complaints:

106. During your time in this school, did you file a FORMAL complaint of sexual harassment against someone IN your class?

A. Yes

B. No

107. If yes, were you satisfied with the system's process to resolve your complaint?

A. Very Satisfied

C. Not Sure

E. Very Dissatisfied

B. Satisfied

D. Dissatisfied

F. Not Applicable

108. Were you satisfied with the result of your complaint?

A. Very Satisfied

C. Not Sure

E. Very Dissatisfied

B. Satisfied

D. Dissatisfied

F. Not Applicable

109. During your time in this school, did you file a FORMAL complaint of sexual harassment against someone OUTSIDE your class?

A. Yes

B. No

110. If yes, were you satisfied with the system's process to resolve your complaint?

A. Very Satisfied

C. Not Sure

E. Very Dissatisfied

B. Satisfied

D. Dissatisfied

F. Not Applicable

111. Were you satisfied with the results of your complaint?

A. Very Satisfied
B. Satisfied

C. Not Sure
D. Dissatisfied

E. Very Dissatisfied
F. Not Applicable

- 112. During your time in this school, did you take care of a personal experience of sexual harassment INFORMALLY IN your class without going through the system?**
 A. Yes B. No
- 113. If yes, were you satisfied with this INFORMAL process to resolve your complaint?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 114. Were you satisfied with the results of dealing with the experience INFORMALLY?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 115. During your time in this school, did you take care of a personal experience of sexual harassment INFORMALLY OUTSIDE your class without going through the system?**
 A. Yes B. No
- 116. If yes, were you satisfied with this INFORMAL process to take care of your complaint?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 117. Were you satisfied with the results of dealing with the experience INFORMALLY?**
 A. Very Satisfied C. Not Sure E. Very Dissatisfied
 B. Satisfied D. Dissatisfied F. Not Applicable
- 118. In the past 12 months, how many hours of sexual harassment prevention training have you had?**
 A. zero hours D. up to 2 hours
 B. up to 1/2 hour E. up to 3 hours
 C. up to 1 hour F. more than 3 hours
- 119. In the past 12 months, how many hours of equal opportunity training have you had?**
 A. zero hours D. up to 2 hours
 B. up to 1/2 hour E. up to 3 hours
 C. up to 1 hour F. more than 3 hours
- 120. How long have you been with your present class?**
 A. 0 - 2 months D. 7 - 8 months
 B. 3 - 4 months E. 9 - 10 months
 C. 5 - 6 months F. 11 or more months

121. Version

A. Team 1

B. Team 2

C. Team 3

Any comments you make on this survey will be kept confidential and no follow-up action will be taken in response to any specifics reported. If you want to report a complaint, contact your local Inspector General for more information.

TRAINEE SURVEY

The Army is conducting a survey on the human relations environment in the Army. The purpose of the study is to gather information that will be used to make recommendations to the Secretary of the Army regarding ways to improve the Army's climate of respect for all soldiers. There are no right or wrong answers--we are interested in your opinions and perceptions. The survey is anonymous and you cannot be identified with your answers.

Please use a #2 pencil and fill in the bubble which corresponds to your answers. Please be sure to fill in the center of the bubble clearly.

- A. Indicate your current rank.
- B. Indicate your MOS or Specialty (Example, 71L or 42A)
- C. Leave blank
- D. Leave blank
- E. What is your age?

TRAINEE SURVEY

1. So far, how does Army life compare to your expectations?
 - A. Much better than I expected
 - B. Somewhat better than I expected
 - C. About the same as I expected
 - D. Somewhat worse than I expected
 - E. much worse than I expected

2. How satisfied are you with your choice to enlist in the Army?
 - A. Very satisfied
 - B. Satisfied
 - C. Neither satisfied nor dissatisfied
 - D. Dissatisfied
 - E. Very dissatisfied

3. Which one of the following best describes your current Army career intentions?
 - A. Probably stay in until retirement
 - B. Definitely stay in until retirement
 - C. Probably stay in beyond my present obligation but not until retirement
 - D. Definitely stay in beyond my present obligation but not until retirement
 - E. Probably leave upon completion of my present obligation
 - F. Definitely leave upon completion of my present obligation

4. How has your commitment to an Army career changed since you joined the Army?
 - A. Much greater now
 - B. Somewhat greater now
 - C. About the same as it was when I joined the Army
 - D. Somewhat less now
 - E. Much less now

5. Overall, how would you rate the training you are currently receiving?
 - A. Excellent
 - B. Above average
 - C. Average
 - D. Fair
 - E. Poor

YOUR TRAINING EXPERIENCES

*The next several questions ask your opinions about how male and female soldiers are performing during your current training. **IF YOU ARE NOT TRAINING WITH MALES AND FEMALES, GO TO QUESTION 13 ON PAGE 4.***

6. Do you think that male and female soldiers are expected to achieve to the same standards (excluding PT requirements) during training?
 - A. Male soldiers are expected to achieve much more.
 - B. Male soldiers are expected to achieve slightly more.
 - C. Both males and females are expected to achieve to the same degree.
 - D. Female soldiers are expected to achieve slightly more.
 - E. Female soldiers are expected to achieve much more.

7. Do you think that male and female soldiers worked as hard in performing their assigned tasks during training?
 - A. Male soldiers worked much harder.
 - B. Male soldiers worked slightly harder.
 - C. Both males and females worked equally hard.
 - D. Female soldiers worked slightly harder.
 - E. Female soldiers worked much harder.

8. Do you think that male and female soldiers performed equally as well in their assigned tasks?
 - A. Male soldiers nearly always performed their assigned tasks better.
 - B. Male soldiers usually performed their assigned tasks better.
 - C. Male and female soldiers performed their assigned tasks equally well.
 - D. Female soldiers usually performed their assigned tasks better.
 - E. Female soldiers nearly always performed their assigned tasks better.

9. Do you think male drill sergeants or instructors equally encourage male and female soldiers to succeed in training?
 - A. Male soldiers are encouraged much more.
 - B. Male soldiers are encouraged slightly more.
 - C. Male and female soldiers are equally encouraged to succeed.
 - D. Female soldiers are encouraged slightly more.
 - E. Female soldiers are encouraged much more.
 - F. Not enough experience to say.

10. Do you think female drill sergeants or instructors equally encourage male and

female soldiers to succeed in training?

- A. Male soldiers are encouraged much more.
- B. Male soldiers are encouraged slightly more.
- C. Male and female soldiers are equally encouraged to succeed.
- D. Female soldiers are encouraged slightly more.
- E. Female soldiers are encouraged much more.
- F. Not enough experience to say.

11. How do you think that male and female soldiers are treated by male drill sergeants

or instructors?

- A. Male soldiers are nearly always treated easier.
- B. Male soldiers are sometimes treated easier.
- C. Male and female soldiers are generally treated the same.
- D. Female soldiers are sometimes treated easier.
- E. Female soldiers are nearly always treated easier.
- F. Not enough experience to say.

12. How do you think that male and female soldiers are treated by female drill sergeants or instructors?

- A. Male soldiers are nearly always treated easier.
- B. Male soldiers are sometimes treated easier.
- C. Male and female soldiers are generally treated the same.
- D. Female soldiers are sometimes treated easier.
- E. Female soldiers are nearly always treated easier.
- F. Not enough experience to say.

13. My drill sergeants/instructors work well together.

- A. Strongly agree
- B. Agree
- C. Neither agree nor disagree
- D. Disagree
- E. Strongly disagree

EQUAL OPPORTUNITY

Equal opportunity refers to the fair, just, and equitable treatment of all soldiers, regardless of race, religion, gender (sex), or national origin.

14. During your current training course, have you been subjected to discrimination? **MARK ALL THAT APPLY.**

- A. No
- B. Yes, racial
- C. Yes, religious
- D. Yes, gender (sex)
- E. Yes, national origin
- F. Yes, other (age, weight, etc.)

SEXUAL HARASSMENT

Sexual harassment is a form of gender discrimination that involves deliberate or repeated unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

15. Have you observed sexual harassment in your current training company?

- A. No
- B. Yes, 1 time
- C. Yes, 2 times
- D. Yes, 3 times
- E. Yes, 4 or more times

16. Since you enlisted in the Army, have YOU been sexually harassed?

MARK ALL THAT APPLY.

- A. No-----> GO TO QUESTION 21 ON PAGE 7.
- B. Yes, at my Recruiting Station
- C. Yes, at the Reception Battalion before BCT or OSIT
- D. Yes, during BCT or OSIT
- E. Yes, during AIT

17. Where did the most recent incident take place?

- A. During training activities
- B. In the barracks
- C. Somewhere else on post
- D. Off post

18. In the most recent incident, who sexually harassed you?
- A. A Drill Sergeant
 - B. An AIT instructor
 - C. An officer in my chain of command
 - D. My First Sergeant
 - E. A non-commissioned officer (NCO) other than those above
 - F. Another trainee
 - G. An enlisted person
 - H. A civilian employee
 - I. Other
19. Did you report the incident to your chain of command or other military authority?
- A. Yes, but I am not aware of the results
 - B. Yes, and something was done about it
 - C. Yes, and nothing was done about it
 - D. No, I handled it myself
 - E. No, it really didn't bother me
 - F. No, I was afraid of reprisals
20. The formal complaint procedures are clear.
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree

Please answer the following questions using the scale below:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
----------	---------------------	--------------	----------	-----------

Since you joined the Army, have you been in a situation where fellow soldiers or superiors:

21. told suggestive stories or offensive jokes?
22. made crude and offensive sexual remarks, either publicly (e.g., in your workplace) or to you privately?
23. treated you “differently” because of your sex (e.g., mistreated or ignored you)?
24. displayed, used or distributed sexist or suggestive materials (e.g., pictures, stories, or pornography)?
25. made sexist remarks?
26. “put you down” or was condescending to you because of your sex?
27. made unwanted attempts to draw you into a discussion of personal or sexual matters (e.g., tried to discuss or comment on your sex life)?
28. touched you in a way that made you feel uncomfortable (e.g., laid a hand on your bare arm or put an arm around your shoulders)?
29. gave you unwanted sexual attention?
30. attempted to establish a romantic sexual relationship with you despite your efforts to discourage him or her?
31. made unwanted attempts to stroke or fondle you (e.g., stroking your leg or neck)?
32. continued to ask you for dates, drinks, dinner, etc., even though you already said no?

33. made you feel you were being subtly bribed with some sort of reward or special treatment to engage in sexual behavior?

34. made unwanted attempts to have sex with you that resulted in you pleading, crying or physically struggling?

Please answer the following questions using the scale below:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
----------	------------------	--------------	----------	-----------

Since you joined the Army, have you been in a situation where fellow soldiers or superiors:

35. whistled, called or hooted at you in a sexual way?

36. made gestures or used body language of a sexual nature which embarrassed or offended you?

37. stared, leered or ogled you in a way that made you uncomfortable?

38. exposed themselves physically (for example, "mooned" you) in a way that embarrassed you or made you feel uncomfortable?

39. had sex with you without your consent or against your will?

40. implied faster promotions or better treatment if you were sexually cooperative?

41. made it necessary for you to respond positively to sexual invitations in order to be well treated on the job?

42. made you feel you'd be treated poorly if you didn't cooperate sexually?

43. treated you badly for refusing to have sex?

BACKGROUND INFORMATION

44. What is the highest level of education you have completed?
- A. Some high school or less, but no diploma, certificate, or GED
 - B. High school diploma or GED
 - C. From 1 to 2 years of college, but no degree
 - D. Associate degree
 - E. From 3 to 4 years of college, but no degree
 - F. Bachelor's degree or higher

45. What is your gender?
- A. Male
 - B. Female
46. What is your marital status?
- A. Single
 - B. Married
 - C. Divorced
 - D. Separated
 - E. Widow/Widower
47. How many male drill sergeants are assigned to your platoon?
- A. 0
 - B. 1
 - C. 2
 - D. 3
 - E. 4 or more
48. How many female drill sergeants are assigned to your platoon?
- A. 0
 - B. 1
 - C. 2
 - D. 3
 - E. 4 or more
49. How many dependent children do you have?
- A. 0
 - B. 1
 - C. 2
 - D. 3
 - E. 4 or more
50. What is your racial/ethnic background?
- A. White, not of Spanish/Hispanic origin
 - B. Black, not of Spanish/Hispanic origin
 - C. Spanish/Hispanic
 - D. Asian or Pacific Islander
 - E. American Indian, Aleut, Eskimo
51. Are you currently in
- A. BCT
 - B. OSIT
 - C. AIT

COMMENTS

Please use the space below to comment on any suggestions you have for improving the human relations environment in the Army.



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Annex D Tables

TRAINER SURVEY

The Army is conducting a survey on the human relations environment in the Army. The purpose of the study is to gather information that will be used to make recommendations to the Secretary of the Army regarding ways to improve the Army's climate of respect for all soldiers. There are no right or wrong answers--we are interested in your opinions and perceptions. The survey is anonymous and you cannot be identified with your answers.

- A. Indicate your rank
- B. Mark your current MOS or Specialty (e.g., 71L).
- C. Leave blank
- D. Leave blank
- E. Indicate your age.

TRAINER SURVEY

1. Please indicate the total number of years you have been a drill sergeant.
 - A. Does not apply; I have never been a drill sergeant.
 - B. Less than 1 year
 - C. 1-2 years
 - D. 3-4 years
 - E. 5 or more years

2. Please indicate the total number of years you have been an instructor.
 - A. Does not apply; I have never been an instructor.
 - B. Less than 1 year
 - C. 1-2 years
 - D. 3-4 years
 - E. 5 or more years

3. What is your MOS area?
 - A. Combat Arms
 - B. Combat Support
 - C. Combat Service Support
 - D. Not applicable, I am a civilian employee.

4. How did you get your current assignment?
 - A. I volunteered
 - B. I was selected by a DA board
 - C. I was selected by a local board
 - D. Other

5. Are you
 - A. Male
 - B. Female

6. Are you currently serving as:
 - A. A BCT Drill sergeant
 - B. An OSIT Drill sergeant
 - C. An AIT Drill sergeant
 - D. An AIT instructor

7. Please indicate your marital status.
 - A. Married
 - B. Single
 - C. Divorced
 - D. Separated

8. What is your racial/ethnic background?
 - A. White, not of Spanish/Hispanic origin
 - B. Black, not of Spanish/Hispanic origin
 - C. Spanish/Hispanic
 - D. Asian or Pacific Islander
 - E. American Indian, Aleut, Eskimo

9. What is the highest level of education you have completed?
 - A. Some high school or less, but no diploma, certificate or GED
 - B. High school diploma or GED
 - C. From 1-2 years of college, but no degree
 - D. Associate degree
 - E. From 3-4 years of college, but no degree
 - F. Bachelor's degree
 - G. Master's degree or higher

10. How many dependent children do you have currently living with you?
 - A. 0
 - B. 1
 - C. 2
 - D. 3
 - E. 4 or more

If you are currently a drill sergeant, answer the following questions based on your attendance at the Drill Sergeant Course. If you are currently an AIT instructor, answer the following questions based on your attendance at the Instructor Training Course.

11. In the Drill Sergeant Course (DSC)/Instructor Training Course (ITC), I learned more effective ways to train soldiers.
 - A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree

12. To what extent did the DSC/ITC prepare you for your current job?
- A. Very great extent
 - B. Great extent
 - C. Moderate extent
 - D. Slight extent
 - E. Not at all
13. At the DSC/ITC I was treated with respect and dignity.
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
14. At the DSC/ITC I received fair treatment from my instructors.
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
15. At the DSC/ITC I received fair treatment from my peers.
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree

YOUR CURRENT POSITION

16. In my current position, I feel I have the support of my chain of command.
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree

17. In my current position, I receive fair treatment from my chain of command.
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree
18. In my current position, I receive fair treatment from my peers.
- A. Strongly agree
 - B. Agree
 - C. Neither agree nor disagree
 - D. Disagree
 - E. Strongly disagree

EQUAL OPPORTUNITY

Equal opportunity refers to the fair, just, and equitable treatment of all soldiers, regardless of race, religion, gender (sex), or national origin.

19. During your current job, have you been subjected to discrimination? **MARK ALL THAT APPLY.**
- A. No
 - B. Yes, racial
 - C. Yes, religious
 - D. Yes, gender (sex)
 - E. Yes, national origin
 - F. Yes, other (age, weight, etc.)

SEXUAL HARASSMENT

Sexual harassment is a form of gender discrimination that involves deliberate or repeated unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

20. Have you observed sexual harassment in your current training company?
- A. No
 - B. Yes, 1 time
 - C. Yes, 2 times
 - D. Yes, 3 times
 - E. Yes, 4 or more times

21. In the last 12 months, have YOU been sexually harassed?

MARK ALL THAT APPLY.

- A. No-----> GO TO QUESTION 26 ON PAGE 7.
- B. Yes, during Drill Sergeant Course
- C. Yes, during Instructor Training Course
- D. Yes, during my job at BCT, OSIT or AIT
- E. Yes, in a previous job

22. Where did the most recent incident take place?

- A. During training activities
- B. In the barracks
- C. Somewhere else on post
- D. Off post

23. In the most recent incident, who sexually harassed you?

- A. A Drill Sergeant
- B. An AIT instructor
- C. An officer in my chain of command
- D. My First Sergeant
- E. A non-commissioned officer (NCO) other than those above
- F. An enlisted person
- G. A civilian employee
- H. Other

24. Did you report the incident to your chain of command or other military authority?

- A. Yes, but I am not aware of the results
- B. Yes, and something was done about it
- C. Yes, and nothing was done about it
- D. No, I handled it myself
- E. No, it really didn't bother me
- F. No, I was afraid of reprisals

25. The formal complaint procedures are clear.

- A. Strongly agree
- B. Agree
- C. Neither agree nor disagree
- D. Disagree
- E. Strongly disagree

Please answer the following questions using the scale below:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
----------	---------------------	--------------	----------	-----------

In the last 12 months, have you been in a situation where fellow soldiers or superiors:

26. told suggestive stories or offensive jokes?
27. made crude and offensive sexual remarks, either publicly (e.g., in your workplace) or to you privately?
28. treated you “differently” because of your sex (e.g., mistreated or ignored you)?
29. displayed, used or distributed sexist or suggestive materials (e.g., pictures, stories, or pornography)?
30. made sexist remarks?
31. “put you down” or was condescending to you because of your sex?
32. made unwanted attempts to draw you into a discussion of personal or sexual matters (e.g., tried to discuss or comment on your sex life)?
33. touched you in a way that made you feel uncomfortable (e.g., laid a hand on your bare arm or put an arm around your shoulders)?
34. gave you unwanted sexual attention?
35. attempted to establish a romantic sexual relationship with you despite your efforts to discourage him or her?
36. made unwanted attempts to stroke or fondle you (e.g., stroking your leg or neck)?
37. continued to ask you for dates, drinks, dinner, etc., even though you already said no?

38. made you feel you were being subtly bribed with some sort of reward or special treatment to engage in sexual behavior?

39. made unwanted attempts to have sex with you that resulted in you pleading, crying or physically struggling?

Please answer the following questions using the scale below:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
----------	------------------	--------------	----------	-----------

In the last 12 months, have you been in a situation where fellow soldiers or superiors:

40. whistled, called or hooted at you in a sexual way?

41. made gestures or used body language of a sexual nature which embarrassed or offended you?

42. stared, leered or ogled you in a way that made you uncomfortable?

43. exposed themselves physically (for example, "mooned" you) in a way that embarrassed you or made you feel uncomfortable?

44. had sex with you without your consent or against your will?

45. implied faster promotions or better treatment if you were sexually cooperative?

46. made it necessary for you to respond positively to sexual invitations in order to be well treated on the job?

47. made you feel you'd be treated poorly if you didn't cooperate sexually?

48. treated you badly for refusing to have sex?

COMMENTS

Please use the space below to make any suggestions you have that would improve the human relations environment in the Army.

THANK YOU FOR YOUR PARTICIPATION



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Annex E Tables

MILITARY FOCUS GROUP PROTOCOL

_____ **Group Status**
_____ **Moderator**
_____ **Gender of Group**
_____ **Note Taker**
_____ **Date**
_____ **# of group members**

1. Thinking about your career in the Army, different assignments you've had, and people you've worked with, what's most satisfying about your career in the Army?

1A. What's most dissatisfying about your career in the Army?

2. When you think about your promotions, do you think that you have gotten a fair deal?

Probes: Why or why not?

3. When you think about your assignments in the Army, do you think that you have gotten a fair deal in getting assignments that are good for your career?

Probes: Why or why not?

4. When you think about your assignments here, do you think that you have gotten jobs in your unit that are good for your career?

Probes: Why or why not?

5. Now we want to talk about the environment in your unit/organization. Do people in your unit/organization treat each other with respect and courtesy?

**Probes: Can you think of a time when you/a coworker was not treated with respect and courtesy? What happened?
How could it have been avoided?**

6. In your unit/organization, do leaders maintain fair standards?

7. If there is discrimination/harassment in your unit or installation, what actions do leaders take to eliminate discrimination/harassment?

8. Do you think the Army makes honest and reasonable efforts to stop any discrimination or harassment?

9. Do you feel free to report any discrimination or harassment without fear of bad things happening to you?

Probes: Why or why not?

What kinds of things do you think might happen if you report?

10. If you experienced any discrimination or harassment, would you report the incident?

Probes? If they would not report, why not?

If they would report, to whom?

11. Now we want to talk about sexual harassment in the Army. How do you define sexual harassment?

READ ARMY DEFINITION: SEXUAL HARASSMENT IS A FORM OF SEX DISCRIMINATION THAT INVOLVES DELIBERATE OR REPEATED UNWELCOME SEXUAL ADVANCES, REQUESTS FOR SEXUAL FAVORS, AND OTHER VERBAL OR PHYSICAL CONDUCT OF A SEXUAL NATURE. (AR600-20).

12. In the last 12 months, have you witnessed or experienced sexual harassment?

Probes: If yes, by whom? What behaviors? Where? Did you report? To whom? What did you do? Results?

13. How does sexual harassment or inappropriate behavior affect your unit's/organization's ability to do its job?

Probes: Examples?

14. Now let's shift topics and talk about equal opportunity training. Have you had training in the last 12 months?

**Probes? What kind of training?
Who conducted the training?
Where? In your unit? At a school?**

15. Have you had training in the last 12 months on preventing sexual harassment?

**Probes: What kind of training did you have?
Who conducted the training?
Who attended from the chain of command?**

16. How effective was the training you received in making you aware of behaviors that might be discrimination/harassment?

17. What are some practical ways to address the problems and issues that you have raised today?

IF YOU OR ANYONE YOU KNOW HAVE/ARE EXPERIENCING ANY KIND OF DISCRIMINATION/HARASSMENT, PLEASE CALL THE ARMY HOTLINE AT 1-800-903-4241.

THANK YOU FOR YOUR PARTICIPATION. PLEASE REMEMBER TO KEEP EVERYTHING WE'VE DISCUSSED CONFIDENTIAL.

Question 1: Thinking about your career in the Army, different assignments you've had, and people you've worked with, what's most satisfying about your career in the Army?

FINDINGS:

- THE JOB ITSELF
- TRAVEL OPPORTUNITY
- SENSE OF ACCOMPLISHMENT
- OPPORTUNITY FOR LEADERSHIP

QUOTES:

“CHALLENGE, NEW JOBS, NEW POSITIONS”

“TRAVELING, LEARNING NEW CULTURES”

“SENSE OF ACCOMPLISHMENT WHEN YOU HIT THE PEAK”

“ABILITY TO MAKE A DIFFERENCE, EVEN AT A SMALL LEVEL”

“WORKING WITH TROOPS AND DOING ARMY STUFF”

“PEOPLE - QUALITY OF SOLDIERS AND NCOS”

“THE COMRADESHIP - IT IS UNIQUE IN THE MILITARY AND YOU DON'T FIND IT ANYWHERE ELSE”

“OPPORTUNITY TO BE IN CHARGE”

MILITARY FOCUS GROUP

N OF COMMENTS FOR Q1: 2,080

Question 1A: What's most dissatisfying about your career in the Army?

FINDINGS:

- THE MOST FREQUENTLY MENTIONED COMMENTS WERE:
LEADERSHIP
BENEFITS
UNFAIR TREATMENT
DOWNSIZING

QUOTES:

“PEOPLE ARE AFRAID TO MAKE A DECISION BECAUSE THEY'RE AFRAID OF RANK”

“THEY (LEADERSHIP / LEADERS) DON'T DO THE RIGHT THING”

“CHAIN OF COMMAND / LEADERSHIP'S SELFISHNESS AND RELUCTANCE TO TAKE CARE OF SOLDIERS BELOW THEM”

“LEADERS ARE NOT VISIBLE”

“THE IMPACT OF THE DOWNSIZING HAS LEAD TO BACK STABBING AND GOING BACK TO A HIGH SCHOOL MENTALITY”

“LOSS OF RESPECT FOR THE INSTITUTION AS A RESULT OF THE DRAWDOWN”

“IF YOU'RE DEDICATED TO THE ARMY, THE ARMY SHOULD BE DEDICATED TO YOU. BENEFITS ARE DWINDLING”

“FAMILY MEDICAL AND DENTAL BENEFITS ARE ERODING”

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q1A: 2,840

Question 2: When you think about your promotions, do you think that you have gotten a fair deal? Probes: Why or why not?

FINDINGS:

- SENIOR OFFICERS' COMMENTS WERE MORE POSITIVE THAN OTHER RANK GROUPS
- POSITIVE COMMENTS:
GENERALLY EFFECTIVE
HAVE TO WORK THE SYSTEM TO GET JOBS NEEDED FOR PROMOTION
- NEGATIVE COMMENTS:
SYSTEM BROKEN / UNFAIR
PREFERENTIAL TREATMENT
BASED TOO MUCH ON CIVILIAN EDUCATION CREDITS

“ALWAYS DEPLOYED OVERSEAS - NOT ENOUGH OPPORTUNITY TO GO TO SCHOOL”

“IT GETS TO THE POINT TO WHERE YOU HAVE TO DO THINGS ALMOST TO THE POINT OF BACK STABBING TO GET AHEAD”

“PROMOTION BASED ON WHO YOU KNOW”

“YOU SHOULD BE TOLD BY DA BOARD WHY YOU DID NOT GET PROMOTED”

“I'M NOT GETTING PROMOTED AND I'M TOLD THAT THERE ARE RACE AND SEXUAL QUOTAS”

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q2: 2,684

Question 3: When you think about your assignments in the Army, do you think that you have gotten a fair deal in getting assignments that are good for your career?

Probes: Why or why not?

FINDINGS:

- ABOUT HALF OF THE COMMENTS WERE POSITIVE. THE MOST FREQUENTLY MENTIONED REASONS GIVEN WERE:

MANAGED OWN CAREER
STAYED IN TOUCH WITH BRANCH MANAGER

- NO:

NOT GIVEN THE ASSIGNMENTS NEEDED
PROBLEMS WITH BRANCH MANAGER
DEPENDS ON WHO YOU KNOW

QUOTES:

- “YES, I’VE GOTTEN EVERYTHING I ASKED FOR”
- “I’VE GOTTEN EVERYWHERE I WANTED TO GO, BUT YOU HAVE TO WORK THE SYSTEM”
- “CALLING DA HELPS”
- “SOME LEADERS ARE NOT CONCERNED FOR YOUNG LEADERS. THEY WILL TRY TO HOLD ONTO THEM RATHER THAN DEVELOP THEM”
- “PROMOTION AND ASSIGNMENTS HAS A VICIOUS CUT THROAT CYCLE. GOT TO GET TO BE BUDDIES WITH BRANCH MANAGER”

- “THERE’S A GOOD OLD BOY NETWORK HERE - IT’S UNDER THE SURFACE”

MILITARY FOCUS GROUP PROTOCOL

Question 4: When you think about your assignments here, do you think you have gotten jobs in your unit that are good for your career? Probes: Why or why not?

FINDINGS:

- MOST COMMENTS INDICATED THAT SOLDIERS HAVE GOTTEN JOBS IN THEIR UNIT THAT WERE GOOD FOR THEIR CAREER, IF THEY WERE WORKING IN THEIR MOS
- OF THOSE NEGATIVE COMMENTS, THE MOST FREQUENTLY MENTIONED REASONS WERE:

CAN'T GET JOBS THAT ARE NEEDED FOR PROMOTION
NOT WORKING IN MOS
DEPENDS ON WHO YOU KNOW

“MY BATTALION WORKED FOR ME, AND LOOK OUT FOR WHERE THEY ASSIGN US”

“GENERALLY ASSIGNMENTS / JOB POSITIONS ARE NOT A PROBLEM”

“THERE IS NO LEVEL PLAYING FIELD IN BEING SELECTED FOR JOBS. MOST WOMEN ARE NOT CONSIDERED THE FIRST CHOICE FOR A TOUGH JOB”

“MY SENIOR RATER DID NOT LIKE WOMEN IN THE ARMY AND STATED HE WOULD DO HIS BEST TO GET THEM OUT”

“I’VE WORKED IN MY MOS 6 MONTHS IN THE LAST 5 YEARS”

“LACK OF MENTORING / JOBS THAT WILL DEVELOP BETTER SOLDIERS / LEADERS”

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q4: 1,667

Question 5: Now we want to talk about the environment in your unit/organization. Do people in your unit/organization treat each other with respect and courtesy?

	No	Yes
Female Enlisted	16%	76%
Male Enlisted	30%	52%
Female Junior NCO	15%	78%
Male Junior NCO	40%	50%
Female Senior NCO	21%	71%
Male Senior NCO	30%	52%
Female Company Grade Officer	36%	52%
Male Company Grade Officer	33%	47%
Female Field Grade Officer	47%	43%
Male Field Grade Officer	43%	33%

- MORE FEMALE COMMENTS (WITH THE EXCEPTION OF FIELD GRADE OFFICERS) THAN MALE COMMENTS INDICATED THAT SOLDIERS ARE NOT BEING TREATED WITH RESPECT AND COURTESY
- COMMENTS FROM ENLISTED SOLDIERS WERE MORE NEGATIVE THAN THOSE FROM OFFICERS

MILITARY FOCUS GROUP PROTOCOL
 N OF COMMENTS FOR Q5: 2,543

Question 5: Continued

QUOTES:

- “RESPECT GOES BOTH WAYS--OFFICERS HERE ALWAYS DEMAND RESPECT BUT DO NOT GIVE IT”
- “EVERYTHING I SAY, MEN HAVE TO LOOK IT UP TO CHECK TO SEE IF I’M RIGHT”
- “I DON’T THINK WE KNOW WHAT GOES ON IN JUNIOR ENLISTED”
- “OUR UNITS ARE SO SPREAD OUT, THERE’S NO UNITY, NO FAMILY, NOBODY CARES ABOUT ANYBODY”
- “A LOT OF OFFICERS AND SENIOR NCOS ARE STEPPING ON SUBORDINATES TO GET AHEAD”
- “PEOPLE GET THE RESPECT THEY EARN”
- “I WOULD NOT GO TO WAR WITH MY UNIT. I WOULD NOT TRUST THOSE GUYS TO COVER MY BACK”
- “BEING OVERWORKED TAKES ITS TOLL ON PEOPLE

MILITARY FOCUS GROUP PROTOCOL

Question 6: In your unit/organization, do leaders maintain fair standards?

No	Yes	
Female Enlisted	13%	78%
Male Enlisted	12%	78%
Female Junior NCO	10%	85%
Male Junior NCO	15%	78%
Female Senior NCO	9%	82%
Male Senior NCO	26%	61%
Female Company Grade Officer	27%	63%
Male Company Grade Officer	31%	52%
Female Field Grade Officer	55%	35%
Male Field Grade Officer	46%	38%

- OVERALL, COMMENTS FROM ENLISTED SOLDIERS INDICATED THAT THEY DON'T BELIEVE THAT LEADERS MAINTAIN FAIR STANDARDS.
- FIELD GRADE OFFICERS' COMMENTS WERE THE MOST POSITIVE
- EXAMPLES OF UNFAIR STANDARDS MOST FREQUENTLY MENTIONED WERE:
 - OFFICER--ENLISTED DOUBLE STANDARD
 - SENIOR ENLISTED--JUNIOR ENLISTED DOUBLE STANDARD
 - MALE--FEMALE DOUBLE STANDARD
 - CLIQUES OR "FAVORITES" RECEIVE SPECIAL TREATMENT

MILITARY FOCUS GROUP PROTOCOL
 N OF COMMENTS FOR Q6: 2,621

Question 6: Continued

QUOTES:

- “SOME MEN AND SENIOR OFFICERS HAVE A DIFFERENT STANDARD”
- “CSM TREATS JUNIOR NCOS LIKE POOP”
- “NOTHING IS COMMUNICATED BY ANYONE. WE HAVE TROUBLE TELLING PEOPLE WHAT TO DO. THE END RESULT IS THAT RACISM IS PREVALENT”
- “MY COMMANDER ALWAYS PICKS MALES OVER FEMALES-- NO FEMALES IN LEADERSHIP”
- “I WAS MOVED TO A DIFFERENT UNIT BECAUSE I DIDN'T LET A COLONEL 'GET OVER' (CHEAT ON THE STANDARDS) ON AN APFT”
- “RULES APPLY TO 'US' AND NOT TO 'THEM'”
- “IN ORDER TO MAINTAIN FAIR STANDARDS, YOU HAVE TO HAVE STANDARDS”
- “IF YOU HAVE A HARD CORE STANDARD, PEOPLE ADHERE TO IT. IF YOU HAVE A SOFT STANDARD PEOPLE ADHERE TO THAT.”

MILITARY FOCUS GROUP PROTOCOL

Question 7: If there is discrimination/harassment in your unit or installation, what actions do leaders take to eliminate discrimination/harassment?

FINDINGS:

- MOST COMMENTS INDICATED POSITIVE LEADER ACTIONS THAT WERE TAKEN. EXAMPLES OF THESE ACTIONS WERE:

IMMEDIATE RESPONSE TO ANY KNOWN INSTANCE
LEAD BY EXAMPLE
COMMUNICATION UP AND DOWN CHAIN OF COMMAND

- SOME COMMENTS INDICATED LEADERS EITHER TOOK NO ACTION OR INAPPROPRIATE ACTIONS WHEN SEXUAL HARASSMENT OCCURRED:

INACTION
COVER-UP INCIDENT
NEGATIVE ACTIONS TOWARD THE VICTIM

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q7: 1,748

Question 7: Continued

QUOTES:

- POSITIVE QUOTES:

“WE HAVE UNIT MEETINGS - - LEADERS COMMUNICATE TOLERANCE STANDARDS”

“ENFORCEMENT IS TOUGH”

“THE COMMAND DOES NOT HESITATE TO FIX A PROBLEM QUICKLY AND FAIRLY”

“WE’RE ASKED HOW EVERYTHING IS GOING AND WHAT’S NOT WORKING

- NEGATIVE QUOTES:

“THEY MOVE THE PROBLEM, NEVER FIX IT. THEN THEY HAVE A BIG SENSING SESSION”

“LACK OF PROACTIVE EFFORTS”

“THEY DON’T KNOW WHAT IS GOING ON AND DON’T WANT TO KNOW”

“THE ARMY HAS NOT FAILED TO INFORM, THEY HAVE FAILED TO ENFORCE”

MILITARY FOCUS GROUP PROTOCOL

Question 8: Do you think the Army makes honest and reasonable efforts to stop any discrimination or harassment?

FINDINGS:

- MOST COMMENTS INDICATED SOLDIERS FELT THE ARMY WAS MAKING A FAIR AND REASONABLE EFFORT TO ELIMINATE SEXUAL HARASSMENT, BUT THAT ARMY POLICIES WERE NOT IMPLEMENTED PROPERLY
- COMMENTS ALSO INDICATED THAT MANY SOLDIERS FELT THE ARMY WAS OVER-REACTING TO RECENT MEDIA ATTENTION. THIS OVER-REACTION IS RESULTING IN:

MALES BECOMING AFRAID TO WORK WITH FEMALES
FEMALES BEING PENALIZED
THE ARMY STAYING IN A REACTIVE MODE

MILITARY FOCUS GROUP PROTOCOL
NUMBER OF COMMENTS FOR Q8: 1,926

Question 8: Continued

QUOTES:

- “THE ARMY IS TRYING TO TAKE CARE OF ITS PROBLEMS”
- “THERE ARE PROGRAMS IN PLACE; HOWEVER, THE LEADERSHIP IS NOT DOING A GOOD JOB ENFORCING THESE PROGRAMS”

- “MEN ARE FEARFUL OF ME NOW . . . I CAN'T BE PART OF THE TEAM”
- “WOMEN ARE BEING TREATED AS SECOND CLASS CITIZENS”
- “PREVENTION IS NOT DISCUSSED AS MUCH AS REACTION”
- “PROBLEM IS NOT POLICY OR PROCEDURES, IT IS THE PERSON YOU TAKE THE COMPLAINT TO”

MILITARY FOCUS GROUP PROTOCOL

Question 9: Do you feel free to report any discrimination/harassment without fear of bad things happening to you? Probes: Why or why not? What kinds of things do you think might happen if you report?

	Yes	
No		
Female Enlisted	45%	48%
Male Enlisted	39%	51%
Female Junior NCO	34%	57%
Male Junior NCO	59%	31%
Female Senior NCO	42%	50%
Male Senior NCO	61%	28%
Female Company Grade Officer	45%	39%
Male Company Grade Officer	54%	33%
Female Field Grade Officer	42%	48%
Male Field Grade Officer	56%	29%

- OVERALL, FEMALE COMMENTS FROM RANK GROUPS INDICATED FEMALES DO NOT FEEL AS FREE TO REPORT AS MALES COMMENTS
- FEAR OF REPRISALS FROM THEIR CHAIN OF COMMAND AND FROM OTHER SOLDIERS, AND LACK OF TRUST IN THE SYSTEM, ARE THE KEY REASONS FOR NOT REPORTING

MILITARY FOCUS GROUP PROTOCOL
 N OF COMMENTS FOR Q9: 2,491

Question 9: Continued

QUOTES:

- “YES, IF I HAVE A VALID CASE”
- “NO, BECAUSE THE LEADERS ARE DOING THE HARASSING AND THEY WILL GET YOU SOMEHOW”

- “THIS IS A SERIOUS MATTER, MY FAMILY’S LIVELIHOOD WOULD BE THREATENED”
- “WAKE UP. AS SOON AS YOU SPEAK UP, THERE’S PROBLEMS”
- “ONCE YOU BRING ATTENTION TO THE OFFICE, ALL OF A SUDDEN YOU HAVE A STACK OF COUNSELING STATEMENTS”
- “I HAVE BEEN SET UP BY OTHER NCOs - TOLD TO GO PICK UP GENERAL OFFICERS AT THE WRONG PLACE”

MILITARY FOCUS GROUP PROTOCOL

Question 10: If you experienced any discrimination or harassment, would you report the incident? Probes: If they would not report, why not? If they would report, to whom?

	Yes	
No		
Female Enlisted	65%	30%
Male Enlisted	49%	44%
Female Junior NCO	66%	28%
Male Junior NCO	68%	21%
Female Senior NCO	67%	28%
Male Senior NCO	61%	27%
Female Company Grade Officer	47%	42%
Male Company Grade Officer	59%	32%
Female Field Grade Officer	71%	27%
Male Field Grade Officer	42%	38%

- COMMENTS INDICATED THAT SOLDIERS WHO WOULD REPORT ANY SEXUAL HARASSMENT WOULD GO FIRST THROUGH THE CHAIN OF COMMAND, ONLY AFTER TRYING TO HANDLE IT THEMSELVES
- OF THE COMMENTS THAT WERE NEGATIVE RESPONSES, THE MOST FREQUENTLY GIVEN REASONS FOR NOT REPORTING WERE:
 - CHAIN OF COMMAND WILL NOT TAKE ANY ACTION
 - COMPLAINT WILL NOT BE ACTED UPON
 - FEAR OF REPRISALS FROM THE CHAIN AND COMMAND AND OTHER SOLDIERS

MILITARY FOCUS GROUP PROTOCOL
 N OF COMMENTS FOR Q10: 2,517

Question 10: Continued

QUOTES:

- “YES, AFTER I HAVE DONE EVERYTHING TO STOP IT ON MY OWN”

- “I’D REPORT IT, BUT AFTER YOU’LL HAVE TO GO THROUGH HELL AND HIGH WATER”
- “NO, YOU’LL BE BLACKBALLED”
- “I VALUE MY CAREER TOO MUCH. I DON’T KNOW IF I WOULD REPORT”
- “MALES WON’T REPORT IT - - OTHER MALES WERE CHASTISED”
- “FEAR OF REPERCUSSION / LACK OF TRUST IN THE SYSTEM TO SOLVE THE PROBLEM. LEADERS WANT TO SUCCEED AND IF YOUR REPORTING THREATENS THAT SUCCESS, YOUR REPORT WILL GO NOWHERE”

MILITARY FOCUS GROUP PROTOCOL

Question 12: In the last 12 months, have you witnessed or experienced sexual harassment? Probes: If yes, by whom? What behaviors? Where? Did you report? To whom? What did you do? Result?

	No	Yes
Female Enlisted	78%	10%
Male Enlisted	59%	25%
Female Junior NCO	70%	13%
Male Junior NCO	35%	53%
Female Senior NCO	50%	40%
Male Senior NCO	34%	48%
Female Company Grade Officer	65%	22%
Male Company Grade Officer	38%	41%
Female Field Grade Officer	47%	43%
Male Field Grade Officer	29%	48%

- IN ALL RANK GROUPS, FEMALE COMMENTS WERE MORE LIKELY THAN MALE COMMENTS TO MENTION THEY HAD WITNESSED OR EXPERIENCED SEXUAL HARASSMENT
- MALE FIELD GRADE OFFICERS WERE LEAST LIKELY TO COMMENT THAT THEY HAS WITNESSED OR EXPERIENCED SEXUAL HARASSMENT

MILITARY FOCUS GROUP PROTOCOL
 N OF COMMENTS FOR Q12: 2,970

Question 12: Continued

QUOTES:

- “I GUESS THE THINGS I HEAR GUYS TELLING WOMEN AROUND HERE COULD BE SEXUAL HARASSMENT”
- “SOLDIERS CAN SAY ‘I DON’T THINK WOMEN SHOULD BE IN MY ARMY’ AND NOTHING HAPPENS”

- “I JOINED THE ARMY TO BE A SOLDIER, NOT TO BE FONDLED”
- “JOKES. COMMENTS. THESE ARE/WERE TOLERATED AND EXPECTED TO A DEGREE”
- “THE LTC IN MY PRESENT JOB SAYS INAPPROPRIATE THINGS ALL THE TIME ‘WE’VE STILL GOT WOMEN WORKING ON THEIR KNEES’ I WROTE UP A STATEMENT COMPLAINING. HE ONLY GOT COUNSELING”
- “YOU CAN’T GET AWAY WITH SAYING ‘BLACKS SHOULD NOT BE IN THE MILITARY’ BUT YOU CAN SAY WOMEN SHOULD NOT BE IN. DUMB FEMALES, ETC. HOW CAN THEY GET AWAY WITH THIS?”
- “MY AIT NCO TOLD ME THAT IF I SLEPT WITH HIM I WILL GET A GOOD GRADE”

MILITARY FOCUS GROUP PROTOCOL

Question 13: How does sexual harassment or inappropriate behavior affect your unit/organization's ability to do its job? Probes: Examples?

- MOST COMMENTS INDICATE THE MISSION WILL BE ACCOMPLISHED
- IF SEXUAL HARASSMENT OCCURS IN A UNIT, SOLDIERS WERE LIKELY TO MENTION THE FOLLOWING EFFECTS:
 - ◆ BREAK DOWN OF COHESION
“SOLDIERS DON'T THINK ITS WORTH TALKING TO FEMALES”
 - ◆ CREATES FEAR AND MISTRUST
“WITH THE WHOLE THING, ITS KIND OF SEGREGATING THE MALES AND FEMALES, YOU'RE NEVER PART OF THE GROUP, MEN ARE AFRAID TO SAY ANYTHING, YOU CAN'T WORK WITH THEM”
 - ◆ MORALE SUFFERS
“MORALE HITS ROCK BOTTOM”

“THE QUESTION IS, ARE YOU WILLING TO GO TO WAR WITH THESE PEOPLE KNOWING THAT THESE ATTITUDES ARE AROUND YOU”

“YOU CAN'T WORK WITH SOMEONE YOU FEEL YOU HAVE TO DEFEND YOURSELF AGAINST”

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q13: 1,363

Question 14: Now let's shift topics and talk about equal opportunity training. Have you had training in the last 12 months? Probes: What kind of training? Who conducted the training? Where? In your unit? At a school?

FINDINGS:

- ALMOST ALL REPORTED ATTENDING EQUAL OPPORTUNITY TRAINING IN THE LAST 12 MONTHS
- EOA / EOR WERE THE MOST FREQUENTLY MENTIONED TRAINERS
- MOST TRAINING WAS CONDUCTED AT THE UNIT LEVEL

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q14: 4,259

Question 15: Have you had training in the last 12 months on preventing sexual harassment? Probes: What kind of training did you have? Who conducted the training? Who attended from the chain of command?

FINDINGS:

- MOST REPORTED ATTENDING TRAINING IN THE LAST 12 MONTHS
- THE MOST FREQUENTLY MENTIONED TRAINERS WERE THE EOA/EOR FOLLOWED BY COMMANDERS
- THE ENTIRE CHAIN OF COMMAND AND THE ENTIRE COMPANY WERE MOST OFTEN MENTIONED AS ATTENDING THE TRAINING

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q15: 5,455

Question 16: How effective was the training you received in making you aware of behaviors that might be discrimination / harassment?

FINDINGS:

- COMMENTS WERE MIXED IN THEIR VIEWS OF HOW EFFECTIVE THEIR TRAINING WAS
- OF THOSE WHO THOUGHT IT WAS EFFECTIVE:
 - SCENARIO-BASED TRAINING
 - HAD A JAG TO ANSWER QUESTIONS
 - DISCUSSION GROUPS
 - SKITS
 - COMMANDER ADDED OWN EMPHASIS
- OF THOSE WHO THOUGHT IT WAS INEFFECTIVE:
 - CHECK THE BOX TRAINING
 - REPETITIVE USE OF DATED SLIDES / MATERIALS
 - LECTURES
 - BORING
 - TOO REPETITIVE

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q16: 1,296

Question 17: What are some practical ways to address the problems and issues that you have raised today?

FINDINGS:

- “WE NEED MORE IPC SKILLS TRAINING. OUR YOUNG SOLDIERS ARE SMART, BUT THEY DON’T HAVE PEOPLE SKILLS”
- “BRING BACK OLD STYLE OF IET - - TOUGH, REALISTIC, AND STRESSFUL”
- “YOU CAN HAVE ALL THE CLASSES IN THE WORLD, BUT UNLESS YOU ENFORCE

STANDARDS, YOU LOSE IT”

- “CREATE AN AGENCY OR BRANCH TO BUILD, MANAGE, AND MAINTAIN HUMAN RESOURCES”
- “TEACH HOW TO REPORT AND HOW TO BEHAVE”
- “NEED TO INSTILL PRIDE IN THE ARMY”
- “PUNISHMENT SHOULD BE UNIFORM AND KNOWN”
- “DON’T PUT VICTIMS ON TRIAL”
- “HOLD COMMANDERS ACCOUNTABLE FOR EO PROGRAM”
- “FULLY PROSECUTE EVERYONE - REGARDLESS OF RANK”
- “PAY MORE ATTENTION TO THE VICTIM AFTER THE FACT”
- “FEMALES NEED TO BE MORE VISIBLE - NEED MORE FEMALES IN TOP LEADERSHIP POSITIONS”

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q17: 4,665

THANK YOU FOR YOUR PARTICIPATION.

**4. Are all soldiers equally encouraged to succeed during training?
Examples of yes and no?**

5. Are the soldiers in your unit treated fairly? Examples of yes and no?

**6. Do male drill sergeants/instructors treat male and female soldiers
equally? Examples?**

7. Do female drill sergeants/instructors treat male and female soldiers equally? Examples?

8. What is your definition of sexual harassment?

READ ARMY DEFINITION: SEXUAL HARASSMENT IS A FORM OF SEX DISCRIMINATION THAT INVOLVES DELIBERATE OR REPEATED UNWELCOME SEXUAL ADVANCES, REQUESTS FOR SEXUAL FAVORS, AND OTHER VERBAL OR PHYSICAL CONDUCT OF A SEXUAL NATURE. (AR600-20).

**9. Have you witnessed or experienced any sexual harassment in the Army?
Probes: Who? What happened? When? Where? Report? Outcome?**

**10. If you were sexually harassed, would you report the incident?
Why or why not?**

11. To whom would you report?

**12. Have you received any training on equal opportunity since joining the
Army?**

Probes: When? Where? Who conducted?

13. Have you received any training on prevention of sexual harassment since joining the Army?

Probes: When Where? Who conducted?

14. How effective was the training in making soldiers aware of behavior that might be considered sexual harassment?

15. Do you have any practical suggestions for improving the human relations environment in the Army?

TRAINEE PROTOCOL

SAMPLE INFORMATION:

- Number of protocols: 84
- Number of respondents: 994

- Number of males: 628 (63%)
- Number of females: 366 (37%)

- Number of males in AIT: 174 (28%)
- Number of males in BCT: 133 (21%)
- Number of males in OSUT: 260 (41%)
- Number of males undetermined: 61 (10%)

- Number of females in AIT: 185 (51%)
- Number of females in BCT: 140 (38%)
- Number of females undetermined: 41 (11%)

In the following slides, comments are listed with the most frequently mentioned comments first.

Question 1: What are some of the best things that have happened during your current training?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: GETTING IN SHAPE (LOSING WEIGHT, COMPLETING RUNS)
CONFIDENCE COURSE)
CONFIDENCE)
PEOPLE (MAKING FRIENDS)
TRAINING (WEAPONS, FTX,
PERSONAL GROWTH (SELF-ESTEEM,
WORKING WITH/MEETING NEW
- FEMALE COMMENTS: WORKING WITH/MEETING NEW PEOPLE (MAKING FRIENDS)
CONFIDENCE)
ENJOYABLE)
PHYSICALLY FIT)
PERSONAL GROWTH (SELF-ESTEEM,
GOOD EXPERIENCE OVERALL (FUN,
GETTING IN SHAPE (GETTING BETTER

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q1: M=366 F=181

Question 1: CONTINUED

QUOTES:

- MALE QUOTES: “NEVER DID THIS MUCH EXERCISE BEFORE. FEELS GOOD”
“LEARNING TO SHOOT M-16, OBSTACLE COURSE, SOLDIERLY THINGS”
“NO LONGER TREATED LIKE A THING, FEELING LIKE A PERSON”
“MEETING NEW PEOPLE, PEOPLE FROM ALL OVER THE PLACE”
- FEMALE QUOTES: “MEETING PEOPLE AND MAKING FRIENDS”
“SENSE OF ACCOMPLISHMENT, EXCEED YOUR OWN EXPECTATIONS”
“I LOVE BCT, I THINK IT’S FUN”
“GOOD PT - I USE TO BE A COUCH POTATO”

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 2: What are some of the worst things that have happened during your current training?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: DS TREATMENT OF SOLDIERS (LACK OF RESPECT, SWEARING)
BEING AWAY FROM FAMILY (MISS FAMILY AND/OR SPOUSE)
LACK OF SLEEP (GETTING UP EARLY)
- FEMALE COMMENTS: DS TREATMENT OF SOLDIERS (LACK OF RESPECT, SWEARING)
GETTING SMOKED/MASS PUNISHMENT (EVERYONE GETTING OR 2 PEOPLE)
PUNISHED FOR THE ACTIONS OF 1
QUALITY OF LIFE ISSUES (LIVING CONDITIONS-BARRACKS)

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q2: M=315 F=224

Question 2: CONTINUED

QUOTES:

- MALE QUOTES: “DS’ CUSS AT THE SOLDIERS TOO MUCH, ‘F*** S***’, ‘STUPID S***’, ‘M*** F***’. ONE DS CUSSES SO MUCH, BUT HE DOES NOT GIVE CLEAR, CONCISE INSTRUCTIONS. YOU DON’T KNOW WHAT THEY WANT”
“BEING AWAY FROM MY FAMILY”
“WAKING UP AT 0430”
- FEMALE QUOTES: “BEING YELLED AT AND CURSED AT”
“GETTING IN TROUBLE AS A GROUP, I.E., GETTING DROPPED”
“LIVING CONDITIONS FOR FEMALES SUCK. 49 PEOPLE ON 1/2 AN OPEN BAY BARRACKS. WE’RE ALL PILED UP. MALES HAVE PERSONAL ROOMS, AND HAVE AN OPEN BAY”

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 3: Are all soldiers expected to achieve the same standards?

Examples of yes and no?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 51% OF THE COMMENTS INDICATED THAT ALL SOLDIERS ARE EXPECTED TO ACHIEVE THE SAME STANDARDS
- FEMALE COMMENTS: 41% OF THE COMMENTS INDICATED THAT ALL SOLDIERS ARE EXPECTED TO ACHIEVE THE SAME STANDARDS
- BOTH MALE AND FEMALE COMMENTS INDICATED MALE/FEMALE DOUBLE STANDARDS AS THE MOST NEGATIVE RESPONSE

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q3: M=292 F=165

Question 3: CONTINUED

QUOTES:

- MALE QUOTES: “YES, EVERYONE IS HELD TO THE SAME STANDARD”
“DIFFERENT DETAILS, FEMALES DO PAPERWORK AND MALES DIG UP TREES”
“FEMALES ARE PUNISHED TO A DIFFERENT STANDARD. I GET DROPPED FOR 50 PUSH-UPS; THE WOMEN DO LESS”
- FEMALE QUOTES: “YES, THE STANDARDS ARE THE SAME FOR EVERYONE. SOLDIERS NEED TO DO WHAT THEY ARE REQUIRED TO DO IF THEY DON’T WANT TO GET PICKED ON”
“OVERALL STANDARDS FOR MALES AND FEMALES ARE DIFFERENT. THE FEMALES WAX THE FLOOR, SPIT SHINE OUR BOOTS. THE MALES FLOOR CAN LOOK BAD, BRUSH SHINE BOOTS AND THEY GET COMMENDED FOR THIS ‘IMPROVEMENT’. THE FEMALE DI PUSH US HARDER, LET THE MALES GET AWAY WITH THINGS.”

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 4: Are all soldiers equally encouraged to succeed during training? Examples of yes and no?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 66% OF THE COMMENTS INDICATED THAT ALL SOLDIERS ARE ENCOURAGED TO SUCCEED DURING TRAINING

SOME OF THE NEGATIVE COMMENTS INDICATED FAVORITISM AS THE MOST COMMON RESPONSE (SOME SOLDIERS ARE ENCOURAGED MORE IN GENERAL)

- FEMALE COMMENTS: 47% OF THE COMMENTS INDICATED THAT ALL SOLDIERS ARE ENCOURAGED TO SUCCEED DURING TRAINING

MANY OF THE NEGATIVE COMMENTS INDICATED MALE/FEMALE DOUBLE STANDARDS AS THE MOST COMMON RESPONSE (FEMALES ARE ENCOURAGED MORE THAN MALES)

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q4: M=329 F=180

Question 4: CONTINUED

QUOTES:

- MALE QUOTES: “AS A WHOLE THEY ENCOURAGE EQUALLY”
“EVERYBODY IS ENCOURAGED TO DO BETTER, BUT NOT IN THE CIVILIAN WAY. THEY ALWAYS YELL AT YOU.”
“EVERY DS PICKS A FAVORITE IT SEEMS”
“DS PLAY FAVORITISM MALE/FEMALE”
- FEMALE QUOTES: “YES, MY DI’S WOULD GET ON THE TRACK AND RUN WITH YOU IF YOU WERE HURTING AT PT. THEY DIDN’T WANT TO SEND YOU HOME.”
“IF SOMEONE IS ENCOURAGED, THEY’LL TRY. THERE WAS A FEMALE SOLDIER WHO WAS HAVING TROUBLE IN SCHOOL AND SHE WAS BELITTLED. A GUY THAT WAS IN THE SAME SITUATION WAS ENCOURAGED AND HE TRIED HARDER.”

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 5: Are the soldiers in your unit treated fairly? Examples of yes and no?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 47% OF THE COMMENTS INDICATED SOLDIERS IN THEIR UNIT WERE TREATED FAIRLY
- FEMALE COMMENTS: 43% OF THE COMMENTS INDICATED SOLDIERS IN THEIR UNIT WERE TREATED FAIRLY
- BOTH MALE AND FEMALE COMMENTS INDICATED MALE/FEMALE DOUBLE STANDARDS AS THE MOST NEGATIVE RESPONSE

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q5: M=273 F=161

Question 5: CONTINUED

QUOTES:

- MALE QUOTES: “ALL GET TREATED EQUALLY BAD WHEN SOMETHING GOES WRONG, ALL GET EQUALLY TREATED GOOD WHEN THINGS ARE GOING GOOD.”
“NO, THE FEMALES ‘GET OFF’ A LOT EASIER THAN THE MALES DO.”
“WE HAD TWO STOUT FEMALES VOLUNTEER FOR FILE CABINET MOVING DETAIL AND THE DRILL SAID NO! WE NEED MALES.”
- FEMALE QUOTES: “OVERALL THINGS ARE FAIR, FAIR TREATMENT”
“MALES ARE ALWAYS GIVEN HINTS ON HOW TO IMPROVE, BUT FEMALES AREN’T”
“NO, MALES GET SPECIAL PASSES AND FEMALES NEVER DO. NOT IN OUR PLATOON ANYWAY.”

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 6: Do male drill sergeants/instructors treat male and female soldiers equally? Examples?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 44% OF THE COMMENTS INDICATED EQUAL TREATMENT BY MALE DS

SOME OF THE NEGATIVE COMMENTS INDICATED MALE DS WERE EASIER ON FEMALES

- FEMALE COMMENTS: 64% OF THE COMMENTS INDICATED EQUAL TREATMENT BY MALE DS

SOME OF THE NEGATIVE COMMENTS INDICATED THERE WERE MALE/FEMALE DOUBLE STANDARDS (MALES RECEIVE MORE INFORMATION, FOR EXAMPLE)

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q6: M=223 F=146

Question 6: CONTINUED

QUOTES:

- MALE QUOTES: “YES, EVERYONE IS TREATED THE SAME”
“FEMALES GET IT JUST LIKE THE MALES DO. NO ONE GETS OVER”
“FEMALES ARE TREATED BETTER, THEY DON’T DO ANYTHING HARD OR HEAVY”
“I THINK THAT SOME MALE DS ARE EASY ON FEMALES BECAUSE THEY ARE AFRAID THAT THEY WILL GET IN TROUBLE (HARASSMENT CHARGES, ETC.). FEEL THAT MALES ARE HELD MORE ACCOUNTABLE FOR ACTIONS.”
- FEMALE QUOTES: “NO DIFFERENCE WHEN IT COMES TO TRAINING (I.E., DETAILS DROP FOR PUSH-UPS) ALL EQUAL.”
“ALL ‘SUCK IT UP’ THE SAME”
“IN BRM THE MALE DRILL SGTS ARE MORE ENTHUSIASTIC ABOUT MALES THAN FEMALES”
“NO, THEY HUMILIATE THE FEMALES IN FRONT OF THE WHOLE COMPANY. THEY DON’T DO THAT TO THE GUYS.”

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 7: Do female drill sergeants/instructors treat male and female soldiers equally? Examples?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 56% OF THE COMMENTS INDICATED EQUAL TREATMENT BY FEMALE DS

INDICATED FEMALE DS SOME OF THE NEGATIVE COMMENTS WERE HARDER ON FEMALES
- FEMALE COMMENTS: 42% OF THE COMMENTS INDICATED EQUAL TREATMENT BY FEMALE DS

INDICATED FEMALE DS SOME OF THE NEGATIVE COMMENTS WERE HARDER ON FEMALES
(POSITIVE VIEW BY FEMALES)

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q7: M=153 F=118

Question 7: CONTINUED

QUOTES:

- MALE QUOTES: "SOME SOLDIERS (3) FELT, 'WE GET TREATED ALL THE SAME'"

"OUR FEMALE DRILLS ARE HARDER ON FEMALES"

- FEMALE QUOTES: "MY DRILLS TREATED EVERYONE EQUALLY"

"FEMALES JUST KEEP PUSHING, AND I LIKE BEING PUSHED. I LIKE STRONGER AND BUILDS MY SELF-ESTEEM."

"NO, WE HAVE A FEMALE DRILL THAT IS MUCH HARDER ON THE FEMALES. THEY THINK WE NEED TO ACHIEVE HIGHER STANDARDS. BUT, THIS ISN'T A BAD THING."

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 9: Have you witnessed or experienced any sexual harassment in the Army? Probes: Who? What happened? When? Where? Report? Outcome?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- 56% OF MALE COMMENTS INDICATED “NO”
- 40% OF FEMALE COMMENTS INDICATED “NO”
- BOTH MALE AND FEMALE COMMENTS INDICATED THAT THE EXAMPLES GIVEN WERE NOT SEXUAL HARASSMENT, BUT RATHER CONSENSUAL SEX BETWEEN DS AND TRAINEES AND BETWEEN TRAINEES
- IN SOME CASES, WHEN EXAMPLES WERE GIVEN, THEY WERE INCOMPLETE AND DIFFICULT TO DETERMINE THE CIRCUMSTANCES SURROUNDING THE INCIDENT

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q9: M=314 F=203

Question 10: If you were sexually harassed, would you report the incident? Why or why not?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 67% OF THE COMMENTS INDICATED THEY WOULD REPORT IF THEY WERE SEXUALLY HARASSED AND IF THE BEHAVIOR CONTINUED

SOME WOULD NOT REPORT THE INCIDENT BECAUSE THEY WOULD HANDLE IT ON THEIR OWN OR THEY WOULD BE CONSIDERED THE JOKE OF THE TOWN IF THEY DID REPORT

- FEMALE COMMENTS: 87% OF THE COMMENTS INDICATED THEY WOULD REPORT IF THEY WERE SEXUALLY HARASSED AND IF THEY WERE UNABLE TO HANDLE IT ON THEIR OWN

SOME WOULD NOT REPORT THE INCIDENT BECAUSE THEY WOULD HANDLE IT ON THEIR OWN OR THEY BELIEVE NOTHING WOULD BE DONE ABOUT IT IF THEY DID REPORT

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q10: M=318 F=233

Question 11: To whom would you report?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** CHAIN OF COMMAND (UNSPECIFIED)
DRILL SERGEANTS/INSTRUCTORS
CHAPLAIN
EOA/EOR
- **FEMALE COMMENTS:** CHAIN OF COMMAND (UNSPECIFIED)
DRILL SERGEANTS/INSTRUCTORS
COMMANDERS
CHAPLAIN

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q11: M=250 F=162

Question 12: Have you received any training on equal opportunity since joining the Army? Probes: When? Where? Who conducted?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 98% REPORTED RECEIVING TRAINING (7 RESPONDED NO)

CONDUCTED BY: DRILL SERGEANTS
EOA/EOR
COMMANDERS

- FEMALE COMMENTS: 100% REPORTED RECEIVING TRAINING (1 RESPONDED NO)

CONDUCTED BY: DRILL SERGEANTS
COMMANDERS
EOA/EOR

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q12: M=559 F=366

Question 13: Have you received any training on prevention of sexual harassment since joining the Army? Probes: When? Where? Who conducted?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 99% REPORTED RECEIVING TRAINING (1 UNSURE)

CONDUCTED BY: COMMANDERS
DRILL SERGEANTS/INSTRUCTORS
EOA/EOR

- FEMALE COMMENTS: 100% REPORTED RECEIVING TRAINING

CONDUCTED BY: COMMANDERS
DRILL SERGEANTS/INSTRUCTORS
EOA/EOR

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q13: M=429 F=417

Question 14: How effective was the training in making soldiers aware of behavior that might be considered sexual harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 50% OF THE POSITIVE COMMENTS INDICATED TRAINING WAS EFFECTIVE/VERY EFFECTIVE

SOME OF THE NEGATIVE COMMENTS INDICATED THAT THE TRAINING MADE THEM SCARED - AFRAID TO TALK WITH FEMALES
- FEMALE COMMENTS: 77% OF THE POSITIVE COMMENTS INDICATED TRAINING WAS EFFECTIVE/VERY EFFECTIVE

SOME OF THE NEGATIVE RESPONSES INDICATED THERE HAS BEEN TOO MUCH TRAINING

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q14: M=183 F=133

Question 14: CONTINUED

QUOTES:

- MALE QUOTES: “QUITE EFFECTIVE. IT HAS OPENED MY EYES TO THINGS THAT I COULD HAVE GOTTEN IN TROUBLE FOR IF I DID”

“MESSED ME UP. WE WENT ON FAMILY DAY PASS AND I DID NOT HOW TO APPROACH A GIRL”
“2 SOLDIERS ADMITTED BEING SCARED TO TALK TO OTHER MILITARY WOMEN FOR FEAR OF PUNISHMENT”

- FEMALE QUOTES: “VERY EFFECTIVE”
“IT’S GONE OVERBOARD”
“IN BASIC, WE HAD SO MANY CLASSES THAT IT WAS OVERKILL”
“IT’S GOOD TO HAVE A CLASS, BUT THEY ARE HAVING SO MANY CLASSES WITH THE SAME INFORMATION”

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 15: Do you have any practical suggestions for improving the human relations environment in the Army?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS RECOMMEND: SEPARATE
MALES/FEMALES DURING BCT TRAINING
BCT NEEDS TO BE
HARDER
RECRUITERS NEED TO
TELL THE TRUTH
NEED MORE
PRIVILEGES (PASSES, PHONE USE)
MALES/FEMALES
SHOULD TRAIN TOGETHER FROM
THE BEGINNING
- FEMALE COMMENTS RECOMMEND: RE-LOOK THE BATTLE
BUDDY POLICY
IMPROVE LIVING
CONDITIONS - BARRACKS
IMPROVE SEXUAL
HARASSMENT TRAINING
IMPROVE
COMMUNICATION (BOTH BETWEEN DS
AND TRAINEES AND
BETWEEN TRAINEES)
STOP MASS
PUNISHMENT

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q15: NOT REPORTED DUE TO THE VARIETY OF
COMMENTS

4. Do Drill Sergeants/Instructors treat one another with respect and courtesy? Examples?

Do Drill Sergeants/Instructors work well together as a team?

5. Do officers treat you with respect and courtesy? Examples?

Do you feel you have the support of your chain of command?

6. If you experienced any kind of discrimination or harassment, do you feel free to report without fear of bad things happening to you?

If no, what do you think might happen?

7. If you experienced any discrimination or harassment, to whom would you report the incident?

Probes: If no, why not report the incident?

8. How do you define sexual harassment?

READ ARMY DEFINITION: SEXUAL HARASSMENT IS A FORM OF SEX DISCRIMINATION THAT INVOLVES DELIBERATE OR REPEATED UNWELCOME SEXUAL ADVANCES, REQUESTS FOR SEXUAL FAVORS, AND OTHER VERBAL OR PHYSICAL CONDUCT OF A SEXUAL NATURE. (AR600-20)

9. In the last 12 months, have you witnessed or experienced sexual harassment?

Probes: Who? What happened? Where? When? Reported? Outcome?

10. How well did training in the Drill Sergeants Course/training to be an Instructor prepare you to handle instances of discrimination/harassment for soldiers-in-training?

11. Have you had training in prevention of sexual harassment in the last 12 months?

Probes: Where? When? Who conducted?

12. How effective was the training in making you aware of behaviors that might be discrimination/harassment?

13. What are some practical ways to improve the human relations environment in the Army?

Question 1: What are some of the positive things about your job?

FINDINGS: The most frequently mentioned comments are:

- ALL RESPONDENTS REPORTED TRAINING/TEACHING/CONTACT WITH SOLDIERS IS THE MOST ENJOYABLE ASPECT OF THEIR JOB.
- MALE COMMENTS REPORT: CAREER
ADVANCEMENT/ LEADERSHIP EXPERIENCE
BEING AROUND
DIFFERENT PEOPLE
ENJOYABLE WORK /
GOOD JOB
- FEMALE COMMENTS REPORT: POSITIVE ROLE
MODEL
ENJOYABLE WORK /
GOOD JOB
GOOD CO-WORKERS
GOOD LOCATION /
ENVIRONMENT

TRAINER'S FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q1: F = 91, M = 129; DS = 127, I = 97

Question 1: CONTINUED

QUOTES:

- MALE QUOTES: “HELPING DEVELOP YOUNG SOLDIERS TO MATURE, NOT ONLY IN THE MILITARY BUT IN LIFE”
“IT IS AN HONOR AND CAREER ENHANCER TO BE A DRILL SGT”
“DIVERSE PEOPLE. LEARN TO INTERACT WITH EVERYONE. LEARNED A LOT ABOUT OTHER PEOPLE”
“ABLE TO ATTEND COLLEGE. YOU CAN ACTUALLY PLAN TO DO SOMETHING AS AN INSTRUCTOR”
“DEVELOP LEADERSHIP SKILLS IN MYSELF AS A LEADER”
- FEMALE QUOTES: “TRAINING - SEEING PRIVATES COME IN AS CIVILIANS AND BECOMING SOLDIERS”
“THE WAY PRIVATES LOOK AT YOU, KNOW THAT YOU'RE A MENTOR AND ROLE MODEL TO THEM”
“HERE WE CAN SHOW WHAT FEMALES CAN DO (POSITIVE ROLE MODELS)”
“CLOSE KNIT GROUP W/ 2 OTHER MALE DRILL SERGEANTS - WE WORK WELL TOGETHER”

TRAINER'S FOCUS GROUP PROTOCOL

Question 2: What are some of the negative things about your job?

FINDINGS: The most frequently mentioned comments are:

- MALE COMMENTS REPORT: POOR LEADERSHIP /
POOR SUPPORT FROM CHAIN
OF COMMAND
NUMBER OF PERSONNEL
MANY RESPONSIBILITIES
SOLDIERS
DISCIPLINE / TOO SOFT ON SOLDIERS
NEGATIVE MEDIA
POOR RESOURCES/
LONG HOURS / TOO
POOR QUALITY OF
TOO LITTLE
REACTION TO SH /
- FEMALE COMMENTS REPORT: MALE / FEMALE
CONFLICT
LONG HOURS / TOO
MANY RESPONSIBILITIES
PROBLEMS
BETWEEN DRILL SGTS / INSTRUCTORS
POOR LEADERSHIP /
POOR SUPPORT FROM CHAIN
OF COMMAND
POOR QUALITY OF
SOLDIERS
POOR RESOURCES /
NUMBER OF PERSONNEL

TRAINER'S FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q2: F = 181, M = 292

Question 2: CONTINUED

QUOTES:

- MALE QUOTES: "SOME SOLDIERS SHOULDN'T BE
HERE DUE TO GENERALIZED
TECHNICAL OR SPECIALIZED TRAINING SCORES. DON'T
LOWER THE STANDARD
OF SOLDIERS YOU BRING IN"
"GOD COMPLEX AMONG DRILL SGTS
AND WE ARE NOT ON THE
SAME LEVEL"
"ARTICLE 15'S HERE NOT PROPER
PUNISHMENT! OUR OFFICERS
ARE TOO SOFT; 14 DAYS EXTRA DUTY DOESN'T DO IT"
- FEMALE QUOTES: "IF FEMALE DRILL IS TRYING TO
EXCEL, MALES DON'T LIKE THAT;
OFTEN YOU'RE BREAKING THEIR STEREOTYPES OF
WEAK FEMALES"
"LONG HOURS, GETTING UP, 12
HOUR DAYS, SOMETIMES 4AM -
8PM"
"HURTS FEMALE DRILL SGTS
BECAUSE THERE ARE VERY FEW
FEMALES TO DEAL WITH FEMALE ISSUES--FEMALE
STUDENTS FEEL MORE
COMFORTABLE COMING TO FEMALES"
"SOLDIERS ARE OUT OF CONTROL -
NO DISCIPLINE. MUST BEGIN
IN BASIC TRAINING AND THEY'RE NOT GETTING THE
DISCIPLINE THEY NEED IN
BASIC"
TRAINER'S FOCUS GROUP PROTOCOL

Question 3: Do Drill Sergeants / Instructors work well together? Examples?

FINDINGS:

- ONLY 52% OF FEMALE COMMENTS WERE POSITIVE RESPONSES COMPARED TO 64% OF POSITIVE MALE COMMENTS.
- MALE COMMENTS ATTRIBUTED STANDARDS AREN'T EQUALLY ENFORCED NEGATIVE RESPONSES TO: POOR ATTITUDES TOO FEW DS / INSTRUCTORS
- FEMALE COMMENTS ATTRIBUTED FEMALE CONFLICT MALE / NEGATIVE RESPONSES TO: POOR ATTITUDES ANIMOSITY / NO RESPECT STANDARDS AREN'T EQUALLY ENFORCED
- DRILL SERGEANTS REPORTED A SLIGHTLY MORE POSITIVE RELATIONSHIP (61%) THAN INSTRUCTORS (59%).
- BOTH DRILL SERGEANTS AND INSTRUCTORS COMMENTS ATTRIBUTE POOR RELATIONSHIPS TO UNEQUAL ENFORCEMENT OF STANDARDS.

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q3: F = 71, M = 168; DS = 164, I = 77

Question 3: CONTINUED

QUOTES:

- MALE QUOTES: "YOU HAVE TO; EVERYTHING IS GREAT"
"IT'S THE ONLY WAY TO SURVIVE"
"STANDARDS ARE THE SAME BUT THEY ARE ENFORCED DIFFERENTLY"
"IT'S THE CHAIN OF COMMAND THAT'S THE PROBLEM. THEY'LL PULL THE STUDENTS OUT TO RAKE LEAVES, CUT GRASS, ETC"
- FEMALE QUOTES: "MEN WILL OPENLY SAY WOMEN DO NOT BELONG"
"LOTS OF ANIMOSITY BETWEEN INSTRUCTORS AND DRILLS. PAY IS AN ISSUE, DETAILS, CHARGE OF QUARTERS, ETC"
"YOU QUICKLY LEARN THAT YOU HAVE TO RELY ON ONE ANOTHER"

TRAINER'S FOCUS GROUP PROTOCOL

Question 4: Do Drill Sergeants / Instructors treat one another with respect and courtesy? Examples? Do Drill Sergeants / Instructors work well together as a team?

FINDINGS:

- MALE COMMENTS REPORT OVERWHELMING RESPECT (84%), COMPARED WITH ONLY 59% OF FEMALE COMMENTS.
- MALE COMMENTS ATTRIBUTE NEGATIVE RELATIONSHIPS TO:
 - DISRESPECT FROM SENIOR OFFICERS
 - MALE / FEMALE CONFLICT
- FEMALE COMMENTS ATTRIBUTE NEGATIVE RELATIONSHIPS TO:
 - MALE / FEMALE CONFLICT
 - POOR ATTITUDES
- BOTH DRILL SERGEANTS AND INSTRUCTORS COMMENTS REPORT POSITIVE RELATIONSHIPS, WITH DRILL SERGEANTS REPORTING MORE POSITIVELY (78% COMPARED TO 68% OF INSTRUCTORS).
- OF NEGATIVE COMMENTS, DRILL SERGEANTS ATTRIBUTED NEGATIVE RELATIONSHIPS TO MALE / FEMALE CONFLICT AND INSTRUCTORS TO DISRESPECT FROM SENIOR OFFICERS.

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q4: F = 91, M = 162; DS = 174, I = 83

Question 4: CONTINUED

QUOTES:

- MALE QUOTES: “DEFINITELY. IT'S A TIGHT GROUP”
“SOME INSTRUCTORS ARE JEALOUS
OF US”
“DRILLS AND INSTRUCTORS NEVER
HAD A PROBLEM; EACH DO
OUR JOB”
- FEMALE QUOTES: “DRILLS TREAT EACH OTHER WITH
RESPECT. THEY'RE ALL ON THE
SAME TEAM”
“MY SR DRILL TOLD THE STUDENTS
THAT INSTRUCTORS WEREN'T
IN THEIR CHAIN OF COMMAND”
“FROM MY EXPERIENCE, THE INITIAL
REACTION TO ME IS "OH MY
GOD, IT'S A FEMALE". I HAD TO PROVE THAT I COULD
TEACH. NOW THE MEN
REALLY RESPECT ME AS AN INSTRUCTOR.
NOW THEY DON'T WANT ME TO PCS
(PERMANENT CHANGE OF
STATION)”
” COMMAND PUTS THE DS UP ON
THE HIGHEST ESTEEM, ETC.
THEY FORGET ABOUT US”

TRAINER'S FOCUS GROUP PROTOCOL

Question 5: Do Officers treat you with respect and courtesy? Examples? Do you feel you have the support of your Chain of Command?

FINDINGS:

- THE MAJORITY OF BOTH MALE AND FEMALE COMMENTS REPORT NOT BEING TREATED WITH RESPECT (60% OF FEMALE COMMENTS AND 78% OF MALE COMMENTS).
- OF NEGATIVE RESPONSES, MALE COMMENTS DESCRIBE THE LACK OF RESPECT AS:
 - MICROMANAGEMENT
 - OFFICERS DON'T FOLLOW STANDARDS
 - OFFICERS JUST WORRIED ABOUT REPORTS / SELVES
- OF NEGATIVE RESPONSES, FEMALE COMMENTS DESCRIBE THE LACK OF RESPECT AS:
 - SEXISM / RACISM
 - MICROMANAGEMENT
 - NO COMMUNICATION
- DRILL SERGEANT COMMENTS REPORT RECEIVING LESS RESPECT THAN INSTRUCTOR COMMENTS (24% AND 40% RESPECTIVELY REPORT RECEIVING RESPECT).
- OF NEGATIVE COMMENTS, MOST OF BOTH GROUPS DESCRIBE THE LACK OF RESPECT AS MICROMANAGEMENT.

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q5: F = 144, M = 176; DS = 207, I = 121

Question 5: CONTINUED

QUOTES:

- MALE QUOTES: "OFFICERS ASSOCIATE WITH PRIVATES TOO MUCH"
"IN MY RANGE I DO NOT TRUST OFFICERS"
"COMMANDERS IN THIS ARENA MICROMANAGE. CAPTAINS TELL EACH DRILL SGT: HOW TO DO IT, WHERE TO DO IT, WHEN TO DO IT, HOW LONG TO DO IT"
"OFFICERS WILL SUPPORT YOU UNTIL THEY GET IN TROUBLE. STAFF SERGEANT OR SERGEANT FIRST CLASS WILL TAKE THE FALL, NOT THE OFFICER"
" OFFICER DROPPED ALL OF DRILL SGTS IN FRONT OF PRIVATES FOR PUSH-UPS"
- FEMALE QUOTES: "NOW SINCE ABERDEEN OFFICERS HAVE GOTTEN MORE INVOLVED"
"COMMANDERS ARE RUNNING SCARED BECAUSE OF MEDIA BLITZ RE: SH, EO ISSUES, OTHER TRAINEE ISSUES"
"ONE OFFICER WE KNOW TELLS THE GUYS TO WATCH OUT FOR HORN Y FEMALE S RIGHT IN FRONT OF US LIKE WE'RE INVISIBLE"

TRAINER'S FOCUS GROUP PROTOCOL

Question 6: If you experienced any kind of discrimination or harassment, do you feel free to report without fear of bad things happening to you? If no, what do you think might happen?

FINDINGS:

- THE VAST MAJORITY OF FEMALE COMMENTS REPORTED THAT THEY WOULD NOT REPORT SEXUAL HARASSMENT (74%). THE VAST MAJORITY OF MALE COMMENTS REPORTED THAT THEY WOULD REPORT SEXUAL HARASSMENT (73%).
- OF NEGATIVE RESPONSES, FEMALE COMMENTS INDICATE WILL NOT REPORT DUE TO :
FEAR OF REPRISAL
BELIEF THAT REPORTS WILL NOT BE INVESTIGATED
- DRILL SERGEANTS ARE MORE LIKELY TO REPORT THAN INSTRUCTORS (61% COMPARED TO 50%), BUT THIS IS MORE LIKELY DUE TO A HIGHER NUMBER OF MALES IN THE DRILL SERGEANT CATEGORY THAN TO ACTUAL GROUP DIFFERENCES.

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q6: F = 118, M = 212; DS = 210, I = 122

Question 6: CONTINUED

QUOTES:

- MALE QUOTES: "THERE WILL ALWAYS BE REPERCUSSIONS BUT I STILL WILL REPORT IT"
"THERE IS NOT A FEAR OF BAD THINGS HAPPENING"
"THEY WILL SWEEP EVERYTHING UNDER THE CARPET"
FEMALE QUOTES: "I WOULD REPORT, BUT IT MAY GET IGNORED OR EVEN REVERSED"
"NOTHING HAPPENS. YOU ARE LOOKED AT AS NOT BEING ABLE TO DO YOUR JOB"
"NO, I'M TOLD, SEASON SOLDIER, SUCK IT UP"
"I WROTE UP A STATEMENT THAT WENT NOWHERE. AFTER MAKING MY STATEMENT I WAS GIVEN A LETTER OF REPRIMAND AND THREATENED WITH BEING MOVED"
"NO. I DON'T EVEN CARE. I'M AT THE POINT WHERE I'M FED UP"
"IT IS PROVEN THAT IT CAN'T BE DONE WITHOUT COMING BACK TO YOU"
"YOU GET A BAD ASSIGNMENT LATER DOWN THE ROAD. YOUR NAME BECOMES MUD"

TRAINER'S FOCUS GROUP PROTOCOL

Question 7: If you experienced any discrimination or harassment, to whom would you report the incident? If no, why not report the incident?

FINDINGS:

- BOTH FEMALE AND MALE COMMENTS INDICATED THAT IF REPORTING, THEY WOULD BOTH REPORT THROUGH THE CHAIN OF COMMAND AND THE EO.

- IF NOT REPORTING, MALE COMMENTS INDICATE:
CONFRONT ACCUSED

NO

CONFIDENTIALITY

MALES CANNOT REPORT

- IF NOT REPORTING, FEMALE COMMENTS INDICATE:
CONFRONT ACCUSED

NOTHING DONE

FEAR / REPRISAL

TRAINER'S FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q7: F = 92, M = 122

Question 7: CONTINUED

QUOTES:

- MALE QUOTES: "THERE IS NO CONFIDENTIALITY ON THIS ISSUE, EVERYBODY KNOWS YOUR BUSINESS"
"MALES CAN'T REPORT SH - IT'S A JOKE"
"CHAIN OF COMMAND PUTS OUT MESSAGE - DON'T MAKE WAVES"
"CHAIN OF COMMAND IS VERY INVOLVED AROUND HERE"
"APPROACH THE INDIVIDUAL FIRST. I WANT THEM TO KNOW I AM COMING AT THEM, I DON'T WANT THEM TO THINK I AM SOME KIND OF PUNK"
- FEMALE QUOTES: "IF I SEE A TRAINEE FALLING FOR A DRILL, I COUNSEL MY TRAINEES ON IT"
"IF YOU DO, PAPERWORK DISAPPEARS"
"PEOPLE ARE TOO AFRAID"
"1-800 #; NOBODY ON THIS POST CAN BE TRUSTED. COVER UP'S WILL HAPPEN"
"I'D REPORT TO THE CHAIN OF COMMAND. SOME EORS ARE EATEN UP AND DON'T LIKE TO MAKE WAVES"

TRAINER'S FOCUS GROUP PROTOCOL

Question 9: In the last 12 months, have you witnessed or experienced sexual harassment? Who? What happened? Where? When? Reported? Outcome?

FINDINGS:

- THE VAST MAJORITY OF FEMALE COMMENTS REPORT THAT THEY HAVE WITNESSED OR EXPERIENCED SEXUAL HARASSMENT (73%). (Number of female responses = 58).
- THE VAST MAJORITY OF MALE COMMENTS REPORT THAT THEY HAVE NOT WITNESSED OR EXPERIENCED SEXUAL HARASSMENT (65%). (Number of male responses = 61).
- OF REPORTED HARASSMENT, THE MAJORITY IS DESCRIBED AS :
 - VERBAL HARASSMENT
 - RELATIONSHIPS/FRATERNIZATION
 - SEXUAL ADVANCES
- OF REPORTED HARASSMENT, THE MAJORITY IS INITIATED BY:
 - PRIVATES / TRAINEES
 - DRILL SERGEANTS
 - NON-COMMISSIONED OFFICERS
 - INSTRUCTORS
- OF REPORTED OUTCOMES, MOST REPORT:
 - THE ACCUSED BEING CORRECTED
 - NO ACTION BEING TAKEN
 - VICTIM CONFRONTING THE HARASSER

TRAINER'S FOCUS GROUP PROTOCOL
NUMBER OF RESPONSES DIFFER FOR EACH SEGMENT OF THE QUESTION

Question 9: CONTINUED

QUOTES:

MALE QUOTES: "MORE GENDER DISCRIMINATION THAN SEXUAL HARASSMENT"

"THESE DAYS YOU SEE VERY AGGRESSIVE FEMALES. THEY HARASS MALES FREQUENTLY NOW"

FEMALE QUOTES: "TRAINEES ARE BOLD AND WEAK MALE DRILLS CAN BE EASILY COERCED"

"SEE A LOT OF INAPPROPRIATE INTERACTION BETWEEN MALE INSTRUCTORS AND FEMALE TRAINEES"

"I HAD A SH COMPLAINT ON MY 1SG. THEY TOLD ME WE BOTH HAD GOOD RECORDS; HE SAID WHAT YOU SAID HE SAID, LET'S JUST CANCEL HIS EXTENSION AND LET HIM PCS (PERMANENT CHANGE OF STATION). THEN I WAS MOVED TO ANOTHER UNIT"

"MALE NCO WAS TOUCHY-FEELY WITH ONE OF THE PRIVATES. PRIVATE BROUGHT CHARGES. PRIVATE WAS MOVED TO ANOTHER CLASS AND NOTHING WAS DONE"

"STUDENTS HAVE TOO MUCH TIME ON THEIR HANDS AND SH IS ONE OF MANY PROBLEMS"

"A DS WAS DEMONSTRATING HIS PENIS OVER A CHAIR AND BANGING IT AND SAYING I KNOW YOU WANT ME. NOTHING WAS REPORTED"

TRAINER'S FOCUS GROUP PROTOCOL

Question 10: How well did training in the Drill Sergeants Course / training to be an Instructor prepare you to handle instances of discrimination / harassment for soldiers-in-training?

FINDINGS:

- THE MAJORITY OF BOTH DRILL SERGEANT AND INSTRUCTOR COMMENTS INDICATED THAT TRAINING DID NOT PREPARE THEM FOR HANDLING SEXUAL HARASSMENT (76% AND 86% RESPECTIVELY).
- WHEN GROUPED BY GENDER, THE RESPONSES ARE SIMILAR, WITH 79% OF FEMALE RESPONSES AND 79% OF MALE RESPONSES INDICATING THAT TRAINING DID NOT PREPARE THEM TO HANDLE SEXUAL HARASSMENT.
- BOTH DRILL SERGEANTS AND INSTRUCTORS RESPONDED THAT EVEN WHEN TRAINING WAS INCLUDED, IT DID NOT TRAIN THEM HOW TO HANDLE HARASSMENT SITUATIONS. MANY INDICATED THAT TRAINING CONSISTED ONLY OF MEMORIZING MODULES AND REGULATIONS.

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q10: F = 43, M = 93; DS = 102, I = 38

Question 10: CONTINUED

QUOTES:

- MALE QUOTES: "NOT TRAINED TO DEAL WITH ADVANCES BY TRAINEES"

“THEY SHOW YOU A LITTLE FILM,
THEY SHOW YOU HOW TO
RECOGNIZE IT, BUT NOT HOW TO HANDLE IT”
“IT IS GETTING MUCH BETTER NOW
IN THE PAST 6 MONTHS”
” DRILL SGT SCHOOL IS A JOKE.
MEMORIZING MODULES IS A
WASTE. THE SCHOOL NEEDS TO TEACH MORE REALITY”
“THAT IS ALL THEY POUNDED IN
OUR HEAD”
“ABOUT AS GOOD AS IT GETS. I
THINK IF YOU ARE NOT PREPARED
BY THEN, DS SCHOOL WON'T HELP”
“TRAINING CYA”

- FEMALE QUOTES: “DS SCHOOL JUST DOES
MODULATION AND PT- DON'T TRAIN
ANYTHING ELSE”
“NOTHING CAN PREPARE YOU”
“NEEDS TO BE UPDATED.
SITUATIONS ARE TOO OLD”
“DS SCHOOL IS BIASED AGAINST
WOMEN”

TRAINER'S FOCUS GROUP PROTOCOL

Question 11: Have you had training in the prevention of sexual harassment in the last 12 months? Where? When? Who conducted?

FINDINGS:

- ALL RESPONDENTS INDICATED HAVING HAD TRAINING WITHIN THE LAST YEAR.
- THE MAJORITY OF RESPONSES SHOW TRAINING TO BE ON THE BN LEVEL , BDE LEVEL, NCOBP, AND CO LEVEL. (Number of responses = 22).
- MOST COMMENTS INDICATE THAT TRAINING OCCURRED TOO OFTEN. 18% DID NOT INDICATE HOW OFTEN TRAINING WAS RECEIVED AND 7.5% INDICATED RECEIVING TRAINING MONTHLY. 23.8% OF RESPONSES REPLIED THAT TRAINING IS CONDUCTED QUARTERLY. (Number of responses = 63).
- THE MAJORITY OF RESPONSES INDICATED THAT TRAINING WAS CONDUCTED BY EITHER THE BN OR BDE COMMANDER OR BY THE EO. (Number of responses = 100).

TRAINER'S FOCUS GROUP PROTOCOL

Question 12: How effective was the training in making you aware of behaviors that might be discrimination / harassment?

FINDINGS:

- THE MAJORITY OF FEMALE RESPONSES INDICATE THAT TRAINING WAS NOT EFFECTIVE (63%).
- THE MAJORITY OF MALE RESPONSES INDICATE THAT TRAINING WAS EFFECTIVE (55%).
- OF INEFFECTIVE RESPONSES, MALE COMMENTS REPORT:
NOTHING NEW LEARNED / REPETITIVE
OVERSATURATED WITH TRAINING
- OF INEFFECTIVE RESPONSES, FEMALE COMMENTS REPORT:
OVERSATURATED WITH TRAINING
NOTHING NEW LEARNED / REPETITIVE

TRAINER'S FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q12: F = 41, M = 77

Question 12: CONTINUED

QUOTES:

- MALE QUOTES: "IT HAS STOPPED SEXUAL HARASSMENT HERE"
INDIVIDUALS"
"IT IS EFFECTIVE FOR LOWER RANK
"ESPECIALLY GOOD WHEN THEY
GIVE SITUATIONS AND ROLE-
PLAYS"
"TODAY'S SOLDIERS KNOW MORE
ABOUT HARASSMENT THAN WE
DID"
"SHE CAN BE HALF NAKED, I DON'T
CARE, I DON'T TALK TO WOMEN
IN THE MILITARY"
"GOOD CLASSES IN DRILL
SERGEANT SCHOOL. HIT IT REALLY
HARD. HAD SH CLASSES THROUGHOUT OUR CAREERS"
"ALL YOU DID WAS PITCH THE
CLASS. IF I HAVE BAD MORAL
CHARACTER, I'M GOING TO DO IT"
- FEMALE QUOTES: "REPETITIVE- IT WAS OLD NEWS."
"TRAINING ALWAYS LEAVES OUT
THAT THERE WERE OFFICERS
ALSO CHARGED AND ACCUSED, NOT JUST NCO'S"
"EVEN AFTER ALL THE TRAINING,
GUYS STILL DO THINGS THAT
THEY SHOULDN'T DO, SUCH AS USING SWEAR WORDS
AND JOKING ABOUT SEX
OPENLY"

TRAINER'S FOCUS GROUP PROTOCOL

Question 13: What are some practical ways to improve the human relations environment in the Army?

FINDINGS:

- RESPONSES WERE DIVERSE AND FINALLY BROKEN DOWN INTO 33 RESPONSE CATEGORIES. HOWEVER, SOME RESPONSES DID NOT FIT THE CATEGORIES AND WERE CODED AS OTHER (16.7% OF FEMALE RESPONSES; 15.6% OF MALE RESPONSES).

- MALE COMMENTS RECOMMEND:
MORE DISCIPLINE

EQUAL PAY FOR
DS/RECRUITERS/INSTRUCTORS
GIVE POWER BACK TO DRILL

SERGEANTS

ENFORCE EQUALITY / FAIRNESS
BETTER RECRUITMENT STANDARDS
ENFORCE ARMY VALUES / STANDARDS

- FEMALE COMMENTS RECOMMEND:
MORE / BETTER EDUCATION AND

TRAINING

MORE DISCIPLINE
BETTER RECRUITMENT STANDARDS
MORE FEMALES
HAVE TRAINING ONCE A YEAR
ENFORCE EQUALITY / FAIRNESS

TRAINER'S FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q13: F = 138, M = 270

Question 13: CONTINUED

QUOTES:

- MALE QUOTES: “NEED TO BRING BACK CENTRAL CONFINING FACILITY”

“QUIT THE COLLEGE CRAP AND SELL A CAREER AND LIFESTYLE”

“FEMALES GET TO WALK THROUGH DS SCHOOL. THEY GET OVER BECAUSE THEY MUST GRADUATE A CERTAIN NUMBER OF FEMALES. LET’S BE PROFESSIONAL”

“I FEEL BT SHOULD BE SEGREGATED. PUT THEM TOGETHER IN AIT BECAUSE THEY DO BETTER PT-WISE WHEN THEY ARE SEGREGATED”

“CHAPTER PROCESS TAKES TOO LONG, SECURITY HOLDOVERS TAKE TOO LONG. WE’RE KEEPING THESE PRIVATES TOO LONG, THEY BECOME CANCER”

“RESOURCES - NOT ENOUGH SUPPORT PEOPLE AND TOO MUCH PAPERWORK”

TRAINER’S FOCUS GROUP PROTOCOL

Question 13: CONTINUED

QUOTES:

- FEMALE QUOTES: “STOP TREATING SOLDIERS LIKE BABIES”

“MALE DRILL SGTS NEED BETTER TRAINING ON HOW TO WORK WITH FEMALE DRILLS”

“NOT EVERY PERSON THAT RAISES THEIR HAND IS CUT OUT TO BE IN THE MILITARY”

“WOULD BE BETTER IF WE WERE TRAINING FEWER NUMBERS. WE ARE PUSHING THROUGH SOLDIERS THAT ARE NOT MEETING THE STANDARDS”

“TRAINING NEEDS TO START AT THE TOP”

“NEED TO FOCUS SH TRAINING WITH EOA INSTEAD OF THESE OTHER YO-YO’S”

TRAINER’S FOCUS GROUP PROTOCOL

MILITARY LEADER INTERVIEW

_____ Interviewer
_____ Subject's Current Assignment
_____ Subject's Gender
_____ Location Code
_____ Date

1. We'll begin with the climate of this organization. What are the positive and negative aspects of life at _____?

Probes: To what extent do you see senior leaders as responsible for these positive or negative aspects?

2. Thinking about your current duty position, and without respect to its career implications, would you say it is enjoyable or frustrating?

Probes: What's most enjoyable? Frustrating?

3. How do you ensure that proper relations between soldiers of different ranks are maintained?

Probes: Cite specific instances. What grades? Evidence of command tolerance?

4. What do senior leaders at this installation do to ensure a climate of respect and dignity for soldiers?

Probes: Do they approach these issues aggressively?

Deliberately? How? Avoid references to what leaders say, focus on what they do.

5. How do you ensure that subordinate leaders in your unit make honest and reasonable efforts to promote a climate of dignity and respect?

Probes: What do they do? Examples?

6. Do you feel free to investigate or pursue allegations of discrimination or harassment without being over-supervised or influenced?

Probes: If yes, why? If no, why not?

7. Now, we want to talk about sexual harassment in the Army. How do you define sexual harassment?

Probes: DEFINITION: Sexual harassment is a form of gender discrimination that involves deliberate or repeated unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. (AR 600-20)

8. In the last 12 months, have you formally or informally investigated a sexual harassment situation?

Probes: If yes, to whom, by whom? What was the outcome? How did the Chain of Command respond to your investigation and findings?

9. Have sexual harassment issues ever affected your unit's ability to do its job? Other units on the installation?

Probes: Examples?

10. Now, let's shift topics and talk about equal opportunity. Have you personally attended or conducted training in the last 12 months?

**Probes: What kind of training?
Attended or conducted?
Who conducted?**

11. Have you (personally) had training in the last 12 months on preventing sexual harassment?

**Probes: What kind of training did you have?
Who conducted the training?
Who attended from the Chain of Command?**

12. How effective is the required training in making soldiers aware of behaviors that might be discrimination or harassment?

13. How effective is the required training in actually preventing/reducing behaviors that might be seen as any kind of discrimination or harassment?

14. In your view, what elements of the Army's system have the highest expertise and ability to prevent harassment or discrimination. Respond to instances of harassment or discrimination?

Probes: Press beyond simple answers like "commanders"

15. Does the system respond fairly to proven cases of harassment or discrimination; do the punishments fit the offenses?

Probes: Why are punishments fair or unfair?

16. In your view, what needs to be done to reduce incidents of sexual harassment in the Army?

Probes: To ensure a climate of dignity and respect?

17. Do you have any other comments you would like to make?

THANK YOU FOR YOUR PARTICIPATION. PLEASE REMEMBER TO KEEP EVERYTHING WE'VE DISCUSSED CONFIDENTIAL.

Question 1: We'll begin with the climate of this organization. What are the positive and negative aspects of life at _____ ? Probes: To what extent do you see senior leaders as responsible for these positive or negative aspects?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- POSITIVE COMMENTS: GOOD COMMAND CLIMATE
GOOD POST LOCATION / OUTSIDE
COMMUNITY

GOOD FACILITIES / ACTIVITIES
POSITIVE MISSION / ENJOYABLE
JOB
- NEGATIVE COMMENTS: DOWNSIZING / RESOURCES,
PERSONNEL SHORTAGES
HOUSING
COMMUNITY
ASPECTS OF DEPLOYMENT
POOR SERVICES / FACILITIES /
POOR POST LOCATION / OUTSIDE
HIGH OPTEMPO / NEGATIVE

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q1: 2161

Question 1: CONTINUED

QUOTES:

- POSITIVE QUOTES: “GOOD ATMOSPHERE, RESPECT AND
DIGNITY ARE PREACHED
WITHIN THE COMPANY”
“PRETTY POST, GOOD COMMUNITY
INVOLVEMENT (CIVILIAN,
MILITARY ACTIVITY). NCO,
SOLDIER, VOLUNTEER OF MONTH
GETS AWARDS FROM COMMUNITY”
“CLEAN AREA AND NICE FACILITIES.
THE POST SUPPORT ARE
VERY HELPFUL”
“HONOR TO BE IN LEADERSHIP
ENVIRONMENT AND BE A FIRST

SERGEANT(1SG)”

- NEGATIVE QUOTES: “NOT ENOUGH PEOPLE TO DO THE MISSION. TRAINING HAS BEEN AFFECTED DUE TO THE DOWNSIZING”
“HARD TO FIND HOUSING THAT IS SUITABLE”
“HAVE TO DRIVE 1 HOUR TO GET ANYWHERE” “NOTHING TO DO HERE AFTER HOURS”
“OPERATIONS TEMPO (OPTEMPO) IS GOING NUTS - NOTHING BEING DONE TO SLOW IT DOWN”

MILITARY LEADER INTERVIEW PROTOCOL

Question 2: Thinking about your current duty position, and without respect to its career implications, would you say it is enjoyable or frustrating? Probes: What is most enjoyable? Frustrating?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- ENJOYABLE COMMENTS: WORKING WITH SOLDIERS
ENJOYABLE (IN GENERAL)
TRAINING SOLDIERS /
PROFESSIONAL DEVELOPMENT
MAKING A DIFFERENCE /
HAVING AN IMPACT
- FRUSTRATING COMMENTS: LACK OF RESOURCES / MONEY

SUPPORT FROM CHAIN OF

LACK OF PERSONNEL
FRUSTRATING (IN GENERAL)
PROBLEMS WITH / LACK OF

COMMAND

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q2: 1594

Question 2: CONTINUED

QUOTES:

- ENJOYABLE QUOTES:

“IT’S LIKE BEING A PARENT - WHEN MY SOLDIERS DO WELL,
IT’S EXHILARATING. WHEN THEY
DO POORLY, IT’S DEPRESSING”

“ENJOYABLE - NO TWO DAYS ARE THE SAME”

“MOST REWARDING SEEING SOLDIERS WHO FIRST COME IN
WITH DISCIPLINE PROBLEMS,
THEN TURN AROUND AND GRADUATE”

“REWARDING BECAUSE I CAN HAVE A POSITIVE IMPACT ON
OTHERS. STRONG BELIEVER IN
SPENDING TIME WITH TROOPS”

MILITARY LEADER INTERVIEW PROTOCOL

Question 2: CONTINUED

QUOTES:

- FRUSTRATING QUOTES:

“HAVE A LOT OF CONFIDENCE IN PEOPLE WHO WORK FOR ME,
BUT I WOULD HATE TO GO TO
WAR BECAUSE I DON'T THINK WE HAVE THE RESOURCES”

“STAFF HAS BEEN CUT BY 2% OVER THE PAST YEAR. FEAR
THAT EXPERIENCED PERSONNEL
ARE GOING TO GO FASTER THAN WE CAN REPLACE THEM”

“MORE FRUSTRATING THAN ENJOYABLE”

“PART IS WHEN YOU TRY TO PUT A SOLDIER OUT OF THE
ARMY BECAUSE OF DISCIPLINE
PROBLEM, BUT BATTALION COMMANDER WON'T LET YOU -
DOES NOT SUPPORT YOUR
JUDGMENT CALL”

MILITARY LEADER INTERVIEW PROTOCOL

Question 3: How do you ensure that proper relations
between soldiers of different ranks are maintained?

Probes: Cite specific instances. What grades?

Evidence of command tolerance?

FINDINGS: THE MOST FREQUENTLY MENTIONED
COMMENTS ARE:

- TRAINING / CLASSES / EDUCATION
- COUNSEL / BRIEF SOLDIERS
- COMMAND POLICY / PHILOSOPHY
- DEFINE / ENFORCE UNIT STANDARDS
- COMMUNICATE

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q3: 1036

Question 3: CONTINUED

QUOTES:

- “GOOD EDUCATION PROGRAM IS THE BASIS FOR ENSURING THE RESPECT BETWEEN THE RANKS”
- “EVERY QUARTER THIS UNIT HAS CLASSES ON IMPROPER ASSOCIATIONS AND COUNSELS HIS CADRE ON MAINTAINING PROPER RELATIONSHIPS”
- “PUT OUT FRATERNIZATION POLICY LETTER. WANTED MORE SPECIFIC GUIDELINES. EVERY UNIT HAS FRATERNIZATION PROBLEMS, SO I WANTED A CLEARER POLICY. I DON’T ALLOW LIEUTENANTS TO DATE ENLISTED IN THE BATTALION AND NCOs CAN’T DATE WITHIN THE SAME COMPANY”
- “COMMANDING GENERAL HAS CLEARLY SET POLICIES ON BEHAVIOR BETWEEN SENIORS AND SUBORDINATES.

ENFORCEMENT BELONGS TO OFFICERS AND NCOs.
BELIEVE ONE SHOULD NEVER WALK PAST A MISTAKE”

- “THROUGH COMMUNICATION AND CHECKING WITH SOLDIERS TO ENSURE LEADERS ARE INFORMING THEM OF THE STANDARDS”

MILITARY LEADER INTERVIEW PROTOCOL

Question 4: What do senior leaders at this installation do to ensure a climate of respect and dignity for soldiers? Probes: Do they approach these issues aggressively? Deliberately? How? Avoid reference to what leaders say, focus on what they do.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- EDUCATION / TRAINING / INBRIEFS
- POLICY / COMMAND PHILOSOPHY
- COMMUNICATE / INFORM
- GOOD LEADERSHIP / PERSONAL LEADER INVOLVEMENT
- GOOD COMMAND CLIMATE

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q4: 1199

Question 4: CONTINUED

QUOTES:

- “I’VE PERSONALLY TAKEN THE INITIATIVE OF TEACHING CLASSES ON ETHICAL LEADERSHIP IN THE UNIT. TEACH WHAT DIGNITY AND RESPECT MEAN”
- “WE SET AND ENFORCE STANDARDS BY POLICY LETTERS, OPEN DOOR POLICY, AND EACH UNIT HAS AT LEAST TWO EORs”
- “THE COMMANDING GENERAL MAKES A POINT OF REMINDING FOLKS THAT SOLDIERS ARE OUR CREDENTIALS. TAKE CARE OF THEM, MAKE SURE THEY DO THE RIGHT THING - ON / OFF DUTY”
- “THE COMMANDER IS UP FRONT ABOUT SETTING CLIMATE AND LIVED UP TO IT. TREAT OTHERS AS THEY WANT TO BE TREATED”
- “THE COMMANDING GENERAL LEADS THE WAY IN SETTING THE STANDARDS FOR RESPECT AND DIGNITY”

MILITARY LEADER INTERVIEW PROTOCOL

Question 5: How do you ensure that subordinate leaders in your unit make honest and reasonable efforts to promote a climate of dignity and respect?

Probes: What do they do? Examples?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- TRAINING / EDUCATION
- ENFORCE STANDARDS / COMMAND PHILOSOPHY
- COMMUNICATION
- LEAD BY EXAMPLE
- OBSERVATION / MONITORING

MILITARY LEADER INTERVIEW PROTOCOL
 N OF COMMENTS FOR Q5: 1087

Question 5: CONTINUED

QUOTES:

- “CONDUCT MONTHLY NONCOMMISSIONED OFFICERS PROFESSIONAL DEVELOPMENT PROGRAMS WHICH INCLUDE PLATOON LEADERS, PLATOON SERGEANTS, AND SQUAD LEADERS. SELECT DIFFERENT TOPICS EVERY MONTH, BUT COVER REAL SITUATIONS THAT HAVE OCCURRED AND HOW TO HANDLE THEM”
- “PUBLISH COMMAND PHILOSOPHY; TALK DIGNITY AND RESPECT AT ALL INBRIEFS - EMPHASIZE VALUES”
- “LISTENING TO THEIR IDEAS, SOMETIMES IT’S HARD BUT IT SHOWS RESPECT TO LISTEN TO THEIR VIEW AND POSSIBLY IMPLEMENT THEIR IDEAS”
- “LEADING BY EXAMPLE; CAN’T ENSURE WHAT THEY DO. CAN JUST SET WHAT THE EXPECTATIONS ARE. GUIDELINES ARE THERE, BUT IT’S PERSONAL

RESPONSIBILITY - SOME PEOPLE WILL NEVER TREAT ONE ANOTHER WITH DIGNITY AND RESPECT”

- “BEING AROUND THEM AS OFTEN AS POSSIBLE KEEPING A FINGER ON PULSE OF UNIT, TALKING TO SOLDIERS AND BEING AROUND”

MILITARY LEADER INTERVIEW PROTOCOL

Question 6: Do you feel free to investigate or pursue allegations of discrimination or harassment without being over-supervised or influenced? Probes: If yes, why? If no, why not?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST RESPONDED “YES”

GOOD SUPPORT
OPEN CLIMATE
NOT PRESSURED / INFLUENCED

- VERY FEW RESPONDED “NO”

OVER-REACTION
EO PERSONNEL SHOULD HANDLE IT
LEADERS DON'T WANT TO HEAR ABOUT IT

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q6: 716

Question 6: CONTINUED

QUOTES:

- POSITIVE QUOTES: “OH, WITHOUT A DOUBT, BECAUSE OF THE SUPPORT FROM MY CHAIN OF COMMAND. I HAVE TOTAL, STRONG SUPPORT FROM MY COLONEL AND COMMAND SERGEANT MAJOR”
“YES, OPEN CLIMATE - ENCOURAGED TO PURSUE”
“YES, NO INTERFERENCE”
- NEGATIVE QUOTES: “NO, PEOPLE GET INVOLVED TOO FAST. TAKEN OUT OF YOUR HANDS. EVERYONE IS OVERLY SENSITIVE”
“NO, I DON'T FEEL I SHOULD BE INVOLVED. LET THE EO CHANNELS DEAL WITH THESE TYPES OF PROBLEMS”
“SOMETIMES SENIOR LEADERS DON'T WANT YOU TO EXPRESS, THEY WANT TO HEAR EVERYTHING IS OKAY”

MILITARY LEADER INTERVIEW PROTOCOL

Question 8: In the last 12 months, have you formally or informally investigated a sexual harassment situation? Probes: If yes, by whom? What was the outcome? How did the Chain of Command respond to your investigation and findings?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- OF THE COMMENTS INDICATING AN INVESTIGATION (FORMALLY OR INFORMALLY) WAS CONDUCTED, THE MAJORITY OF CASES INVOLVED FEMALE SOLDIERS, UNSPECIFIED FEMALES, OR THE PERSON WAS NOT SPECIFIED
- MOST OF THE CASES WERE INITIATED BY MALE NCOs, MALE SOLDIERS, OR MALE OFFICERS
- OF REPORTED OUTCOMES, MOST REPORT THEY WERE: UNSUBSTANTIATED, RECEIVED A REPRIMAND, OR WERE STILL UNDER INVESTIGATION
- WHEN SPECIFIED, THE CHAIN OF COMMAND WAS SUPPORTIVE OF THE INVESTIGATION AND THE FINDINGS

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q8: 1395

Question 8: CONTINUED

QUOTES:

- “2 NCOs (1 MALE, 1 FEMALE). HE SAID SHE WAS PROMOTED BECAUSE SHE WAS SLEEPING WITH SO AND SO. HE WAS GIVEN A LETTER OF REPRIMAND”
- “IMPROPER COMMENTS - FEMALE AIT SOLDIER - ENGAGEMENT RING. NCO COMMENTED YOU ONLY GOT IT BECAUSE YOU GIVE GOOD HEAD. DOCUMENTED LETTER OF COUNSELING”
- “UNFOUNDED CASES - HE SAID, SHE SAID”

- “STAFF SERGEANT WATCHING A X-RATED SHOW ON DUTY. STARTED ASKING HIS CO-WORKER ABOUT HER SEXUAL PARTNER. STAFF SERGEANT RECEIVED A LETTER OF REPRIMAND FROM THE GENERAL”

MILITARY LEADER INTERVIEW PROTOCOL

Question 9: Have sexual harassment issues ever affected your unit's ability to do its job? Other units on the installation?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST OF THE COMMENTS INDICATED THAT SEXUAL HARASSMENT ISSUES DO NOT AFFECT THEIR UNITS ABILITY TO DO ITS JOB
- OF THOSE COMMENTS INDICATING A NEGATIVE EFFECT:
BREAKS DOWN COHESION / NEGATIVE EFFECT ON MISSION
AFFECTS MORALE
DISTRACTION / DISRUPTION

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q9: 731

Question 9: CONTINUED

QUOTES:

- “NO, A HARASSER (ACCUSED) COMES OUT OF THE ENVIRONMENT AND MISSION GOES ON”
- “ONE CASE CAUSED THE UNIT COHESION TO GO OUT THE WINDOW. INDIVIDUALS THAT MADE THE COMPLAINTS FELT THE COMMANDER WOULD NOT HELP THEM”
- “HAD AN INCIDENT THAT BROUGHT MORALE DOWN IN MY UNIT FOR A COUPLE OF MONTHS. COULD FEEL THE TENSION IN THE AIR”
- “ABSOLUTELY. IT’S DETRIMENTAL ANYTIME IT HAPPENS - IT AFFECTED OUR LOGISTICS OPERATION”

MILITARY LEADER INTERVIEW PROTOCOL

Question 10: Now, let’s shift topics and talk about equal opportunity. Have you personally attended or conducted training in the last 12 months? Probes: What kind of training? Attend or conduct? Who conducted?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST RESPONDED “YES”
NO DISTINCTION WAS MADE BETWEEN ATTENDING OR CONDUCTING TRAINING
- WHEN ASKED WHAT KIND OF TRAINING THEY RECEIVED, MOST OF THE COMMENTS INDICATED EQUAL OPPORTUNITY AND SEXUAL HARASSMENT TRAINING
- MOST OF THE COMMENTS INDICATED TRAINING WAS CONDUCTED BY THE EORs AND COMMANDERS

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q10: 1411

Question 11: Have you (personally) had training in the last 12 months on preventing sexual harassment?
Probes: What kind of training did you have? Who conducted the training? Who attended from the chain of command?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST RESPONDED “YES”
- WHEN ASKED WHAT KIND OF TRAINING THEY RECEIVED, MOST OF THE COMMENTS INDICATED CHAIN TEACHING

- MOST OF THE COMMENTS INDICATED TRAINING WAS CONDUCTED BY THE EORs AND FIELD GRADE OFFICERS
- WHEN ASKED WHO ATTENDED FROM THE CHAIN OF COMMAND, MOST OF THE COMMENTS INDICATED THE ENTIRE CHAIN OF COMMAND WAS IN ATTENDANCE

MILITARY LEADER INTERVIEW PROTOCOL
 N OF COMMENTS FOR Q11: 1391

Question 12: How effective is the required training in making soldiers aware of behaviors that might be discrimination or harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST OF THE COMMENTS INDICATED THAT THE TRAINING WAS “EFFECTIVE” AND IT MAKES YOU AWARE OF WHAT IS RIGHT AND WRONG
- SOME OF THE REASONS GIVEN FOR TRAINING NOT BEING EFFECTIVE WERE:

ONLY SOME WERE HEARING IT
 DOESN'T CHANGE ATTITUDES
 NEED MORE SPECIFIC / ADDITIONAL INFORMATION

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q12: 762

Question 12: CONTINUED

QUOTES:

- “THE CHAIN TEACHING WAS VERY GOOD. BROUGHT UP THINGS THAT ARE INAPPROPRIATE THAT WE DIDN’T REALLY KNOW WERE SEXUAL HARASSMENT”
- “GETS ACROSS IN RIGHT WAY. KEY IS AWARENESS AND GETTING THEIR ATTENTION. IT DOES THAT. LETS THEM KNOW WHAT THE STANDARD IS AND WHAT THINGS WON’T BE TOLERATED”
- “I DON’T THINK ITS VERY EFFECTIVE. USUALLY DONE IN A CLASSROOM ENVIRONMENT, DOESN’T HOLD THEIR ATTENTION”
- “I DON’T THINK ITS EFFECTIVE IN CHANGING BEHAVIORS AND VALUES”
- “TRAINING IS BLAND AND BORING. NEEDS TO BE MORE CREATIVE IN TERMS OF SOLDIER INTEREST. DON’T WANT TOUCHY-FEELY, BUT GO TO GET AT THE SOURCE”

MILITARY LEADER INTERVIEW PROTOCOL

Question 13: How effective is the required training in actually preventing/reducing behaviors that might be seen as any kind of discrimination or harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST OF THE COMMENTS INDICATED THAT TRAINING WAS “EFFECTIVE” AND IT MAKES YOU AWARE OF ACCOUNTABILITY
- SOME OF THE REASONS GIVEN FOR TRAINING NOT BEING EFFECTIVE WERE:

CANNOT CHANGE EVERYONE / SOME DO NOT WANT TO CHANGE
NOT EFFECTIVE (IN GENERAL)
DOESN'T PREVENT HARASSMENT FROM OCCURRING

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q13: 702

Question 13: CONTINUED

QUOTES:

- “VERY EFFECTIVE IN PREVENTING AND REDUCING. KNOWLEDGE IS POWER”
“I BELIEVE IF SOMEONE WAS DOING IT, THEY’D THINK TWICE BEFORE THEY’D CONSIDER IT A SECOND TIME”

- “A LEOPARD WON’T CHANGE HIS SPOTS”
“IT KEEPS THE HONEST PEOPLE HONEST, BUT DOESN’T TOUCH THE HARD CORE VIOLATOR”
- “NOT EFFECTIVE, THESE PATTERNS ARE INGRAINED”
- “THINK PEOPLE WILL BE MORE DISCREET. WON’T PREVENT IT OR REDUCE IT, JUST BE MORE DISCREET”

MILITARY LEADER INTERVIEW PROTOCOL

Question 14: In your view, what elements of the Army’s system have the highest expertise and ability to prevent harassment or discrimination? Respond to instances of harassment or discrimination? Probes: Press beyond simple answers like “commanders”.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- WHEN INDIVIDUALS WERE MENTIONED, MOST OF THE COMMENTS INDICATED THE FOLLOWING HAD THE MOST EXPERTISE AND ABILITY TO PREVENT HARASSMENT OR DISCRIMINATION:
EO PERSONNEL
UNSPECIFIED LEADER / COMMANDER
NCOs

- WHEN ELEMENTS WERE MENTIONED, MOST OF THE COMMENTS INDICATED THE FOLLOWING HAD THE MOST EXPERTISE AND ABILITY TO PREVENT HARASSMENT OR DISCRIMINATION:
CHAIN OF COMMAND
LEADERSHIP
EVERY INDIVIDUAL

MILITARY LEADER INTERVIEW PROTOCOL
 N OF COMMENTS FOR Q14: 842

Question 14: CONTINUED

QUOTES:

- 'INDIVIDUAL' QUOTES: "EOA HAS THE HIGHEST EXPERTISE BECAUSE OF THEIR TRAINING. THEY CAN HELP PEOPLE DEFINE THE TRUE MEANING OF DISCRIMINATION"
 - "COMMANDERS MOST IMMEDIATE EFFECT ON HOW A UNIT DOES BUSINESS. IF THE COMMANDER IS WEAK AND ALLOWS THAT TYPE OF BEHAVIOR, NO 'HELPERS' CAN FIX IT"
 - "IT'S EVERYONE'S RESPONSIBILITY, BUT NCOs ARE THE ONES WHO NEED TO WATCH OUT FOR IT AND STOP IT WHEN IT HAPPENS. THEY'RE CLOSEST TO THE SOLDIER"
- 'ELEMENT' QUOTES: "CHAIN OF COMMAND. THEY SEE IT, ALTHOUGH THEY'RE THE

ONES WHO CLOSE THEIR EYES
AND IGNORE AND ARE PART OF
THE PROBLEM INSTEAD OF THE
SOLUTION”

“SHOULD BE THE LEADERS,
BECAUSE THEY SET THE CLIMATE FOR
THE UNIT. IF THEY ARE DOING
WRONG, HOW CAN THEY EXPECT
THEIR SOLDIERS TO DO THE
RIGHT THING”

“EVERYONE IN THE ARMY HAS A
RESPONSIBILITY TO PREVENT
SEXUAL HARASSMENT OR
DISCRIMINATION - IT HAS TO START
WITH SOLDIERS THEMSELVES”

MILITARY LEADER INTERVIEW PROTOCOL

Question 15: Does the system respond fairly to proven cases of harassment or discrimination; do the punishments fit the offenses? Probes: Why are punishments fair or unfair?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST OF THE COMMENTS INDICATED, “YES” THE PUNISHMENTS ARE FAIR AND IN SOME CASES THE FAIRNESS MAY NOT BE APPARENT BECAUSE EACH CASE IS DIFFERENT
- OF THE COMMENTS INDICATING THE SYSTEM WAS NOT FAIR, THE FOLLOWING ARE SOME OF THE REASONS WHY THE SYSTEM IS PERCEIVED NOT TO BE FAIR:

NOT FAIR (UNSPECIFIED)

THE SYSTEM IS TOO LENIENT
PUNISHMENT DEPENDS ON LEVEL OF COMMAND

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q15: 738

Question 15: CONTINUED

QUOTES:

- FAIR QUOTES: “YES, WHEN VALID, PUNISHMENTS FIT THE CRIMES. WHEN PEOPLE SEE PUNISHMENT HAPPENING, IT’S A GOOD DETERRENT”
“YOUNGER SOLDIERS WOULD SAY NO BECAUSE THEY ARE NOT PRIVY TO THE 3 HOURS OF DISCUSSION BETWEEN THE COMMANDER AND COMMAND SERGEANT MAJOR, LOOKING AT THE WHOLE PERSON. SOLDIERS CAN’T UNDERSTAND WHY 2 INDIVIDUALS MAY NOT GET THE SAME PUNISHMENT. LEADERS DON’T GO BACK AND TELL THEM WHY”
- UNFAIR QUOTES: “PUNISHMENT IS UNFAIR - DOESN’T FIT THE CRIME”
“IN CERTAIN CIRCUMSTANCES MORE SHOULD BE DONE TO SOLDIERS WHO ARE PROVEN TO HAVE HARASSED OR DISCRIMINATED AGAINST SOMEONE. SOME NEED TO BE KICKED OUT OF THE ARMY. IF A

SOLDIER IS FOUND GUILTY, THEY
SHOULD GET SLAMMED”
“SHOULD BE MORE ACCOUNTABILITY THE
HIGHER YOU GO, HOWEVER,
THE OPPOSITE HAPPENS”
“GREAT VARIATION IN PUNISHMENT,
DEPENDS UPON LEVEL OF
COMMAND HANDLING THE ISSUES”

MILITARY LEADER INTERVIEW PROTOCOL

Question 16: In your view, what needs to be done to
reduce incidents of sexual harassment in the Army?

Probes: To insure a climate of dignity and respect?

**FINDINGS: THE MOST FREQUENTLY MENTIONED
COMMENTS ARE:**

- EDUCATION / TRAINING / MENTORING
- CLARIFY / ENFORCE STANDARDS
- IMPROVE LEADERSHIP
- CONTINUOUS AWARENESS
- FASTER / STRICTER PUNISHMENT

MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q16: 1158

Question 16: CONTINUED

QUOTES:

- “BETTER QUALITY TRAINING, NOT THE OLD STAND UP, SHOW A CHART, SPEAK. NOT THE OLD ‘PROPAGANDA’ THEY SHOWED IN THE ‘70s. NEED TO UPDATE OUR FILM LIBRARY AND COME ON LINE WITH THE TIMES THROUGH BETTER, INNOVATIVE, PARTICIPATIVE TRAINING”
- “ENFORCE THE STANDARDS - SYSTEM ALREADY IN PLACE”
- “NEEDS TO BE MORE COMMAND INVOLVEMENT. HIGHER COMMAND LEVEL NEEDS TO GET MORE INVOLVED. DON’T HAVE A DEAF EAR, ALWAYS BE AVAILABLE. LET YOUR PRESENCE BE KNOWN 7 DAYS A WEEK. LEADERS SET THE TONE FOR PROBLEMS WITH UNITS”
- “INCREASE AWARENESS AT ALL LEVELS. ENSURE THAT ALL LEVELS ARE AWARE, TRAINED, AND EDUCATED. PREVENT ASSUMPTION THAT ALL LEADERS ARE WELL AWARE AND PREPARED TO DEAL WITH SEXUAL HARASSMENT / EO ISSUES”
- “PINCH A BUTT, GO TO JAIL”

MILITARY LEADER INTERVIEW PROTOCOL

Question 17: Do you have any other comments you would like to make?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- POSITIVE COMMENTS: POSITIVE TRAINING / TEACHING ISSUES
 POSITIVE LEADERSHIP ISSUES
 POSITIVE STANDARDS / VALUES
 ISSUES
 POSITIVE MONITORING / ADDRESSING OF PROBLEM
- NEGATIVE COMMENTS: DOWNSIZING / LACK OF RESOURCES AND PERSONNEL ISSUES
 NEGATIVE LEADERSHIP ISSUES
 NEGATIVE TRAINING / TEACHING ISSUES
 OPTEMPO ISSUES

MILITARY LEADER INTERVIEW PROTOCOL
 N OF COMMENTS FOR Q17: 697

Question 17: CONTINUED

QUOTES:

- POSITIVE QUOTES:

“TRY TO EDUCATE SOLDIERS. TALK ABOUT VALUES/BELIEFS MORE. WORK ON YOUNG SOLDIERS AND REFRESH OLD SOLDIERS”

“GREAT EFFORTS SHOULD BE MADE FOR SENIOR LEADERS TO MENTOR SUBORDINATES IN CORE VALUES RELATED TO MORAL DIMENSION OF LEADERSHIP. GENERATION Xers

COMING OUT OF USMA AND ROTC HAVE MORE IN COMMON WITH THEIR SOLDIERS THAN DO THEIR SENIOR LEADERS. SENIOR LEADERS MUST MAKE THE EFFORT TO UNDERSTAND GENERATION Xers”

“MORALS AND VALUES TEACHES LEADERSHIP. EDUCATE IN FIRST WEEK AND REFRESH ONCE IN A WHILE”

“THE SECRETARY OF THE ARMY IS DOING A GOOD JOB. SOLDIERS GENUINELY RESPECT HOW AND WHAT HE’S TRYING TO DO FOR SOLDIERS AND THEIR FAMILIES”

MILITARY LEADER INTERVIEW PROTOCOL

Question 17: CONTINUED

QUOTES:

- NEGATIVE QUOTES:

“END THE DRAWDOWN. IF WE DRAWDOWN ANYMORE, WE’LL GO BEYOND WHAT WE’RE CAPABLE OF DOING. FEWER PEOPLE, MORE MISSIONS, FEWER RESOURCES, MORE DEPLOYMENTS”

“PERCEPTION OF ZERO TOLERANCE FOR DEFECTS-THAT’S THE PERCEPTION HERE. I HAVE ONE COMPANY COMMANDER WHO FEELS MAKING A MISTAKE IS A CAREER ENDER. I HAVE ANOTHER COMMANDER WHO HAS MADE MISTAKES AND LEARNED FROM THEM. WHAT A DIFFERENCE! IF WE GROW GENERATIONS OF LEADERS WHO ARE LOOKING

OVER THEIR SHOULDER, THAT'S BAD. I'M WORRIED ABOUT IT"

"LECTURE IS SHOWN TO BE THE LEAST EFFECTIVE FORM OF LEARNING. VIDEOS ARE THE SAME WAY. MOST EFFECTIVE LEARNING WOULD BE IN A SMALL GROUP DISCUSSION, ACTIVE PARTICIPATION"

"OPERATIONS TEMPO (OPTEMPO) TAKES AWAY FROM CREATING 'PROFESSIONAL' SOLDIERS. NO TIME TO TEACH MORAL COURAGE"

MILITARY LEADER INTERVIEW PROTOCOL
EQUAL OPPORTUNITY ADVISOR INTERVIEW

_____ Interviewer
_____ Subject's Current Assignment
_____ Subject's Gender
_____ Location Code
_____ Date

1. We'll begin with the climate on this installation. What are the positive and negative aspects of life at _____?
Probes: To what extent do you see senior leaders as responsible for these positive or negative aspects?

2. Thinking about your current duty position, and without respect to its career implications, would you say it is enjoyable or frustrating?
Probes: What's most enjoyable about your duty position?
What's most frustrating about your duty position?

3. Are improper relationships between soldiers of different ranks tolerated in your units?

Probes: What specific instances? What grades? Evidence of command tolerance?

4. How do senior leaders at this installation ensure an EO climate of respect and dignity for all soldiers?

Probes: Do leaders approach issues of climate aggressively? Deliberately? How? Avoid references to what leaders say, focus on what they do.

5. Do commanders in this unit make honest and reasonable efforts to stop discrimination or sexual harassment?

Probes: Examples?

6. Do you think the subordinate leaders (squad level and up) in your units make honest and reasonable efforts to stop discrimination or sexual harassment?

Probes: What do they do to stop discrimination or harassment? Do they seek your advice? How do they handle formal and informal complaints?

7. Do you feel free to inquire or pursue allegations of discrimination or sexual harassment without being over supervised or influenced?

Probes: If yes, why do they have that confidence. If no, why not?

8. Thinking about the complaint process, are the current procedures effective?

Probes: What are the positives or negatives? What levels work best or least?

9. Now we want to talk about EO staffing, who is your rater and where is the EO office in the command structure (Command Group, DPCA, DCSPER, G1...)?

Probes: How often do you meet or talk with your commander? Do you attend staff meetings?

10. Have any EO or sexual harassment issues ever affected your unit's ability to do its job? Other units on the installation?

Probes: Examples? What is the effect?

11. In your unit, how are EO representatives utilized?

12. How responsive are members of your unit to EO and sexual harassment training?

Probes: Who attended from the Chain of Command?

13. How effective is the required training in making soldiers/personnel aware of behaviors that might be discrimination or sexual harassment?

Probes: Who conducted the training? What training methods do you use when you train? How often do you conduct training?

14. How effective is the required training in actually preventing/reducing behaviors that might be seen as any kind of discrimination or sexual harassment?

Probes: What are “fixes?”

15. In your view, what elements of the Army's system have the highest expertise and ability to prevent sexual harassment or discrimination?

Respond to instances of harassment or discrimination?

Probes: Press beyond simple answers like "commanders." Probe for the next highest expert, as well as the least.

16. Does the system respond fairly to proven cases of sexual harassment or discrimination; do the punishments fit the offenses?

Probes: Why are the punishments fair or unfair?

17. In your view, what needs to be done to reduce incidents of EO and sexual harassment violations in the Army?

Probes: If you had the mission of improving the climate of dignity and respect in the Army, where would you start?

18. Do you have any other comments you would like to make?

THANK YOU FOR YOUR PARTICIPATION. PLEASE REMEMBER TO KEEP EVERYTHING WE'VE DISCUSSED CONFIDENTIAL.

Question 1: We'll begin with the climate on this installation. What are the positive and negative aspects of life here?

FINDINGS:

- 89 POSITIVE COMMENTS WERE PROVIDED:
 - QUALITY OF LIFE FACTORS
 - LEVEL OF SUPPORT FOR EOs
 - COMMAND CLIMATE

- 71 NEGATIVE COMMENTS WERE PROVIDED:
 - LEADERSHIP (LACK COMMAND SUPPORT, COMMUNICATION)
 - FAMILY PROBLEMS AND LIVING FACILITIES
 - LACK OF EO SUPPORT
 - OTHER EO ISSUES (RACISM, UNDERSTAFFING, GENDER DISCRIMINATION)

Equal Opportunity Advisor Interview
N of Comments for Q1= 188

Question 1: CONTINUED

QUOTES:

- “MILITARY POPULATION ACCEPTS DIVERSITY BETTER THAN CIVILIAN”
- “SENIOR LEADERS ARE AWARE OF POLICY AND TRY TO SET THE EXAMPLE”
- “OVER ALL COMMUNITY HAS STRONG, GOOD CLIMATE”
- “LACK OF TAKING CARE OF SOLDIERS BY THE SR NCO’S. PEOPLE ARE AFRAID TO COMPLAIN, WILL BE TARGETED AS A WHISTLE BLOWER AND TARGETED FOR ELIMINATION”
- “EO OFFICER IS USELESS. HE IS TOO FAR AWAY AND WON’T LISTEN TO THE FACTS”
- “A HIDDEN FEAR OF REPRISAL. THEY FEAR TO GO TO THE CHAIN OF COMMAND. THEY FEEL THEY ARE AFRAID TO REPORT VIOLATIONS IF THEY DON’T HAVE PROOF TO BACK UP ALLEGATIONS”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 2: Thinking about your current duty position and without respect to its career implications, would you say it is enjoyable or frustrating?

FINDINGS:

- 41% OF THE COMMENTS NOTED ENJOYABLE ASPECTS OF THE EO JOB:
 - HELPING SOLDIERS
 - TALKING WITH/WORKING WITH SOLDIERS
 - TEACHING EO TO SOLDIERS
- 58% OF THE COMMENTS NOTED FRUSTRATING ASPECTS OF THE EO JOB:
 - LACK OF EO SUPPORT
 - SHORTAGE OF PERSONNEL/RESOURCES
 - LACK OF COMMANDERS' UNDERSTANDING THE EO SYSTEM

EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS TO Q2 = 165

Question 2: CONTINUED

QUOTES:

- "ENJOYABLE BECAUSE I LIKE HELPING SOLDIERS"
- "ENJOY DEALING WITH / INTERACTING WITH SOLDIERS / SHARING INFORMATION"

- “ENJOY GETTING A CHANCE TO TEACH ABOUT A PROGRAM THAT I THINK IS MORE IMPORTANT THAN ANY OTHER PROGRAM A COMMANDER HAS. I GET TO EDUCATE FOLKS”
- “FRUSTRATING BECAUSE THE COMMAND SUPPORT IS NOT THERE”
- “FRUSTRATING BECAUSE OF THE LACK OF RESOURCES (PEOPLE, TIME, AND AUTOMATION)”
- “FRUSTRATING DEALING WITH COMMANDERS THAT DON’T BELIEVE / UNDERSTAND THE PROGRAM”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 3: Are improper relationships between soldiers of different ranks tolerated in your units?

FINDINGS:

- 16% OF THE COMMENTS SAID THAT IMPROPER RELATIONSHIPS ARE TOLERATED IN THEIR UNITS. MOST FREQUENTLY MENTIONED WERE RELATIONSHIPS BETWEEN SOLDIERS IN THE SAME COMPANY
- 51% OF THE COMMENTS SAID THAT IMPROPER RELATIONSHIPS ARE NOT TOLERATED
- 19% OF THE COMMENTS SAID THAT IMPROPER RELATIONSHIPS ARE NOT OPENLY TOLERATED, BUT THEY OCCUR IN THEIR UNITS “SWEPT UNDER THE RUG--NO BLEMISH ON MY WATCH”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

N OF COMMENTS TO Q3: 75

Question 3: CONTINUED

QUOTES:

- “IT DOES HAPPEN BUT CDR DOESN’T TOLERATE. WHEN CMC BECOMES AWARE, THEY ACT IMMEDIATELY”
- “COMMANDER PERSONALLY TAUGHT EO CLASS AND HAS STATED A FIRM POLICY”
- “IT SEEMS LIKE IT’S ENFORCED ACCORDING TO PERSONAL MORAL STANDARDS”
- “COMMAND IS AWARE BUT TURNS A BLIND EYE”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 4: How do senior leaders at this installation ensure an EO climate of respect and dignity for all soldiers?

FINDINGS:

- EOAs MENTIONED A WIDE VARIETY OF LEADER ACTIONS
- MOST FREQUENTLY MENTIONED WERE
 ACTIVELY SUPPORT THEIR EOA
 BE PROACTIVE IN THEIR CONCERN FOR SOLDIERS
 ENSURE NEW MEMBERS OF THE ORGANIZATION
 RECEIVE EO TRAINING
- EOAs ALSO MENTIONED THAT LEADERS NEED TO KEEP
 THEMSELVES TRAINED IN ORDER TO HAVE AN EFFECTIVE
 EO PROGRAM
- SPECIFIC ACTIVITIES USED SUCCESSFULLY AT SOME
 INSTALLATIONS INCLUDE COMMANDERS KEEPING A “REAL”
 OPEN DOOR POLICY, WRITING A MONTHLY NEWSLETTER
 EMPHASIZING EO, HOLDING SENSING SESSIONS, HAVING
 ETHNIC OBSERVANCES, AND “LEADER FOR A DAY”
 PROGRAM FOR NCOs
- ALTHOUGH MANY COMMENTS INDICATE AN EFFORT IS
 BEING MADE, SOME COMMENTS SUGGEST THAT THE
 EFFORT IS REACTIVE OR INSINCERE

EQUAL OPPORTUNITY ADVISOR INTERVIEW
 N OF COMMENTS FOR Q4 = 110

Question 4: CONTINUED

QUOTES:

- “HAVE QUARTERLY LEADERSHIP CONFERENCE, EOA
 PARTICIPATES. BRIEFS INDIVIDUALS ON EO. CDR VERY
 PROACTIVE”
- “BY SENDING A MESSAGE THAT INAPPROPRIATE BEHAVIOR
 WILL NOT BE TOLERATED”

- “THE INSTALLATION CDR AND CSM TOOK AN ACTIVE ROLE IN INSURING A POSITIVE CLIMATE”
- “LEADERS APPROACH THE ISSUE AGGRESSIVELY”
- “THEY DON’T UNLESS WE KEEP ON THEM”
- “POLICY LETTERS - THEY DO THEIR TRAINING BUT I THINK THEY DO THE MINIMUM. I DON’T THINK THEY REALLY CARE”
- “LEADERSHIP ENSURES SOLDIERS GET THE HELP THEY NEED UNLESS IT IS A COMPLAINT AGAINST A LEADER”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 5: Do commanders in this unit make honest and reasonable efforts to stop discrimination or sexual harassment?

FINDINGS:

- 41% OF THE COMMENTS SAID THAT COMMANDERS MAKE HONEST AND REASONABLE EFFORTS TO STOP HARASSMENT
- EXAMPLES OF POSITIVE COMMANDER ACTIONS INCLUDE SHOWING COMMITMENT TO THE EO PROGRAM, USING THEIR EOA AS AN ADVISOR, PROVIDING POLICY LETTERS AND IN ALL COMMUNICATION SUPPORTING EO
- 13% OF THE COMMENTS SAID THAT COMMANDERS WERE NOT MAKING HONEST AND REASONABLE EFFORTS TO STOP HARASSMENT
- EXAMPLES OF NEGATIVE COMMANDER ACTIONS INCLUDE COMMANDERS NOT TAKING EO SERIOUSLY, RELUCTANCE TO REPORT INCIDENTS UP THE CHAIN OF COMMAND, AND SHOWING FAVORITISM

EQUAL OPPORTUNITY ADVISOR INTERVIEW

N OF COMMENTS TO Q5 = 116

Question 5: CONTINUED

QUOTES:

- “CDRS BRIEF THEIR SOLDIERS WHEN THEY ARRIVE AND TELL THEM THEY DON’T TOLERATE IT AND THEY REEMPHASIZE THEIR POLICIES ON SH”
- “THE COMMANDER HAS MADE IT CLEAR THAT HE SUPPORTS EO AND PARTICIPATES IN THE DIFFERENT EO PROGRAMS”
- “VERBAL HARASSMENT IS NOT BEING STOPPED. LEADERS CAN DO IT, SO CAN I”
- “COMPANY LEVEL ARE AFRAID OF COMPLAINTS. OFTEN TRY TO HIDE ISSUES FROM BN CDR”
- “THEY MAKE THE EFFORT BUT THE END RESULT SAYS ANOTHER THING. A LOT OF THINGS ARE COVERED UP. SOLDIERS CONFIDE IN ME BUT ARE AFRAID OF REPRISALS”
- “ALL DEPENDS ON WHO YOU ARE. IF THE CMD LIKES THE INDIVIDUAL, THEY WILL HANDLE THE SITUATION”
- “HAVE SEEN CASES THAT SHOULD HAVE BEEN SUBSTANTIATED BUT WERE FOUND UNSUBSTANTIATED BECAUSE THEY PUT THEIR OWN INTERPRETATION INTO THE SITUATION WITHOUT CONSULTING THEIR EOA’S FOR ADVICE ON HOW TO HANDLE”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 6: Do you think the subordinate leaders (squad level and up) in your units make honest and

reasonable efforts to stop discrimination or sexual harassment?

FINDINGS:

- 52% OF THE COMMENTS SAID THAT SUBORDINATE LEADERS MAKE HONEST AND REASONABLE EFFORTS TO STOP HARASSMENT
- EXAMPLES OF SUBORDINATE LEADERS POSITIVE ACTIONS INCLUDE TRYING TO HANDLE COMPLAINTS AT THE LOWEST LEVEL AND SEEKING ADVICE FROM THE EOA
- 42% OF THE COMMENTS WERE EITHER NEGATIVE OR MIXED IN THEIR REVIEW OF SUBORDINATE LEADERS' EFFORTS TO STOP HARASSMENT
- EXAMPLES OF NEGATIVE ACTIONS INCLUDE PROTECTING THE ACCUSED, NOT SEEKING EOA ADVICE, AND LACKING KNOWLEDGE OF THE EO PROGRAM

EQUAL OPPORTUNITY ADVISOR INTERVIEWS
N OF COMMENTS ON Q6 = 120

Question 6: CONTINUED

QUOTES:

- "MAKE ON THE SPOT CORRECTIONS. TELL FOLKS WHEN THEY MAKE OFF COLORED REMARKS, ASK IF SOMETHING IS OFFENSIVE"
- "WE TEACH THAT IF YOU CAN HANDLE IT AT THE LOWEST LEVEL, THEN YOU'RE GOOD"

- “BECAUSE THEY SEEK THE EOA’S ADVISE. THEY ALSO SHOW A GENUINE CONCERN TO FIX PROBLEMS”
- “MIDDLE MANAGEMENT (NCO), SSG AND SGT ARE FAILING. NOT DOING THE JOB”
- “THEY ACCOMMODATE THE BEHAVIOR AND LAUGH RIGHT ALONG WITH IT”
- “SUBORDINATE LEADERS DO NOT SEEK THE EOA’S ADVICE”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 7: Do you feel free to inquire or pursue allegations of discrimination or sexual harassment without being over supervised or influenced?

FINDINGS:

- 54% OF COMMENTS SAID EOAs FEEL FREE TO PURSUE ALLEGATIONS
- THE MOST COMMON REASONS GIVEN FOR FEELING FREE TO INVESTIGATE INCLUDE HAVING AN OPEN RELATIONSHIP WITH THE COMMANDER, HAVING THE COMMANDER GIVE THEM FREE REIN TO MANAGE THEIR EO PROGRAM, AND HAVING FREQUENT CONTACT WITH THE BRIGADE COMMANDER
- 14% OF COMMENTS SAID EOAs DO NOT FEEL FREE TO PURSUE ALLEGATIONS

- OF THOSE WHO DO NOT FEEL FREE TO PURSUE ALLEGATIONS, FEAR OF COMMANDERS, NOT ALLOWING THE EOA TO TALK WITH SOLDIERS, AND RETRIBUTION FOR SOLDIERS WHO DO REPORT TO THE EOA WERE MENTIONED

EQUAL OPPORTUNITY ADVISOR INTERVIEW

N OF COMMENTS ON Q7 = 112

Question 7: CONTINUED

QUOTES:

- “YES, BECAUSE OUR BRIGADE COMMANDER SUPPORTS AND LISTENS TO ME”
- “YES, MY COLONEL AND I HAVE CONTRACTED. HE SEES ME AS HIS EYES AND EARS. THE COMMANDER HAS AN OPEN DOOR AND I CAN GET HIS ADVICE ON ISSUES”
- “NO, DON’T HAVE FREE REIN TO TALK TO SOLDIERS. IF HE TALKS TO SOLDIERS AND THEY ADDRESS CONCERNS AND HE TAKES THEM TO BATTALION, THE ONLY QUESTION HE GETS ASKED IS, ‘WHY WERE YOU OUT IN THE COMPANIES TALKING TO SOLDIERS ANYWAY?’ HIS OWN BOSS ASKS THE SAME QUESTION”
- “NO, HAS BEEN PERSONALLY / PROFESSIONALLY THREATENED FOR DOING THE RIGHT THING / JOB EFFECTIVE ACTIONS AS AN EOA”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 8: Thinking about the complaint process, are the current procedures effective?

FINDINGS:

- ONLY 17% OF COMMENTS SAID THE PROCEDURES WERE EFFECTIVE AND 10% SAID THEY WERE NOT EFFECTIVE
- MOST OF THE REMAINING COMMENTS FOCUSED ON NEGATIVE ASPECTS OF THE CURRENT SYSTEM--MOST FREQUENTLY MENTIONED WERE:

NEEDING LONGER TIMELINES FOR INVESTIGATIONS
MAKING ALL COMPLAINTS FORMAL
NEEDING SAFEGUARD AGAINST REPRISALS FOR THOSE WHO REPORT
EOAs NEED MORE INFORMATION ON COMPLAINT PROCEDURES

EQUAL OPPORTUNITY ADVISOR INTERVIEW

N OF COMMENTS ON Q8 = 171

Question 8: CONTINUED

QUOTES:

- "I BELIEVE THE COMPLAINT PROCEDURES STATED IN AR 600-20 ARE GOOD IF THEY ARE FOLLOWED BY THE COMMANDERS"

- “CROSS CHECK AND BALANCE WITH FORMAL COMPLAINTS - EVERYONE IS LOOKING AT EVERYONE’S WORK”
- “TIMELINES ARE TOO SHORT. THEY NEED TO BE EXTENDED. NEED MORE TIME TO RESEARCH THE COMPLAINT. EVERYTHING IS RUSHED”
- “ALL COMPLAINTS SHOULD BE FORMAL”
- “THE PROCEDURES ARE IN PLACE BUT THERE IS A TREMENDOUS RELUCTANCE TO REPORT FOR FEAR OF BRINGING UNWANTED ATTENTION OR BEING ISOLATED BY OTHERS”
- “EFFECTIVE, HOWEVER, FEAR OF RETRIBUTION KEEPS PEOPLE FROM COMING FORWARD”
- “AR 600-20 IS TREMENDOUSLY VAGUE AND SUBJECT TO INTERPRETATION”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 9: Now we want to talk about EO staffing, who is your rater and where is the EO office in the command structure? How often do you meet with your commander? Do you attend staff meetings?

FINDINGS:

- OF THE 58 COMMENTS GIVEN, THE MOST FREQUENTLY MENTIONED RATERS WERE THE COMMAND SERGEANT MAJOR AND THE CHIEF OF STAFF. A WIDE VARIETY OF RATERS WERE MENTIONED AND INCLUDED SUCH DIVERSE RATERS AS THE EEO OFFICER AND THE DPCA

- OF THE 34 COMMENTS ON COMMAND STRUCTURE, THE MOST COMMON LOCATION FOR THE EO OFFICE WAS IN THE COMMAND GROUP
- OF THE 41 COMMENTS GIVEN, 39% SAID THEY MET WITH THEIR COMMANDER AT LEAST ONCE A WEEK AND ANOTHER 22% SAID THEY HAD UNSCHEDULED MEETINGS ANY TIME THEY NEEDED TO SEE THE COMMANDER
- OF THE 34 COMMENTS GIVEN, 76% OF THE EOAs SAID THEY ATTEND STAFF MEETINGS

EQUAL OPPORTUNITY ADVISOR INTERVIEW
 N OF COMMENTS ON Q9: 71

Question 10: Have any EO or sexual harassment issues ever affected your units' ability to do its job? What is the effect?

FINDINGS:

- 48% OF THE COMMENTS SAID NO, THEIR UNITS HAVE NOT BEEN EFFECTED
- 37% OF THE COMMENTS SAID THEIR UNITS HAVE BEEN EFFECTED IN THE FOLLOWING WAYS:
 - CAUSES DIVISIVENESS IN THE UNIT WITH PEOPLE TAKING SIDES
 - CREATES STATIC--A NEGATIVELY CHARGED ATMOSPHERE
 - MORALE PROBLEMS ARE THE END RESULT

EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q10 = 95

Question 10: CONTINUED

QUOTES:

- “NO, MAYBE THE MORALE, BUT THE MISSION CONTINUED”
- “CAUSED THE UNIT TO SPLIT ALMOST IN HALF - ‘FOR VS AGAINST’ - LACK OF TRUST”
- “YES, IT HAD A POLARIZING EFFECT, MALE OFFICERS / SENIOR NCOs ARE WALKING ON EGG SHELLS”
- “THREAT OF SEXUAL HARASSMENT OR A COMPLAINT. MEN LIVING IN FEAR (AFFECTS JOB PERFORMANCE)”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 11: In your units, how are EO representatives utilized?

FINDINGS:

- CONDUCT UNIT TRAINING

- ADVISE / ASSIST THE COMMANDER
- CONDUCT ETHNIC OBSERVANCES
- PROVIDE CLASSES TO NEW LEADERS
- OTHER ACTIVITIES INCLUDED HANDLING INFORMAL COMPLAINTS, ASSISTING IN QUARTERLY REPORTING, AND GATHERING INFORMATION

EQUAL OPPORTUNITY ADVISOR INTERVIEW
 N OF COMMENTS ON Q11 = 140

Question 11: CONTINUED

QUOTES:

- “PROMOTING CULTURAL AWARENESS WITH COMPANIES AND SUPPORTING THE EO PROGRAM”
- “ASSIST WITH TRAINING, COUNSELING, AND DATA COLLECTION”
- “MEDIATORS - NOT PURSUING FORMAL COMPLAINTS, THINK THEY ARE HANDLING ONLY INFORMAL COMPLAINTS”
- “THEY ASSIST IN SENSING SESSIONS, SURVEYS, COMPANY TRAINING, ETHNIC SERVICES, AND ASSIST IN REPORTS”
- “THE TRAINING INCLUDES THE COMPANY COMMANDER IN MOST CASES”

- “RARELY IS THE SENIOR LEADERSHIP ATTENDING EO TRAINING. THEY ENSURE SOLDIERS ATTEND, BUT DO NOT MAKE AN APPEARANCE THEMSELVES”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 12: How responsive are members of your unit to EO and sexual harassment training? Who attended from the Chain of Command?

FINDINGS:

- OF THE 82 COMMENTS ON RESPONSIVENESS OF UNIT MEMBER TO TRAINING, 38% SAID UNIT MEMBERS WERE RESPONSIVE TO TRAINING
- ANOTHER 23% SAID TRAINING WAS EFFECTIVE AT SOME LEVELS, BUT NOT OVERALL
- 16% SAID TRAINING WAS NOT EFFECTIVE
- OF THE 39 COMMENTS ON WHO ATTENDED, 51% SAID SOMEONE IN THE CHAIN OF COMMAND ATTENDS
- THE REMAINING COMMENTS CENTERED ON THE LACK OF TRAINING ATTENDANCE BY SENIOR LEADERS

EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q12:

Question 12: CONTINUED

QUOTES:

- “VERY RESPONSIVE BECAUSE COMMANDERS DON’T TOLERATE SEXUAL HARASSMENT”
- “REACTIVE - JUST IN REACTION TO INCIDENTS, OVERKILL REACTION”
- “INITIALLY THERE’S SKEPTICISM AND RELUCTANCE. WHEN REINFORCED BY CHAIN OF COMMAND, IT’S MORE EFFECTIVE”
- “THE TRAINING INCLUDES THE COMPANY COMMANDER IN MOST CASES”
- “RARELY IS THE SENIOR LEADERSHIP ATTENDING EO TRAINING. THEY ENSURE SOLDIERS ATTEND, BUT DO NOT MAKE AN APPEARANCE THEMSELVES”
- “COMMANDERS DO NOT GIVE THEM THE SUPPORT THEY DESIRE”
- “SOLDIERS DO NOT KNOW WHO THEIR EOR’S ARE. THE CDRS DO NOT UTILIZE THEIR EOR’S; THE EOR’S ARE IN NAME ONLY”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 13: How effective is the required training in making soldiers/personnel aware of behaviors that might be discrimination or sexual harassment? Who conducts the training? What training methods do you use when you train? How often do you conduct training?

FINDINGS:

- OF THE 61 COMMENTS ON TRAINING EFFECTIVENESS, 67% SAID THE REQUIRED TRAINING WAS EFFECTIVE IN MAKING SOLDIERS AWARE OF BEHAVIOR THAT MIGHT BE DISCRIMINATION OR HARASSMENT
- OF THE 35 COMMENTS THAT IDENTIFIED THE TRAINER, 80% SAID EITHER THE EOA OR THE EOR CONDUCTS TRAINING; COMMANDERS WERE THE ONLY OTHER GROUP MENTIONED
- IN THE 97 COMMENTS THAT IDENTIFIED TRAINING METHODS, SMALL GROUP DISCUSSIONS, VIDEOS AND LECTURES WERE MOST FREQUENTLY MENTIONED AS METHODS USED
- OF THE 27 COMMENTS THAT REPORTED HOW OFTEN TRAINING WAS CONDUCTED, 41% SAID QUARTERLY, 15% BIANNUALLY, AND 15% AS REQUIRED

EQUAL OPPORTUNITY ADVISOR INTERVIEW

N OF COMMENTS ON Q13: 69

Question 14: How effective is the required training in actually preventing/reducing behaviors that might be seen as any kind of discrimination or sexual harassment? What are the “fixes?”

FINDINGS:

- OF THE 71 COMMENTS ASSESSING TRAINING EFFECTIVENESS, 44% SAID TRAINING WAS EFFECTIVE IN PREVENTING/REDUCING BEHAVIORS THAT MIGHT BE DISCRIMINATION OR HARASSMENT, 31% HAD A MIXED ASSESSMENT, AND 25% DID NOT BELIEVE TRAINING WAS EFFECTIVE

- OF THE 40 COMMENTS RECOMMENDING “FIXES”:
COMMAND CLIMATE ISSUES
CHANGES TO TRAINING CONTENT
USE OF MORE EFFECTIVE TRAINING METHODS

EQUAL OPPORTUNITY ADVISOR INTERVIEW

N OF COMMENTS ON Q14: 70

Question 14: CONTINUED

QUOTES:

- “IT IS EFFECTIVE. I SEE THE DIFFERENCE, THE SENSITIVITY LEVEL HAS DEFINITELY INCREASED THROUGH THE TRAINING”
- “DEPENDS ON WHO IS TEACHING THE CLASS”
- “I HAD A LIEUTENANT COLONEL GET UP ON ME WHEN I WAS CONDUCTING THE TRAINING AND SAID, ‘I DON’T HAVE TO STAY AND LISTEN TO THIS CRAP””
- “AGAIN, HAS TO DO WITH LEADERSHIP. IF HAVE GOOD COMMAND CLIMATE, SOLDIERS WILL KNOW THAT AND COME TO YOU”
- “EMPHASIS ONLY ON WOMEN - ALWAYS GEARED ON WOMEN, SHOULD BE ON THE TOTAL ARMY SOLDIER”
- “GOOD TOOL IF AUDIENCE PARTICIPATES - IF THEY HAVE OPPORTUNITY TO TALK ABOUT WITH GROUP DISCUSSION AND INTERACTION”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 15: In your view, what elements of the Army's system have the highest expertise and ability to prevent sexual harassment or discrimination? The least? Respond to instances of harassment or discrimination?

FINDINGS:

- OF THE 86 COMMENTS THAT IDENTIFIED AN ELEMENT, 41% SAID THE EOA HAS THE HIGHEST EXPERTISE AND ABILITY TO PREVENT HARASSMENT OR DISCRIMINATION
- 23% OF THE COMMENTS IDENTIFIED COMMANDERS AS HAVING THE HIGHEST EXPERTISE
- 13% IDENTIFIED JUNIOR NCOs SINCE THEY HAVE THE MOST DIRECT CONTACT WITH YOUNGER SOLDIERS
- ONLY 18 COMMENTS WERE RECEIVED IDENTIFYING THE ELEMENT WITH THE LEAST EXPERTISE--JUNIOR ENLISTED SOLDIERS AND BRIGADE COMMANDERS AND UP TIED WITH 7 COMMENTS EACH

EQUAL OPPORTUNITY ADVISOR INTERVIEW

N OF COMMENTS ON Q15: 71

Question 16: Does the system respond fairly to proven cases of sexual harassment or discrimination; do punishments fit the offenses?

FINDINGS:

- OF THE 69 COMMENTS ON FAIR RESPONSES, 46% SAID YES, THE SYSTEM DOES RESPOND FAIRLY
- 28% OF THE RESPONSES SAID THAT THE SYSTEM DOES NOT RESPOND FAIRLY, THE REMAINDER WERE UNSURE OR UNCERTAIN
- OF THE 63 COMMENTS CONCERNING WHETHER OR NOT THE PUNISHMENT FITS THE CRIME, 22% SAID THE PUNISHMENT FITS THE CRIME
- 21% SAID PUNISHMENTS ARE TOO LIGHT, 17% SAID THE PUNISHMENTS ARE APPLIED INCONSISTENTLY, AND ANOTHER 11% SIMPLY SAID NO

EQUAL OPPORTUNITY ADVISOR INTERVIEW
 N OF COMMENTS ON Q16: 71

Question 16: CONTINUED

QUOTES:

- “YES, FOR THE PROVEN CASES OF SEXUAL HARASSMENT OR DISCRIMINATION THE SYSTEM IS OVERALL FAIR”
- “ON A CASE BY CASE BASIS, NO. THE SYSTEM DOESN’T RESPOND FAIRLY. IT DEPENDS ON WHAT THAT COMMANDER’S ATTITUDE IS ABOUT EO”
- “PUNISHMENT IS FAIR OVERALL”
- “NO, PUNISHMENTS ARE TOO LIGHT, DON’T FIT THE OFFENSES”

- “NO, BECAUSE COMMANDERS ARE UNWILLING TO RUIN A SENIOR LEADERS CAREER SO THEY DISCOUNT THE VICTIM AND GIVE A PUNISHMENT THAT DOESN'T TAKE INTO ACCOUNT THE SEVERITY OF THE OFFENSE”
- “NO, PUNISHMENTS DON'T FIT OFFENSE - THE HIGHER RANK YOU ARE, THE LESS PUNISHMENT YOU WILL GET”

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 17: In your view, what needs to be done to reduce incidents of EO and sexual harassment violations in the Army?

FINDINGS:

- THE MOST FREQUENTLY MENTIONED SOLUTION WAS MORE EDUCATION/TRAINING (21%)
- EOAs ALSO SUGGESTED TRAINING SHOULD INCLUDE ALL LEVELS--INCLUDING GENERAL OFFICERS AND THAT THIS TRAINING SHOULD BE LEVEL SPECIFIC
- SUGGESTED CHANGES TO THE STRUCTURE OF THE EO SYSTEM INCLUDED

FORMING AN EO MOS
 MAKING THE EOA PART OF CID OR IG WITH INVESTIGATIVE POWERS
 INCREASING THE NUMBER OF EOAs
 REQUIRING ALL EORs BE E6 OR E7 IN RANK

- NOTED THAT COMMANDERS MUST SUPPORT THE EO PROGRAM FOR IT TO BE EFFECTIVE

EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS TO Q17 = 152

Question 17: CONTINUED

QUOTES:

- “EDUCATION - SOME PEOPLE DON’T KNOW THAT THEY DON’T KNOW”
- “ADD AND MAKE IT A PRIORITY AT ALL LEVELS OF PROFESSIONAL DEVELOPMENT TRAINING (NCO & OFFICER) AS A LEADERSHIP ISSUE - TRAINING THE LEADERS”
- “BENEFICIAL TO HAVE EOAs IN A SEPARATE MOS - YOU WOULD BE CURRENT - MUST HAVE QUALITY”
- “MAKE EOA PART OF THE CRIMINAL INVESTIGATIONS DIVISION (CID) SO THEY CAN INVESTIGATE AND TRACK ALLEGATIONS”
- “THERE SHOULD BE MORE THAN ONE EOA AT THE INSTALLATION AND BRIGADE LEVEL. TOO MUCH WORK FOR ONE PERSON TO BE PROFICIENT”
- “EOR SHOULD BE E6 OR E7 AND NOT E5, THEY DON’T HAVE THE EXPERIENCE”

EQUAL OPPORTUNITY ADVISOR INTERVIEW
MENTAL HEALTH PROVIDER PROTOCOL

_____ **Group Status**
_____ **Interviewer**
_____ **Gender**
_____ **Date**

1. When you treat clients with mental health concerns, do you find that sexual harassment is one of their issues?

Probes: With what frequency?

Were they aware that the behavior was sexual harassment?

2. What are typical workplace issues raised by clients?

Probes: Do clients discuss sexual harassment in the workplace?

3. What guidance have you been given regarding handling clients with sexual harassment issues?

Probes: Who gave the guidance?

Are clients referred off post?

Is there any follow-up?

4. Did clients report the sexual harassment? If yes, what was their leader's response?

5. What is the typical treatment plan for clients specifically dealing with sexual harassment?

Probe: Problems compounded by sexual harassment/hostile environment?

6. Approximately how much time is spent working with clients with sexual harassment issues?

7. What guidance or direction have you ever been given regarding diagnoses for clients with sexual harassment issues?

Probes: Any evidence of “lesbian baiting?” What happened?

8. Do individuals from the soldier’s chain of command or legal representatives inquire about a client or the status of a case? Give examples

9. What are the command policies in regard to confidentiality of sessions/records in general and for sexual harassment cases?

10. Have you or a co-worker witnessed or experienced sexual harassment in the workplace?

Probes: Was it reported? What was the response?

11. What training do you have in handling rape/sexual trauma cases?

12. What are the attitudes of mental health leaders toward sexual harassment? (Psychiatrist, Psychologist, Clinical Director's)

13. Do you have other comments?

THANK YOU FOR PARTICIPATING IN THIS INTERVIEW

JUDGE ADVOCATE INTERVIEW

_____ Interviewer
_____ Interviewee's Position
_____ Interviewee's Gender
_____ Location Code
_____ Date

1. Does the chain of command understand the Army/DoD policy on the prevention of sexual harassment?

2. Are there local policies (e.g., regulations, policy letters, SOPs) regarding sexual harassment?

3. Is the Army/DoD guidance on the prevention of sexual harassment adequate? If not, what would you change?

4. Do commanders have adequate authority to address problems involving sexual harassment or sexual misconduct? If not, what do they need?

5a. Do commanders and supervisors take quick action to deal with sexual harassment complaints?

b. Type(s) of action taken?

c. How effective is the corrective action taken?

6. Does the UCMJ adequately provide for prosecution of sexual misconduct? If not, what would you change?

7a. What personnel do you interface with on sexual harassment or sexual misconduct matters (e.g., commanders, first sergeants, PMO, CID, IG, EEO Officer, EO Advisors)?

b. How do you interface?

c. How often?

**8a. Does your office provide advice to AR 15-6 investigating officers?
How often?**

b. What positive things have you seen in investigations involving sexual harassment?

c. What negative things have you seen in investigations involving sexual harassment?

9a. Have you seen trends regarding Article 15s, chapters, and AWOLs, in general? If yes, discuss trends.

b. Have you seen trends regarding Article 15s, chapters, and AWOLs involving sexual harassment or sexual misconduct? If yes, discuss trends.

10. Victim/Witness Assistance Program

a. Does the command/installation have an active victim/witness assistance program?

b. Is the program publicized throughout the command? If yes, how?

c. Is training provided for judge advocates and law enforcement personnel? If yes, what type and when?

d. Who is appointed as the Victim/Witness Liaison (VWL)? Is this a full-time or part-time responsibility for that person?

e. Does the VWL coordinate with military and civilian agencies providing victim/witness assistance (to include a state compensation program)?

f. Is a mechanism in place to measure the effectiveness of the program? If yes, describe.

11a. Does your office assist in providing training in the prevention of sexual harassment?

b. In conjunction with what other office(s)?

c. Which office has the lead?

d. To whom is training provided?

e. Type training?

f. How often?

g. Do you address inherent command authority?

12a. Do your labor counselor and his/her supervisors have a close working relationship with the Civilian Personnel Officer?

b. With the Equal Employment Opportunity Officer?

c. Is the labor counselor involved at every significant stage of adverse actions, EEO complaints, and labor relations actions?

13a. How can the Army better prepare officer, NCO, and civilian leadership in the prevention of sexual harassment?

b. In dealing with complaints of sexual harassment?

14a. How can the Army better prepare all military and civilian personnel in the prevention of sexual harassment?

b. In dealing with complaints of sexual harassment once it occurs?

15. Do you have any other thoughts that the Senior Review Panel should consider?

CIVILIAN FOCUS GROUP PROTOCOL

_____ **Group Status**
_____ **Gender of group**
_____ **Note taker**
_____ **Date**
_____ **# of group members**
_____ **Facilitator**

1. As civilians working at this installation, how satisfied are you, overall, with your employment situation?

2. Do merit promotion procedures at this installation operate so that all employees have an equal chance for advancement?

Probes: Why or why not?

3. When you think about the training and developmental opportunities you have received in the Army, do you think that you have gotten a fair deal?

Probes: Why or why not?

4. We want to now talk about the environment in your organization. Tell us about the positive and negative aspects of your organization.

Probes: Do people in your organization treat each other with respect?

treated Can you think of a time when you/a coworker was not

with respect? What happened? How could it have been avoided?

5. In your organization, do managers maintain fair standards?

**Probes: Do leaders treat subordinates with respect?
Can you think of a time where you/a coworker was not
treated with respect? What happened?**

6. Does your immediate supervisor make honest and reasonable efforts to stop any discrimination or harassment? Examples?

Probe: Second Line Supervisor?

7. Do you feel free to report any discrimination or harassment without fear of bad things happening to you?

**Probes: Why or why not?
What kinds of things do you think might happen if you
report?**

8. If you experienced any discrimination or harassment, to whom would you report the incident?

Probes: If they would not report, why not?

9. Now we want to talk about sexual harassment in the Army. How do you define sexual harassment?

READ DEFINITION: Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when such conduct is used as a basis for employment decisions or creates an intimidating, hostile, or offensive working environment.

10. In the last 12 months, have you witnessed or experienced sexual harassment in the workplace?

Probe: If yes, by whom? What behaviors? Where? Did you report? To whom? What did you do? Result?

(CAUTION TO FACILITATORS: DO NOT TAKE SPECIFIC EEO COMPLAINTS FROM CIVILIANS, RATHER REFER INDIVIDUALS TO THE

EEO OFFICER OR ANNOUNCE THAT THEY MAY SPEAK PRIVATELY WITH A MEMBER OF THE TEAM)

11. Have you had training in prevention of sexual harassment in the last 12 months?

Probes: What kind of training? Who conducted the training?

12. How effective was the training you received in helping you recognize sexually-harassing behavior?

Probes: Helping you recognize sex discrimination?

13. How effective was the training in actually preventing/reducing behaviors that might be viewed as discrimination or harassment?

14. What are some practical solutions to the problems and issues that you have raised today?

THANK YOU FOR YOUR PARTICIPATION. PLEASE REMEMBER TO KEEP EVERYTHING WE'VE DISCUSSED CONFIDENTIAL.

CIVILIAN FOCUS GROUP PROTOCOL

SAMPLE INFORMATION:

- Number of protocols: 104 (56 women; 48 men)
- Number of respondents: 1,007

- Number of women: 547 (54.3%)
- Number of men: 460 (45.7%)

Question 1: How satisfied are you, overall, with your employment situation?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- ALL RESPONDENTS SAID THEY WERE “MOSTLY SATISFIED” ALTHOUGH DRAWDOWN AND AND RIFS AFFECTED MORALE AND PERFORMANCE
- MALE COMMENTS: MORE DISSATISFIED WITH EMPLOYMENT
DRAWDOWN HEAVIER WORKLOAD SINCE
MILITARY PERSONNEL SEE LACK OF RESPECT FROM
MANAGERS LACK OF COMMUNICATION FROM
- FEMALE COMMENTS: SUPERVISORS TREAT MEN AND WOMEN DIFFERENTLY

GLAD TO HAVE A JOB, BUT SEE
LITTLE OPPORTUNITY FOR
ADVANCEMENT
ENJOY WHERE THEY WORK
FEEL THEY ARE NOT RECOGNIZED
FOR THEIR WORK

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q1: F=326 M=249

Question 1: CONTINUED

QUOTES:

- MALE QUOTES: “IF WE SHARE INFORMATION, WE BECOME EXPENDABLE”
“LUCKY TO HAVE A JOB; DON’T MAKE WAVES”
“CIVILIANS SHOULD BE TAKEN CARE OF EVERY BIT AS GOOD AS SOLDIERS”
“MILITARY NCOS HAVE NO RESPECT FOR US”
“GREEN SUITERS GO OFF, GET ANOTHER JOB; CIVILIANS WILL BE OUT OF A JOB”
- FEMALE QUOTES: “NO ONE RESPECTS HOW YOU FEEL; MEN ALWAYS GET THE JOBS”
“SPECIAL FORCES HAS A PROBLEM WITH WOMEN, NO DOUBT ABOUT IT”
“FEEL AS IF I’M DOING SOMETHING FOR MY COUNTRY”

“MILITARY VERY DEMANDING AND ALWAYS PULLING RANK ON YOU”
DOWNSIZING-NO PEACE OF MIND.
PEOPLE HERE SAY YOU SHOULD BE HAPPY TO HAVE A JOB”

CIVILIAN FOCUS GROUP PROTOCOL

Question 2: Do merit promotion procedures at this installation operate so that all employees have an equal chance for advancement?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST DO NOT BELIEVE THE MERIT SYSTEM OPERATES FAIRLY.
- MALE COMMENTS: FRUSTRATED BY LACK OF PROMOTION OPPORTUNITY
SYSTEM IS IN EFFECT BELIEVE THERE IS A GOOD OLD BOY LEADERS PRESELECT INDIVIDUALS THEY WANT
THE RATING SYSTEM IS BIASED SELECTIONS ARE NOT BASED ON MERIT
- FEMALE COMMENTS: SEE LITTLE UPWARD MOBILITY BELIEVE PROMOTIONS ARE BASED ON WHO YOU KNOW
JOB NOTICES ARE NOT ALWAYS POSTED
SOME JOBS ARE NOT ADVERTISED; QUALIFIED INTERNAL CANDIDATES ARE OVERLOOKED

Question 2: CONTINUED

QUOTES:

- MALE QUOTES: “SEE PEOPLE GET PROMOTED WITH LESS TIME/SKILLS OR CREDENTIALS. THAT REALLY LOOKS SUSPICIOUS”
“IT’S A JOKE, THERE IS A GOOD OLD BOY SYSTEM”
“THERE IS NO MERIT PROMOTION PROGRAM HERE”
“LEADERS HERE PRESELECT INDIVIDUALS FOR JOBS”
- FEMALE QUOTES: “THERE ARE NO PROMOTIONS OR UPWARD MOBILITY HERE. DON’T THINK THE SUPERVISOR CARES ABOUT HIS PEOPLE”
“DOWNSIZING TOOK CARE OF THE MERIT PROMOTION PROCEDURE”
“JOB ANNOUNCEMENTS AREN’T DONE IN A TIMELY FASHION, IT DOESN’T MATTER WHETHER YOU APPLY OR NOT, THEY HAVE ALREADY DETERMINED WHO’S GETTING THE JOB”

Question 3: When you think about the training and developmental opportunities you have received in the Army, do you think you have gotten a fair deal?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- BOTH MALES AND FEMALES REPORT RECEIVING APPROXIMATELY SAME LEVEL OF TRAINING (33% WOMEN'S COMMENTS AND 35.6% OF MEN'S COMMENTS)
- MILITARY MEMBERS GET AVAILABLE TRAINING BEFORE CIVILIANS (5%)
- MALE COMMENTS : MORE OFTEN THAN IN (17.5% V 10%) THEIR ATTENDING LACK OF FUNDING CITED FEMALE RESPONSES WORKLOAD PREVENTS TRAINING (8.6%)
- FEMALE COMMENTS: OPPORTUNITIES BASED ON SUPERVISORY BIAS TRAINING FAVORITISM AND

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q3: F=256 M=205

Question 3: CONTINUED

QUOTES:

- MALE QUOTES: "THEY HAVE MONEY TO SEND SOLDIER OF THE QUARTER TO HAWAII, BUT NOTHING FOR CIVILIANS"

"UNFAIR THAT EMPLOYEES ARE HELD ACCOUNTABLE FOR MISTAKES MADE ON THE JOB THAT ARE RESULT OF LACK OF TRAINING"

"CIVILIAN TRAINING DOLLARS HERE ARE SACRIFICED FOR MISSION"
- FEMALE QUOTES: "MANAGEMENT SAVES TRAINING FOR THEMSELVES, NOT SHARING..."

"SEEMS LIKE THE SAME INDIVIDUALS GO TO TRAINING ALL THE TIME"

CIVILIAN FOCUS GROUP PROTOCOL

Question 4: Tell us about the positive and negative aspects of your organization?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- FEMALES GENERALLY MORE POSITIVE ABOUT THE ORGANIZATIONAL CLIMATE THAN MALES (38% V 23.7%)

- MALE RESPONSES: LACK OF JOB SECURITY
AN HONEST EFFORT
LEADERSHIP SKILLS

LOW MORALE BECAUSE OF
SOME SUPERVISORS DO MAKE
MANY SUPERVISORS LACK
- FEMALE RESPONSES: TOWARD WOMEN (12.%) OF RESPONSES
FAVORITISM IN DEALINGS
MILITARY
ENVIRONMENT

CLIMATE OF DISRESPECT
SUPERVISORS SHOW
STRAINED RELATIONS WITH
MOSTLY A PLEASANT

CIVILIAN FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q4: F=243 M=202

Question 4: CONTINUED

QUOTES:

- MALE QUOTES: CLASS CITIZENS--IGNORED”

“CIVILIANS ARE SECOND
“WE GET 10 HOURS OF WORK
TO DO IN A DAY, BUT ONLY 8
HOURS TO DO IT IN”

“I GET A LOT OF
INCONSIDERATION AND DISRESPECT”

“MOST MILITARY
SUPERVISORS FEEL LIKE CIVILIANS ARE
JUST IN THE WAY. THEY HATE US. IF THEY

USED US THEY
SUCCEED”

COULD

- FEMALE QUOTES: “HAVE TO REALLY BE TOUGH
AND IT ADDS TO MY STRESS
LEVEL”
“COWORKERS GENERALLY
RESPECT EACH OTHER”
“BEEN IN THE ORGANIZATION
26 YEARS, ...NOT SEEN MORALE
AS BAD AS IT IS NOW”

CIVILIAN FOCUS GROUP PROTOCOL

Question 5: In your organization, do managers
maintain fair standards?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: MORE RESPONSES OF “NO”
(23%) THAN “YES” (16%)
MILITARY SUPERVISORS
IMPOSE A DOUBLE STANDARD
TOWARD CIVILIANS
PREFERENTIAL TREATMENT
BY MANAGERS GENERALLY (5.2%
OF COMMENTS)
- FEMALE COMMENTS: YES (23.7% OF COMMENTS).
DO NOT MAINTAIN FAIR
STANDARDS (21.5% OF COMMENTS)

MANAGERS IMPOSE A DOUBLE
STANDARD TOWARD WOMEN
(13.4% OF COMMENTS)

MILITARY SUPERVISORS
DISRESPECT CIVILIANS (8.5% OF
COMMENTS)

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q5: F=223 M=153
Question 5: CONTINUED

QUOTES:

- MALE QUOTES: "BACKGROUND PEOPLE DON'T GET
RECOGNITION FOR HARD
WORK
"PRETTY FAIR OVERALL"
"I HAVE PREJUDICE AGAINST ME
BECAUSE I AM A CIVILIAN"
"MOST MILITARY WANT TO TALK TO
A GREEN SUITER, NOT
A 'GOD DAMN CIVILIAN'"
- FEMALE QUOTES: "MY BOSS DOES, BUT NOT MORE
SENIOR LEADERS"
"I'D SAY SO IN MY SECTION, AS FAIR
AS THEY CAN"
"THEY HOLD MEN IN HIGHER
ESTEEM..WOMEN DON'T GET
SAME TREATMENT"
"CHAIN OF COMMAND IS AFRAID TO
DO SOMETHING BECAUSE
THEY DON'T WANT ANYONE COMPLAINING"

“NO, MILITARY DON’T TREAT THE
PEOPLE WHO WORK FOR
THEM FAIRLY”

“THE SYSTEM HAS FAILED TO TRAIN
MILITARY TO WORK WITH
CIVILIANS”

CIVILIAN FOCUS GROUP PROTOCOL

Question 6: Does your supervisor make honest and
reasonable efforts to stop any
discrimination or harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED
COMMENTS ARE:

- MANY WOMEN BELIEVE THEY DO (55% OF COMMENTS)
- SOME MEN SAID THEY DO (42% OF COMMENTS)
- ALL BELIEVE SUPERVISORS DON’T WANT TO GET INVOLVED.
- MEN AND WOMEN BELIEVE SUPERVISOR IS INSENSITIVE TO ISSUES OF DISCRIMINATION/HARASSMENT
- MORE MEN SAID DISCRIMINATION WAS NOT A PROBLEM AT THEIR LOCATION.

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q6: F=203 M=162

Question 6: CONTINUED

QUOTES:

- MALE QUOTES: "COULD NOT FIND A BETTER SUPERVISOR THAN MINE"
"LEADERS KNOW WHAT IT IS, BUT DON'T STOP IT UNLESS IT AFFECTS THEM"
"HE'S FAIR, HE DISCRIMINATES AGAINST EVERYBODY"
"ARMY IS BETTER THAN CIVILIAN WORLD, BUT HAVE A LONG WAY TO GO, HAS TO START AT THE TOP"
- FEMALE QUOTES: "MY SUPERVISOR IS OPEN AND DIRECT; WILL HANDLE THINGS AS THEY COME UP"
"MY SUPERVISOR IS NOT SENSITIVE TO ISSUES"
"MY SUPERVISOR'S ATTITUDE IS DON'T MAKE A BIG DEAL OF IT"
"MY SUPERVISOR SAID "YOU SHOULD BE HOME HAVING BABIES"

CIVILIAN FOCUS GROUP PROTOCOL

Question 7: Do you feel free to report any discrimination or harassment without fear of reprisal?

FINDINGS: MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 46% OF COMMENTS WOULD REPORT WITHOUT FEAR OF REPRISAL

SOME WOULD NOT REPORT BECAUSE THEY WOULD HANDLE IT ON THEIR OWN OR BECAUSE THEY DON'T TRUST THE SYSTEM TO WORK

- FEMALE COMMENTS: ALMOST 50% OF COMMENTS INDICATED THEY WOULD REPORT WITHOUT FEAR OF REPRISAL A FEW WERE AFRAID BUT WOULD REPORT ANYWAY

SOME WOULD NOT REPORT BECAUSE NOTHING WOULD BE DONE

CIVILIAN FOCUS GROUP PROTOCOL
 N OF COMMENTS FOR Q7: F=234 M=167

Question 8: To whom would you report?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: MANY WOULD USE THE CHAIN OF COMMAND
 FEW WOULD USE EEO CHANNELS
 FEW WOULD NOT REPORT, BUT CONFRONT THE PERSON AND HANDLE THEMSELVES
 A SMALL NUMBER WOULD GO OUTSIDE THE ORGANIZATION

- FEMALE COMMENTS: CHAIN OF COMMAND
EEO CHANNELS
NOT REPORT-HANDLE THEMSELVES

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q8: F=224 M=139

Question 10: In the last 12 months have you witnessed or experienced sexual harassment in the workplace?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

MALE COMMENTS: 123 "NO" COMMENTS; 27 "YES" COMMENTS; 26 "WITNESSED"

FEMALE COMMENTS: 290 "NO" COMMENTS; 81 "EXPERIENCED"; 17 "WITNESSED"

SOME WOMEN COMMENT ON WORKING IN AN OFFENSIVE ENVIRONMENT

Question 10: CONTINUED

QUOTES:

- MALE QUOTES: “PEOPLE WHO ARE OFFENDED NEED TO LET PEOPLE KNOW--NOT ALWAYS RUN TO EEO”
“MALES MAKE COMMENTS--FEMALES CALL IT SEXUAL HARASSMENT!”
“I HAD A CHARGE AGAINST ME, FORTUNATELY I HAD A WITNESS”
“NOW YOU SEE A LADY COME IN AND YOU’RE SUPPOSED TO CLEAR THE HALL”
“WOMEN NEED TO LEARN HOW TO DEAL WITH MALES BETTER”
“PEOPLE HAVE A FEAR OF SEXUAL HARASSMENT”
- FEMALE QUOTES: “I HAVE NO NEED TO REPORT-STOP IT RIGHT THERE”
“I WOULDN’T PUT UP WITH IT NOW”
“THERE IS A HIGH TOLERANCE”
“GUYS SAY IT’S NOT SEXUAL HARASSMENT UNLESS THE GUY’S UGLY”
“THE MORE WOMEN IN THE OFFICE, THE LESS OF A PROBLEM”
“A MSG ALWAYS TOUCHING..ASKED TO STOP, WANTS TO KNOW WHY”
“I CONFRONT INDIVIDUALS AND IT STOPS”

CIVILIAN FOCUS GROUP PROTOCOL

Question 11: Have you had training in prevention of sexual harassment in the last 12 months?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 77% REPORTED RECEIVING TRAINING
CONDUCTED BY: EEO OFFICE
SUPERVISORS
COMMANDERS (CHAIN TEACHING)
- FEMALE COMMENTS: 71% REPORTED RECEIVING TRAINING
CONDUCTED BY: EEO OFFICE
DIRECTORS (CHAIN TEACHING)

CIVILIAN FOCUS GROUP PROTOCOL

NUMBER OF COMMENTS FOR Q11: F=294 M=223

Question 12: How effective was the training in helping you recognize sexually-harassing behavior?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: 52% OF THE COMMENTS INDICATED THE TRAINING WAS EFFECTIVE

SOME OF THE NEGATIVE COMMENTS INDICATED THAT THE CHAIN TEACHING TRAINING WAS NOT EFFECTIVE FOR CIVILIANS

- FEMALE COMMENTS: 60% OF THE COMMENTS INDICATED THE TRAINING WAS EFFECTIVE

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q12: F=151 M=125

Question 12: CONTINUED

QUOTES:

- MALE QUOTES: "IT WOKE UP A FEW PEOPLE TO BEHAVIOR"
"EFFECTIVE..REINFORCES WHAT YOU ALREADY KNOW"
"IT'S LIKE THEY TEACH THE GUYS WHAT NOT TO DO AND THE FEMALES HOW TO COMPLAIN"
- FEMALE QUOTES: "VERY EFFECTIVE"
"HELPED ME PERSONALLY, BUT STILL BELIEVE THAT WOMEN ARE

AT A COMPLETE DISADVANTAGE BECAUSE MEN
COMPLETELY MISREAD
OUR BEHAVIOR”
“BECAME AN EYE OPENER FOR US”
“IT WAS EFFECTIVE BUT OVER
EMPHASIZED”

CIVILIAN FOCUS GROUP PROTOCOL

Question 13: How effective was the training in actually preventing/reducing behaviors that might be viewed as discrimination or harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- POSITIVE RESPONSES FROM BOTH MALES AND FEMALES (OVER 50% OF THE COMMENTS)
COMMENTS ARE SIMILAR TO QUESTION 12
- SOME NEGATIVE COMMENTS THAT THERE IS TOO MUCH TRAINING AND OVERREACTION TO THIS ISSUE
- MORE OF THE COMMENTS FROM MALES SPEAK TO THEIR FEAR OF BEING ACCUSED

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q13: F=151 M=74

Question 14: What are some practical solutions to the problems and issues you have raised?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- NEED STANDARD PUNISHMENT FOR OFFENSES
- PEOPLE TREAT SEXUAL HARASSMENT AS A JOKE
- STOP OVERREACTING; MOST PEOPLE KNOW THE DIFFERENCE BETWEEN RIGHT AND WRONG
- THE INVESTIGATIVE PROCEDURE IS NOT EFFECTIVE
- PUT A PRICE TAG ON WHAT SEXUAL HARASSMENT IS COSTING THE MILITARY IN ORDER TO GET PEOPLE'S ATTENTION.
- LEADERS NEED TO TAKE THE TIME TO PROPERLY HANDLE VIOLATORS
- MILITARY AND CIVILIAN NEED MORE EDUCATION ABOUT EACH OTHER

CIVILIAN FOCUS GROUP PROTOCOL
CIVILIAN MANAGER INTERVIEW PROTOCOL

Interviewer
Subject's Title, Series, Grade
Subject's Gender
Activity/Organization

_____ No. of Employees Supervised
Civilian_____ Military_____
_____ Date

1. We will begin with your assessment of the climate on this installation. How would you rate the current “climate” for equal employment opportunity?

Probes: What are positive/negative aspects?

2. Do you believe that management at this installation has visibly and adequately demonstrated its support of EEO principles? If yes, how? Examples?

3. How well do women and men get along in your organization? On the installation?

4. Have you had any training in EEO or Affirmative Employment Planning? What? When?

5. How do you support EEO in your organization? Give examples.

6. Now I want to talk about sexual harassment in the Army. What steps have you taken to ensure that sexual harassment is not occurring in your organization?

7. In your judgment, what is the proper course of action once a supervisor becomes aware that inappropriate behavior is occurring in the organization?

8. Have you had training in the last 12 months in prevention of sexual harassment? What kind of training? Who conducted?

9. How effective was the training in making you aware of sexually-harassing behavior and your responsibilities as a supervisor to deal with this issue?

10. In your view, what needs to be done to reduce incidents of sexual harassment in the Army?

THANK YOU FOR TAKING THE TIME FOR THIS INTERVIEW

CIVILIAN MANAGER INTERVIEWS

SAMPLE INFORMATION:

- Number of Interviews: 20
- Number of Women: 8
- Number of Men: 12
- GRADE LEVELS:

GS 12	(4)
GS 13	(11)
GS 14	(3)

Question 1: We will begin with your assessment of the climate on this installation. How would you rate the current “climate” for equal employment opportunity? Probes: what are positive/negative aspects?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS:

POSITIVES GOOD CLIMATE/PROBLEMS
INVESTIGATED AND DEALT WITH
QUICKLY/OPPORTUNITY FOR ADVANCEMENT

NEGATIVES DOWNSIZING HAS HURT/PEOPLE
ARE OVERWHELMED

- FEMALE COMMENTS:

POSITIVES OVERALL POSITIVE
CLIMATE/COMMAND HAS DONE A GOOD JOB

NEGATIVES DRAWDOWN IS A PROBLEM/MALE
DOMINATED CULTURE/AT
TIMES HAVE PROBLEMS WITH THE MILITARY

CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q1: F=32 M=33

Question 2: Do you believe that management at this installation has visibly and adequately demonstrated its support of EEO principles?
How? Examples?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALES HAD FAR MORE POSITIVE COMMENTS THAN FEMALES
- MALE COMMENTS: CHAIN OF COMMAND IS SUPPORTIVE/VERY POSITIVE ABOUT TRAINING/FREQUENT TOWN MEETINGS/ISSUES INVESTIGATED AND DEALT WITH FAIRLY/MENTOR PROGRAMS ESTABLISHED/EDUCATION AND TRAINING PROVIDED
- FEMALE COMMENTS: COMMAND SHOWS CONCERN/OFFER PROGRAMS ON DIVERSITY/SPECIAL EMPHASIS PROGRAMS

CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q2: F=16 M=23

Question 3: How well do women and men get along in your organization? On the installation:

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- 100% OF MALE COMMENTS WERE POSITIVE
- FEMALE COMMENTS: OVERALL WELL
SOME MALE/FEMALE CONFLICT
CREATING
DIVISIVE CLIMATE
WOMEN CHIEFS TREATED
DIFFERENTLY THAN MALE CHIEFS

CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q3: F=16 M=19

Question 4: Have you had any training in equal employment opportunity, affirmative employment planning, or prevention of sexual harassment (POSH)? What kind? Who conducted? Effectiveness of POSH training?

FINDINGS:

- MALE COMMENTS: 81% HAVE BEEN TRAINED
IN EEO AND IN PREVENTION
OF SEXUAL HARASSMENT
CONDUCTED BY: CPO, EEO OFFICE,
COMMANDER

EFFECTIVENESS
OF POSH TRAINING
ANSWER

SOMEWHAT/VERY/NO

- FEMALE COMMENTS:
IN PREVENTION OF SEXUAL

90% HAVE BEEN TRAINED

CONDUCTED BY:
CONTRACTOR, COMMANDER
EFFECTIVENESS

HARASSMENT
EEO OFFICE,

OF POSH TRAINING:

VERY/NO/NO ANSWER

TRAINING

FEW HAVE HAD EEO

CIVILIAN MANAGER INTERVIEW

Question 5: How do you support EEO in your organization? Give examples.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: PERSONALLY PROVIDES TRAINING
TREATS EMPLOYEES FAIRLY
WILL NOT TOLERATE
INAPPROPRIATE BEHAVIOR
HAS OPEN DOOR POLICY
ATTENDS PROGRAMS AND
SUPPORTS EEO ACTIVITIES
- FEMALE COMMENTS: SMALL GROUP SESSIONS WITH
EMPLOYEES TO DISCUSS
TRIES TO TREAT ALL EQUALLY

ATTENDS ETHNIC OBSERVANCES
 AND ENCOURAGES OTHERS
 TO ATTEND

QUALIFICATIONS

WORK FORCE

BASE SELECTIONS ON

STRIVES TO ACHIEVE A DIVERSE

CIVILIAN MANAGER INTERVIEW
 N OF COMMENTS FOR Q5: F=22 M=22

Question 6: Now I want to talk about sexual harassment in the Army. What steps have you taken to ensure that sexual harassment is not occurring in your organization?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: DISCUSSES POLICY WITH EMPLOYEES
 WILL NOT TOLERATE ANY FORM OF SEXUAL HARASSMENT
 MODIFIED HIS OWN BEHAVIOR
 INVESTIGATES ANY INCIDENT AND TAKES UP THE CHAIN
 HANDLES PROBLEMS IMMEDIATELY
 VISITS WORK SITE DAILY
- FEMALE COMMENTS: DISCUSSES POLICY AT DIVISION MEETINGS
 DISTRIBUTES COPY OF POLICY STATEMENT TO EMPLOYEES
 AND ENFORCES POLICY
 HAS OPEN DOOR POLICY

ACTS AS A ROLE MODEL
MONITORS BEHAVIOR AND MAKES

CORRECTIONS

CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q6: F=19 M=25

Question 7: In your judgment, what is the proper course of action once a supervisor becomes aware that inappropriate behavior is occurring in the organization?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: GET FACTS FROM BOTH PARTIES
GET ASSISTANCE FROM THE EQUAL
EMPLOYMENT OPPORTUNITY
OFFICE
RESOLVE AT THE LOWEST LEVEL
TAKE DISCIPLINARY ACTION
- FEMALE COMMENTS: TALK WITH BOTH PARTIES
DEFINE BEHAVIOR EXPECTED
TAKE UP THE CHAIN OF COMMAND

CIVILIAN MANGER INTERVIEW

Question 10: In your view, what needs to be done to reduce incidents of sexual harassment in the Army?

FINDINGS:

- MALE COMMENTS: "QUICK INVESTIGATION AND ACTION WHEN NECESSARY"
"GET THE MESSAGE TO LEADERS OF TROOPS--THEIR BEHAVIOR WILL NOT BE TOLERATED"
"LEADERS MUST SPEAK PUBLICLY...EXPRESS POSITION"
"IF MANAGERS OBSERVE ...MUST DO SOMETHING"
- FEMALE COMMENTS: "TIE LEADER DEVELOPMENT TO PROMOTIONS"
"...DON'T SEE THE ARMY AS MACHO...SEE AS PROFESSIONALS, SO DON'T FIDDLE WITH MILITARY CULTURE..."
"PUT TRAINING IN ARMY INSTITUTIONS...IN-DEPTH... IN FIRST YEAR FOR MILITARY AND CIVILIAN"
"INCORPORATE PREVENTION IN OERS"
"...SHOW CONSEQUENCES/PUNISHMENT FOR S.H. VIOLATIONS; I.E. CAN GO TO LEAVENWORTH"
"MORE FEMALE LEADERSHIP"

CIVILIAN MANAGER INTERVIEW

EEO OFFICER INTERVIEW PROTOCOL

_____ Interviewer (Senior Panel Member)

_____ Date

1. Do you believe that top management supports the principles of equal employment opportunity and affirmative employment? Give examples.

2. Do you believe that lower level managers and supervisors support the principles of equal employment opportunity and affirmative employment? Give examples.

3. What is the relationship between military and civilian employees at this installation? Between men and women?

4. Are managers and supervisors equipped to supervise employees with diverse backgrounds? How were they prepared?

5. Do you provide training in equal employment opportunity for managers and supervisors? How often and what is the content?

6. Do you provide training in prevention of sexual harassment for the work force?

Probes: How often?

Percentage of work force trained?

Inclusion of military supervisors of civilians?

7. What additional steps do you take to assist the Commander in dealing with complaints of sexual harassment?

8. Does the chain of command take quick action to deal with sexual harassment complaints? Explain.

9. Is the corrective action taken by the command effective? Explain.

THANK YOU FOR YOUR PARTICIPATION

EEO OFFICER INTERVIEWS

SAMPLE INFORMATION:

NUMBER OF EEO OFFICERS INTERVIEWED: 34

Question 1: Do you believe that top management supports the principles of EEO and affirmative action? Give examples.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST RESPONDED "YES"

GOOD SUPPORT

VERY ATTUNED TO PROBLEMS

DEMONSTRATED COMMITMENT

APPLIES STANDARDS TO MILITARY AND CIVILIAN ALIKE

- VERY PROACTIVE AND AHEAD OF THE GAME

- VERY FEW RESPONDED “NO”
SEES LOTS OF “OLD ATTITUDES”

EEO OFFICER INTERVIEW PROTOCOL

Question 2: Do you believe that lower level managers and supervisors support the principles of equal employment opportunity and affirmative employment? Give examples.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MAJORITY RESPONDED “YES”
POSITIVE INTERACTION AND PARTICIPATION IN PROGRAMS
TRY TO RESOLVE ISSUES
THEY ASK FOR TRAINING/ESTABLISH MENTOR PROGRAMS
- FEW RESPONDED “NO”
NO COMMITMENT
FORGET PEOPLE AND FOCUS ON MISSION
NEED TO HAVE MORE TRAINING

EEO OFFICER INTERVIEW PROTOCOL

Question 3: What is the relationship between military and civilian employees at this installation? Between men and women?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MANY BELIEVE MILITARY AND CIVILIANS WORK WELL TOGETHER (67%)

SOME BELIEVE IT IS NOT GOOD

“..MILITARY TREAT CIVILIANS LIKE THEY ARE IN THE MILITARY”

“CIVILIANS ARE HELD TO A STRICTER STANDARD

“CIVILIANS MUST FIGHT TO BE ACCEPTED”

- MOST BELIEVE MEN AND WOMEN WORK WELL TOGETHER (75%)

EEO OFFICER INTERVIEW PROTOCOL

Question 4: Are managers and supervisors equipped to supervise employees with diverse backgrounds?
How were they prepared?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- ONE HALF BELIEVE THEY ARE BECAUSE OF TRAINING, COMMAND EMPHASIS, AND THE DIVERSITY OF THE WORK FORCE

- THOSE WHO SAID “NO” ATTRIBUTED TO LACK OF RESOURCES TO CONDUCT TRAINING, AND MILITARY SUPERVISORS NOT TRAINED IN CIVILIAN PERSONNEL ISSUES.

EEO OFFICER INTERVIEW PROTOCOL

Questions 5 and 6: Do you provide training in equal employment opportunity for managers and supervisors? Do you provide training in prevention of sexual harassment for the work force?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- TRAINING IN EQUAL EMPLOYMENT OPPORTUNITY (80%)
- TRAINING IN PREVENTION OF SEXUAL HARASSMENT (95%)
- 50% REPORTED THAT BETWEEN 80-100% OF THEIR WORK FORCE HAD BEEN TRAINED
- 20% REPORTED THAT BETWEEN 60 AND 70% OF THE WORK FORCE TRAINED

EEO OFFICER INTERVIEW PROTOCOL

Question 7: What additional steps do you take to assist the Commander with complaints of sexual harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- KEEPS COMMANDER INFORMED ON A REGULAR BASIS
- IMMEDIATELY REPORTS COMPLAINTS TO COMMANDER
- ADVISES COMMANDER ON RECOMMEND ACTIONS
- TRIES TO RESOLVE AT LOWEST LEVEL
- TRAINS WHERE THE PROBLEMS ARE

EEO OFFICER INTERVIEW PROTOCOL

Questions 8 and 9: Does the chain of command take quick action to deal with sexual harassment complaints? Is the corrective action taken by the command effective? Explain.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST RESPONDED “YES” TO BOTH QUESTIONS
- FEW SAID THERE WERE NO COMPLAINTS AT THEIR INSTALLATIONS
- ACTION TAKEN IS EFFECTIVE
- COMMANDER VERY PROACTIVE

EEO OFFICER INTERVIEW PROTOCOL

Questions 8 and 9: CONTINUED

QUOTES:

“ORGANIZATIONS ARE QUICK TO INVESTIGATE AND/OR CORRECT THE PROBLEM”

“COMMANDER EXPEDITES THE COMPLAINTS”

“NOT EFFECTIVE BECAUSE OUTCOME IS NOT WIDELY KNOWN

WORKFORCE ACTS ON WHAT THEY THINK TOOK PLACE...”

“OCCASIONALLY CORRECTION IS EFFECTIVE, OFTEN THEY PROTECT THE STATUS QUO”

“MOST SUPERVISORS DON’T UNDERSTAND THE HOSTILE ENVIRONMENT PART OF OF THE DEFINITION...YOU HEAR MEN WILL BE MEN”

“TOO OFTEN, VICTIM IS MOVED”

EEO OFFICER INTERVIEW PROTOCOL

Endnotes

ⁱ Factor analysis is a statistical technique that uses correlations between variables (or items on a survey) to determine the underlying dimensions (factors). Correlated, similar items cluster together into factors which are defined by some common theme among the items

ⁱⁱ A correlation is an index of the direction and strength of the relationship between two variables. The most common measure of correlation is the Pearson product-moment correlation coefficient, or Pearson r . The value of Pearson r can range from negative one (-1.00) through zero (0) to positive one (+1.00). As the strength of the relationship between two variables increases, the correlation approaches either -1.00 or +1.00. Both -1.00 and +1.00 denote a perfect linear relationship. A positive correlation represents a direct relationship (as the values of one variable increase, so do the values of the second variable). A negative correlation represents an inverse relationship (as the values of one variable increase, the values of the second variable decrease). A correlation of zero indicates that no relationship exists between the two variables. The strength or magnitude of the relationship is shown by the number. The direction of the relationship is shown by the sign. The correlation coefficient is not a measure of causality. A correlation, even a perfect correlation, between two variables does not mean that one is causing the other, simply that they react in a certain manner.

Table 18. Rule of thumb for interpreting the size of a correlation coefficient

Size of Correlation	Interpretation
.90 to 1.00 (-.9 to -1.0)	Very high correlation
.70 to .89 (-.70 to -.89)	High correlation

.50 to .79 (-.50 to -.79)
.30 to .49 (-.30 to -.49)
.00 to .29 (.00 to -.29)

Moderate correlation
Low correlation
Little, if any, correlation