

Defense Advisory Committee for
the Prevention of Sexual Misconduct

Measurement of Selected Risk and Protective Factors Related to Harmful Behaviors in Military Environments

December 2024



Table of Contents

Chapter	Page
Acknowledgements	3
Executive Summary	4
1. Introduction and Study Overview	7
2. Study Requirement Within DoD Context	9
3. Study Methodology	12
4. Study Recommendations from the DAC-PSM to DoD	14
4.1: Recommendations on Community Level Factors and Metrics	14
4.2: Recommendations on Organizational Level Factors and Metrics	18
4.3: General Recommendations and Observation	22
5. Next Steps Using the Study's Framework of Evidentiary Support	25
6. Conclusion	27
 Appendices	
A. Abbreviations and Acronyms	30
B. Literature Review	31
C. Information Provided by Office of People Analytics (OPA)	49
Part 1: OPA's Written Response to Study Request for Information (RFI)	49
Part 2: Existing OPA Metrics for Identified Factors	57
D. OPA Presentation Slides - DAC-PSM Public Meeting	70
E. Alignment between Identified Risk and Protective Factors and IRC Recommendations	89
F. Detailed Information on Identified Factors and Recommended Metrics	104
G. Study Recommendations Organized by Level of Evidentiary Support	105
H. References	114

Acknowledgements

The Members of the Defense Advisory Committee for the Prevention of Sexual Misconduct (DAC-PSM, or the “Committee”) would like to thank the numerous experts across the Department of Defense (DoD, or the “Department”) who provided information critical to the successful completion of this study.

As detailed in this report, representatives of the Office of the Secretary of Defense, chiefly the Office of People Analytics, provided extensive information related to the study topic, as requested by the Committee. The DoD representatives contributing to this effort were generous with their time and supportive of the Committee’s work to conduct this study. In addition, Department representatives offered valuable insights on the types of study recommendations that would be most actionable and impactful to the work. The Committee very much appreciated those insights as it allows the DAC-PSM to respond effectively to the Department’s current needs, as well as informs future DAC-PSM opportunities to assist DoD in strengthening efforts to prevent sexual violence.

This report reflects the opinions and insights of the DAC-PSM Members and should not be attributed to the Department of Defense. Any errors or omissions are the sole responsibility of the DAC-PSM.

Executive Summary

This report provides recommendations associated with a study undertaken by the Defense Advisory Committee for the Prevention of Sexual Misconduct (DAC-PSM) to assist the Department of Defense (DoD, or the “Department”) in its efforts to measure risk and protective factors related to harmful behaviors in military environments. The DAC-PSM was established in November 2020 by the Secretary of Defense, as mandated by the National Defense Authorization Act for Fiscal Year 2020. The DAC-PSM (the “Committee”) provides DoD and Congress with independent advice and recommendations on the prevention of sexual assault involving members of the Armed Forces, as well as the sexual assault prevention policies, programs, and practices of each Military Department and Military Service Academy, including the Coast Guard Academy.

The Department’s Fiscal Year 2024 Integrated Prevention Research Agenda includes a priority to identify “risk and protective factors beyond the individual level contributing to harmful behaviors in military settings.” Research shows that lowering risk factors and increasing protective factors present at each level of the social ecological model (SEM) minimizes the opportunities for sexual violence to take place. Risk factors are characteristics that may increase the likelihood of negative outcomes (e.g., experiencing or perpetrating sexual violence), while protective factors are characteristics that reduce the likelihood of negative outcomes or that reduce a risk factor’s impact, though in both instances, there may or may not be a direct causal link.

In support of the Department’s research priorities, the Committee, through its Metrics and Performance Subcommittee, was directed to conduct a study with two objectives:

1. Identify and define community and organizational level risk and protective factors relevant to harmful behaviors in military settings.
2. Recommend metrics that could be used as measures of performance and measures of effectiveness.

The Subcommittee began its work by defining how the study fits within the broader context of Departmental efforts to reduce sexual assault and sexual harassment. In both civilian and military settings, efforts to prevent harmful behaviors have historically focused heavily on approaches targeting individuals and relationships, while approaches that focus on change within organizations, communities, and wider society have been less common. The dynamics of how these levels interact is captured in the SEM, a framework that public health scholars have utilized for more than 40 years.

This study focuses on two levels of the SEM: the community level and the organizational level. For purposes of this study, the Subcommittee used the following definitions:

- **Community level:** Includes Service members, DoD civilian employees, and dependents who may live and/or work together in the same geographical area, such as DoD installations, garrisons or ships, or surrounding neighborhoods and towns where military personnel reside
- **Organizational level:** Aspects of DoD/Military Department-level policies, practices, culture, and physical or social environment

The Subcommittee conducted its work in two phases: 1) Identification of risk and protective factors in military environments that are specifically present at the community and organizational levels, and 2) Identification of metrics to assess those factors.

During its Phase 1 efforts, the Subcommittee drew on member expertise, existing publications, and information provided by the Department's Office of People Analytics (OPA) to identify risk and protective factors that might be found at the community and organizational levels in military environments. The Subcommittee worked to identify factors that DoD is not currently measuring, or might be measuring at another level of the SEM. In addition, the Subcommittee sought to uncover new and innovative ways in which the Department could most effectively measure the risk and protective factors ultimately selected for examination.

In its Phase 2 work of identifying appropriate metrics for the identified factors, the Subcommittee sought information from OPA regarding existing metrics the Department might be using to measure these factors. A review of OPA's responses indicated that several of the identified factors are not currently being measured, while others are being measured although at a largely individual level. Ultimately, the Subcommittee recommended the continued use of several of the metrics being used in OPA's current survey efforts; however, for most of the factors identified by the Subcommittee, the Members determined that newly proposed metrics should be recommended.

In order to identify new metrics for consideration, the Subcommittee drew on extant research, as well as its own research expertise. Members identified metrics for each factor, and in making these determinations, discussed the validity, utility in a military setting, ease of implementation, and overall resulting informational value of each metric.

In summary, the Subcommittee identified a total of 24 risk and protective factors and provided a recommendation for the measurement of each one:

- **Community level:** 13 total recommendations (8 risk factors and 5 protective factors)
- **Organizational level:** 11 total recommendations (5 risk factors and 6 protective factors)

Given that published research for some of the identified factors is still nascent, the Subcommittee also considered the level of supporting evidence available for each factor and its proposed metric when crafting recommendations. Some of the identified metrics enjoy far more evidentiary support than others, and therefore, these recommendations are likely to be more immediately actionable by the Department. At the same time, the Subcommittee did not want to deemphasize the importance of an identified factor or metric whose use might strengthen the Department's data collection efforts, simply because the factor has not yet been examined in a military environment or because there is no validated metric immediately available for use.

In order to account for this variance in available evidence, the Subcommittee sorted its proposed recommendations into one of three categories – Established, Emerging, and Exploratory.

- **Established recommendations:** Well-defined, validated metrics previously used in military populations; ready to use as-is
- **Emerging recommendations:** Existing metrics, perhaps validated in another environment or population (e.g., college or university) that may require DoD modification before using
- **Exploratory recommendations:** Factors are likely to be of importance in military environments, but the Subcommittee could not identify a suitable existing metric to recommend. DoD is strongly encouraged to identify or develop appropriate metrics for future measurement of these factors.

The full report and its supporting appendices include greater detail on the study's identified risk and protective factors and associated metrics, as well as the level of evidence underlying each one. In addition, the report offers four over-arching recommendations and one observation/study limitation that may serve to strengthen the Department's future measurement efforts.

On November 14, 2024, the DAC-PSM voted to accept the recommendations provided in this report.

DoD leadership has repeatedly recognized the importance of making data-informed decisions, with questions often arising about whether a program is achieving the desired outcomes. Through effective measurement efforts, the Department can better demonstrate the impact of its prevention activities and identify opportunities for improvement.

The Committee looks forward to the opportunity to discuss its study recommendations with the Department in greater detail in order to help foster continued progress in creating environments safe for Service members.

Chapter 1: Introduction and Study Overview

This report is a summary of the work undertaken by the Defense Advisory Committee for the Prevention of Sexual Misconduct to assist the Department of Defense in its efforts to measure risk and protective factors related to harmful behaviors in military environments. The study began in October 2023, culminating in the submission of this report presenting the Committee’s recommendations to the Department in December 2024.

Introduction to the DAC-PSM

The Defense Advisory Committee for the Prevention of Sexual Misconduct (DAC-PSM) was established in November 2020 by the Secretary of Defense, as mandated by the National Defense Authorization Act for Fiscal Year 2020 (FY20 NDAA). The DAC-PSM (herein referred to as the “Committee”) is sponsored by the Under Secretary of Defense for Personnel and Readiness (USD(P&R)) and, per its Charter,¹ is tasked with providing independent advice and recommendations on the prevention of sexual assault involving members of the Armed Forces, as well as the sexual assault prevention policies, programs, and practices of each Military Department and Military Service Academy, including the Coast Guard Academy.

As outlined in the DAC-PSM Membership Balance Plan, the Committee is comprised of members with expertise in four key areas:²

- Prevention of sexual assault and related harmful behaviors on the continuum of
- Adverse behaviors, including the prevention of suicide and substance abuse
- Cultural change within large organizations
- Implementation science

DAC-PSM Members come from a range of professional settings, including academic institutions, non-profits, private industry, and federal and state government agencies. As of December 2024, the DAC-PSM has 14 members, with authorization for no more than 20 members.

Study Overview

The FY24 Integrated Prevention Research Agenda for the Department of Defense (DoD; or the “Department”), a key driver of DoD’s prevention research portfolio, lists as one of its three priority focus areas the identification of “risk and protective factors beyond the individual level contributing to harmful behaviors in military settings.”³ In support of this research priority, the Committee’s sponsor directed the DAC-PSM, through its Metrics and Performance Subcommittee⁴ (hereinafter referred to as the “Subcommittee”), to conduct a study with two objectives:⁵

¹ The DAC-PSM Charter can be found here: https://www.dhra.mil/Portals/52/Documents/DAC-PSM/DAC-PSM_Charter_06262024-1.pdf

² DAC-PSM member information can be found here: <https://www.dhra.mil/DAC-PSM/Membership/>

³ See Focus Area 1 (pg. 9-10) of the FY24 Integrated Research Prevention Research Agenda, found here:

<https://www.prevention.mil/Portals/130/Documents/FY24%20DOD%20Integrated%20Prevention%20Research%20Agenda.pdf?ver=GbGLZ5huhgcQJb4i0BFp2A%3D%3D>

⁴ Metrics and Performance Subcommittee information can be found here: <https://www.dhra.mil/DAC-PSM/Subcommittees/Metrics-and-Performance-Subcommittee/>

⁵ Departmental approval to conduct the study can be found here: <https://www.dhra.mil/DAC-PSM/Current-Studies/>

1. Identify and define community and organizational level risk and protective factors relevant to harmful behaviors in military settings.
2. Recommend metrics that could be used as measures of performance and measures of effectiveness.

Due to its diverse member expertise, the DAC-PSM is uniquely qualified to address this study topic, drawing on the Subcommittee's vast experience in academic and clinical research in both military and civilian settings and demonstrated expertise working with the types of measurements being examined.

Starting in October 2023, the Subcommittee explored the considerations of measuring risk and protective factors most likely to be present in military settings and prepared its recommendations for the full Committee's consideration and approval. At its public meeting on November 14, 2024, the Committee considered and approved the recommendations presented in this report.⁶

The remainder of the report is presented as follows:

- **Chapter 2** describes the study requirement and its Departmental context.
- **Chapter 3** provides details on study methodology.
- **Chapter 4** offers the study's recommendations.
- **Chapter 5** suggests potential next steps for the Department's consideration.

In undertaking this study, the Subcommittee drew on a wide range of resources, most notably the insights and expertise offered by DoD's Office of People Analytics (OPA).⁷ Summary work products of the Subcommittee, as well as expert briefings and relevant background materials, can be found in the appendices, and links to additional information are offered as footnotes throughout the report.

⁶ The November 14, 2024 DAC-PSM public meeting slides guiding the discussion and voting on study recommendations are posted here: <https://www.dhra.mil/DAC-PSM/Public-Meetings/>. Detailed meeting minutes will be posted at the same link no later than February 12, 2025.

⁷ For more information, OPA's website can be found here: <https://www.opa.mil/>

Chapter 2: Study Requirement Within DoD Context

Sexual violence within the military constitutes a significant societal problem with wide-reaching impact on the Department's mission readiness, as well as its people. The effects of sexual assault and sexual harassment on Service members are well-documented, and many survivors spend the rest of their lives battling physical, mental, and emotional trauma due to the harm endured during their time in uniform.

This chapter provides an overview of how the Committee's work on this study fits within the broader context of Departmental efforts to reduce sexual assault and sexual harassment.

Study Requirement

In an effort to improve the Department's capacity to understand and effectively address this issue, on February 26, 2021, Secretary of Defense Lloyd J. Austin III commissioned a 90-day Independent Review Commission (IRC) on Sexual Assault in the Military.⁸ The IRC utilized a wide range of internal and external prevention and response expertise in its analysis and development of recommendations. The IRC's report,⁹ released in July 2021, offers an in-depth assessment of the military's handling of sexual assault and sexual harassment and provides 82 recommendations across four lines of effort, highlighting the critical importance of prevention, alongside culture and climate reform, victim care and support, and accountability. In response to the IRC's recommendations, on July 2, 2021, Secretary Austin issued actions and implementation guidance to address sexual assault and sexual harassment in the military,¹⁰ accepting the recommendations as the basis of DoD's planning guidance in these critical areas.

Two of the IRC recommendations within the prevention line of effort are especially relevant to this study:

- **IRC Recommendation 2.3** – Implement community level prevention strategies unique to Service members' environments.
- **IRC Recommendation 2.3a** – Services and National Guard Bureau (NGB) should resource and implement prevention strategies at organizational and community levels.

One of the functions of the Integrated Prevention Research Agenda is to identify research opportunities that drive efforts toward successful implementation of the IRC's recommendations and strengthen the Department's ability to effectively implement and expand its comprehensive approach to prevention. As the Department works to further integrate and expand this approach,¹¹ it is important to establish a clear understanding of the risk and protective factors that exist at various levels within military environments.

The two IRC recommendations highlighted above further underscore the need to strengthen the work DoD is doing at the community and organizational levels. However, in order to ensure that these efforts are adequately addressing the proper risk and protective factors, the Department needs to assess them using appropriate metrics. Utilizing the research expertise of its members, the DAC-PSM offers for the Department's consideration a collection of recommendations regarding the use of metrics to assess the

⁸ Infographic on the IRC can be found here: https://www.sapr.mil/sites/default/files/public/docs/policy/IRC-SAM_Slick_Sheet_Reference_Copy.pdf

⁹ Full IRC report can be found here: <https://media.defense.gov/2021/Jul/02/2002755437/-1/-1/0/IRC-FULL-REPORT-FINAL-1923-7-1-21.PDF>

¹⁰ Secretary Austin's Actions and Implementation Guidance can be found here: <https://media.defense.gov/2021/Jul/02/2002755572/-1/-1/0/DOD-ACTIONS-AND-IMPLEMENTATION-TO-ADDRESS-SEXUAL-ASSAULT-AND-SEXUAL-HARRASSMENT-IN-THE-MILITARY.PDF/DOD-ACTIONS-AND-IMPLEMENTATION-TO-ADDRESS-SEXUAL-ASSAULT-AND-SEXUAL-HARRASSMENT-IN-THE-MILITARY.PDF>

¹¹ DoD's Prevention Plan of Action 2.0 can be found here: https://www.sapr.mil/sites/default/files/PPoA_2.0.pdf

presence or absence of selected risk and protective factors in military environments. (See Appendix E for information regarding the alignment between the Committee’s recommendations and those of the IRC).

DoD Context

In both civilian and military settings, efforts to prevent harmful behaviors have historically focused heavily on approaches targeting individuals and relationships, while approaches that focus on change within organizations, communities, and wider society have been less common. The dynamics of how these levels interact is captured in the social ecological model (SEM),¹² a framework that public health scholars have utilized for more than 40 years.

Often used by the Centers for Disease Control and Prevention (CDC) and the World Health Organization (WHO), the SEM illustrates how one’s health is impacted by forces at different levels (e.g., individual, interpersonal, community, organizational, societal), as well as how factors at one level may influence those at another level. Researchers in the field of sexual violence prevention have employed the SEM in many ways (e.g., work on bystander intervention, healthy relationships, and health policy) and have generated numerous insights on how the understanding of risk and protective factors can be useful in prevention work. Further, the SEM has been used to guide DoD efforts in sexual assault prevention programming and policy development at various levels. The Department recognizes that efforts made at one level may also impact the levels above and below (e.g., implementation of a new Department-wide training policy will impact the work of individual unit-level training coordinators). By employing the conceptual underpinnings of the SEM, the Department can take a more comprehensive approach to the planning and implementation of prevention efforts at multiple levels of the SEM.

In order for the Department to most effectively understand risk and protective factors and apply that understanding to its prevention efforts, it must use the factors at the most “outer” SEM levels (e.g., community and organizational levels) to influence its environments in ways that support and reinforce appropriate attitudes and behaviors at the more “inner” levels (e.g., individual and interpersonal levels). The focus of this study is on these “outer” levels.

“To have the greatest impact on risk and protective factors, and ultimately decrease the prevalence of harmful behaviors, it is important that comprehensive approaches include strategies at the outer levels of the social ecology. These levels can affect the norms, characteristics, and conditions that make harmful behaviors more or less likely to occur in a workplace, community, or society. Therefore, focusing on these levels has the potential to create a deeper, lasting impact.”

Centers for Disease Control and Prevention,
*Community and Organizational Level Prevention of
Harmful Behaviors in the Military: Leveraging the
Best Available Evidence*

¹² Bronfenbrenner, U. (1979). *The ecology of human development: Experiments by nature and design*. Harvard University Press.

Defining the Community and Organizational Levels of the SEM

This study focuses on two levels of the SEM: the community level and the organizational level. For purposes of this study, the Subcommittee used the following definitions:¹³

- **Community level:** Includes Service members, DoD civilian employees, and dependents who may live and/or work together in the same geographical area, such as DoD installations, garrisons or ships, or surrounding neighborhoods and towns where military personnel reside
 - Note: Among guardsmen and reservists, community may be better defined by shared organizational and social characteristics of their military communities, than by geographical communities.
- **Organizational level:** Aspects of DoD/Military Department-level policies, practices, culture, and physical or social environment

Essentially, the Committee considers a “community” to be the immediate local group or entity within which Service members exist and interact on a daily basis (e.g., military unit, company, battalion, or squadron). The Committee sees the “organization” as the larger, policy-setting institution under which that military community falls (e.g., Departments of the Air Force/Army/Navy or the Department of Defense). In a typical civilian SEM, the entities influencing policy in this way are often labeled as “societal,” illustrating that, effectively, the Military Departments and DoD are the “society” under which Service members live and operate.

Defining Risk and Protective Factors

Research shows that lowering risk factors and increasing protective factors, present at each level of the SEM, minimizes the opportunities for sexual violence to take place. Risk factors are characteristics that may *increase* the likelihood of negative outcomes (e.g., experiencing or perpetrating sexual violence), while protective factors are characteristics that *reduce* the likelihood of negative outcomes or that reduce a risk factor’s impact, though in both instances, there may or may not be a direct causal link.

Effective understanding of risk factors provides several benefits, including better identification of those members of a community most likely to benefit from prevention efforts, as well as greater understanding of the types of prevention interventions that might be most successful in a specific environment or setting.¹⁴ Conversely, a thorough understanding of protective factors can offer ways to increase resilience, improve well-being, and enhance support. Ultimately, both risk and protective factors have impact at multiple levels of the SEM, and the careful consideration of each type of factor – including ways to effectively measure them – creates fuller opportunities to improve the environments in which they exist.

¹³ CDC Resource for Community and Organizational Level Prevention of Harmful Behaviors in the Military can be found here: https://www.prevention.mil/Portals/130/Documents/Community_and_Organizational_Level_Prevention_of_Harmful_Behaviors_in_the_Military.pdf

¹⁴ Ebener, P. A., Acosta, J. D., Chinman, M., Farris, C., Shearer, A. L., Smucker, S., Bauman, M., & Zelazny, S. (2022). *Getting to Outcomes® handbook for strengthening sexual assault prevention activities in the military*. RAND Corporation. <https://www.rand.org/pubs/tools/TLA746-2.html>

Chapter 3: Study Methodology

In addressing the requirements of this study, the Subcommittee endeavored to identify community and organizational level risk and protective factors that DoD is not currently measuring, or is measuring at another level of the SEM, as well as to uncover new and innovative ways in which the Department might most effectively measure the risk and protective factors it ultimately selects for examination.

The Subcommittee conducted its work in two phases:

Phase 1 – Identification of Factors

As a starting place, the Subcommittee created a list of risk and protective factors that might be found in military environments at the community and organizational levels, per the study definitions established in Chapter 2. Research staff conducted a literature review (see Appendix B) to identify additional factors present in the academic literature. The Subcommittee then finalized the list of factors and assigned definitions to each one. These factors are discussed more thoroughly in Chapter 4.

The study's next step required the gathering of information regarding the Department's current efforts toward the measurement of risk and protective factors. The Subcommittee submitted a Request for Information (RFI) to OPA to learn about how the Department selects the factors it measures using its various survey instruments (e.g., the Defense Organizational Climate Survey (DEOCS), Workplace and Gender Relations Survey of Military Members (WGR), and Armed Forces Workplace and Equal Opportunity Survey (WEO)), as well as to gather information on the metrics currently being used. OPA provided the DAC-PSM with a thorough overview on how the DEOCS has been constructed, a description of recent updates made to DoD surveys, and clarification on how decisions are made regarding DoD survey inclusions. Information on the fielding of OPA's many survey efforts, as well as how the data gathered through those efforts are ultimately used, was also provided. In addition to informational briefings,¹⁵ OPA provided a written response to the Subcommittee's list of identified factors, noting whether or how these factors are currently being measured by DoD. OPA's RFI submissions to the DAC-PSM can be found in Appendix C and Appendix D.

It is important to note that some of the identified risk and protective factors (e.g. diverse environments and transformational leadership) are relevant at both the community *and* organizational levels examined in this study, but in different ways. This repeated inclusion is intentional, as the same factor can be present at multiple levels of the SEM, while the way that factor is observed and the impact it has within an environment can vary by level. For example, transformational leadership at the squadron level looks very different than transformational leadership at the upper echelons of the Department, yet both are necessary in the continued pursuit of progress fighting sexual misconduct in the ranks.

Phase 2 – Identification of Metrics and Levels of Evidentiary Support

Drawing on OPA's input regarding relevant factors, the Subcommittee's next step was to review a selection of existing OPA metrics (i.e., those provided in OPA's RFI response) and provide recommendations regarding their continued use. A review of OPA's responses indicated that several of the factors the Subcommittee identified as likely to have impact on military environments are not

¹⁵ Minutes and slides from OPA's briefing at the April 10, 2024 DAC-PSM Public Meeting can be found here: <https://www.dhra.mil/DAC-PSM/Public-Meetings/>

currently being measured, while others are being measured, though at a largely individual level. Ultimately, the Subcommittee recommended the continued use of several of the metrics being used in OPA's current survey efforts (see Tables 1 and 2 in Chapter 4); however, for most of the factors identified by the Subcommittee, the group determined that newly proposed metrics should be recommended.

In order to identify new metrics for consideration, the Subcommittee drew on extant research, as well as its own research expertise. Members identified metrics for each factor, and in making these determinations, discussed the validity, utility in a military setting, ease of implementation, and overall resulting informational value of each metric.

Given that published research for some of the identified factors is still nascent, the Subcommittee also considered the level of supporting evidence available for each factor and its proposed metric when crafting recommendations. Some of the identified metrics enjoy far more evidentiary support than others, and therefore, these recommendations are likely to be more immediately actionable by the Department. At the same time, the Subcommittee did not want to deemphasize the importance of an identified factor or metric whose use might strengthen the Department's data collection efforts, simply because the factor has not yet been examined in a military environment or because there is no validated metric immediately available for use. As a result, several of the study's recommendations call for DoD action in pursuit of appropriate metrics for these less established factors.

In order to account for the variance in available evidence, the Subcommittee sorted its proposed recommendations into one of three categories – Established, Emerging, and Exploratory.

- **Established recommendations:** Well-defined, validated metrics previously used in military populations; ready to use as-is
- **Emerging recommendations:** Existing metrics, perhaps validated in another environment or population (e.g., college or university) that may require DoD modification before using
- **Exploratory recommendations:** Factors are likely to be of importance in military environments, but the Subcommittee could not identify a suitable existing metric to recommend. DoD is strongly encouraged to identify or develop appropriate metrics for future measurement of these factors.

The study's full complement of recommendations to the Department is discussed in greater detail in Chapter 4, including the evidence or rationale underlying each one. A fuller discussion of the study's framework of evidentiary support is presented in Chapter 5.

Chapter 4: Recommendations from the DAC-PSM to DoD

Through the work of this study, the Subcommittee proposed a series of recommendations intended to specifically inform DoD’s measurement efforts at the community and organizational levels. Overarching recommendations are also provided, which may be applied more generally across the Department’s efforts to create and utilize metrics that effectively monitor risk and protective factors for sexual violence. As mentioned in Chapter 1, the DAC-PSM voted to accept the Subcommittee’s full slate of proposed recommendations during its November 2024 public meeting.

The sub-sections in this chapter discuss the Committee’s community level, organizational level, and general recommendations, respectively, as well as the rationale and/or evidence underlying each recommendation. The Committee has approved these recommendations for transmission to the Department and other key audiences.

4.1: Recommendations on Community Level Factors and Metrics

What happens at the community level¹⁶ is crucial to the prevention of sexual misconduct, as this is the primary environment in which Service members live and work, representing their most immediate surroundings and interactions. The community level includes the people with whom Service members have the most frequent contact, including those who may protect them or, according to past Department research, may also be those most likely to perpetrate sexual violence against them.¹⁷

Tables 1 and 2 below list and define the community level risk and protective factors that the Committee has identified as key to understanding sexual misconduct within military environments, as well as a description of the Committee’s recommendation regarding the measurement of each factor. Also noted within the tables are the levels of available evidence for the identified factors (e.g., established, emerging, or exploratory). Factors are presented in order of evidentiary support, with established metrics first, followed by emerging and exploratory metrics, as applicable. Descriptions of these three levels of support can be found in Chapter 3.

See Appendix F for more detailed information regarding the community level factors and metrics identified by the Committee, as well as the research supporting these recommendations. See Appendix G for a list of study recommendations, organized by level of evidence.

¹⁶ Reminder: For purposes of this study, the Subcommittee’s definition for “community level” includes Service members, DoD civilian employees, and dependents who may live and/or work together in the same geographical area, such as DoD installations, garrisons or ships, or surrounding neighborhoods and towns where military personnel reside. Among guardsmen and reservists, “community” may be better defined by shared organizational and social characteristics of their military communities, than by geographical communities. Effectively, a military community is the immediate local group/entity within which a Service member exists and interacts on a daily basis (most likely a military unit, company, battalion, or squadron).

¹⁷ Department of Defense, Sexual Assault Prevention and Response. (2014). Annual report on sexual assault in the military: Fiscal year 2014. U.S. Department of Defense. Retrieved from https://www.sapr.mil/sites/default/files/public/docs/reports/AR/FY14_Annual_Report.pdf; Department of Justice, Office of Justice Programs, Bureau of Justice Statistics. (2017). National Crime Victimization Survey, 2010–2016.; Department of Defense, Sexual Assault Prevention and Response. (2018). Annual report on sexual assault in the military: Fiscal year 2018. U.S. Department of Defense. Retrieved from https://www.sapr.mil/sites/default/files/public/docs/reports/AR/FY18_Annual_Report; Institute for Defense Analyses. (2021). Sexual misconduct in the military: Contextualizing the problem space, advancing the dialogue (IDA Document D-21578). Institute for Defense Analyses.

Table 1: Community Level Risk Factors

FACTOR	DEFINITION	RECOMMENDATION
<i>Established Metrics</i>		
Job Gender Context	Imbalance of gender ratios in a work environment; Conformity of job assignments to traditional gender roles (i.e., men and women are primarily assigned to jobs that fit traditional gender stereotypes)	DAC-PSM recommends that DoD add survey questions regarding gender ratio and traditionality of roles in respondents' units (Fitzgerald et al., 1999). DAC-PSM also recommends that DoD use administrative data to supplement survey data and examine linkages.
Climates Tolerant of Sexual Harassment	Workplace climate that condones or tolerates sexual harassment	DAC-PSM recommends that DoD add survey questions that query how leaders address issues of sexual harassment, as well as perceptions of unit response (Estrada et al., 2011 and Murdoch et al., 2010).
Masculinity Contest Culture	Environment in which: People compete for dominance by showing no physical or emotional weakness, demonstrating single-minded focus on professional success, and displaying physical endurance and strength; Engaging in cut-throat competition is the way work gets done; Masculine norms determine who and what gets rewarded, influence how colleagues should be treated, and impact attitudes about work/life balance	DAC-PSM recommends that DoD add survey questions gauging the presence of traditionally masculine norms in the workplace (e.g., physical capacity, endurance, or high competitiveness) (Pryor et al., 2024 and Glick et al., 2018).
Installation Locations and Surroundings	Degree of isolation or remoteness of an installation's location; Availability of outlets for healthy socialization and recreation	DAC-PSM recommends that DoD mine available administrative data to assess indicators of isolation and remoteness (e.g., Geographic Information System (GIS) data, zip codes).

FACTOR	DEFINITION	RECOMMENDATION
<i>Emerging Metrics</i>		
Experience of Social “Support” from Negative Influences	Negative instances of social “support” include peer encouragement and acceptance of harmful behaviors (e.g., sexual misconduct). This process occurs both implicitly (i.e., through observation of others and perceptions of peers’ values) and explicitly (i.e., through words and actions of peers encouraging specific behaviors).	DAC-PSM recommends that DoD modify and add survey questions that query how often a respondent has personally engaged in or been encouraged by a peer to engage in physical or sexual aggression or violence (Lansford et al., 2020 and Jewell et al., 2013).
Prescriptive and Descriptive Norms that Promote or Encourage Heavy Drinking	Norms can be prescriptive (i.e., what people should do, what is viewed as acceptable behavior) or descriptive (i.e., what people actually do). In this example, a prescriptive norm could be the existence of lax rules or policies that allow for alcohol in dorms or extended alcohol sales hours. Commonplace binge drinking by Service members on an installation would be a descriptive norm.	DAC-PSM recommends that DoD continue using existing survey questions that measure the extent to which drinking is a part of work culture and how frequently it takes place (DoD Health Related Behaviors Survey). DAC-PSM also recommends that DoD modify and add a survey question exploring social norms around drinking in the workplace (Bacharach et al., 2007).
Leaders or Peers with Socially Aversive Personality Traits/Dominance Orientation	When leaders or peers exhibit socially aversive traits (e.g., psychopathy, narcissism, Machiavellianism, sadism), they create an environment which encourages others to emulate these behaviors. Examples include caring only about oneself, feeling entitled to positive outcomes, and using dominance to achieve one’s personal goals while ignoring the goals of the wider group. If leaders or peers within a military community condone or encourage these behaviors in a unit, this contributes to a toxic climate.	DAC-PSM recommends that DoD modify and add survey questions that explore antisocial, entitled, and manipulative behaviors, specifically at the community level (Pryor et al., 2024, Paulhus et al., 2021, and Jonason et al., 2010).

FACTOR	DEFINITION	RECOMMENDATION
<i>Exploratory Metric</i>		
Poorly Executed or Undermined Trainings; Trainings that Engender Defensiveness	Trainings that are not executed according to guidance, do not follow applicable science, or are delivered in a way that results in learner pushback or feelings of being criticized; Influence of leaders who minimize the importance of trainings or fail to prioritize and support the delivery of effective training	DAC-PSM recommends that DoD work to identify or develop appropriate metrics for future measurement of this factor.

Table 2: Community Level Protective Factors

FACTOR	DEFINITION	RECOMMENDATION
<i>Established Metrics</i>		
Diverse Environments	A diverse environment includes a variety of individuals, groups, and/or communities with different characteristics; Observed at the community level when diverse perspectives are solicited, respected, discussed, valued, and shared throughout the community.	<p>DAC-PSM recommends that DoD continue using existing survey questions that explore the mixture of personnel in a unit, including the percentage of women and racial/ethnic minorities, and address how well or how poorly members of traditionally marginalized groups are treated (WGR, DEOCS, WEO).</p> <p>DAC-PSM also recommends that DoD add survey questions on respondents' interaction with and formation of friendships with colleagues of other genders (Gutek et al., 1990 and Binder et al., 2009).</p>

FACTOR	DEFINITION	RECOMMENDATION
Connectedness	Sense of belonging and subjective psychological bond that people feel in relation to individuals and groups	<p>DAC-PSM recommends that DoD continue using an existing survey question addressing feelings of belonging, support, and cooperation (DEOCS).</p> <p>DAC-PSM also recommends that DoD add a survey question that queries how respected, valued, and listened to respondents feel in their unit (Chung et al., 2020).</p>
Transformational Leadership	Transformational leadership is a forward-looking approach that emphasizes a collective mission to reduce harm caused by sexual misconduct; Observed at the community level through Commanders' ability to create positive change within their units and to motivate and inspire their workgroups to develop and follow jointly held goals that positively benefit a unit and its members.	DAC-PSM recommends that DoD continue using existing survey questions that address degree of trust in and inclusiveness of supervisors, as well as supervisor tolerance of problematic behavior in their unit(s) (WGR, DEOCS, WEO).
Social "Support" for Desired Norms and Behavior	Witnessing of desired norms and appropriate behaviors as exhibited by peers and/or leaders	DAC-PSM recommends that DoD continue using existing survey questions querying how much and how often a respondent's colleagues denounce sexism and actively promote respect (WGR, SAGR).
Collective Efficacy	Shared beliefs to cohesively come together as a team, unit, or community to take care of each other and to foster healthy environments; A shared responsibility to solve problems and address challenges	DAC-PSM recommends that DoD add survey questions that specifically interrogate the level of positivity of on-base experiences and the degree to which a base feels like a community (Slep et al., 2015).

4.2: Recommendations on Organizational Level Factors and Metrics

What happens at the organizational level¹⁸ is important to the prevention of sexual misconduct because this is where policies and other formative structural decisions (e.g., resource and staffing allocation, training requirements) are made, by those at the highest levels of leadership. Institutional priorities and cultures are set at the organizational level and are then formally and informally transmitted down throughout the ranks. Signals from leadership about which behaviors will and will not be tolerated and which efforts are and are not enthusiastically supported are also communicated in this way and originate at the very top of the Department. The priorities and behaviors of the leaders who operate at this level are also a reflection of the values and norms that the Department has established over the course of their long careers in uniform.

As with the community level recommendations in Section 4.1, Tables 3 and 4 below list and define the organizational level risk and protective factors that the Committee has identified as key to understanding sexual misconduct within military environments, as well as a description of the Committee’s recommendation regarding the measurement of each factor. Also noted within the tables are the levels of available evidence for the identified factors (e.g., established, emerging, or exploratory). Factors are presented in order of evidentiary support, with established metrics first, followed by emerging and exploratory metrics, as applicable. Descriptions of these three levels of support can be found in Chapter 3.

See Appendix F for more detailed information regarding the organizational level factors and metrics identified by the Committee, as well as the research supporting these recommendations. See Appendix G for a list of study recommendations, organized by level of evidence.

Table 3: Organizational Level Risk Factors

FACTOR	DEFINITION	RECOMMENDATION TO DoD
<i>Established Metric</i>		
Imbalanced Gender Ratios Among Senior Leaders	Percentage of women in senior leadership roles: Is this comparable to the percentage of women in the military overall? Is this number/percentage trending upward on a consistent trajectory?	DAC-PSM recommends that DoD mine available administrative data to assess this factor.

¹⁸ Reminder: For purposes of this study, the Subcommittee’s definition for “organizational level” includes aspects of DoD/Service department-level policies, practices, culture, and physical or social environment. The study uses the term “organization” to describe the larger, policy-setting institution under which a military community falls (e.g., the Department of the Army/Navy/Air Force or the Department of Defense). In a typical civilian SEM, the entities influencing policy in this way are often labeled as “societal,” illustrating that, effectively, the Military Departments and DoD are the “society” under which Service members live and operate.

FACTOR	DEFINITION	RECOMMENDATION TO DoD
<i>Exploratory Metrics</i>		
Presence of Socially Aversive Personality Traits/Dominance Orientation Among Senior Leadership	Presence of socially aversive traits (e.g. psychopathy, narcissism, Machiavellianism, sadism) among senior leaders sets an unhealthy tone for the organization and creates potential risk that these traits may shade Departmental priorities, policy decisions, and operational environments.	DAC-PSM recommends that DoD work to identify or develop appropriate metrics for future measurement of this factor.
Climates Tolerant of Sexual Harassment Among Senior Leadership	A workplace climate that condones or tolerates sexual harassment is observed at the organizational level through: a lack of organizational willingness to follow through on investigations of accusations leveled against senior leaders; lack of accountability or consequences for problematic behavior among high-level, high-visibility leaders; continued promotion or maintained military status by perpetrators; and senior leaders with problematic behavior patterns being held up as aspirational examples.	DAC-PSM recommends that DoD work to identify or develop appropriate metrics for future measurement of this factor.
Policies that Fail to Ensure Protective Environments for Service Members	Rules or policies that fail to ensure the safety of environments in which Service members are living, working, and playing; Lack of attention to structural and maintenance issues that may contribute to safety concerns (e.g., poorly lit areas, broken locks, camera blind spots, lack of dedicated spaces for women)	DAC-PSM recommends that DoD work to identify or develop appropriate metrics for future measurement of this factor.

FACTOR	DEFINITION	RECOMMENDATION TO DoD
Policies that Fail to Effectively Inform Prevention Training Efforts	The absence of clear policy guidance on who is responsible for training delivery and how training is delivered, as well as the absence of rigorous evaluation of prevention training efforts and outcomes; Lack of follow-through on determining how effective a policy is (i.e., is it being followed, is it having the intended impact?)	DAC-PSM recommends that DoD work to identify or develop appropriate metrics for future measurement of this factor.

Table 4: Organizational Level Protective Factors

FACTOR	DEFINITION	RECOMMENDATION TO DoD
<i>Established Metrics¹⁹</i>		
Diverse Environments	Diverse environments include a variety of individuals, groups, and/or communities with different characteristics; Observed at the organizational level through the demonstration that the institution itself recognizes and prioritizes the benefits of ensuring diversity within its environments; Establishment of policies and practices that foster diversity; Senior leadership that upholds and champions diversity efforts	DAC-PSM recommends that DoD mine available administrative data (e.g., Demographics Profile of the Military Community) to assess this factor and explore linkages with relevant community level survey responses.

¹⁹ The Committee considers these to be “established” recommendations because administrative data to assess the factors already exists and/or is being actively collected. However, the Department would need to determine which sources of data are most appropriate before this type of assessment would be possible. The suggestion to explore linkages between administrative data and survey responses reflects the recommendation on the use of multiple metrics found in section 4.3.

FACTOR	DEFINITION	RECOMMENDATION TO DoD
Inclusivity	Inclusivity refers to the organizational prioritization of ensuring that members of marginalized groups are involved in senior leadership roles, are afforded a range of assignment opportunities, and provide meaningful input into policy infrastructure and budget decision-making processes.	DAC-PSM recommends that DoD mine available administrative data to assess this factor and explore linkages with relevant community level survey responses.
Transformational Leadership	Transformational leadership is a forward-looking approach that emphasizes a collective mission to reduce harm caused by sexual misconduct; Observed at the organizational level through the establishment of institutional values and a culture of expected behaviors, as well as senior leadership's active promotion of these ideals.	<p>DAC-PSM recommends that DoD mine available administrative data to assess this factor and explore linkages with relevant community level survey responses.</p> <p>DAC-PSM also recommends that DoD develop institutional-level manifestations of transformational leadership (e.g., policy requirements for leadership training, tracking of benchmarks for satisfying those requirements).</p>
Exploratory Metrics		
Environments that Support Effective Training	Environments that support and facilitate effective training are characterized by: the establishment of strong policies that clearly communicate concrete training guidance and requirements; the allocation of necessary resources, such as money, human capital, and time; the use of evidence-based training materials and methods; the use of systematic training evaluation to ensure desired outcomes; and the prioritization and reinforcement of training by leaders at all levels.	DAC-PSM recommends that DoD work to identify or develop appropriate metrics for future measurement of this factor.

FACTOR	DEFINITION	RECOMMENDATION TO DoD
Establishment and Prioritization of Sufficient Support Infrastructure	Effective support infrastructure is established by implementing actionable policies to ensure the appropriate handling of reports of misconduct, the allocation of necessary resources, and the accessibility of support services for victims.	DAC-PSM recommends that DoD work to identify or develop appropriate metrics for future measurement of this factor.
Sufficient Organizational Capacity to Support Prevention Efforts and Manage Accountability	Sufficient organizational capacity to support prevention efforts is achieved through: policies and messaging from Department-level leaders that prioritize and champion these efforts; sufficient budget and human capital designated to support prevention efforts; funding priorities that support healthy environments and positive social engagement; emphasis on evaluation of efforts; and a structure of accountability to ensure that activities are adequately supported and achieve desired outcomes.	DAC-PSM recommends that DoD work to identify or develop appropriate metrics for future measurement of this factor.

4.3: General Recommendations and Observation

In addition to the specific community and organizational level factors and metrics identified in this study, the Committee also wanted to highlight two overarching areas of recommendation and one observation/limitation that may serve to strengthen the Department's future measurement efforts.

General Recommendations on Measurement

- **Use of Multiple Metrics across SEM Levels**
 - **Recommendation:** DoD should employ a variety of metrics and examine factors from multiple levels of the SEM to enhance the comprehensiveness of the Department's measurement efforts.
 - **Rationale:** The use of multiple measures and the examination of a factor from multiple SEM levels provide a more complete picture of the data available for that factor (e.g., Committee's listing of select factors at two SEM levels, examination of a given factor through both DEOCS and WEO survey items) and are viewed as best practices. Examination of the possible interactive relationships between different risk and protective factors (e.g., multivariate analysis of covariance (MANCOVA) or Hierarchical

Linear Modeling (HLM)) could offer a more thorough understanding of sexual misconduct in the military. In addition, collecting data in a variety of ways allows the Department to determine whether the perspectives reflected through survey responses are aligned with data from objective sources (e.g., administrative data) and to investigate and learn from instances where this alignment is not found.

- **Circularity within Metrics**

- **Recommendation:** DoD should review currently employed metrics to identify and rectify potential issues of circularity between the factors being measured and the questions being asked.

Rationale: Upon examination of some of the current metrics provided by OPA, the Committee notes two instances where the factor being measured is also utilized within the scale's items, ostensibly using the occurrence of something as an indicator or predictor of that same thing (i.e., 2022 WEO question on diversity in military units; identified by OPA as being used at both the community and organizational levels).

General Recommendations on Policy and Practice

- **Expansion of Data Integration Capacity**

- **Recommendation:** Create a centralized structure within the Department that serves as a systems-integrator of data sources, strengthening data sharing and aggregation efforts across the different DoD entities collecting and analyzing data.
- **Rationale:** Moving out of information siloes and working towards a more integrated approach to data management would allow the Department to better understand the data they have, as well as to see how different pieces of that data relate to each other (e.g., Committee's recommendations to utilize administrative data to complement data collected through surveys). Enhanced integration of data would also help the Department to streamline its data collection processes and identify areas where effort is being duplicated (e.g., questions being asked in multiple surveys).

- **Expanded Analysis of Administrative Data**

- **Recommendation:** Assess the types and sources of available administrative data to determine how new methods of coding or analysis could complement individually reported survey data collection efforts.
- **Rationale:** For many of the factors that the Committee has identified, the Department already collects significant amounts of administrative data (e.g. Equal Employment Opportunity Community (EEOC) reports, annual Demographics Profile of the Military Community). With intentional coding and analysis, these data could be combined with survey responses to examine linkages or relationships and offer a fuller understanding of the information being collected. Expanded use of administrative data would also offer additional insights without adding to survey burden on military personnel and could potentially create opportunities for prevention staff (i.e., Integrated Primary Prevention Workforce (IPPW) personnel) to crosswalk that information with survey responses during CIPP plan development and implementation efforts.

- **Collection of Perpetration Data**

- **Recommendation:** Expand collection of data on sexual misconduct to include not only victimization but also perpetration. Inclusion of perpetration data facilitates a more

complete understanding of what is happening in these incidents and how to prevent them. DoD should also develop a policy that allows for the wider sharing of perpetration data in a de-identified way.

- **Rationale:** A common theme observed across many of DoD's current measures is a focus on the experiences of the victims of sexual assault or sexual harassment. Notably absent, however, are data on perpetration, and this information deficiency creates a significant research gap. The Committee understands and acknowledges that the Department must consider the legal and confidentiality implications of collecting perpetration data but would encourage the exploration of how perpetration data could nonetheless be collected within these restrictions. The ability to assess perpetration more accurately would better inform prevention efforts and ensure that programming is driven by a more complete picture of perpetrators and the circumstances around sexual misconduct in the military.

Observation: Study Limitation on Validation of Metrics

In response to the Subcommittee's RFI, the Committee received a wealth of information regarding OPA's identification of factors and metrics, as well as the fielding of the recently updated DEOCS and other Departmental survey efforts. However, details regarding the empirical validation of currently employed metrics were not provided (e.g., criteria used to evaluate them, populations with which they were tested, psychometric validity). This was a notable limitation of the study.

Due to this information gap, the Committee was unable to do its full due diligence in considering and confirming the usage of existing metrics, opting instead to offer newly recommended metrics in most instances. This is not to imply that the Committee feels that OPA's current measures are invalid or inappropriate for use. Rather, the Committee simply wanted to state that, because it did not have the opportunity to examine the information demonstrating the validity of existing metrics, it cannot provide complete concurrence. Pending receipt of validity data, the Committee has clarifying wording revisions to offer for select measures being used in OPA's current data collection efforts.

Chapter 5 offers a fuller discussion of the framework of evidentiary support laid out in this chapter, as well as suggested next steps that the Department might consider when working to advance its measurement efforts.

Chapter 5: Next Steps Using the Study’s Framework of Evidentiary Support

In undertaking this study, the Committee noted a wide variance in the level of relevant scientific information available for use when considering the measurement of risk and protective factors, especially at the community and organizational levels. Given this challenge, the Committee aimed to establish a framework of evidentiary support to assist the Department in effectively sifting through the scientific research that *is* currently available, while also identifying gaps that still need to be addressed.

For factors or metrics where there is already significant supporting research (i.e., “established” recommendations), next steps toward effective measurement by the Department may be relatively clear. For other factors, there is evidence that the construct is valid and relevant to the study of sexual misconduct, but metrics may not yet be readily available for application within a military environment. In these instances, the Department may need to consider modification of an existing metric (for “emerging” recommendations) or additional research to identify an appropriate metric (for “exploratory” recommendations). However, the absence of specific metric recommendations for these factors by the Committee should not indicate that they are less important to address. It simply means that the Department would be advised to utilize its internal expertise and resources to advance the development of appropriate metrics, as well as to continue tracking the emerging science to identify newly validated metrics. The use of this two-pronged approach toward identification of metrics could serve to fill gaps as DoD’s research needs evolve in the future.

In short, the use of the Committee’s framework of evidentiary support allows the Department to make continued measurement progress utilizing factors and metrics already supported by science, while also considering how the future measurement of additional factors could enhance the understanding of risk and protective factors that impact military environments, and by extension, improve the effectiveness of efforts to prevent sexual violence.

By employing these three categories of evidentiary support – established, emerging, and exploratory – the Committee offers an approach to aid the Department in its consideration of this study’s recommendations.

See Appendix G for a list of study recommendations organized by level of available evidence.

- **Established Recommendations:** The “established” recommendations are immediately actionable. Some of the recommendations in this category involve the continued use of an existing OPA metric; in others, the Committee recommends the adoption of a new metric that has been developed and validated by researchers outside DoD. In either case, the Department could confidently insert any of the Committee’s “established” metrics into its surveys and begin collecting data in the very short term. It could also begin mining existing administrative data to provide an additional data point for the factors for which this action is recommended.
- **Emerging Recommendations:** For the “emerging” recommendations, the Committee recommends that the Department consider what additional work may be required before the metrics are usable for its purposes (e.g., modification of survey items used with college-based samples, followed by a pilot/validation study to establish the validity of the adapted items in a military environment). Once these considerations have been met to the satisfaction of the

Department, perhaps these metrics could be used in a future fielding of the DEOCS or other OPA survey effort. Some of the metrics in this category probe important risk factors (e.g., the impact of negative social influences or the presence of socially aversive traits that can manifest as manipulation, callousness, or dominance) not currently captured by existing DoD measures. Further, if included in a future DEOCS, data gleaned from the use of these emerging metrics could be combined with the information already being collected to create a clearer picture of the environment(s) in which sexual misconduct is more likely to occur and/or perpetrators are more likely to begin – and perhaps continue – to victimize others.

- **Exploratory Recommendations:** For the “exploratory” recommendations, the Committee advises the Department to utilize its internal expertise and resources to advance the development of appropriate metrics to track these factors. DoD should also establish the infrastructure and/or processes needed to facilitate the ongoing monitoring of continually emerging evidence to identify additional influential factors and ways to effectively measure them in the future.

In the meantime, the Department could consider ways to introduce information on the study’s “exploratory” recommendations into leadership training. A current inability to specifically measure a risk or protective factor does not preclude leaders at all levels from tracking the presence of that factor informally, in the interest of attaining a more complete picture of what is going on in their units, their wider military communities, and their overarching Departmental organizations. The identified factors are scientifically valid, so the effort is not wasted in introducing the ideas, which may have a positive impact on command climate. For example, leaders might benefit from knowing that poorly planned or executed trainings could be hindering, rather than advancing, their efforts to curb sexual misconduct within their units. With this knowledge, leaders might reconsider how they execute, prioritize, or communicate support for trainings. In short, the Department loses nothing and stands to gain potentially significant benefit by making personnel aware of the exploratory metrics.

In addition to the three noted categories of evidentiary support, the Committee recommends that the Department consider how it might fortify and expand its data collection efforts, through the lens of its more general recommendations. For example, employing a combination of administrative data, location data, and survey data could yield a more comprehensive picture of where, or in which roles or population subgroups, Service members are at highest risk for sexual violence, ultimately strengthening the Department’s ability to implement effective prevention efforts, across a wide spectrum of military environments.

Chapter 6: Conclusion

As the Department continues to advance its efforts to address sexual violence within military environments, one key to the success of DoD's comprehensive prevention approach is the recognition of the impact that risk and protective factors can have at every level of the Department. Too often, risk and protective factors are considered primarily at the "inner" levels of the SEM (e.g., individual and interpersonal levels). However, as shown by the Committee's work in this study, risk and protective factors also have the potential to exercise significant impact at the "outer" (e.g., community and organizational) levels, and the ability to meaningfully analyze data on these factors may serve to strengthen prevention efforts across the Department.

The Committee readily acknowledges that established science and supporting research can be scarce in many of the more evolving topic areas where the Department is working. That said, DoD leadership has repeatedly recognized the importance of making data-informed decisions, with questions often arising about whether a program is achieving the desired outcomes. Through effective measurement efforts, the Department can better demonstrate the impact of its prevention activities and identify opportunities for improvement.

Some of the metrics recommended by the Committee in this study are already being used within DoD environments, while others have been validated in the civilian community and could certainly be considered for application within a military setting. The Committee's framework of evidentiary support, offered in Chapter 5, provides a solid path forward for building on the science that is already proven, adding to that evidence base through DoD-led efforts to identify and develop appropriate metrics and ensuring that new approaches are considered as they become available.

The Committee looks forward to the opportunity to discuss its study recommendations with the Department in greater detail, in order to help foster continued progress in creating environments safe for Service members.

Appendices

A. Abbreviations and Acronyms	30
B. Literature Review	31
C. Information Provided by Office of People Analytics (OPA)	49
Part 1: OPA’s Written Response to Study Request for Information (RFI)	49
Part 2: Existing OPA Metrics for Identified Factors	57
D. OPA Presentation Slides - DAC-PSM Public Meeting	70
E. Alignment between Identified Risk and Protective Factors and IRC Recommendations	89
F. Detailed Information on Identified Factors and Recommended Metrics	104
G. Study Recommendations Organized by Level of Evidentiary Support	105
H. References	114

Appendix A: Abbreviations and Acronyms

CDC	Centers for Disease Control and Prevention
DAC-PSM	Defense Advisory Committee for the Prevention of Sexual Misconduct
DEOCS	Defense Organizational Climate Survey
DoD	Department of Defense
EEOC	Equal Employment Opportunity Commission
HLM	Hierarchical Linear Modeling
FY	Fiscal Year
IRC	Independent Review Commission (IRC) on Sexual Assault in the Military
MANCOVA	Multivariate Analysis of Covariance
NGB	National Guard Bureau
NDAA	National Defense Authorization Act
OPA	Office of People Analytics
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
RFI	Request for Information
SAGR	Service Academy Gender Relations Survey
SEM	Social Ecological Model
WEO	Workplace Equal Opportunity Survey
WGR	Workplace and Gender Relations Survey
WHO	World Health Organization

Appendix B: Literature Review

Table 1: Literature Review of community- and organization-level risk and protective factors for harmful behaviors in the military environment

Table 1 provides a review of literature examining measures of community and organization level risk and protective factors for harmful behaviors in military social, training, and working environments. EBSCO Host and PubMed databases were used to search for articles. The inclusion criteria for the review included: a focus on military populations, use of either quantitative or qualitative methodologies, and a research timeline that took place between 2013 and 2023. Of the literature cited in Table 1, eight articles were peer-reviewed and published in academic journals, and one article underwent technical review.

	Author(s)/ Year	Title	Purpose	Methods	Findings	Implications for practice, research, or theory	Limitations	R/P Factor(s) for SA/SH Addressed
1	Besse et al., 2018	How soldiers perceive the drinking environment in communities near military installations <i>Journal of Alcohol and Drug Education</i>	Understand soldiers' perceptions of establishments (bars/restaurants) near installations, alcohol-related messaging, and their influence on drinking behaviors.	<ul style="list-style-type: none"> - Semi-structured interviews and focus groups. - Participants were early career Active Duty enlisted Army personnel (N=29) ranked E2-E6 recruited for the study from two communities near installations with different mission sets. - Researcher conducted 17 one-on-one interviews and 3 focus groups (participants grouped by military occupational specialty). 	<ul style="list-style-type: none"> - 3 themes of Soldiers' perceptions: <ol style="list-style-type: none"> 1. Alcohol establishments near installations tailor their business to soldiers. 2. Alcohol establishments are predatory. 3. Components of military service are related to consumption (i.e. job demands, unit/peer drinking culture, pay) - Alcohol-related messaging emphasized DUI enforcement. 	<ul style="list-style-type: none"> - Opportunities for installation-wide and unit leadership messaging to address awareness of health-related problems due to binge drinking. - Implications for training on safe serving practices among staff at off-installation establishments. 	<ul style="list-style-type: none"> - Additional research is required to test replication and ensure transferability of findings - Very small sample size; non-random sample - Generalizability issues - Lacks representation from the other Service components and Officer perspectives. 	<ul style="list-style-type: none"> - Alcohol accessibility - Social norms - Unit & leadership attitudes and messaging toward alcohol
Key Words: drinking, alcohol, military installations								
Citation: Besse, K., Toomey, T. L., Hunt, S., Lenk, K. M., Widome, R., & Nelson, T. F. (2018). How soldiers perceive the drinking environment in communities near military installations. <i>Journal of Alcohol and Drug Education</i> , 62(1), 71–90.								

2	Bowen et al., 2016	<p>The Willingness of Military Members to Seek Help: The Role of Social Involvement and Social Responsibility</p> <p><i>American Journal of Community Psychology</i></p>	<p>Examine the influence on social involvement and social responsibility on willingness to seek help in times of need through trust in formal and informal support systems among Active Duty Air Force personnel.</p>	<ul style="list-style-type: none"> - Support and Resiliency Inventory (SRI) survey data of Active Duty Air Force respondents (N=48,218) - 20-SRI items were used to measure constructs within the conceptual model rooted in social organizational theory including: <ol style="list-style-type: none"> 1. Willingness to seek help 2. Social involvement 3. Social responsibility 4. Trust in formal systems 5. Trust in informal systems - Group comparisons made between E1-E4, and E5-E9 male and female groups. 	<ul style="list-style-type: none"> - Social involvement and social responsibility were modifiable mediators on willingness to seek help via trust in both formal and informal systems; however, trust in formal systems revealed a greater direct effect on willingness to seek help. - Social involvement and social responsibility were more strongly associated with willingness to seek help among junior and senior males when compared to junior and senior females. 	<ul style="list-style-type: none"> - Results from this study can help inform unit and community level programs and identify strategies to promote social involvement and social responsibility to increase help seeking behaviors. - Research on gender differences and help seeking behaviors among military personnel is warranted. 	<ul style="list-style-type: none"> - Not inclusive of the Guard & Reserve population - Does not examine Officer ranks - Non-probability sampling was used and therefore subject to validity and generalizability issues. 	Social support and engagement
Key Words: community AND connection OR help seeking behavior AND U.S. military								
Citation: Bowen, G. L., Jensen, T. M., Martin, J. A., & Mancini, J. A. (2016). The Willingness of Military Members to Seek Help: The Role of Social Involvement and Social Responsibility. <i>American journal of community psychology</i> , 57(1-2), 203–215. https://doi.org/10.1002/ajcp.12030								

3	Grattan et al., 2019	Restricting Retail Hours of Alcohol Sales within an Army Community <i>Journal of Military Medicine</i>	Evaluate the effects of implementing policy limiting alcohol sales in a military community.	<ul style="list-style-type: none"> - Mixed-methods design - A participating Army installation implemented policy changes from allowing alcohol sales 24 hours per day to 7:00am-11:00pm. Restricting sales between 11:01pm-6:59am applied to all outlets across the installation and aligned with the state's alcohol sales laws. - Pre- and post-policy alcohol revenue, monthly crime statistics were collected and analyzed using a Wilcoxon Signed-Rank Test. - Outcome variables measured included Serious Incident Reports (SIRS), and Driving Under the Influence/Driving While Intoxicated (DUI/DWI). 	<ul style="list-style-type: none"> - Results revealed that rates of overall (on-post, off-post, and occurrence during restricted hours) DUI/DWI citations were significantly higher pre-policy than they were post-policy. - Post-policy rates of off-post DUI/DWI citations were not significantly reduced during restricted hours (11:01pm-6:59am) when compared to pre-policy rates. - Post-policy rates of alcohol related SIRS and SIRS occurring during restricted hours were not significantly reduced when compared to pre-policy rates. 	<ul style="list-style-type: none"> - Future studies would benefit from using comparisons to control groups - Control groups are necessary to strengthen confidence of findings and identify causal relationships between policy restricting alcohol sales and impact on alcohol-related harms to inform future policies. - Longer policy implementation timelines or longitudinal methods are warranted. - Consideration for future evaluations that measure quantity of alcohol purchased 	<ul style="list-style-type: none"> - A control group was not used to compare policy intervention. - Unknown what impact the policy intervention had on off-post alcohol sales and consumption. - Frequency and quantity of alcohol was not a variable evaluated in this study. - The policy restricting hours of alcohol sales implemented in conjunction with a different installation policy allowing unlimited quantities of alcohol in Soldiers' living quarters. 	<ul style="list-style-type: none"> - Alcohol accessibility - Alcohol sales policies
Key Words: drinking, alcohol, military installations								
Citation: Grattan, L. E., Mengistu, B. S., Bullock, S. H., Santo, T. J., & Jackson, D. D. (2019). Restricting Retail Hours of Alcohol Sales within an Army Community. <i>Military medicine</i> , 184(9-10), e400–e405. https://doi.org/10.1093/milmed/usz044								

4	Hoopsick et al., 2019	Resiliency factors that protect against post-deployment drug use among male US Army Reserve and National Guard soldiers. <i>Drug and alcohol dependence</i>	Examine the effects of deployment resiliency factors (pre-, peri-, and post-deployment) on post-deployment drug use among male Army Reserve (USAR) & Army Nat'l Guard (ARNG) soldiers	<ul style="list-style-type: none"> - Data subset from Operation: SAFETY - Surveys were used to measure deployment prep, unit & family support during deployment (DDRI-2), and marital satisfaction (MAT) - NIDA Modified ASSIST 2.0 was used to assess drug use - Study sample (N=228) 	<ul style="list-style-type: none"> - Social supports from Unit and from family/friends during deployment were associated with lower odds of drug use. - Deployment prep and marital satisfaction did not reveal an association with drug use. 	<ul style="list-style-type: none"> - Interventions should focus on efforts to strengthen family and unit relationships during deployment to reinforce healthy coping strategies - Mixed findings from research on relationship between deployment prep and mental health outcomes warrants further exploration. 	<ul style="list-style-type: none"> - Does not account for female soldiers or unmarried soldiers - The military's known Zero Tolerance policy may have contributed to the low rates of post-deployment drug use - Delivery of multiple iterations of the survey may have led to recall bias 	<ul style="list-style-type: none"> - Deployment experiences - Social support - Substance use
Key Words searched: organizational factors AND protective AND military								
Citation: Hoopsick, R. A., Benson, K. R., Homish, D. L., & Homish, G. G. (2019). Resiliency factors that protect against post-deployment drug use among male US Army Reserve and National Guard soldiers. <i>Drug and alcohol dependence</i> , 199, 42–49. https://doi.org/10.1016/j.drugalcdep.2019.02.017								

5	Jacobson et al., 2020	Longitudinal Investigation of Military-specific Factors Associated With Continued Unhealthy Alcohol Use Among a Large US Military Cohort <i>Journal of addiction medicine</i>	Conduct longitudinal investigation to examine if military-specific factors (Veteran status, Service component, combat exposure) are associated with continued unhealthy alcohol use.	<ul style="list-style-type: none"> - Multivariate regression analysis using 12 years of Millennium Cohort Study data for participants who met the inclusion criteria - An initial survey was used to screen participants for baseline of unhealthy alcohol use patterns (i.e. heavy weekly drinking, episodic drinking, problem drinking); those who screened positive for unhealthy alcohol use and were serving at baseline were given a follow up survey - Only participants who screened positive on first 2 surveys were given a final survey - Surveys were given in ~3-4 years apart 	<ul style="list-style-type: none"> - Data analysis from the sample (N=108,129) revealed: <ul style="list-style-type: none"> - Heavy weekly (N=2653) - Heavy episodic (N=22,933) - Problem (N=2671) - When compared with active serving and active duty, separated Veterans and Reserve/Guard personnel were significantly associated with higher likelihood of continued unhealthy alcohol use across all 3 patterns. - Active Duty combat deployers were significantly associated with higher likelihood of continued problem drinking. 	<ul style="list-style-type: none"> - Employ efforts to increase access to patient-centered care - Focus on post-deployment resources, education, and screening practice (especially for Guard/Reserve) - Promote help seeking behaviors within organizations 	<ul style="list-style-type: none"> - 3 year intervals of survey administration may have contributed to lower response rate on follow up surveys and is subject to recall bias - Issues of generalizability. 	Alcohol use
Key Words: military, connection, resiliency								
Citation: Jacobson, I. G., Williams, E. C., Seelig, A. D., Littman, A. J., Maynard, C. C., Bricker, J. B., Rull, R. P., Boyko, E. J., & Millennium Cohort Study Team (2020). Longitudinal Investigation of Military-specific Factors Associated With Continued Unhealthy Alcohol Use Among a Large US Military Cohort. <i>Journal of addiction medicine</i> , 14(4), e53–e63. https://doi.org/10.1097/ADM.0000000000000596								

6	McCoy et al., 2022	<p>Identifying Leader Behaviors Important for Unit Resilience</p> <p><i>U.S. Army Research Institute for the Behavioral and Social Sciences</i></p> <p><i>*Underwent technical Review</i></p>	<p>Identify a list a leader behaviors important to Army unit resilience from the perspectives of Soldiers.</p>	<p>- 74 item survey administered to active duty Army personnel (N=367) rated the importance of leader behaviors that influence their squad's resilience on a 5-point Likert scale</p> <p>- Survey development process included a scan of transformational leadership literature, previous qualitative studies with Army leaders, and subject matter expertise on leader behaviors that impact resilience.</p> <p>- Descriptive, item, and exploratory factor analyses.</p>	<p>- 74 leader behaviors, pared down to 47 after analyses.</p> <p>- Analysis revealed the following underlying (latent) factors of leader behaviors connected to resilience:</p> <ol style="list-style-type: none"> 1. Fostering a positive environment 2. Promoting Army performance standards 3. Support cultural sensitivity 	<p>- The exploratory factor analysis conducted in this study lays the ground work for confirmatory factor analyses to inform:</p> <ol style="list-style-type: none"> 1. development of a valid and reliable measure of unit resilience 2. future tools to assess leaders 3. future Army policy 	<p>- Sample lacked female representation</p>	Leadership support
<p>Key Words: leadership engagement, resilience, unit cohesion</p>								
<p>Citation: McCoy, K. M., Pontikes, M. N., Markey, J. D., Loo, K. C., Blue, S. N., Morgeson, F. P., ... & CONSORTIUM OF UNIVERSITIES WASHINGTON DC. (2022). Identifying Leader Behaviors Important for Unit Resilience.</p>								

7	Scoglio et al., 2022	Sexual and physical revictimization in U.S. military veterans <i>Journal of Traumatic Stress</i>	Identify risk and protective factors associated with adult revictimization of sexual or physical assault (during or after discharge) among sample of post-9/11 veterans who experienced childhood maltreatment	<ul style="list-style-type: none"> - Secondary analysis from the Survey of Experiences of Returning Veterans (SERV) longitudinal data. - Sample (N=673) of veterans who served in Iraq, Afghanistan, and surrounding waters, and separated from the military within 5 years. - Baseline and 12-month follow up telephone interviews using the following to measure: <ul style="list-style-type: none"> - Social support: Deployment Risk and Resilience Inventory (DDRI) - Alcohol dependence: Alcohol Use Disorder & Associated Disabilities Schedule (AUDADSIS-IV) - Current anxiety: Generalized Anxiety Disorder (GAD-7) - PTSD symptom severity: PTSD Checklist-Civilian Version 	<ul style="list-style-type: none"> - Of the sample (N=673), rate of revictimization among men was 2.7%, and 22.9% for women. - When compared to non-revictimized participants, findings revealed that women, Navy veterans, and participants who reported PTSD symptoms were at a significantly higher risk of revictimization. - Social support while serving in the military was a statistically significant protective factor against revictimization. 	<ul style="list-style-type: none"> - Examining revictimization by type is warranted (e.g. intimate partner violence) - Informal and organizational social support is critical to enhancing connectedness - Screening for ACEs and other traumas and connecting individuals with support services before, during, and after military service may help promote resiliency skills. 	<ul style="list-style-type: none"> - Broad definition of revictimization - Discrepancies in measures used to assess child abuse - Underreporting of male sexual victimization and revictimization due to stigma may have been a contributing factor to lower revictimization rates found in this study. - Prone to recall bias and social desirability bias 	<ul style="list-style-type: none"> - Adverse childhood experience - Social support - Alcohol use
Key Words: U.S. military OR U.S. Armed Forces AND connectedness OR cohesion								
Citation: Scoglio, A. A. J., Molnar, B. E., Lincoln, A. K., Griffith, J., Park, C., & Kraus, S. W. (2022). Sexual and physical revictimization in U.S. military veterans. <i>Journal of Traumatic Stress</i> , 35, 1129–1141. https://doi.org/10.1002/jts.22816								

8	Woodruff et al., 2018	U.S. Marines' Perceptions of Environmental Factors Associated With Alcohol Binge Drinking <i>Journal of Military Medicine</i>	Understand environmental risk and protective factors related to alcohol misuse among U.S. Marines.	<ul style="list-style-type: none"> - Data used from DoD 2011 Health Related Behaviors (HRB) Survey of Active Duty Personnel across the three most populous Marine Corps installations (N=2,933) - 8 items in the form of agree/disagree responses were used to assess perceptions of environmental factors that either deter or facilitate binge drinking - A generalized linear mixed model was used to analyze sociodemographics and environmental factors associated with binge drinking 	<ul style="list-style-type: none"> - 18-20 yr olds were at greater risk for binge drinking when compared to 36+ yr old group. - Respondents who agreed with perceptions that alcohol costs too much and that drinking might negatively impact their career, as well as who reported supervisor and installation discouragement of drinking were more likely to display decreased odds of binge drinking. - Respondents who agreed with perceptions that drinking is part of one's unit and that alcohol is affordable and easily accessible displayed greater odds of binge drinking. 	<ul style="list-style-type: none"> - Protective factors, such as perceptions of leadership and installation discouragement toward alcohol use, indicate opportunities to influence messaging and command climate and reshape social norms, utilizing a top-down approach to deter alcohol misuse. - Policy and environmental changes may be required to address affordability and access to alcohol to avoid negative impact on mission readiness. 	<ul style="list-style-type: none"> - Self-reports - Cross-sectional analyses can only account for correlations but cannot determine cause and effect over time. - Small number of items used to assess perceptions of environmental factors. 	<ul style="list-style-type: none"> - Alcohol misuse - Leadership and installation messaging related to drinking
Key Words: social norms, behavior, alcohol use, U.S. military								
Citation: Woodruff, S. I., Hurtado, S. L., & Simon-Arndt, C. M. (2018). U.S. Marines' Perceptions of Environmental Factors Associated With Alcohol Binge Drinking. <i>Military medicine</i> , 183(7-8), e240–e245. https://doi.org/10.1093/milmed/usx121								

9	Wyman et al., 2020	Effect of the Wingman-Connect Upstream Suicide Prevention Program for Air Force Personnel in Training: A Cluster Randomized Clinical Trial. <i>JAMA</i>	Compare the effect of the USAF Wingman-Connect program with a stress management program on reduction of suicidal ideation, depression symptoms, and occupational problems among Airmen in training.	- 2-year cluster randomized clinical trial (RCT) and 6 month follow up - Full sample (<i>N</i> =1485) of Airmen at Sheppard AFB tech school randomized into Wingman-Connect group and Stress Management group - Participants completed Pre-, 1-month, and 6-month surveys used to measure outcomes	- The 1-month follow up assessment results revealed that Airman who were exposed to the Wingman-Connect program showed reduction in suicidal ideation, depression symptoms, and occupational problems. - Lower depression symptoms results were maintained at the 6-month follow up	- Additional implementation of the Wingman Connect program in the operational Air Force is needed to assess impact on prevention - The group and peer-to-peer training dynamic of the Wingman Connect program to build cohesion, purpose, connection, and coping skills may be crucial for protection against self-harm and enhance organizational culture	- The participating Airmen and tech school leadership were aware of the interventions they were receiving. - Trainers were research staff; therefore, outcomes may vary for military-led instructors.	Peer-to-peer connection and cohesion
Key Words: military, connection, resiliency								
Citation: Wyman, P. A., Pisani, A. R., Brown, C. H., Yates, B., Morgan-DeVelder, L., Schmeelk-Cone, K., Gibbons, R. D., Caine, E. D., Petrova, M., Neal-Walden, T., Linkh, D. J., Matteson, A., Simonson, J., & Pflanz, S. E. (2020). Effect of the Wingman-Connect Upstream Suicide Prevention Program for Air Force Personnel in Training: A Cluster Randomized Clinical Trial. <i>JAMA network open</i> , 3(10), e2022532. https://doi.org/10.1001/jamanetworkopen.2020.22532								

Table 2: Additional literature provided by Metrics and Performance Subcommittee and DAC-PSM staff for consideration (focused on military and non-military populations)

	Author(s)/ Year	Title	Purpose	Methods	Findings	Implications for practice, research, or theory	Limitations	R/P Factor(s) for SA/SH Addressed
1	Bacharach et al., 2007	Harassing under the influence: the prevalence of male heavy drinking, the embeddedness of permissive workplace drinking norms, and the gender harassment of female coworkers <i>Journal of Occupational Health Psychology</i>	Investigate the correlation between male alcohol related behaviors and perceived drinking norms in the workplace and gender harassment of female coworkers	- Survey responses from a sample of workers (<i>N</i> =1,301) across 100 different workplaces from various fields were analyzed using multilevel analysis. - The surveys included measures for heavy or at-risk drinking patterns, embeddedness of permissive drinking norms, and reports of gender harassment.	- The proportion of males in a given environment who reported heavy to at-risk drinking patterns was significantly associated with likelihood of gender harassment toward female co- workers.	- Future research examining associations between drinking behaviors and racial harassment or bullying in the workplace is warranted. - Implications for prevention trainings or activities to be designed to convey that harassment- tolerant norms are not acceptable.	- Results cannot be generalized with unwanted sexual attention and sexual coercion.	Alcohol use Social norms
Citation: Bacharach, S. B., Bamberger, P. A., & McKinney, V. M. (2007). Harassing under the influence: the prevalence of male heavy drinking, the embeddedness of permissive workplace drinking norms, and the gender harassment of female coworkers. <i>Journal of occupational health psychology</i> , 12(3), 232–250. https://doi.org/10.1037/1076-8998.12.3.232								

	Author(s)/ Year	Title	Purpose	Methods	Findings	Implications for practice, research, or theory	Limitations	R/P Factor(s) for SA/SH Addressed
2	Department of Health and Human Services (DHHS), 2023	Our epidemic of loneliness and isolation: The U.S. Surgeon General's advisory on the healing effects of social connection and community *DHHS advisory report	Advisement on risk and protective factors related to social isolation and promote strategies for enhancing social and community connectedness.	N/A	- The Surgeon General established six pillars to advance social connectedness: 1. Strengthen social infrastructure in local communities 2. Enact Pro- Connection Public policies 3. Mobilize the Health Sector 4. Reform Digital Environments 5. Deepen Our Knowledge 6. Build a Culture of Connection	- Need for implementation of efforts that align with the six pillars to further foster social connection and build community resilience. - Additional research is needed to address all indicators that contribute to community connectedness rather than focusing on one indicator. - Additional research is needed to examine what factors have a causal effect on positive community outcomes.	- Communities are unique and their dynamics vary substantially based on multiple factors (e.g. population demographics, geography, policies, etc.), making it difficult to establish and implement equitable strategies to strengthen communities. - Lack of community-level research focusing on causative factors	Social connection
Citation: Department of Health and Human Services (DHHS). (2023). <i>Our epidemic of loneliness and isolation: The U.S. Surgeon General's advisory on the healing effects of social connection and community</i> . https://www.hhs.gov/sites/default/files/surgeon-generalsocial-connection-advisory.pdf								

	Author(s)/ Year	Title	Purpose	Methods	Findings	Implications for practice, research, or theory	Limitations	R/P Factor(s) for SA/SH Addressed
3	Murdoch et al., 2009	Local social norms and military sexual stressors: do senior officers' norms matter? <i>Military Medicine</i>	Examine correlations between Service members' perceptions of their assigned unit and chain of command's (i.e. Senior officer and immediate supervisor) toleration of sexual harassment and Service members' sexual stressor experiences, and explore differences in these associations by sex.	- Cross-sectional analysis of a sample of Active Duty Service members (N=681). -Independent variable: sexual harassment-tolerant norms; measured using the Perceived Tolerance of Sexual Harassment in the Military scale (PTSH) - Dependent variable: sexual stressors; measured using the Sexual Harassment Inventory (SHI). Sexual identity challenges (SIC) were evaluated using items adapted from the Sexual Harassment of Men scale	- Perceived Unit and immediate supervisor harassment-tolerant norms (local norms) were significantly associated with reports of sexual harassment and sexual identity challenges among the Service member respondents. - Perceptions of senior officers' tolerance of sexual harassment were not associated with reports of sexual stressors.	- Replication of the study is warranted. - The findings suggest interventions that influence the knowledge, skills, attitudes, and behaviors surrounding prevention of sexual harassment should also be directed toward first line leaders and supervisors and not just toward top-level leadership.	- Cross-sectional in nature - Level of unit cohesion was not evaluated in this study and may influence outcomes reported	Social norms
Murdoch, M., Pryor, J. B., Polusny, M. A., Gackstetter, G. D., & Ripley, D. C. (2009). Local social norms and military sexual stressors: do senior officers' norms matter?. <i>Military medicine</i> , 174(10), 1100–1104. https://doi.org/10.7205/milmed-d-04-2308								
4	*For additional information on research related to organizational climate toward sexual harassment, please reach out to Dr. Pryor. The study manuscript is currently undergoing journal review, therefore the publication is not yet shareable.							

Table 3: Rigor of factors and/or metrics evaluated or validated from the review of literature

During the 21 September Metrics Subcommittee working session, Dr. Tharp, Senior Prevention Advisor at the Office of Force Resiliency, suggested that the Subcommittee review how rigorously risk and protective factors and/or metrics have been evaluated or validated. Table 3 provides an overview of the rigor of evidence behind a given factor or metric.

Risk or Protective Factor Addressed	Name of Measure	Description of Measure
COMMON METRICS USED IN THE LITERATURE		
Alcohol use	Alcohol Use Disorders Identification Test (AUDIT)	A 10-item questionnaire developed by the World Health Organization to screen for hazardous and harmful alcohol consumption. Extensively tested worldwide among diverse populations in various settings (e.g. hospitals, universities, military, etc.) (Higgins-Biddle & Babor, 2018).
	Defense Organizational Climate Survey (DEOCS)	The DEOCS is a Congressionally mandated annual survey for military commanders and DoD leaders to provide to members of their organization and is used to assess workplace climate and inform organizational leadership. The tool measures 10 protective factors and 9 risk factors. The DEOCS is managed and administered by the Office of People Analytics (OPA). (DoD, 2023)
	Alcohol sales revenue data	(e.g. state-level and/or installation data via Army and Air Force Exchange Service (AAFES) stores, Navy Exchange stores (NEX), and Marine Corps Exchanges (MCX)) (Grattan et al., 2019)
	DUI/DWI incidences	Rates of DUI/DWI or other alcohol-related crime data can be obtained from military installation safety and security reports (e.g. Office of the Provost Marshall General – Army; Naval Criminal Investigative Service (NCIS) – Navy; Office of Special Investigations (OSI) – Air Force). (Grattan et al., 2019)

Risk or Protective Factor Addressed	Name of Measure	Description of Measure
Deployment-related experiences	Deployment Risk and Resilience Inventory-2 (DRRI-2)	Originally introduced in 2003, the DRRI is a tool to assess psychosocial risk and resilience factors among returning Gulf War veterans and is considered one of the most widely used instruments to assess these factors. The instrument was updated in 2012, at which point the DRRI-2 was operationalized. Updates included expanding from 14 to 17 scales that include family related factors and social support. Additionally, the DRRI-2 contains revised language to enhance inclusivity and applicability to Vietnam War and post-9/11 war veterans and military subgroups. (King et al., 2006; Vogt et al., 2013)
Social support	DEOCS	<i>See page 13 entry on alcohol use.</i>
	DRRI-2	<i>See deployment-related experiences entry above.</i>
Leadership support/engagement	DEOCS	<i>See page 13 entry on alcohol use.</i>
	Workplace and Gender Relations (WGR) Survey	The WGR survey is Congressionally mandated and reports the estimated prevalence rates of sexual harassment, unwanted sexual contact, and gender discrimination among Service members. The results are used to inform DoD leaders and improve and develop policies and programs to support the health and well-being of the Force. The WGR survey is administered bi-annually (every other year) and managed by the Office of People Analytics (Breslin et al., 2022).
Frequency and severity of sexual harassment experiences	Sexual Harassment Inventory (SHI)	The SHI is a 23-item survey used to measure the severity and occurrence of sexual stressors that are aligned with the U.S. Equal Opportunity Commission's definition of sexual harassment. The SHI is a validated and standardized measure that has been adapted for military and civilian populations (Murdoch & McGovern, 1998).
	Sexual Harassment of Men (SHOM) scale	The SHOM was developed to examine the frequency of sexual harassment experienced among men and their emotional reaction to the experience, and to analyze differences in sex of alleged perpetrators (Waldo et al., 1998)

Sexual harassment-tolerant norms	DEOCS	<i>See page 13 entry on alcohol use.</i>
	SHI	<i>See frequency and severity of sexual harassment experiences entry above.</i>
	Perceived Tolerance of Sexual Harassment (PTSH) in the Military Scale	A 6-item scale used to measure perceived sexual harassment tolerant norms emerging from Service members' assigned unit, immediate supervisor, and senior officer. The instrument has been piloted and validated on active duty members enrolled in the National Veterans Affairs (VA) Enrollment Database and members enrolled in Tricare's Civil Health and Medical Program of the Uniformed Services (CHAMPUS) (Murdoch et al., 2009).
OTHER METRICS FOR CONSIDERATION		
Deployment-related experiences	Army's Unit Risk Inventory (URI)	A 53-item survey administered to company-level units to screen for high-risk behaviors and attitudes among unit members and assess impact on mission readiness. The URI is a tool used on installations by the Army's Risk Reduction Program to measure levels of risk in 10 areas to include alcohol/drug use. Results are used to inform Army Commanders and installation Risk Reduction Program support personnel to identify/recommend activities that promote protective factors and reduce risk factors. Unlike the DEOCS, Commanders are not required to administer the URI (HQDA, 2012).
	Reintegration Unit Risk Inventory (R-URI)	Similar to the URI, the R-URI is an 80-item survey administered to Soldiers to screen for high-risk behaviors and attitudes impacting readiness that may have occurred while deployed or since returning from deployment. Questions from the AUDIT (<i>See page 13 entry on alcohol use</i>) are incorporated into the R-URI (HQDA, 2012).
	Commander's Risk Reduction Toolkit (CRRT)	A web-based tool utilizing data from 26 approved sources, the CRRT consolidates the information of 40 risk factors and displays it on a dashboard. The dashboard provides a common operating picture of risk, potential risk, and trends. Due to Privacy Act regulations, access to Soldier information is limited to battalion- and company-level leaders. The CRRT was developed by the Army Resiliency Directorate and is hosted on the Army's Program Executive Office Enterprise Information Systems (PEO EIS) (HQDA, 2021).

Leadership support, engagement, and performance	Enlisted and Officer annual performance reports	Annual performance reports include elements of leadership and whole-person concepts. Service members' supervisors rate their direct reports if expectations for display of leadership were met (e.g. met some expectations, met all, exceeded some, exceeded most; source: Air Force Form 910 prescribed by AFI 36-2406).
Community connectedness, unit cohesion	<p>Morale, Welfare, and Recreation (MWR) programs and services</p> <p>Military and Family Readiness Center (MFRC) programs and services</p>	<p>MWR programs and services are a critical link to Force resilience and readiness across the Socio-ecological model. Leveraging the Measures of Performance (MOPs) and measures of effectiveness (MOEs) of MWR programs helps determine the efficacy of the programs and services being offered to military communities (Reference Meadows et. al, 2019a; 2019b for examples of MOPs and MOEs).</p> <p>Information on number/frequency of classes offered (e.g. weekly, monthly, quarterly, annually), class attendance, and website views allows installation MFRC program staff to identify user engagement and potential strategies to increase promotion and allocation of resources available to the military community. This information is used to inform installation-level leadership, and military department level leadership, and Office of Under Secretary of Defense for Personnel and Readiness (OUSD (P&R)) to ensure adequate resources are allocated the MFRCs (i.e. funding, facilities, and manpower) and are compliant with DoDI 1342.22. (OUSD(P&R), 2021)</p>

Literature Review References

- Besse, K., Toomey, T. L., Hunt, S., Lenk, K. M., Widome, R., & Nelson, T. F. (2018). How soldiers perceive the drinking environment in communities near military installations. *Journal of Alcohol and Drug Education*, 62(1), 71–90.
- Bowen, G. L., Jensen, T. M., Martin, J. A., & Mancini, J. A. (2016). The Willingness of Military Members to Seek Help: The Role of Social Involvement and Social Responsibility. *American journal of community psychology*, 57(1-2), 203–215. <https://doi.org/10.1002/ajcp.12030>
- Breslin, R. A., Klahr, A., Hylton, K., Petusky, M., White, A., & Sampath, S. (2022). *2021 Workplace and Gender Relations Survey of Military Members: Overview Report*. <https://www.opa.mil/research-analysis/health-well-being/gender-relations/2021-workplace-and-gender-relations-survey-of-military-members-reports/>
- Department of Defense (DoD). (2023). DEOCS: Frequently Asked Questions. <https://www.defenseculture.mil/Portals/90/Documents/A2S/OPA-DEOCS-FAQs.pdf?ver=rNecrENm0Unw3wc8ZpLAJw%3d%3d>
- Department of Health and Human Services (DHHS). (2023). *Our epidemic of loneliness and isolation: The U.S. Surgeon General's advisory on the healing effects of social connection and community*. <https://www.hhs.gov/sites/default/files/surgeon-general-social-connection-advisory.pdf>
- Grattan, L. E., Mengistu, B. S., Bullock, S. H., Santo, T. J., & Jackson, D. D. (2019). Restricting Retail Hours of Alcohol Sales within an Army Community. *Military medicine*, 184(9-10), e400–e405. <https://doi.org/10.1093/milmed/usz044>
- Headquarters Department of the Army (HQDA). (2021, April 15). Commander's Risk Reduction Tool (Army Directive 2021-10). https://armypubs.army.mil/epubs/DR_pubs/DR_a/ARN32320-ARMY_DIR_2021-10-000-WEB-1.pdf
- Headquarters Department of the Army (HQDA). (2012, December 28). The Army Substance Abuse Program (Army Regulation 600-85). https://www.army.mil/e2/downloads/rv7/r2/policydocs/r600_85.pdf
- Higgins-Biddle, J. C., & Babor, T. F. (2018). A review of the Alcohol Use Disorders Identification Test (AUDIT), AUDIT-C, and USAUDIT for screening in the United States: Past issues and future directions. *The American journal of drug and alcohol abuse*, 44(6), 578–586. <https://doi.org/10.1080/00952990.2018.1456545>
- Hoopsick, R. A., Benson, K. R., Homish, D. L., & Homish, G. G. (2019). Resiliency factors that protect against post-deployment drug use among male US Army Reserve and National Guard soldiers. *Drug and alcohol dependence*, 199, 42–49. <https://doi.org/10.1016/j.drugalcdep.2019.02.017>
- Jacobson, I. G., Williams, E. C., Seelig, A. D., Littman, A. J., Maynard, C. C., Bricker, J. B., Rull, R. P., Boyko, E. J., & Millennium Cohort Study Team (2020). Longitudinal Investigation of Military-specific Factors Associated With Continued Unhealthy Alcohol Use Among a Large US Military Cohort. *Journal of addiction medicine*, 14(4), e53–e63. <https://doi.org/10.1097/ADM.0000000000000596>
- King, L. A., King, D. W., Vogt, D. S., Knight, J., & Samper, R. E. (2006). Deployment Risk and Resilience Inventory: A collection of measures for studying deployment-related experiences of military personnel and veterans. *Military Psychology*, 18(2), 89-120.

- Meadows, S., Holliday, S. B., Chan, W. Y., Wrabel, S. L., Tankard, M., Schultz, D., ... & Miller, L. L. (2019a). Air Force Morale, Welfare, and Recreation Programs and Services. *Rand Corporation*.
- Meadows, S. O., Holliday, S. B., Chan, W., Wrabel, S., Tankard, M. E., Schultz, D. J., ... & RAND Corporation. (2019b). Air Force Morale, Welfare, and Recreation Programs and Services: Contribution to Airman and Family Resilience and Readiness: Appendixes (p. 237). RAND.
- McCoy, K. M., Pontikes, M. N., Markey, J. D., Loo, K. C., Blue, S. N., Morgeson, F. P., ... & CONSORTIUM OF UNIVERSITIES WASHINGTON DC. (2022). Identifying Leader Behaviors Important for Unit Resilience.
- Murdoch, M., Pryor, J. B., Polusny, M. A., Gackstetter, G. D., & Ripley, D. C. (2009). Local social norms and military sexual stressors: do senior officers' norms matter? *Military medicine*, 174(10), 1100–1104. <https://doi.org/10.7205/milmed-d-04-2308>
- Murdoch, M., & McGovern, P. G. (1998). Measuring sexual harassment: development and validation of the Sexual Harassment Inventory. *Violence and victims*, 13(3), 203–216.
- Office of the Under Secretary of Defense for Personnel and Readiness (OUSD(P&R)). (2021, August 5). Military Family Readiness (DOD Instruction 1342.22). <https://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/134222p.pdf>
- Scoglio, A. A. J., Molnar, B. E., Lincoln, A. K., Griffith, J., Park, C., & Kraus, S. W. (2022). Sexual and physical revictimization in U.S. military veterans. *Journal of Traumatic Stress*, 35, 1129–1141. <https://doi.org/10.1002/jts.22816>
- Vogt, D., Smith, B. N., King, L. A., King, D. W., Knight, J., & Vasterling, J. J. (2013). Deployment risk and resilience inventory-2 (DRRI-2): An updated tool for assessing psychosocial risk and resilience factors among service members and veterans. *Journal of traumatic stress*, 26(6), 710-717.
- Waldo, C. R., Berdahl, J. L., & Fitzgerald, L. F. (1998). Are men sexually harassed? If so, by whom?. *Law and human behavior*, 22(1), 59–79. <https://doi.org/10.1023/a:1025776705629>
- Woodruff, S. I., Hurtado, S. L., & Simon-Arndt, C. M. (2018). U.S. Marines' Perceptions of Environmental Factors Associated With Alcohol Binge Drinking. *Military medicine*, 183(7-8), e240–e245. <https://doi.org/10.1093/milmed/usx121>
- Wyman, P. A., Pisani, A. R., Brown, C. H., Yates, B., Morgan-DeVelder, L., Schmeelk-Cone, K., Gibbons, R. D., Caine, E. D., Petrova, M., Neal-Walden, T., Linkh, D. J., Matteson, A., Simonson, J., & Pflanz, S. E. (2020). Effect of the Wingman-Connect Upstream Suicide Prevention Program for Air Force Personnel in Training: A Cluster Randomized Clinical Trial. *JAMA network open*, 3(10), e2022532. <https://doi.org/10.1001/jamanetworkopen.2020.22532>

Appendix C: Information Provided by Office of People Analytics (OPA)

This appendix features information provided to the DAC-PSM by OPA over the course of this study and is divided into two parts:

- **Part 1** is OPA's written response to the Subcommittee's Request for Information (RFI), submitted in December of 2023.
- **Part 2** contains information that OPA provided in response to a review of the Subcommittee's list of identified risk and protective factors. OPA responses indicated whether and how (if applicable) these factors are currently being measured by DoD.

Part 1: OPA's Written Response to Study Request for Information (RFI)

General Information on OPA Efforts
Description of current DoD measurement efforts (e.g., factors measured, metrics used)
<ul style="list-style-type: none">• On the DEOCS, there are 19 risk and protective factors that are currently measured that are correlated with the 6 strategic target outcomes (STOs) identified by the Department. Details on how these risk and protective factors are measured can be found here: https://www.prevention.mil/Portals/130/Documents/DEOCS/Factor_Rating_Interpretation_Guide_20231106.pdf• OPA also utilizes other validated metrics to address climate and culture on our surveys, such as Psychological Climate for Sexual Harassment. Details on these items can be found in publicly available reports on OPA.mil.
Are the RAND measures the standard for measurement currently utilized, or have new measures been implemented?
<ul style="list-style-type: none">• Sexual Assault: OPA adopted the use of the RAND sexual assault metric from 2015-2019 and was included on the 2015, 2017, and 2019 Workplace and Gender Relations Survey of Reserve Component Members (WGRR) and the 2016 and 2018 Workplace and Gender Relations Survey of Active Duty Members (WGRA). In 2021, as a result of the review and clearance process set forth by the Office of Management and Budget (OMB), additional changes were made to the method of measuring the prevalence of sexual assault, and OPA utilized the unwanted sexual contact measure starting in 2021 for the WGR survey. The unwanted sexual contact measure identifies the specific behaviors experienced by an individual and does not assume the respondent has knowledge of the UCMJ or its definition of sexual assault. The question stem includes language regarding the behaviors occurring against the respondent's consent (either when they did not or could not consent) or against their will, including completed and attempted sexual intercourse, oral sex, anal sex, and penetration by an object or finger, as well as unwanted sexual touching. The WGR measures the prevalence of unwanted sexual contact victimization, meaning that Service members who experience an unwanted behavior are included in the estimated unwanted sexual contact rate regardless of the status of the alleged offender (i.e., military member or civilian). References to past year unwanted sexual contact prevalence rates in this report all require the members to have indicated that an incident occurred in the prior year. However, the survey also provides the ability to estimate the prevalence of lifetime unwanted sexual contact using a separate question about incidents that may have occurred before the prior year and prior to military service. For more information on measuring sexual assault and unwanted sexual contact, please see the 2021 WGR

Overview Report publicly available on OPA.mil: <https://www.opa.mil/research-analysis/health-well-being/gender-relations/2021-workplace-and-gender-relations-survey-of-military-members-reports/2021-workplace-and-gender-relations-survey-of-military-members-overview-report/>

- **Sexual Harassment and Gender Discrimination:** OPA adopted the use of the RAND sexual harassment and gender discrimination starting in 2015 for the WGR, including the Civilian WGR (WGRC) survey and Service Academy Gender Relations Survey (SAGR). Please see publicly available reports on OPA.mil for these survey efforts to learn more about the metrics: <https://www.opa.mil/research-analysis/health-well-being/gender-relations/>
- **Racial/Ethnic Harassment/Discrimination:** OPA has used the metric developed by RAND to measure racial/ethnic harassment/discrimination on the Workplace and Equal Opportunity (WEO) surveys since 2015. Details on these metrics can be found in the most recent versions of the WEO Active Duty Executive Report and WEO Reserve Component Executive Report both available on OPA.mil:
 - Active Duty: <https://www.opa.mil/research-analysis/quality-of-work-life/workplace-climate/2017-workplace-and-equal-opportunity-survey-of-active-duty-members/2017-workplace-and-equal-opportunity-survey-of-active-duty-members-executive-report/>
 - Reserve Component: <https://www.opa.mil/research-analysis/quality-of-work-life/workplace-climate/2019-workplace-and-equal-opportunity-survey-of-reserve-component-members/2019-workplace-and-equal-opportunity-survey-of-reserve-component-members-executive-report/>

***For factors currently being measured, how were these metrics determined?**

- When OPA took over the administration of the DEOCS, we were instructed to modernize and revitalize the DEOCS survey. This redesign process was an in-depth research effort that employed a thorough literature review, stakeholder interviews, focus groups, testing of measures via surveys, and quantitative analyses. OPA followed a rigorous scientific process to identify the key topics for inclusion on the survey. Over 200 topics were reviewed and scored based on scientific rigor, ability to capture change over time, ability to capture differences between groups, endorsement by stakeholders (Service members, DoD civilians, Commanders, policy makers, and subject matter experts), and actionability. The final 19 topics identified as the key risk and protective factors were selected by six independent raters and verified by stakeholders. This DEOCS redesign effort is detailed in length in the following report on OPA.mil: <https://www.opa.mil/research-analysis/quality-of-work-life/workplace-climate/defense-organizational-climate-survey-deocs-redesign-phase-1-overview-report/>

Please provide any available details on validation of measures.
<ul style="list-style-type: none"> • After selecting the 19 risk and protective factors for inclusion on the DEOCS, OPA validated these metrics through a variety of means and are detailed in Chapter 7 of the report linked above and summarized below. • OPA utilized a data-driven approach in selecting measures for inclusion on the DEOCS while considering user experience. OPA conducted extensive quantitative item reduction analysis using OPA’s existing survey data, allowing OPA to start with scales that have already been successfully used with military members and further examine opportunities to streamline and shorten the scales. This was done by examining descriptive statistics of measures of interest, item correlations, predictive modeling, reliability estimates, and scale correlations. Any items that OPA did not have existing survey data on were either deployed on the DEOCS research block to gain quantitative data to analyze or OPA relied upon existing published literature and stakeholder feedback to guide selections. • A year after the launch of the redesigned DEOCS in January 2021, OPA undertook another round of rigorous quantitative and qualitative evaluations to assess the performance of the instrument. These efforts, in concert with stakeholder feedback, were used to streamline the DEOCS instrument.
Please provide any context on historical resistance to/difficulty using specific metrics.
<ul style="list-style-type: none"> • N/A
Are there particular types of metrics that DoD will not or cannot use. If so, why?
<ul style="list-style-type: none"> • Measuring sexual assault perpetration directly has been not allowed on OPA surveys due to legal concerns in doing so. However, we have used the Ambivalent Sexism Inventory on the 2021 WGR to glean some insights into risk for perpetration and results can be found on OPA.mil in the following report: https://www.opa.mil/research-analysis/health-well-being/gender-relations/2021-workplace-and-gender-relations-survey-of-military-members-reports/climate-related-to-sexual-violence-and-gender-discrimination-in-the-active-component-findings-from-the-2021-workplace-and-gender-relations-survey-of-military-members-d8f25e9e-d597-4123-b2b4-1cd2d64e78b2/
Please provide an overview of DEOCS administration cycle.
<ul style="list-style-type: none"> • All DoD units and organizations must field a DEOCS once per year during the annual fielding window: August 1 and November 30 (DoDI 6400.11; must open by 31 Oct). To register a DEOCS, the survey administrator must request their survey through the Registration Portal and provide information about the unit or organization to be surveyed. The DEOCS typically fields for approximately four weeks during the annual fielding window to a census of individuals in a unit (as defined by the survey administrator). Within two weeks of the DEOCS closing, the survey administrator, commander, and commander’s supervisor receive an email with instructions for accessing results. Details on the DEOCS registration process can be found at https://www.prevention.mil/Portals/130/Documents/DEOCS/DEOCS_PreparingtoRegisteraDEOCS_20231107.pdf

Any details on strengths, limitations, and/or challenges identified since transitioning to annual administration cycle?
<ul style="list-style-type: none"> The first annual administration cycle is currently in it's last month. Any strength, limitations, and/or challenges will be discussed/identified after the full cycle is complete.
*What gaps or challenges have been noted within current efforts (e.g., areas where factors have not been considered or identified, factors that have been identified but are not yet being measured, challenges in how to measure a factor, etc.)?
<ul style="list-style-type: none"> OPA constantly reviews survey content for its reliability and actionability to the Department. When emerging data needs arise for data-driven information on key constructs of interest, we employ scientific procedures to research new potential constructs for inclusion in subsequent survey efforts (e.g., literature reviews, focus groups, interviews, etc.) prior to inclusion on OPA surveys.
Data Aggregation and Usage
What are the capabilities for aggregating data from unit-level to higher echelons (e.g., brigade, wing)? What is the lowest level on which data can be aggregated?
<ul style="list-style-type: none"> Aggregations of DEOCS results can occur at any level but are internal to the Department of Defense and not for public release. OPA provides a user-generated aggregation tool to enable commanders to combine up to 50 DEOCS reports to aggregate unit-level data to higher echelons. DEOCS can only be combined using the user-generated aggregation tool if the original DEOCS had at least 16 complete responses and produced a DEOCS report. OPA produces Service-level aggregations from DEOCS using similar methods. DEOCS results are not weighted and simply aggregating the DEOCS responses for units would not accurately represent responses at levels higher than the unit/organization. To ensure the estimates are representative, the aggregated results are calculated by taking each unit's or organization's size into account. This roster size adjustment is the equivalent of calculating a weighted average. Because each DEOCS is conducted at the unit or organization level and units/organizations can be vastly different in size, taking each unit's or organization's size into account produces a more representative result by preventing smaller-sized units from skewing the results.
Are aggregated data being used in a research capacity? If so, how and by whom?
<ul style="list-style-type: none"> Aggregated data are being used in a research capacity but only available internally to the Department of Defense and not for public release.

what is happening at a unit? (e.g., survey data, reports, qualitative data). If yes, please describe.
<ul style="list-style-type: none"> • Yes, each unit will receive their DEOCS results report that contains results from every construct measured on the survey and are provided their unit’s written comments. • In accordance with DoDI 6400.11, to form a more comprehensive and actionable picture of command climate, command climate assessments are to include consideration of multiple sources of information about risk and protective factors, such as administrative records, reports, interview data, focus group data, or other existing data, in addition to current and previous DEOCS results.
Research Topics and Specific Factor
Are there any proxy measures being used or under consideration for use in the DEOCS? If yes, please describe.
<ul style="list-style-type: none"> • No.
*Are there opportunities to measure perceptions of climate/social norms and/or group leader tolerance of harmful behaviors (e.g., sexual misconduct, heavy drinking, etc.)? If yes, please describe.
<ul style="list-style-type: none"> • The DEOCS currently measures risk factors that if present, increase the likelihood of negative outcomes. Details on the risk factors measured on the DEOCS can be found here: https://www.prevention.mil/Portals/130/Documents/DEOCS/Factor_Rating_Interpretation_Guide_20231106.pdf • OPA collects additional information on measures of perceptions of climate, social norms, and leader tolerance of harmful behaviors on it’s WGR and SAGR surveys. Survey instruments are included in reports available on OPA.mil for these efforts.
Are there ways to measure how leaders’ attitudes and/or possession of “dark traits” could contribute to and/or set the tone for potentially problematic climates? If yes, please describe.
<ul style="list-style-type: none"> • The DEOCS currently includes measures of passive leadership and toxic leadership as risk factors linked to negative outcomes such as readiness, retention, sexually harassing behaviors, sexual assault, and suicide. Factor guides can be found here: https://www.prevention.mil/Portals/130/Documents/DEOCS/Factor_Rating_Interpretation_Guide_20231106.pdf

***Are there opportunities to measure the extent of leader buy-in to prevention efforts and how that level of buy-in impacts leadership support for implementation of prevention-related activities and success of efforts? (e.g., leader emphasis on importance of prevention training and/or activities, sufficient allocation of time to complete prevention training and/or activities, leader prioritization of engaged Service member participation in prevention training and/or activities). If yes, please describe.**

- There are several items on the WGR that fielded in 2021 that address this. For example:
 - To what extent does your immediate supervisor...
 - i. Encourage members to challenge sexual harassment and gender discrimination when they witness it?
 - ii. Encourage members to challenge sexist behaviors when they witness them?
 - iii. Create a culture of prevention by encouraging members, witnesses, and bystanders to report situations that could result in harmful outcomes (example harmful outcomes include sexual assault, violence, suicide)?
 - My immediate supervisor...
 - i. Promotes responsible alcohol use.
 - ii. Would correct individuals who refer to coworkers as “honey,” “babe,” or “sweetie,” or use other unprofessional language at work.
 - iii. Would stop individuals who are talking about sexual topics at work.
 - iv. Would intervene if an individual was receiving sexual attention at work (for example, staring at someone's chest, standing too close, rubbing someone's shoulders).
 - v. Encourages individuals to help others in risky situations that could result in harmful outcomes (examples of harmful outcomes include sexual assault, violence, suicide).
- There is one item on the SAGR that fielded in 2022 (and in subsequent years) that also addresses this. The response options are a wide range of individuals at the Academies from cadets/midshipmen all the way through athletic staff/coaches, teachers, and senior leaders.
 - At your Academy, to what extent do you think the persons below make honest and reasonable efforts to stop sexual harassment and sexual assault? For example, do these persons lead by example, stress the importance of sexual harassment and sexual assault prevention, and encourage reporting?
- The DEOCS Passive Leadership factor could be considered the absence of leadership support of prevention efforts. This factor measures the perception that leaders allow negative behaviors to become bigger problems.

Are there opportunities to compare these factors across units that experience high versus low leadership buy-in? If yes, please describe.

- The WGR and SAGR do not have the ability to compare factors across units as they are administered in a manner to only produce results at the total force levels.
- OPA is examining the relationship between unit factor rating scores and the presence of sexual harassment and sexual assault in the unit based on WGR data

<p>Are there opportunities to collect community and/or unit climate data through sources other than self-reports (e.g., records of alcohol sales, alcohol-related citations, counts of visible/accessible prevention-related materials)? If yes, please describe.</p>
<ul style="list-style-type: none"> • Yes, but would be outside of OPA's purview as this would need to be done at the policy office or Service level. In accordance with DoDI 6400.11, at the unit level, command climate assessments are to include consideration of multiple sources of information about risk and protective factors, such as administrative records, reports, interview data, focus group data, or other existing data.
<p>Implementation and Improvement</p>
<p>Understanding that Service members are not required to take the DEOCS, please describe any OPA/DoD-level efforts to promote the DEOCS and/or to encourage increased response rates? (e.g., use of QR codes for ease of survey access).</p>
<ul style="list-style-type: none"> • OPA provides commands with a wide variety of resources to promote and/or encourage members to take their DEOCS. These materials include a DEOCS promotional video from the Senior Enlisted Leader Advisor to the Chairman of the Joint Chiefs of staff (SEAC Ramon Colon-Lopez), participant privacy infographic, overview of the secure survey login system, a guide on monitoring DEOCS response rates and strategies for them to use to increase response rates, and a templated email for commanders and leaders to encourage participation. These materials can be found under the DEOCS Promotion and Participation section at: https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#topMenu
<p>If a leader takes fast action on a results report containing an unfavorable rating on a certain factor, does their speed in addressing the issue disrupt the ability to assess the accuracy of those leading indicators?</p>
<ul style="list-style-type: none"> • The DEOCS is a prevention tool for commanders to enable them to identify emerging or existing challenges that may negatively impact their unit. If commanders use the DEOCS results to rapidly address these challenges effectively, the factor ratings on the unit's next DEOCS may be improved and the escalation of the emerging or existing challenges may be halted. • Guidance is provided to DEOCS survey administrators, commanders, and commanders' supervisors about the results in their DEOCS results report, how to share these results with their unit, and additional steps they may choose to take as a results of their DEOCS. More information on DEOCS reports and templates for briefing results are included on the following website under Interpreting DEOCS Results and Briefing DEOCS Results: https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#topMenu
<p>Feedback</p>
<p>In addition to the providing leaders with the DEOCS: Strategic Target Outcome Guide for Sexual Assault, how is feedback provided to unit leaders based on DEOCS results?</p>
<ul style="list-style-type: none"> • Guidance is provided to DEOCS survey administrators, commanders, and commanders' supervisors about the results in their DEOCS results report, how to share these results with their unit, and additional steps they may choose to take as a result of their DEOCS. More information on DEOCS reports and templates for briefing results are included on the following website under Interpreting DEOCS Results and Briefing DEOCS Results: https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#topMenu

- In accordance with DoDI 6400.11, designated IPPW staff review the DEOCS results and must have command climate assessment review sessions with unit commanders within 60 calendar days of the close of the DEOCS. The IPPW staff identify recommendations for implementation by unit commanders.

***What tracking and accountability structures are in place following the provision of DEOCS results and feedback? How are leaders using their DEOCS results reports and sharing with their units?**

- Guidance is provided to DEOCS survey administrators, commanders, and commanders' supervisors about the results in their DEOCS results report, how to share these results with their unit, and additional steps they may choose to take as a result of their DEOCS. More information on DEOCS reports and templates for briefing results are included on the following website under Interpreting DEOCS Results and Briefing DEOCS Results: <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/#topMenu>
- In accordance with DoDI 6400.11, designated IPPW staff review the DEOCS results and must have command climate assessment review sessions with unit commanders within 60 calendar days of the close of the DEOCS. The IPPW staff identify recommendations for implementation by unit commanders. The IPPW are to ensure unit commanders share aggregated, de-identified CCA results with unit or organization members and commanders or leaders up and down the chain of command.

Part 2: Existing OPA Metrics for Identified Factors

This portion of the appendix contains information that OPA provided in response to a review of the Subcommittee’s list of identified risk and protective factors. OPA responses indicated whether and how (if applicable) these factors are currently being measured by DoD.

Table 1: Community Level Risk Factors

Community Level	Info on OPA Measurement	
Risk Factors	OPA Survey Tool	Survey Item/Metric
JOB GENDER CONTEXT		
Imbalanced gender ratios		
Traditionality of gender roles (attitudes/expectations of roles)	2023 WGR	In the past year, did someone from work embarrass, anger, or upset you by repeatedly suggesting that you do not act like someone of your gender is supposed to? For example, by calling you a fag or gay, a dyke or butch.
CLIMATES TOLERANT OF HARASSMENT		
Perception of social norms and/or leaders/exemplars accepting of problematic behavior – specifically sexual harassment and sexual violence	DEOCS	We assess this topic within the Inclusion Factor, which is unit level and can be aggregated to the installation level. The item text is: 1. People in my unit would speak up if someone was being excluded
Perceptions (or experience) that reports are not taken seriously; reporting viewed as causing trouble	DEOCS	We assess elements of this in the Leadership Support factor, which is unit level and can be aggregated to the installation level. 1. My immediate supervisor listens to what I have to say 2. My immediate supervisor cares about my personal well-being 3. I would not experience reprisal or retaliation from my immediate supervisor if I went to them with concerns.
Failure to address instances of sexual misconduct or sexism in subordinates and/or peer groups		

Community Level	Info on OPA Measurement	
Risk Factors	OPA Survey Tool	Survey Item/Metric
LEADERS OR PEERS WITH SOCIALLY AVERSIVE PERSONALITY TRAITS/DOMINANCE ORIENTATION		
“Dark traits” (e.g., Machiavellianism, narcissism, psychopathy, sadism) and aversive attitudes (e.g., sexist, homophobic, or racist attitudes or beliefs; traditional gender role beliefs; suspicion about inclusion) that are associated with the acceptance of and engagement in harassment and violence	2022 WEO	<p>Items that are related to adverse attitudes:</p> <p>1. Which statement best describes you?</p> <ul style="list-style-type: none"> • I strongly prefer working with members of my racial/ethnic group over members of other racial/ethnic groups. • I moderately prefer working with members of my racial/ethnic group over members of other racial/ethnic groups. • I slightly prefer working with members of my racial/ethnic group over members of other racial/ethnic groups. • I prefer working with members of my racial/ethnic group and other racial/ethnic groups equally. • I slightly prefer working with members of other racial/ethnic groups over members of my racial/ethnic group. • I moderately prefer working with members of other racial/ethnic groups over members of my racial/ethnic group. • I strongly prefer working with members of other racial/ethnic groups over members of my racial/ethnic group <p>2. How much do you agree or disagree with the following statements about diversity in your Service? Mark one answer for each item.</p> <ul style="list-style-type: none"> • Diversity will lower my Service's standards <p>3. To what extent do you feel...</p> <ul style="list-style-type: none"> • Pressure from military members to avoid socializing with members from different racial/ethnic groups? • The need to watch what you say when with people from different racial/ethnic groups? • The need to watch your behavior (for example, body language or facial expressions) when interacting with people from different racial/ethnic groups? • Pressure from military members to avoid socializing with members with different religious beliefs? <p>4. Please indicate how much you favor or oppose each idea below. You can work quickly; your first feeling is generally best.</p> <ul style="list-style-type: none"> • Some groups of people are simply inferior to other groups • Group equality should NOT be our primary goal • It is unjust to try to make groups equal
MASCULINITY CONTEST CULTURE		
Proving manhood through domination		
EXPERIENCE OF "SOCIAL SUPPORT" FROM NEGATIVE INFLUENCES OR FROM INDIVIDUALS WHO EXHIBIT HARMFUL BEHAVIORS		
PRESCRIPTIVE AND DESCRIPTIVE NORMS THAT ENCOURAGE HEAVY DRINKING (ON & OFF-BASE)		
Prescriptive example (structural): Installation rules or policies that allow alcohol in dorms		

Community Level	Info on OPA Measurement	
Risk Factors	OPA Survey Tool	Survey Item/Metric
Descriptive example (behavioral): An installation where it's typical of Service members to binge drink		
POORLY EXECUTED OR UNDERMIND TRAININGS; TRAININGS THAT ENGENDER DEFENSIVENESS		
INSTALLATION LOCATION AND SURROUNDINGS		
Lack of available outlets for healthy social recreation		

Table 2: Community Level Protective Factors

Community Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
DIVERSE AND INCLUSIVE ENVIRONMENTS		
Gender inclusive		
Not just that men and women are included and welcomed, but also the ratio of women to men in the unit	2023 Workplace and Gender Relations Survey (WGR)	"Are you currently assigned to a military unit where women are less than 10% of your military coworkers?" Yes/No
This includes overall ratios, as well as the ratios within different roles and at all levels of leadership (e.g., leaders, pilots)	Administrative data on unit composition Defense Organizational Climate Survey (DEOCS)	The DEOCS is fielded at the unit level and collects the self-reported demographics of respondents, including gender, supervisory status, paygrade.
Inclusive of underrepresented groups	2022 Armed Forces Workplace Equal Opportunity Survey (WEO)	I feel excluded by my unit because I am different Are you currently assigned to a unit where military members from your racial/ethnic background are uncommon (less than 10% of your military coworkers?" Yes/No

Community Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
CONTACT HYPOTHESIS		
Nature, quality, frequency, meaningfulness, and positivity/negativity of interpersonal contact (e.g., military men having contact with women who are serving in non-traditional roles and involved in successful attainment of group working goals)		
TRANSFORMATIONAL LEADERSHIP (i.e., leaders are able to create positive change within their units)	DEOCS	We assess elements of this topics in the Leadership Support and Transformational Leadership factors and the opposite in the Toxic Leadership factor, which is unit level and can be aggregated to the installation level. The item text is: 1. My immediate supervisor cares about my personal well-being 2. My unit's commander communicates a clear and motivating vision of the future 3. My unit's commander supports and encourages the professional development of people in my unit 4. My immediate supervisor ridicules people in my unit 5. My immediate supervisor acts only in the best interest of their own advancement
Models ethical behavior		
Talks of values		
Emphasizes collective mission		
Goes beyond self-interest		
Arouses interest in important issues		
Gets to know subordinates as individuals		
Helps subordinates to grow and advance		
Leaders feel well equipped to manage victim support and issues of misconduct within their command		
Leaders appropriately prioritize, encourage and support reporting/access to resources, and work to ensure a similarly-supportive unit climate	DEOCS 2022 WEO	We assess Leadership Support, which is unit level and can be aggregated to the installation level. 1. I would not experience reprisal or retaliation from my immediate supervisor if I went to them with concerns "At your military duty station..." A. Would you know how to report experiences of racial/ethnic harassment? B. Would you know how to report experiences of racial/ethnic discrimination? C. Would you know how to report experiences of extremist activity? D. Is the availability of reporting hotlines publicized enough?

Community Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
Female representation in leadership	Administrative data on unit composition DEOCS	DEOCS is fielded at the unit level and collects the self-reported demographics of respondents, including gender, supervisory status, and paygrade.
Leadership comprehension and support of prevention concepts and efforts (not just token but genuine engagement that staff at all levels can see)	DEOCS	We assess elements of this in the Passive Leadership factor, which is unit level and can be aggregated to the installation level. 1. My unit's commander will not take action until negative behaviors become bigger problems.
Messaging about heavy drinking and respectful behavior		
Support and encouragement of help seeking	2022 Service Academy and Gender Relations Survey (SAGR)	Bystander intervention questions: "Since June 2022, did you..." A. See a situation you thought was a sexual assault or could have led to a sexual assault? B. Observe someone who "crossed the line" by telling sexist comments or jokes? C. Encounter a group or individual being hazed? D. Encounter an individual being bullied? E. See someone making unwanted sexual advances toward another cadet/midshipman? F. See horseplay or roughhousing that "crossed the line" or appeared unwanted? G. Encounter someone who drank too much and needed help (e.g., getting home)? H. Encounter someone hooking up with someone who was passed out? For those who saw at least one situation, would answer the following: "How did you respond to the situation(s) you observed?" A. I spoke up to address the situation B. I told someone about it while it was happening C. I told someone about it after it happened D. I created a distraction E. I talked to those who experienced the situation to see if they were okay F. I intervened in some other way G. I did not intervene
Culture of connectedness, dependence on each other to be successful		

Community Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
SOCIAL SUPPORT OF DESIRED NORMS AND BEHAVIOR		
Culture of connectedness, dependence on each other to be successful	DEOCS	We assess elements of this on the Connectedness and Cohesion factors, which is unit level and can be aggregated to the installation level. 1. I feel like I belong 2. I feel that there are people I can turn to in times of need 3. People in my unit work with work well as a team
Extent of unit/installation engagement (e.g., unit or base events) - does everyone feel welcome?		
Individuals (peers or leadership) who model desired norms and appropriate behaviors (e.g., role models)	2023 WGR	On 2023 WGR Have the following item: "In the past 12 months, to what extent have you witnessed people in your unit..." A. Promote a unit climate based on mutual respect and trust? B. Refrain from sexist comments and behaviors C. Recognize and immediately correct incidents of sexual harassment? D. Encourage bystander intervention to assist others in situations at risk for sexual assault or other harmful behaviors?
	2022 SAGR	On 2022 SAGR but referent is "people in your company/squadron"
This culture needs to be both face-to-face and online (i.e., works to decrease harmful behaviors both in person and virtually)		
COLLECTIVE EFFICACY		
Shared beliefs to cohesively come together as a team, unit, community to take care of each other to foster healthy environments	2022 SAGR 2022 WEO	On the 2022 SAGR: "To what extent are you willing to..." A. Point out to someone that you think they "crossed the line" with gender-related comments or jokes? B. Seek help from the chain of command in stopping other students who continue to engage in sexual harassment after having previously been spoken to? On the 2022 WEO: "To what extent are you willing to..." A. Point out to someone when you think they "crossed the line" with racial/ethnic-related comments or jokes? B. Encourage others to point out to someone when they think that person "crossed the line" with racial/ethnic related comments or jokes? C. Seek help from the chain of command in confronting other Service members who continue to engage in racial/ethnic harassment after having been previously spoken to?
Collective community interest in and responsibility for addressing challenges or problems within a community and maintaining a healthy climate		

Table 3: Organizational Level Risk Factors

Organizational Level	Info on OPA Measurement	
Risk Factors	OPA Survey Tool	Survey Item/Metric
IMBALANCE GENDER RATIOS AMONG SENIOR LEADERS, ESPECIALLY AMONG THOSE INVOLVED IN DOD-LEVEL DECISION-MAKING AND POLICY DEVELOPMENT		
PRESENCE OF SOCIALLY AVERSIVE PERSONALITY TRAITS/DOMINANCE ORIENTATION ("DARK TRAITS") AMONG SENIOR LEADERSHIP	DEOCS	We assess Toxic Leadership, which is unit level and can be aggregated to the installation level. The item text is: 1. My immediate supervisor ridicules people in my unit 2. My immediate supervisor acts only in the best interest of their own advancement 3. My immediate supervisor ignores input from people in my unit that they do not agree with.
Sets the tone for the organization		
Risk for being infused into Departmental priorities, policy decisions, and operational environments		
CLIMATES TOLERANT OF HARASSMENT AMONG SENIOR LEADERSHIP	2023 WGR	Contains the Psychological Climate for Sexual Harassment Scale: "How much do you agree or disagree with the following statements regarding your current military workplace?" A. It would be risk for me to file a sexual harassment complaint. B. A sexual harassment complaint would not be taken seriously. C. A sexual harassment complaint would be thoroughly investigated. D. I would feel comfortable reporting a sexual harassment complaint. E. Sexual harassment is not tolerated. F. Individuals who sexually harass others get away with it. G. I would be afraid to file a sexual harassment complaint. H. Penalties against individuals who sexually harass others at work are strongly enforced. I. Actions are being taken to prevent sexual harassment.
Lack of consequences/accountability for problematic behavior, particularly among high-level/high-visibility leaders		
Continued promotion and/or maintained military status by alleged perpetrators		
High-level/high-visibility leaders with problematic behavior patterns being held up as examples for subordinate Service members		
POLICIES THAT FAIL TO ENSURE PROTECTIVE ENVIRONMENTS FOR SERVICE MEMBERS		
e.g., Alcohol-related policies that fail to effectively address problematic drinking that increases the likelihood of misconduct or harmful behaviors	DEOCS	Includes items assessing binge drinking by the respondent but not alcohol policies.

Organizational Level	Info on OPA Measurement	
Risk Factors	OPA Survey Tool	Survey Item/Metric
IMBALANCE GENDER RATIOS AMONG SENIOR LEADERS, ESPECIALLY AMONG THOSE INVOLVED IN DOD-LEVEL DECISION-MAKING AND POLICY DEVELOPMENT		
POLICIES THAT FAIL TO EFFECTIVELY INFORM PREVENTION TRAINING EFFORTS		
Lack of clear guidance on who is responsible for training delivery and how training is delivered		
Absence of rigorous evaluation of prevention training efforts and outcomes		

Table 4: Organizational Level Protective Factors

Organizational Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
DIVERSE AND INCLUSIVE ENVIRONMENTS	2022 WEO	<p>“How much do you agree or disagree with the following statements about diversity in your military unit?”</p> <p>A. Members are treated as valued members of the team without losing their unique identities. B. I feel excluded by my unit because I am different. C. Within my unit, I am encouraged to offer ideas on how to improve operations. D. Members in my unit are empowered to make work-related decisions on their own. E. Outcomes (for example, training opportunities, awards, recognition) are fairly distributed among members of my unit. F. The decision-making processes that impact my unit are fair. G. Racial slurs, comments, and/or jokes are used in my unit. H. Sexist slurs, command, and/or jokes are used in my unit. I. I believe I can use my chain of command to address concerns about discrimination without fear of retaliation or reprisal.</p> <p>“How much do you agree or disagree with the following statements?” (note there is a definition provided above the question: “Racial/Ethnic minority members refer to military members who do not identify their race/ethnicity as Non-Hispanic White. This includes members who identify as American Indian/Alaska Native, Asian, Black/African American, Hispanic, Native Hawaiian or other Pacific Islander, or Multiracial/ethnic.”</p> <p>A. Racial/Ethnic minority members in the military face challenges or barriers that constrain their ability to perform their duties that their non-minority peers do not face. B. Racial/Ethnic minority members in the military have to work harder than their non-minority peers to prove they are competent at their job. C. To be successful in my unit, racial/ethnic minority members feel like they must conform to behave more like non-minority peers. D. In my unit, racial/ethnic minority members are more likely to receive administrative disciplinary actions (for example, LOCs, LOAs, LORs) than non-minority peers for the same behavior. E. Racial/Ethnic minority members in the military are more likely to be treated unfairly by the military justice system than their non-minority peers.</p>
Diversification of Departmental recruiting efforts as outlined in DoD Directive 1020.02E, DoD Instruction 1020.05, Defense Equal Opportunity Management Institute (DEOMI) Strategic Plan		
Barrier analysis efforts (e.g., Department of the Air Force Barrier Analysis Working Group)		
TRANSFORMATIONAL LEADERSHIP	DEOCS	<p>We assess Transformational Leadership on the DEOCS, which is unit level and can be aggregated to the installation level. The item text is:</p> <p>1. My unit’s senior NCO/SEL communicates a clear and motivating vision of the future. 2. My unit’s senior NCO/SEL encourages people in my unit to think about problems in new ways</p> <p>Related item on the 2023 WGR: “My immediate supervisor...”</p>

Organizational Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
TRANSFORMATIONAL LEADERSHIP (continued)	2023 WGR	<p>A. Promotes responsible alcohol use.</p> <p>B. Would correct individuals who refer to coworkers as “honey,” “babe,” or “sweetie,” or use other unprofessional language at work.</p> <p>C. Would stop individuals who are talking about sexual topics at work.</p> <p>D. Would intervene if an individual was receiving sexual attention at work (for example, staring at someone’s chest, standing too close, rubbing someone’s shoulders).</p> <p>E. Encourages individuals to help others in risk situations that could result in harmful outcomes (examples of harmful outcomes include sexual assault, violence, suicide).</p> <p>On 2023 WGR: “How much do you agree or disagree with the following statements about your immediate supervisor?”</p> <p>A. You trust your supervisor.</p> <p>B. Your supervisor ensures that all assigned personnel are treated fairly.</p> <p>C. Your supervisor evaluates your work performance fairly.</p> <p>From 2023 WGR: “To what extent does your immediate supervisor...”</p> <p>A. Encourage members to challenge sexual harassment and gender discrimination when they witness it?</p> <p>B. Encourage members to challenge sexist behaviors when they witness them?</p> <p>C. Create a culture of prevention by encouraging members, witnesses, and bystanders to report situations that could result in harmful outcomes (example harmful outcomes include sexual assault, violence, suicide)?</p>
	2022 WEO	<p>On 2022 WEO, have the following questions:</p> <p>“How much do you agree or disagree that the action describes your immediate supervisor?”</p> <p>A. Promotes understanding of similarities and differences among unit members.</p> <p>B. Urges unit members to share different views when discussing hard topics.</p> <p>C. Allows less popular viewpoints to be respectfully expressed.</p> <p>D. Acknowledges unit member ideas even if they are not included in the final decision.</p> <p>E. Checks to see if unit members are tracking information.</p> <p>F. Communicates information clearly to unit members.</p> <p>G. Ensures critical information reaches the entire unit.</p> <p>“How much to you agree or disagree that the action describes your immediate supervisor?”</p> <p>A. Fosters your trust.</p> <p>B. Ensures that all assigned personnel are treated fairly.</p> <p>C. Evaluates your work performance fairly.</p> <p>D. Enforces standards equally across all unit members.</p> <p>E. Avoids showing favoritism when assigning tasks.</p> <p>F. Addresses all unit members in the same way to avoid perceptions of preferential treatment.</p>
Establishment of organizational values and culture of expected behaviors (e.g., conduct outlined in UCMJ)		
Establishes/emphasizes collective mission		

Organizational Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
ENVIRONMENTS THAT SUPPORT EFFECTIVE TRAINING		
High quality training that engages participants and makes them truly focus on the issue		
Use of training methods proven to be effective vehicle for given content (e.g., demonstrations, scenario based > lecture, PowerPoint)		
Leaders' respect for training staff and/or prevention professionals		
Reinforced by leaders at all levels –at the time of training and in the future (must be genuine and visible to others at all levels)		
Use of informal rewards, actual rewards, and policy to support the themes of the training		
How policy requirements serve to support protective environments and reinforce prevention training concepts and established terminal learning objectives		

Organizational Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
STRATEGIC MESSAGING ON PREVENTION	2022 WEO	2022 WEO: "Do the persons below make honest and reasonable efforts to stop racial/ethnic harassment and discrimination, regardless of what is said officially?" A. Senior leadership of my [Service] [National Guard/Reserve Component] B. Senior leadership of my installation/ship C. My immediate military supervisor
	2022 SAGR	Item on the 2022 SAGR that drills down to all levels: "At your Academy, to what extent do you think the persons below make honest and reasonable efforts to stop sexual harassment and sexual assault? For example, do these persons lead by example, stress the importance of sexual harassment and sexual assault prevention, and encourage reporting?" A. Cadet/midshipman leaders B. Cadets/midshipmen not in appointed leadership positions C. Commissioned officers directly in charge of your unit D. Non-commissioned officers or senior/chief petty officers directly in charge of your unit. E. Academy senior leadership (for example, Superintendent, Commandant, Vice/Deputy Commandant, Dean) F. Military/uniformed academic faculty G. Civilian academic faculty H. Intercollegiate (NCAA/Division I/III) coaches and trainers I. Intercollegiate (NCAA/Division I/III) officer representatives/advisors J. Club team coaches and trainers K. Club team officer representatives/advisors L. Intramural coaches and trainers M. Intramural officer representatives/advisors N. Physical education instructors
Relative importance of addressing misconduct compared to importance of mission (i.e., Does an organization truly prioritize prevention, or does it say it does, but then place less importance on prevention than on more 'mission-related' things?)		
Conveying the impact that misconduct has on mission readiness and mission execution (i.e., Does an organization recognize and emphasize the importance of prevention to their readiness and ability to complete their mission, specifically?)		

Organizational Level	Info on OPA Measurement	
Protective Factors	OPA Survey Tool	Survey Item/Metric
ESTABLISH AND PRIORITIZE SUFFICIENT INFRASTRUCTURE FOR SUPPORT		
Effective and actionable policies that ensure reports are taken seriously, victims are supported, resources are accessible, etc.	2022 WEO	<p>"In your military unit, to what extent..."</p> <p>A. Would members feel free to report racial/ethnic harassment and discrimination without fear of negative reactions from peers or supervisors?</p> <p>B. Would complaints about racial/ethnic harassment and discrimination be taken seriously?</p> <p>C. Would people be stopped from getting away with racial/ethnic harassment and discrimination?</p> <p>D. Are policies forbidding racial/ethnic harassment and discrimination publicized?</p>
Establishment of sufficient support infrastructure and resource accessibility		
SUFFICIENT DOD AND MILITARY DEPARTMENT ORGANIZATIONAL CAPACITY TO SUPPORT PREVENTION EFFORTS, CREATE ACCOUNTABILITY STRUCTURE FOR THESE EFFORTS, AND MANAGE MISCONDUCT-RELATED ISSUES	2022 SAGR 2023 WGR	<p>On the 2022 SAGR and 2022 WGR: "How much do you agree or disagree with the following statements?"</p> <p>A. If you are sexually assaulted, you can trust the military system to protect your privacy.</p> <p>B. If you are sexually assaulted, you can trust the military system to ensure your safety following the incident.</p> <p>C. If you are sexually assault, you can trust the military system to treat you with dignity and respect.</p>
DoD and Military Departments have sufficient, qualified staff to effectively deliver prevention programming and provide prevention support to units and Commanders (e.g., IPPW)		
DoD and Military Departments establish leadership competencies for prevention efforts and have established accountability structure to support prevention efforts		
DoD and Military Departments are well equipped with appropriate and effective policies, processes and procedures to handle issues surrounding misconduct		
DoD and Military Departments have sufficient infrastructure, dedicated resources, and appropriate and effective policies, processes and procedures to support prevention efforts		

Appendix D: OPA Presentation Slides - DAC-PSM Public Meeting

This appendix features slides presented by OPA at the DAC-PSM's public meeting held April 10, 2024.



Health & Resilience Research

Prepared for DAC-PSM Meeting

April 10, 2024

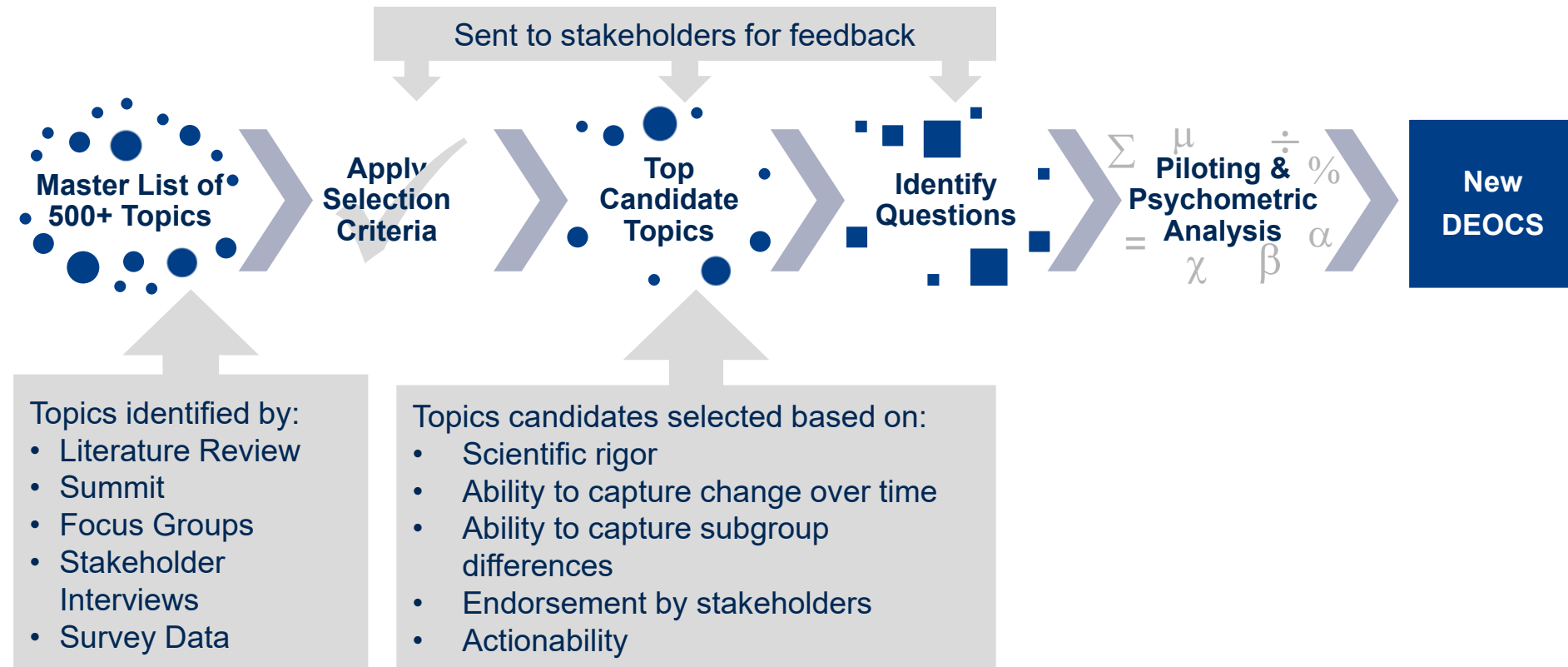
What is the Defense Organizational Climate Survey (DEOCS)?

- The DEOCS is the official survey tool used to assess command climate in the DoD
 - A unit-level survey designed to serve as a check-engine light so that leaders can take targeted action
 - Command climate assessment is mandated by the National Defense Authorization Act for FY13 (NDAA13)
- DoD's pivot to prevention and command climate assessments (CCAs)
 - The use of the DEOCS (among other CCA tools) was further codified in DoDI 6400.11: DoD Integrated Primary Prevention Policy for Prevention Workforce and Leaders (DEC 2022)
- The DEOCS provides leaders standardized nearly instant, reliable and actionable information on risk and protective factors to address six strategic target outcomes
 - The DEOCS should serve as a tool to **prevent problematic outcomes** and **bolster desirable outcomes**
- In 2018, OUSD P&R transferred the responsibility of the DEOCS to OPA
 - Tasked with revitalizing and modernizing the DEOCS instrument
 - In-depth research and information gathering guided every step of the redesign



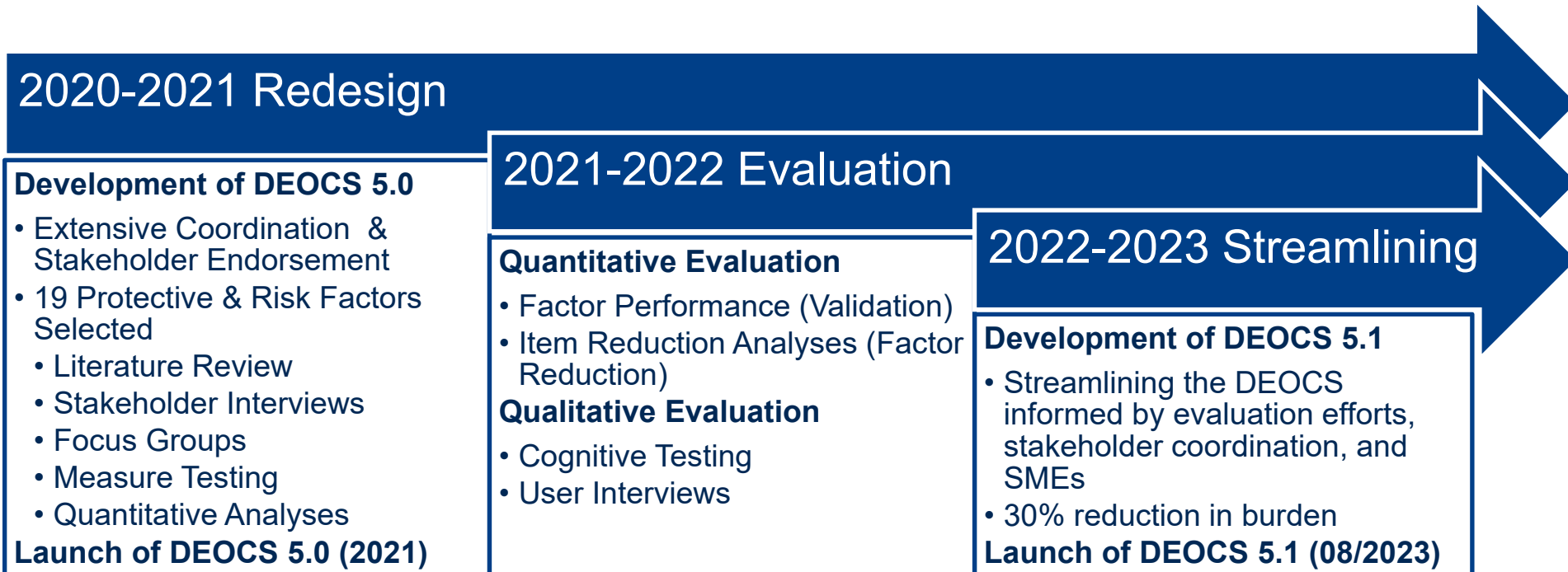
Redesigning the DEOCS

- **GOAL:** Empower commanders to get ahead of climate problems
- **Redesign process included:**
 - Soliciting feedback from key stakeholders at multiple points throughout
 - Following a rigorous scientific process to identify key topics for inclusion
 - Evaluating the instrument



Redesigning the DEOCS (continued)

- DEOCS 5.0 launched January 2021 and a streamlined version (5.1) launched August 2023
- In 2021, the redesigned survey instrument (DEOCS 5.0) launched
 - OMB approved the streamlined DEOCS 5.1, which launched August 1, 2023



DEOCS Survey Structure

- **Designed to be user-friendly for survey administrators and survey takers**
 - Survey is about 70 items and can be completed anywhere on any device, does not require a CAC
 - Commanders can select custom content from an item bank that includes over 400 items
- **How DEOCS is fielded:**
 - Typically fields for 4 weeks
 - Roster representing a census of individuals in a unit
 - Rosters must have at least 50 members in a unit
 - Survey administrator/leader chooses unit level questions from custom question bank
 - Within two weeks of the DEOCS closing, survey admin, commander, and commander's supervisor receive an email with instructions for accessing results
 - Must have 16 participants complete at least 50% of their survey to receive results

Tailored Design

Population Specific Survey

- Military, Civilian, and MSA Students

Other tailored features

- Piping, skip patterns, and dynamic programming

Core Survey Items

Core factor items

- Measured with 4- and 5-point scales (e.g., agreement)

Self-reported demographics

Open-ended comments

Customization

Unit-level

- 10 close-ended and 5 short-answer locally selected

Service-level

- Up to 10 questions for each Service

Strategic Targeted Outcomes

- “Strategic Target Outcomes (STOs)” are the measurable Department personnel priorities DEOCS is designed to target.

Racial/ethnic
harassment and
discrimination

Sexual
harassment

Sexual assault

Suicide

Retention

Readiness

- DEOCS is designed to identify problematic trends early. The DEOCS does not measure these outcomes, but rather measures precursors.
 - These outcomes are measured via other DoD scientific surveys and administrative data.

DEOCS Factors

- Measures 19 protective and risk factors associated with outcomes prioritized by the DoD
 - **Protective factors** are attitudes, beliefs, and behaviors associated with **positive outcomes** for units
 - **Risk factors** are attitudes, beliefs, and behaviors associated with **negative outcomes** for units
- Serve as early-warning indicators for one or more strategic target outcomes

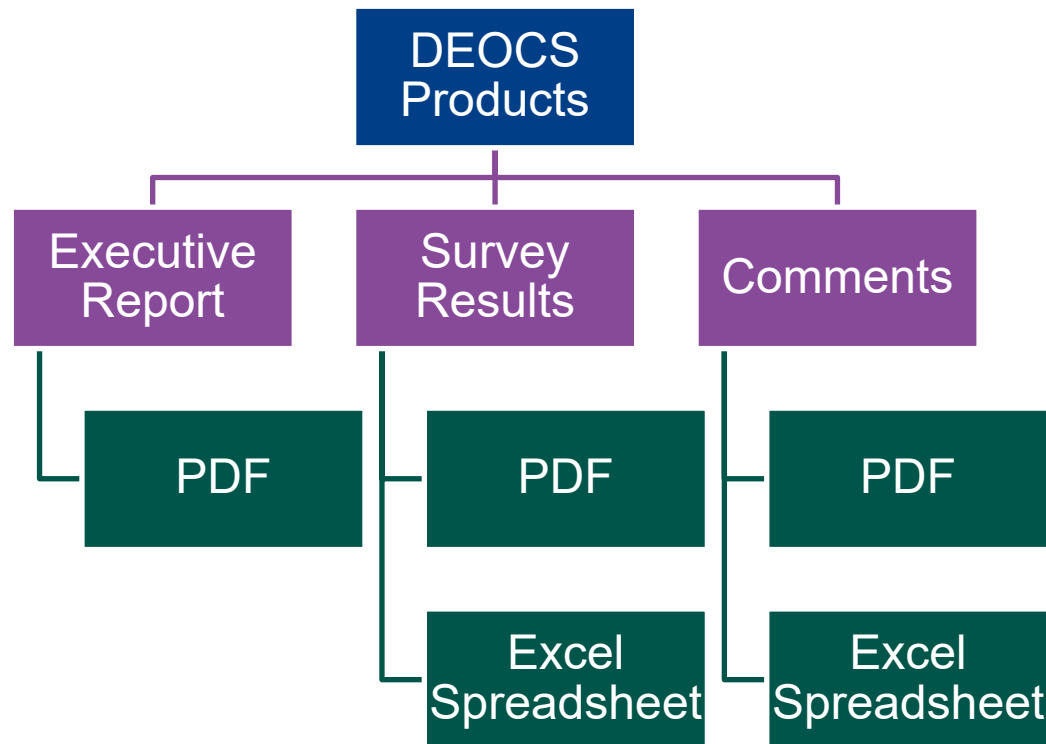


DEOCS Data-Driven Links to Strategic Target Outcomes

	Racial/Ethnic Harassment/ Discrimination	Readiness	Retention	Sexual Assault	Sexual Harassment	Suicide
Protective Factors						
Cohesion						
Connectedness						
Engagement & Commitment						
Fairness						
Inclusion						
Leadership Support						
Morale						
Safe Storage for Lethal Means						
Transformation Leadership						
Work-life Balance						
Risk Factors						
Alcohol Impairing Memory						
Binge Drinking						
Passive Leadership						
Racially Harassing Behavior						
Sexist Behaviors						
Sexually Harassing Behaviors						
Stress						
Toxic Leadership						
Workplace Hostility						

DEOCS Products

- Are there opportunities for using multiple measures to provide a comprehensive understanding of what is happening at a unit? (e.g., survey data, reports, qualitative data)?



Results at Multiple Levels

Within a single registration:


- Overall Unit/Organization
- Single Subgroup Result
- Combined Subgroup Results

Across Multiple Registrations

- Aggregate results combined for up to 50 registrations

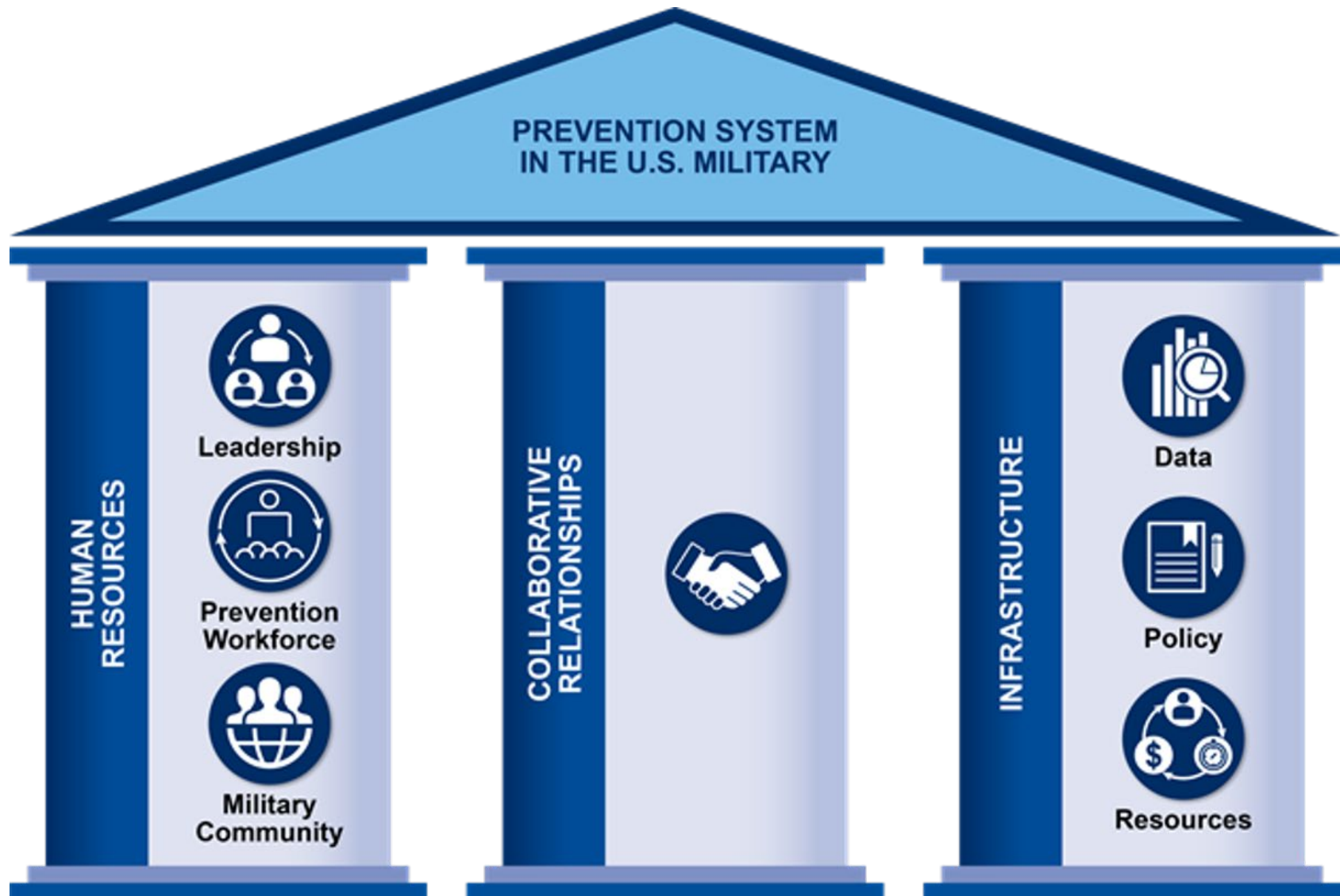
- Factor rating alerts—focus your attention on factors to highlight

What Should Leaders Do With Their DEOCS Results?

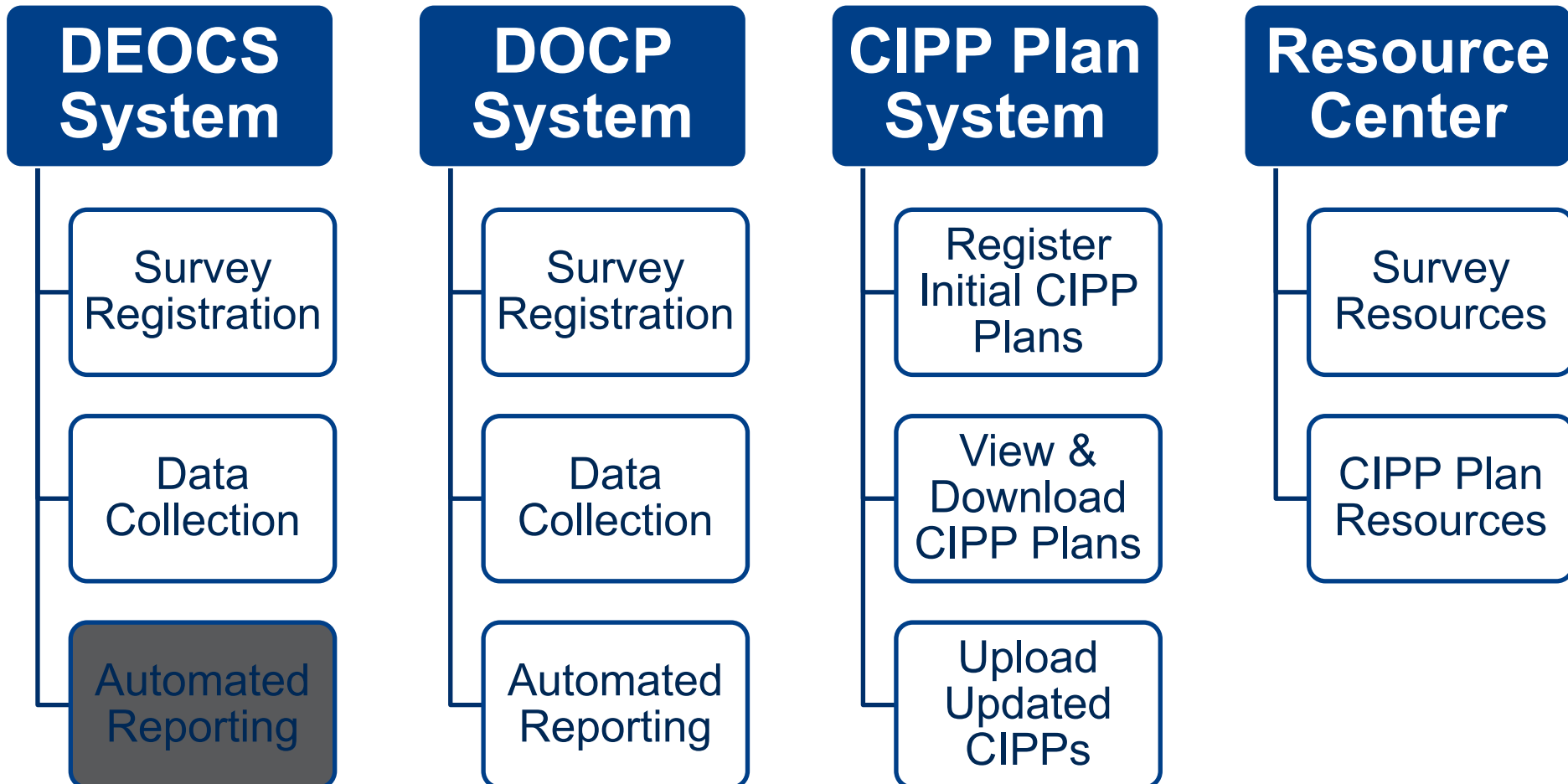
- **Identify strengths and challenges**
 - Strengths: protective factors with the highest favorable ratings and risk factors with the lowest unfavorable ratings
 - Challenges: protective factors with the lowest favorable ratings and risk factors with the highest favorable ratings
 - Assess trends over time
 - Examine demographic breakouts
- **Look for the alert icon** 
 - Alert indicates protective factors with particularly low favorable ratings and risk factors with particularly high unfavorable ratings relative to all units who have taken a DEOCS in the previous year
- **Review item summaries and comments**
- **Share the DEOCS results: DoDI 6400.11 requires sharing results with unit members**
- **Use the DEOCS to inform their command climate assessment**
 - Conduct focus groups, interviews, observations, or records reviews. These follow-up activities can:
 - Clarify and detail perceptions reported in a DEOCS and provide better context for results
 - Explain why those perceptions exist
 - Provide suggestions for improvement

Taking action on survey results is one of the best ways to encourage future survey participation and the **only way to change the results.**

Office of People Analytics and Command Climate Assessment



OPA Defense Climate Portal (DCP) Systems & Resource Center



Coming soon: Tracking reports to aid the Services in assessing compliance with the DoDI 6400.11 requirements

Evolution of the DEOCS

- **OPA constantly reviews survey content for its reliability and actionability**
 - Updating the DEOCS survey item bank
 - Leveraging the DEOCS to reduce
- **Continuing efforts to improve the DEOCS**
 - Validating relationship between factors and outcomes; developing data driven thresholds
 - User feedback research
 - Develop Service-level aggregations to inform commander assessments of results
 - Compliance tracking reports

Defense Organizational Climate Pulse (DOCP)

A quick, customizable survey to assess organizational climate.

Quick and **low burden**, the DOCP takes less than 10 minutes to complete.



Each **DOCP** contains up to:

15 Closed-ended Questions

1 Open-ended Question



DOCP Keywords

Alcohol/Substance Use	Morale
Cohesion	Passive Leadership
Connectedness	Race/Ethnic Issues
DEOCS	Readiness
Domestic Abuse	Safe Storage for Lethal Means
Engagement and Commitment	Safety/Well-being
Fairness	Sexual Assault
Gender Issues	Stress
Harassment/Discrimination	Suicide
Inclusion	Toxic Leadership
Leadership	Transformational Leadership
Leadership Support	Work-Life Balance
Mental Health	Workplace Hostility

Comprehensive Integrated Primary Prevention Plan (CIPP)

- **The Comprehensive Integrated Primary Prevention (CIPP) Plan provides a roadmap for preventing harmful behaviors**
 - A CIPP Plan is a tool used to document planned integrated primary prevention-based activities to reduce risk factors and enhance protective factors to promote healthier climates across DoD Communities
 - The CIPP Plan for a community is informed by a variety of data, including administrative records, reports, interview data, focus group data, and survey data such as the Defense Organizational Climate Survey (DEOCS)

Plans cover “communities” that are defined by the Services

- **Communities can...**
 - Include multiple units
 - Be deployed/at sea
 - Include any combination of Soldiers, Sailors, Airmen, Marines, Guardians, and civilians
 - Active Duty, Reserve, National Guard
- **Communities will have unique command climate challenges, strengths**

OFR provides a guide to developing CIPPs

- <https://www.prevention.mil/Resources/Tools/>

OPA Defense Climate Portal Resource Center

[PREVENTION] ABOUT RESOURCES **CLIMATE PORTAL** PREVENTION WORKFORCE

in JOIN US

WELCOME DEFENSE CLIMATE PORTAL RESOURCE CENTER

LEARN MORE ABOUT THE OFFICE OF PEOPLE ANALYTICS

THE **COMMAND CLIMATE ASSESSMENT** SOURCE
FOR DEOCS, DOCP, CIPP, AND FIT RESOURCES

- COMMAND CLIMATE NEWS & UPDATES
- SURVEY RESOURCE CENTER (DEOCS & DOCP)
- CIPP PLAN SYSTEM RESOURCE CENTER
- FACTOR IMPROVEMENT TOOLKIT

- **Assessment to Solutions (A2S) website now transitioned to <https://www.prevention.mil>**

Defense Climate Portal Resource Center Links

- **Defense Climate Portal Resource Center Welcome Page**
 - <https://www.prevention.mil/Climate-Portal/>
- **Latest News and Updates**
 - <https://www.prevention.mil/Climate-Portal/#topNews>
- **Survey Resource Center (DEOCS & DOCP)**
 - <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Survey-Resource-Center/>
- **CIPP Plan System Resource Center**
 - <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Comprehensive-Integrated-Primary-Prevention-Plan-System-Resource-Center/>
- **Factor Improvement Toolkit**
 - <https://www.prevention.mil/Climate-Portal/Defense-Climate-Portal-Factor-Improvement-Toolkit/>

Contact information

Rachel Lipari, Ph.D.

Defense Climate Portal Project Director

Acting Director, Health & Resilience Research (H&R) Division

Defense Personnel Analytics Center (DPAC), Office of People Analytics (OPA)

rachel.n.lipari.civ@mail.mil

Lisa Davis

Deputy Director, H&R Division

DPAC, OPA

elizabeth.h.davis18.civ@mail.mil



Appendix E: Alignment between Identified Risk and Protective Factors and IRC Recommendations

The report authored by the Independent Review Commission (IRC) on Sexual Assault in the Military offered a detailed examination of the Department’s sexual assault prevention and response efforts. That report resulted in 82 recommendations, with several recommendations addressing prevention.

Tables 1-4 below – 1: Community Level Risk Factors, 2: Community Level Protective Factors, 3: Organizational Level Risk Factors, and 4: Organizational Level Protective Factors – depict alignment between the risk and protective factors identified in this study and the IRC’s recommendations.

As a reminder, for purposes of this study, the Committee used the following definitions:

- **Community Level:** Includes Service members, DoD civilian employees, and dependents who may live and/or work together in the same geographical area, such as a DoD installation, garrisons or ships, or surrounding neighborhoods and towns where military personnel reside. (NOTE: Among guardsmen and reservists, community may be defined by shared organizational and social characteristics of their military communities, then by geographical or physical communities.)
- **Organizational Level:** Aspects of DoD/Service department-level policies, practices, culture, and physical or social environment

Table 1: Community Level Risk Factors

Identified Factor	Alignment with IRC Recommendations
Risk	
JOB GENDER CONTEXT - An imbalance of gender ratios in a work environment; conformity of job assignments to traditional gender roles (i.e., men and women are primarily assigned to jobs that fit traditional gender stereotypes)	
Imbalanced gender ratios	
Traditionality of gender roles (attitudes/expectations of roles)	
CLIMATES TOLERANT OF HARASSMENT - A workplace climate that condones or tolerates sexual harassment	3.7c - USD(P&R) should accelerate efforts to develop a validated "Climate Benchmark" to measure healthy and unhealthy climate at the unit level.
Perception of social norms and/or leaders/exemplars accepting of problematic behavior – specifically sexual harassment and sexual violence	
Perceptions (or experience) that reports are not taken seriously; reporting viewed as causing trouble	
Failure to address instances of sexual misconduct or sexism in subordinates and/or peer groups	

Identified Factor	Alignment with IRC Recommendations
Risk	
MASCULINITY CONTEST CULTURE - An environment characterized as a zero-sum game, in which men competing for dominance by showing no weakness, demonstrating a single-minded focus on professional success, displaying physical endurance and strength, and engaging in cut-throat competition becomes the way work gets done; masculine norms determine who and what gets rewarded, how colleagues should be treated, and attitudes about work/life balance	
Proving manhood through domination	
INSTALLATION LOCATION AND SURROUNDINGS - The degree of isolation/remoteness of an installation's location; availability of outlets for healthy socialization and recreation	
Lack of available outlets for healthy social recreation	2.3a - The Services and the NGB should resource and implement prevention strategies at organizational and community levels.
EXPERIENCE OF "SOCIAL SUPPORT" FROM NEGATIVE INFLUENCES OR FROM INDIVIDUALS WHO EXHIBIT HARMFUL BEHAVIORS - Social support includes encouragement and acceptance of behavior. This process occurs both implicitly (i.e., through observation of others and perceptions of peers' values) and explicitly (i.e., through words and actions of peers encouraging specific behaviors).	
PRESCRIPTIVE AND DESCRIPTIVE NORMS THAT ENCOURAGE HEAVY DRINKING (ON & OFF-BASE) - Norms can be prescriptive (i.e., what people should do, what is viewed as acceptable behavior) or descriptive (i.e., what people actually do). In this example, a prescriptive norm that might encourage heavy drinking would be the existence of lax rules or policies that allow for alcohol in dorms or extended alcohol sales hours. An installation where it's typical of Service members to binge drink would exhibit a descriptive norm encouraging heavy drinking.	2.3 b - USD(P&R) should identify a non-clinical OSD-level Office of Primary Responsibility for alcohol policy and develop relevant policy guidance and oversight.
Prescriptive example (structural): Installation rules or policies that allow alcohol in dorms	
Descriptive example (behavioral): An installation where it's typical of Service members to binge drink	
LEADERS OR PEERS WITH SOCIALLY AVERSIVE PERSONALITY TRAITS/DOMINANCE ORIENTATION - When leaders exhibit socially aversive traits (e.g., psychopathy, narcissism, Machiavellianism, sadism), they create an environment which encourages others to emulate these behaviors. Examples include caring only about oneself, feeling entitled to positive outcomes, and using dominance to achieve one's personal goals, while ignoring the goals of the wider group. If a leader condones or encourages these behaviors in his/her unit, this also contributes to a toxic climate.	
"Dark traits" (e.g., Machiavellianism, narcissism, psychopathy, sadism) and aversive attitudes (e.g., sexist, homophobic, or racist attitudes or beliefs; traditional gender role beliefs; suspicion about inclusion) that are associated with the acceptance of and engagement in harassment and violence	
POORLY EXECUTED OR UNDERMIND TRAININGS; TRAININGS THAT ENGENDER DEFENSIVENESS - Trainings that are not executed according to guidance, do not follow applicable science, or are delivered in a way that results in learner pushback or feelings of being criticized; influence of leaders who minimize the importance of trainings or fail to prioritize their success	2.4 - Modernize prevention education and skill-building to reflect today's generation of Service members.

Table 2: Community Level Protective Factors

Identified Factor	Alignment with IRC Recommendations
Protective	
DIVERSE ENVIRONMENTS - A diverse environment includes a variety of individuals, groups, and/or communities with different characteristics; observed at the Unit/Community level when diverse perspectives are solicited, respected, discussed, valued, and shared throughout the community.	
Gender inclusive	
Ratio of women to men in a unit	
This includes overall ratios, as well as the ratios within different roles and at all levels of leadership (e.g., leaders, pilots)	
Inclusive of underrepresented groups	
CONNECTEDNESS - The sense of belonging and subjective psychological bond that people feel in relation to individuals and groups of others	
Culture of connectedness, dependence on each other to be successful	
Extent of unit/installation engagement (e.g., unit or base events) - does everyone feel welcome?	

Identified Factor	Alignment with IRC Recommendations
Protective	
TRANSFORMATIONAL LEADERSHIP - Forward-looking leadership that emphasizes a collective mission to reduce harm caused by sexual misconduct; observed at the Unit/Community level through Commanders' ability to create positive change within their units and motivate and inspire workgroups to develop and follow jointly held goals	
Models ethical behavior	
Talks of values	
Emphasizes collective mission	
Goes beyond self-interest	
Arouses interest in important issues	
Gets to know subordinates as individuals	
Helps subordinates to grow and advance	
Leaders feel well equipped to manage victim support and issues of misconduct within their command	4.3b - Institute a "Commander's Package" from the SAPR VA with recommendations for victim care and support
Leaders appropriately prioritize, encourage and support reporting/access to resources, and work to ensure a similarly-supportive unit climate	4.3c - Allow survivors flexibility to take non-chargeable time off for seeking services or time for recovery from sexual assault.
Female representation in leadership	
Leadership comprehension and support of prevention concepts and efforts (not just token but genuine engagement that staff at all levels can see)	2.1a - USD(P&R) should define the competencies leaders must have to oversee prevention. 2.1b - The Services and the National Guard Bureau (NGB) should develop and hold leaders appropriately accountable for prevention. 2.1c - The Services and the NGB should equip all leaders to develop and deliver informed prevention messages in formal and informal settings. 3.3b - Educate leaders on cyberharassment and technology-facilitated sexual harassment and sexual assault. 3.7a - [REVISED] USD(P&R) should develop a standardized "pulse survey" tool that would enable unit-level commanders to collect real-time climate data on sexual harassment and sexual assault from Service members in their units between required administrations of the Defense Organizational Climate Survey (DEOCS).
Messaging about heavy drinking and respectful behavior	
Support and encouragement of help seeking	4.2a - Increase access to and visibility of civilian community-based care. 4.3a - Implement the No Wrong Door approach to sexual harassment, sexual assault, and domestic abuse across the Services and NGB.

Identified Factor	Alignment with IRC Recommendations
Protective	
SOCIAL SUPPORT OF DESIRED NORMS AND BEHAVIOR - Witnessing desired norms and appropriate behaviors by peers and/or leaders	
Individuals (peers or leadership) who model desired norms and appropriate behaviors (e.g., role models)	
This culture needs to be both face-to-face and online (i.e., works to decrease harmful behaviors both in person and virtually)	3.3c - Hold Service members appropriately accountable who engage in cyber harassment and other forms of technology-facilitated sexual harassment and sexual assault.
COLLECTIVE EFFICACY - Shared beliefs to cohesively come together as a team, unit, or community to take care of each other and to foster healthy environments; shared responsibility to solve problems and address challenges	
Shared beliefs to cohesively come together as a team, unit, community to take care of each other to foster healthy environments	
Collective community interest in and responsibility for addressing challenges or problems within a community and maintaining a healthy climate	

Table 3: Organizational Level Risk Factors

Identified Factor	Alignment with IRC Recommendations
Risk	
IMBALANCE GENDER RATIOS AMONG SENIOR LEADERS - Percentage of females in senior leadership roles -- Is this comparable to the percentage of women in the military overall? Is this number/percentage trending upward on a consistent trajectory?	3.4a - Elevate and standardize the gender advisor workforce. 3.4b - Use qualitative data as part of indicators for Defense Objective One of the WPS Strategic Framework. 3.4c - Integrate a gender analysis into the military's planning & operational frameworks.
PRESENCE OF SOCIALLY AVERSIVE PERSONALITY TRAITS/DOMINANCE ORIENTATION ("DARK TRAITS") AMONG SENIOR LEADERSHIP - Presence of socially aversive traits (e.g. psychopathy, narcissism, Machiavellianism, sadism) among senior leaders sets an unhealthy tone for the organization; potential risk that these traits may shade Departmental priorities, policy decisions, and operational environments	3.5a - Use qualitative data to select and develop the right leaders.
Sets the tone for the organization	
Risk for being infused into Departmental priorities, policy decisions, and operational environments	

Identified Factor	Alignment with IRC Recommendations
Risk	
CLIMATES TOLERANT OF HARASSMENT AMONG SENIOR LEADERSHIP - A workplace climate that condones or tolerates sexual harassment; this is observed at the Institutional/Organizational level through lack of organizational willingness to follow through on investigations of accusations leveled against senior leaders; lack of accountability or consequences for problematic behavior among high-level, high-visibility leaders; continued promotion or maintained military status by perpetrators; senior leaders with problematic behavior patterns being held up as aspirational examples	
Lack of consequences/accountability for problematic behavior, particularly among high-level/high-visibility leaders	
Continued promotion and/or maintained military status by alleged perpetrators	
High-level/high-visibility leaders with problematic behavior patterns being held up as examples for subordinate Service members	
POLICIES THAT FAIL TO ENSURE PROTECTIVE ENVIRONMENTS FOR SERVICE MEMBERS - Rules or policies that fail to ensure the safety of environments in which Service members are living, working, and playing; Lack of attention to structural/maintenance issues that may contribute to safety concerns (e.g., poorly lit areas, broken locks, camera blind spots, lack of dedicated spaces for women)	
E.g., Alcohol-related policies that fail to effectively address problematic drinking that increases the likelihood of misconduct or harmful behaviors	
POLICIES THAT FAIL TO EFFECTIVELY INFORM PREVENTION TRAINING EFFORTS - Absence of clear policy guidance on who is responsible for training delivery and how training is delivered, as well as the absence of rigorous evaluation of prevention training efforts and outcomes; Lack of follow-through on determining how effective a policy is (i.e., is it being followed, is it having the intended impact?)	
Lack of clear guidance on who is responsible for training delivery and how training is delivered	2.4 - Modernize prevention education and skill-building to reflect today's generation of Service members.
Absence of rigorous evaluation of prevention training efforts and outcomes	

Table 4: Organizational Level Protective Factors

Identified Factor	Alignment with IRC Recommendations
Protective	
DIVERSE ENVIRONMENTS - A diverse environment includes a variety of individuals, groups, and/or communities with different characteristics; observed at the Institutional/Organizational level through the demonstration that the institution itself recognizes and prioritizes the benefits of ensuring diversity within its environments; establishment of policies and practices that foster diversity; senior leadership that upholds and champions diversity efforts	3.4a - Elevate and standardize the gender advisor workforce.
E.g., Diversification of Departmental recruiting efforts as outlined in DoD Directive 1020.02E, DoD Instruction 1020.05, Defense Equal Opportunity Management Institute (DEOMI) Strategic Plan; Barrier analysis efforts (e.g., Department of the Air Force Barrier Analysis Working Group)	
INCLUSIVITY	
E.g., Organizational prioritization to ensure that members of marginalized groups are involved in senior leadership, enjoy various assignment opportunities, and have input into policy, infrastructure, and budget decision-making processes	
TRANSFORMATIONAL LEADERSHIP - Forward-looking leadership that emphasizes a collective mission to reduce harm caused by sexual misconduct; observed at the Institutional/Organizational level through the establishment of organizational values and a culture of expected behaviors, as well as senior leadership's championing/messaging of these values and cultural expectations	3.5a - Use qualitative data to select and develop the right leaders.
Establishment of organizational values and culture of expected behaviors (e.g., conduct outlined in UCMJ)	3.2 - USD(P&R) should direct the Services to educate the force about sexual harassment and sexual assault within the context of the Services' core values.
Establishes/emphasizes collective mission	
ENVIRONMENTS THAT SUPPORT EFFECTIVE TRAINING - E.g., Establishment of clear and effective policies that communicate clear training guidance/requirements and reinforce prevention training concepts; allotment of necessary resources (e.g., money, human capital, time) to ensure that training is done well; use of evidence-based training materials and methods that are empirically proven to show impact; use of systematic training evaluation to ensure that desired outcomes are achieved; training is prioritized and reinforced by leaders at all levels	
High quality training that engages participants and makes them truly focus on the issue	2.4 - Modernize prevention education and skill-building to reflect today's generation of Service members
Use of training methods proven to be effective vehicles for content (e.g., where possible, utilize demonstrations or scenario-based training, rather than lecture and PowerPoint)	2.4 - Modernize prevention education and skill-building to reflect today's generation of Service members
Leaders' respect for training staff and/or prevention professionals	
Reinforced by leaders at all levels, both during training and ongoing; must be genuine and visible to others at all levels	
Use of informal rewards, actual rewards, and policy to support the themes of the training	

Identified Factor	Alignment with IRC Recommendations
Protective	
<p>Policy requirements serve to support protective environments and reinforce prevention training concepts and established terminal learning objectives</p>	<p>2.1 - Equip all leaders with prevention competencies and evaluate their performance.</p> <p>2.1a - USD(P&R) should define the competencies leaders must have to oversee prevention.</p> <p>2.1b - The Services and the National Guard Bureau (NGB) should develop and hold leaders appropriately accountable for prevention.</p> <p>2.1c - The Services and the NGB should equip all leaders to develop and deliver informed prevention messages in formal and informal settings.</p> <p>2.4 - Modernize prevention education and skill-building to reflect today's generation of Service members.</p> <p>3.2 - USD(P&R) should direct the Services to educate the force about sexual harassment and sexual assault within the context of the Services' core values.</p> <p>3.3b - Educate leaders on cyberharassment and technology-facilitated sexual harassment and sexual assault.</p> <p>3.4d - Review and revise Professional Military Education (PME) and DoD schoolhouse curricula to mainstream WPS priorities.</p> <p>3.6 - Building a climate for the reduction of sexual harassment and sexual assault as a fundamental leader development requirement.</p>

Identified Factor	Alignment with IRC Recommendations
Protective	
ESTABLISHMENT AND PRIORITIZATION OF SUFFICIENT SUPPORT INFRASTRUCTURE - E.g., Effective and actionable policies that ensure reports of misconduct are taken seriously and handled appropriately and that victims are provided with adequate support; allocation of necessary budget and human capital resources to sufficiently handle response needs; accessibility of resources and support services	
Effective and actionable policies that ensure reports are taken seriously, victims are supported, resources are accessible, etc.	<p>1.2 - [REVISED] Independent, trained investigators for sexual harassment and mandatory initiation of involuntary separation for all substantiated complaints.</p> <p>1.3 - [REVISED] Study of judge-ordered Military Protective Orders for victims of sexual assault and related offenses.</p> <p>1.7f - Article 128b of the UCMJ should be amended to include dating violence.</p> <p>4.3c - Allow survivors flexibility to take non-chargeable time off for seeking services or time for recovery from sexual assault.</p> <p>4.3d - Increase victim agency and control of the response process by maximizing adherence to survivor preference on reporting status, and centering survivor preferences in expedited transfers.</p> <p>C1 - DoD should immediately make sexual harassment victims eligible for SAPR services and undertake a review of all policies and structures tasked with addressing elements of the military's sexual harassment response.</p> <p>C4a - DoD should require the collection of data regarding sexual orientation and gender identity in Defense Sexual Assault Incident Database (DSAID)</p>
Establishment of sufficient support infrastructure and resource accessibility	<p>2.5a - The Services and the NGB should institute a pilot program to link Service members with resources and support.</p> <p>2.5b - [REVISED] The Services and the NGB should employ virtual platforms to provide support to all Service members.</p> <p>2.6a - DoD should establish a dedicated research center for the primary prevention of interpersonal and self-directed violence.</p> <p>4.1a - Move SARCs and SAPR VAs from the command reporting structure.</p> <p>4.1b - Eliminate collateral duty for SARCs and SAPR VAs, with exceptions for ships, submarines, and isolated installations.</p> <p>4.1c - Explore the co-location of SAPR and SHARP with other special victim services, such as FAP, to improve coordination, collaboration, and consistency in victim support.</p>

Identified Factor	Alignment with IRC Recommendations
Protective	
Establishment of sufficient support infrastructure and resource accessibility (continued)	<p>4.1d - [REVISED] The Secretary of Defense will ensure victims can receive forensic healthcare evidence collection and appropriate medical care in all location, including in deployed and isolated environments. Medical personnel in deployed and isolated environments where law enforcement personnel are not immediately available will be trained in non-intrusive techniques to help victims identify and preserve evidence to avoid loss.</p> <p>4.2c - Expand access to CATCH to include victims of sexual harassment and enable Service members to self-service access to CATCH.</p> <p>4.2e - Amplify victims' rights and services in the post-trial period.</p> <p>4.3a - Implement the No Wrong Door approach to sexual harassment, sexual assault, and domestic abuse across the Services and NGB.</p> <p>4.3e - Study the methods our allies have used to make amends to survivors, including restorative engagement to acknowledge harm, and potential victim compensation.</p> <p>4.4a - Establish a Defense Sexual Assault and Sexual Harassment Center of Excellence that administers a core curriculum of trauma and response trainings for all SAPR VAs and SARCs, chaplains, and other response personnel.</p> <p>4.4b - Develop training to build the B10capacity of SARCs and SAPR VAs to provide culturally competent care to Service members from communities of color, LGBTQ+ Service members, religious minorities, and men.</p> <p>C2 - DoD must undertake a comprehensive approach to professionalizing, strengthening, and resourcing the workforce for SAPR across the board.</p> <p>C5 - [REVISED] The Secretary of Defense should establish a Senior Policy Advisor for Special Victims. The Senior Policy Advisor should be supported by the new position of the DoD Special Victim Advocate.</p>

Identified Factor	Alignment with IRC Recommendations
Protective	
SUFFICIENT ORGANIZATIONAL CAPACITY TO SUPPORT PREVENTION EFFORTS AND MANAGE ACCOUNTABILITY - E.g., Policies and messaging from Department-level leaders prioritize and champion prevention efforts; sufficient budget and human capital designated to support prevention efforts; funding priorities that support healthy environments/outlets for positive social engagement/activities (e.g., community centers, tactical stand downs/resilience days); emphasis on evaluation of efforts; structure of accountability to ensure that that activities are being adequately supported and are achieving desired outcomes	
DoD and Military Departments have sufficient, qualified staff to effectively deliver prevention programming and provide prevention support to units and Commanders (e.g., IPPW)	<p>2.2a - USD(P&R) should develop a model for a dedicated and capable prevention workforce.</p> <p>2.2b -USD(P&R) should develop a professional credential for the prevention workforce.</p> <p>2.2c - The Services should determine the optimum full-time prevention workforce, and equip all echelons of active duty, reserve, and guard organizations.</p> <p>C2 - DoD must undertake a comprehensive approach to professionalizing, strengthening, and resourcing the workforce for SAPR across the board.</p>
DoD and Military Departments establish leadership competencies for prevention efforts and have established accountability structure to support prevention efforts	<p>2.1a - USD(P&R) should define the competencies leaders must have to oversee prevention.</p> <p>2.1b - The Services and the National Guard Bureau (NGB) should develop and hold leaders appropriately accountable for prevention.</p> <p>2.1c - The Services and the NGB should equip all leaders to develop and deliver informed prevention messages in formal and informal settings.</p> <p>3.5b - Include a meaningful narrative section in performance evaluations for officers and NCOs.</p> <p>3.6 - Building a climate for the reduction of sexual harassment and sexual assault as a fundamental leader development requirement.</p>

Identified Factor	Alignment with IRC Recommendations
Protective	
<p>DoD and Military Departments are well equipped with appropriate and effective policies, processes and procedures to handle issues surrounding misconduct</p>	<p>1.4 - Professionalized career billets for military justice personnel handling special victim crimes.</p> <p>1.8 - Study caseloads to attain the optimum timeline for the military justice process.</p> <p>3.7d - The Secretary of Defense should assess whether current DoD policies, relevant components, and the Service-level Equal Opportunity workforce have the capacity to help commanders resolve climate issues.</p> <p>4.2b - Authorize Service members to access the full spectrum of VA services for conditions related to military sexual assault and sexual harassment confidentially, and without a referral.</p> <p>4.2c - Expand access to CATCH to include victims of sexual harassment and enable Service members to self-service access to CATCH.</p> <p>4.3a - Implement the No Wrong Door approach to sexual harassment, sexual assault, and domestic abuse across the Services and NGB.</p> <p>C3a - [REVISED] Designated independent judge advocates should replace commanders in deciding whether a charge should be tried by a court-martial and, if so, whether by a special or general court-martial (i.e., the referral decision) in domestic violence cases, as the IRC recommends for sexual assault, sexual harassment, and other special victim crimes.</p> <p>C4g - DoD should require the Services and the National Guard Bureau to publish data for all sexual harassment complaints.</p> <p>C5 - [REVISED] The Secretary of Defense should establish a Senior Policy Advisor for Special Victims. The Senior Policy Advisor should be supported by the new position of the DoD Special Victim Advocate.</p>

Identified Factor	Alignment with IRC Recommendations
Protective	
<p>DoD and Military Departments have sufficient infrastructure, dedicated resources, and appropriate and effective policies, processes and procedures to support prevention efforts</p>	<p>2.3a - The Services and the NGB should resource and implement prevention strategies at organizational and community levels.</p> <p>2.3b - USD(P&R) should identify a non-clinical OSD-level Office of Primary Responsibility for alcohol policy and develop relevant policy guidance and oversight.</p> <p>2.6b - USD(P&R), the Services, and the NGB should continually review and update all policies that unnecessarily restrict data collection on important populations of Service members.</p> <p>2.6c - The Secretary of Defense should immediately authorize operational testing of the Air Force Compatibility Assessment, or similar tool, with a cross-Service pre-accession sample, allowing for important research and intervention development.</p> <p>2.6d - USD(P&R) should commission research on gender and masculinities to develop effective social marketing strategies to facilitate primary prevention efforts.</p> <p>2.7a - The NGB should develop Army National Guard and Air National Guard prevention strategies aligned with DoD's Prevention Plan of Action, based on the National Guard's unique construct and missions</p> <p>2.7b - USD(P&R) should submit a legislative proposal providing authorization and funding for the NGB to conduct recurring National Guard unit inspections and staff assistance visits for prevention oversight and assistance</p> <p>2.8 - USD(P&R) should update the Department's prevention strategy, including the DoD Prevention Plan of Action, to incorporate approved IRC recommendations.</p> <p>3.1 - USD(P&R) should codify in policy and direct the development and implementation of metrics related to sexual harassment and sexual assault as part of readiness tracking and reporting.</p> <p>3.3a - Collect data to measure the problem of cyberharassment (and related harms).</p> <p>3.7a - [REVISED] USD(P&R) should develop a standardized "pulse survey" tool that would enable unit-level commanders to collect real-time climate data on sexual harassment and sexual assault from Service members in their units between required administrations of the Defense Organizational Climate Survey (DEOCS).</p>

Identified Factor	Alignment with IRC Recommendations
Protective	
<p>DoD and Military Departments have sufficient infrastructure, dedicated resources, and appropriate and effective policies, processes and procedures to support prevention efforts (continued)</p>	<p>3.7b - The Secretary of Defense should direct Services to develop a formal system to share climate survey data at the unit level and initiate and evaluate corrective action plans.</p> <p>C3b - DoD should establish a mechanism to track prevalence of domestic abuse/intimate partner related sexual assault by collecting information on the victim-perpetrator relationship in Workplace and Gender Relations Surveys of Active Duty Members (WGRA) and Workplace and Gender Relations Surveys of Reserve Component Members (WGRR).</p> <p>C4b - DoD should require the collection of data regarding sexual orientation and gender identity on the WGRA and WGRR.</p> <p>C4d - [REVISED] DoD SAPRO should work with the CDC Division of Violence Prevention to request that future reports of the military supplement to the National Intimate Partner and Sexual Violence Survey include a breakdown of past-year and lifetime prevalence by race/ethnicity.</p> <p>C4e -DoD should ensure the WGRA and WGRR publish sexual harassment prevalence data by race and ethnicity, sexual orientation, and gender identity.</p> <p>C4f - DoD should evaluate ways to better collect data, via existing DoD-wide surveys, on the role of race/ethnicity on the experience of sexual harassment (i.e., racialized sexual harassment) in the military.</p> <p>C4h -DoD should require the collection of data regarding sexual orientation and gender identity on the Workplace and Equal Opportunity Survey of Active Duty (WEOA) and the Workplace and Equal Opportunity Survey Reserve Component Members (WEOR)</p> <p>C4i - DoD should ensure the Workplace and Equal Opportunity surveys of military members publish past-year prevalence rates for racial/ethnic harassment by gender identity and sexual orientation.</p> <p>C4j - DoD should evaluate ways to better collect data, via existing DoD-wide surveys, on the role of gender in the experience of racial/ethnic harassment and discrimination in the military.</p> <p>C4k - DoD should commission qualitative research to better understand the experiences of racial/ethnic minority service women and their perceptions of climate, attitudes and experiences with sexual assault and sexual harassment, and gender and racial discrimination.</p> <p>C4l - DoD SAPRO should dedicate a segment of its iterations of Military Service Gender Relations (MSGR) Focus Groups to understanding the experiences of racial and ethnic minority service members and survivors.</p>

Identified Factor	Alignment with IRC Recommendations
Protective	
IMBALANCE GENDER RATIOS AMONG SENIOR LEADERS - Percentage of females in senior leadership roles -- Is this comparable to the percentage of women in the military overall? Is this number/percentage trending upward on a consistent trajectory?	3.4a - Elevate and standardize the gender advisor workforce. 3.4b - Use qualitative data as part of indicators for Defense Objective One of the WPS Strategic Framework. 3.4c - Integrate a gender analysis into the military's planning & operational frameworks.
PRESENCE OF SOCIALLY AVERSIVE PERSONALITY TRAITS/DOMINANCE ORIENTATION ("DARK TRAITS") AMONG SENIOR LEADERSHIP - Presence of socially aversive traits (e.g. psychopathy, narcissism, Machiavellianism, sadism) among senior leaders sets an unhealthy tone for the organization; potential risk that these traits may shade Departmental priorities, policy decisions, and operational environments	3.5a - Use qualitative data to select and develop the right leaders.

Appendix F: Detailed Information on Identified Factors and Recommended Metrics

This appendix features a comprehensive listing of the risk and protective factors identified as part of this study, including information on the Committee's recommendation for the measurement of each factor. The table provides detailed information regarding the recommended metrics, including full citations or DoD survey sources as well as survey items and response options, offered in full.

To view and navigate the table, visit: [https://www.dhra.mil/Portals/52/Documents/DAC-PSM/Metrics Committee Report Findings.pdf](https://www.dhra.mil/Portals/52/Documents/DAC-PSM/Metrics_Committee_Report_Findings.pdf)

Appendix G: Study Recommendations Organized by Level of Evidentiary Support

The DAC-PSM sorted its study recommendations into three categories, based on level of available supporting evidence - Established, Emerging, and Exploratory recommendations. This appendix features a list of the study's recommendations, organized by level of evidentiary support.

Established Recommendations

The “established” recommendations are immediately actionable. Some of the recommendations in this category involve the continued use of an existing OPA metric; in others, the Committee recommends the adoption of a new metric that has been developed and validated by researchers outside DoD. In either case, the Department could confidently insert any of the Committee’s “established” metrics into its surveys and begin collecting data in the very short term. It could also begin mining existing administrative data to provide an additional data point for the factors for which this action is recommended.

Factor	Definition	Recommendation
Community Level Risk Factors		
Job Gender Context	Imbalance of gender ratios in a work environment; Conformity of job assignments to traditional gender roles (i.e., men and women are primarily assigned to jobs that fit traditional gender stereotypes)	DAC-PSM recommends that DoD add survey questions regarding gender ratio and traditionality of roles in respondents' units (Fitzgerald et al., 1999). DAC-PSM also recommends that DoD use administrative data to supplement survey data and examine linkages.
Climates Tolerant of Sexual Harassment	Workplace climate that condones or tolerates sexual harassment	DAC-PSM recommends that DoD add survey questions that query how leaders address issues of sexual harassment, as well as perceptions of unit response (Estrada et al., 2011 and Murdoch et al., 2010).

Factor	Definition	Recommendation
Masculinity Contest Culture	Environment in which: People compete for dominance by showing no physical or emotional weakness, demonstrating single-minded focus on professional success, and displaying physical endurance and strength; Engaging in cut-throat competition is the way work gets done; Masculine norms determine who and what gets rewarded, influence how colleagues should be treated, and impact attitudes about work/life balance	DAC-PSM recommends that DoD add survey questions gauging the presence of traditionally masculine norms in the workplace (e.g., physical capacity, endurance, or high competitiveness) (Pryor et al., 2024 and Glick et al., 2018).
Installation Locations and Surroundings	Degree of isolation or remoteness of an installation's location; Availability of outlets for healthy socialization and recreation	DAC-PSM recommends that DoD mine available administrative data to assess indicators of isolation and remoteness (e.g., GIS, zip codes).
Community Level Protective Factors		
Diverse Environments	Diverse environments include a variety of individuals, groups, and/or communities with different characteristics.	<p>DAC-PSM recommends that DoD continue using existing survey questions that explore the mixture of personnel in a unit, including the percentage of women and racial/ethnic minorities, and address how well or how poorly members of traditionally marginalized groups are treated (WGR, DEOCS, WEO).</p> <p>DAC-PSM also recommends that DoD add survey questions on respondents' interaction with and formation of friendships with colleagues of other genders (Guttek et al., 1990 and Binder et al., 2009).</p>

Factor	Definition	Recommendation
Connectedness	Sense of belonging and subjective psychological bond that people feel in relation to individuals and groups	DAC-PSM recommends that DoD continue using existing survey questions addressing feelings of belonging, support, and cooperation (DEOCS). DAC-PSM also recommends that DoD add a survey question that queries how respected, valued, and listened to respondents feel in their unit (Chung et al., 2020).
Transformational Leadership	Forward-looking leaders who emphasize a collective mission to reduce harm caused by sexual misconduct; Observed at the community level through Commanders' ability to create positive change within their units and to motivate and inspire their workgroups to develop and follow jointly held goals that positively benefit a unit and its members.	DAC-PSM recommends that DoD continue using existing survey questions that address degree of trust in and inclusiveness of supervisors, as well as supervisor tolerance of problematic behavior in their unit(s) (WGR, DEOCS, WEO).
Social "Support" for Desired Norms and Behavior	Witnessing of desired norms and appropriate behaviors as exhibited by peers and/or leaders	DAC-PSM recommends that DoD continue using existing survey questions querying how much and how often a respondent's colleagues denounce sexism and actively promote respect (WGR, SAGR).
Collective Efficacy	Shared beliefs to cohesively come together as a team, unit, or community to take care of each other and to foster healthy environments; A shared responsibility to solve problems and address challenges	DAC-PSM recommends that DoD add survey questions that specifically interrogate the level of positivity of on-base experiences and the degree to which a base feels like a community (Slep et al., 2015).
Organizational Level Risk Factors		
Imbalanced Gender Ratios Among Senior Leaders	Percentage of women in senior leadership roles: Is this comparable to the percentage of women in the military overall? Is this number/percentage trending upward on a consistent trajectory?	DAC-PSM recommends that DoD mine available administrative data to assess this factor.

Factor	Definition	Recommendation
Organizational Level Protective Factors		
Diverse Environments	Diverse environments include a variety of individuals, groups, and/or communities with different characteristics; Observed at the organizational level through the demonstration that the institution itself recognizes and prioritizes the benefits of ensuring diversity within its environments; Establishment of policies and practices that foster diversity; Senior leadership that upholds and champions diversity efforts	DAC-PSM recommends that DoD mine available administrative data (e.g., Demographics Profile of the Military Community) to assess this factor and explore linkages with relevant community level survey responses.
Inclusivity	Inclusivity refers to the organizational prioritization of ensuring that members of marginalized groups are involved in senior leadership roles, are afforded a range of assignment opportunities, and provide meaningful input into policy infrastructure and budget decision-making processes.	DAC-PSM recommends that DoD mine available administrative data to assess this factor and explore linkages with relevant community level survey responses.
Transformational Leadership	Transformational leadership is a forward-looking approach that emphasizes a collective mission to reduce harm caused by sexual misconduct, manifested at the organizational level through the establishment of institutional values and a culture of expected behaviors, as well as senior leadership's active promotion of these ideals.	DAC-PSM recommends that DoD mine available administrative data to assess this factor and explore linkages with relevant community level survey responses. DAC-PSM also recommends that DoD develop institutional-level manifestations of transformational leadership (e.g., policy requirements for leadership training, tracking of benchmarks for satisfying those requirements).

Emerging Recommendations

For the “emerging” recommendations, the Committee recommends that the Department consider what additional work may be required before the metrics are usable for its purposes (e.g., modification of survey items used with college-based samples, followed by a pilot/validation study to establish the validity of the adapted items in a military environment). Once these considerations have been met to the satisfaction of the Department, perhaps these metrics could be used in a future fielding of the

DEOCS or other OPA survey effort. Some of the metrics in this category probe important risk factors (e.g., the impact of negative social influences or the presence of socially aversive traits that can manifest as manipulation, callousness, or dominance) not currently captured by existing DoD measures. Further, if included in a future DEOCS, data gleaned from the use of these emerging metrics could be combined with the information already being collected to create a clearer picture of the environment(s) in which sexual misconduct is more likely to occur and/or perpetrators are more likely to begin – and perhaps continue – to victimization others.

Factor	Definition	Recommendation
Community Level Risk Factors		
Experience of Social “Support” from Negative Influences	Negative instances of social “support” include peer encouragement and acceptance of harmful behaviors (e.g., sexual misconduct). This process occurs both implicitly (i.e., through observation of others and perceptions of peers’ values) and explicitly (i.e., through words and actions of peers encouraging specific behaviors).	DAC-PSM recommends that DoD modify and add survey questions that query how often a respondent has personally engaged in or been encouraged by a peer to engage in physical or sexual aggression or violence (Lansford et al., 2020 and Jewell et al., 2013).
Prescriptive and Descriptive Norms that Promote or Encourage Heavy Drinking	Norms can be prescriptive (i.e., what people should do, what is viewed as acceptable behavior) or descriptive (i.e., what people actually do). In this example, a prescriptive norm could be the existence of lax rules or policies that allow for alcohol in dorms or extended alcohol sales hours. Commonplace binge drinking by Service members on an installation would be a descriptive norm.	DAC-PSM recommends that DoD continue using existing survey questions that measure the extent to which drinking is a part of work culture and how frequently it takes place (DoD Health Related Behaviors Survey). DAC-PSM also recommends that DoD modify and add a survey question exploring social norms around drinking in the workplace (Bacharach et al., 2007).
Leaders or Peers with Socially Aversive Personality Traits/Dominance Orientation	When leaders or peers exhibit socially aversive traits (e.g., psychopathy, narcissism, Machiavellianism, sadism), they create an environment which encourages others to emulate these behaviors. Examples include caring only about oneself, feeling entitled to positive outcomes, and using dominance to achieve one’s personal goals while ignoring the goals of the wider group. If leaders or peers within a military community condone or encourage these behaviors in a unit, this contributes to a toxic climate.	DAC-PSM recommends that DoD modify and add survey questions that explore antisocial, entitled, and manipulative behaviors, specifically at the community level (Pryor et al., 2024, Paulhus et al., 2021, and Jonason et al., 2010).

Exploratory Recommendations

For the “exploratory” recommendations, the Committee advises the Department to utilize its internal expertise and resources to advance the development of appropriate metrics to track these factors. DoD should also establish the infrastructure and/or processes needed to facilitate the ongoing monitoring of continually emerging evidence to identify additional influential factors and ways to effectively measure them in the future.

Although the Committee was unable to identify appropriate validated metrics for these factors in the available literature, citations demonstrating the relevance of the study’s “exploratory” recommendations to the study of sexual misconduct are provided as illustration of the validity of the constructs.

Factor	Definition	Citation Demonstrating Validity of Construct
Community Level Risk Factors		
Poorly Executed or Undermined Trainings; Trainings that Engender Defensiveness	Trainings that are not executed according to guidance, do not follow applicable science, or are delivered in a way that results in learner pushback or feelings of being criticized; Influence of leaders who minimize the importance of trainings or fail to prioritize and support the delivery of effective training	<p>Cheung, H. K., Goldberg, C. B., King, E. B., & Magley, V. J. (2017). Are they true to the cause? Beliefs about organizational and unit commitment to sexual harassment awareness training. <i>Group & Organization Management</i>, 43(4), 691–717. https://doi.org/10.1177/1059601117726</p> <p>Htun, M., Jensenius, F. R., Dominguez, M. S., Tinkler, J., & Contreras, C. (2022). Effects of mandatory sexual misconduct training on university campuses. <i>Socius: Sociological Research for a Dynamic World</i>, 8, 1–13. https://doi.org/10.1177/23780231221124574</p> <p>Hughes, A. M., Zajac, S., Woods, A. L., & Salas, E. (2020). The Role of Work Environment in Training Sustainment: A Meta-Analysis. <i>Human Factors</i>, 62(1), 166-183. https://doi.org/10.1177/0018720819845988</p>

Factor	Definition	Citation Demonstrating Validity of Construct
Organizational Level Risk Factors		
Presence of Socially Aversive Personality Traits/Dominance Orientation Among Senior Leadership	Presence of socially aversive traits (e.g. psychopathy, narcissism, Machiavellianism, sadism) among senior leaders sets an unhealthy tone for the organization and creates potential risk that these traits may shade Departmental priorities, policy decisions, and operational environments.	Parsons, T. (2018, August 29). 9 <i>Personality Traits that Put Organisations at Risk</i> . Today Advisory. https://www.todayadvisory.com/9-personality-traits-that-put-organisations-at-risk/
Climates Tolerant of Sexual Harassment Among Senior Leadership	A workplace climate that condones or tolerates sexual harassment is observed at the organizational level through: a lack of organizational willingness to follow through on investigations of accusations leveled against senior leaders; lack of accountability or consequences for problematic behavior among high-level, high-visibility leaders; continued promotion or maintained military status by perpetrators; and senior leaders with problematic behavior patterns being held up as aspirational examples.	Sadler, A. G., Mengeling, M. A., Booth, B. M., O'Shea, A. M. J., & Torner, J. C. (2017). The relationship between US military officer leadership behaviors and risk of sexual assault of Reserve, National Guard, and active component servicewomen in nondeployed locations. <i>American Journal of Public Health</i> , 107(1), 147–155. https://doi.org/10.2105/AJPH.2016.303520
Policies that Fail to Ensure Protective Environments for Service Members	Rules or policies that fail to ensure the safety of environments in which Service members are living, working, and playing; Lack of attention to structural and maintenance issues that may contribute to safety concerns (e.g., poorly lit areas, broken locks, camera blind spots, lack of dedicated spaces for women)	Morral, A. R., Gore, K., & Schell, T. (2016). <i>Sexual assault and sexual harassment in the U.S. military: Volume 2. Estimates for Department of Defense service members from the 2014 RAND Military Workplace Study</i> . RAND Corporation. Turse, N. (2024, September 13). U.S. Army audit says Army is ignoring its own policies to protect soldiers. Rolling Stone. https://www.rollingstone.com/politics/politics-features/army-missing-soldiers-audit-1235101245/

Factor	Definition	Citation Demonstrating Validity of Construct
Policies that Fail to Effectively Inform Prevention Training Efforts	The absence of clear policy guidance on who is responsible for training delivery and how training is delivered, as well as the absence of rigorous evaluation of prevention training efforts and outcomes; Lack of follow-through on determining how effective a policy is (i.e., is it being followed, is it having the intended impact?)	Cheung, H. K., Goldberg, C. B., King, E. B., & Magley, V. J. (2017). Are they true to the cause? Beliefs about organizational and unit commitment to sexual harassment awareness training. <i>Group & Organization Management</i> , 43(4), 691–717. https://doi.org/10.1177/1059601117726
Organizational Level Protective Factors		
Environments that Support Effective Training	Environments that support and facilitate effective training are characterized by: the establishment of strong policies that clearly communicate concrete training guidance and requirements; the allocation of necessary resources, such as money, human capital, and time; the use of evidence-based training materials and methods; the use of systematic training evaluation to ensure desired outcomes; and the prioritization and reinforcement of training by leaders at all levels.	Cheung, H. K., Goldberg, C. B., King, E. B., & Magley, V. J. (2017). Are they true to the cause? Beliefs about organizational and unit commitment to sexual harassment awareness training. <i>Group & Organization Management</i> , 43(4), 691–717. https://doi.org/10.1177/1059601117726 Zelin, A. I., & Magley, V. J. (2022). Sexual harassment training: Why it (currently) doesn't work and what can be done. In R. Geffner, J. W. White, L. K. Hamberger, A. Rosenbaum, V. Vaughan-Eden, & V. I. Vieth (Eds.), <i>Handbook of interpersonal violence and abuse across the lifespan: A project of the National Partnership to End Interpersonal Violence Across the Lifespan (NPEIV)</i> (pp. 3941–3961). Springer Nature Switzerland AG. https://doi.org/10.1007/978-3-319-89999-2_276
Establishment and Prioritization of Sufficient Support Infrastructure	Effective support infrastructure is established by implementing actionable policies to ensure the appropriate handling of reports of misconduct, the allocation of necessary resources, and the accessibility of support services for victims.	Matthews, M., Morral, A. R., Schell, T. L., Cefalu, M., Snoke, J., & Briggs, R. J. (2021). <i>Organizational characteristics associated with risk of sexual assault and sexual harassment in the U.S. Army</i> . RAND Corporation. https://www.rand.org/pubs/research_reports/RRA1013-1.html

Factor	Definition	Citation Demonstrating Validity of Construct
Sufficient Organizational Capacity to Support Prevention Efforts and Manage Accountability	Sufficient organizational capacity to support prevention efforts is achieved through: policies and messaging from Department-level leaders that prioritize and champion these efforts; sufficient budget and human capital designated to support prevention efforts; funding priorities that support healthy environments and positive social engagement; emphasis on evaluation of efforts; and a structure of accountability to ensure that activities are adequately supported and achieve desired outcomes.	<p>Alexander-Scott, M., Bell, E., & Holden, J. (2016). <i>DFID Guidance Note: Shifting social norms to tackle violence against women and girls (VAWG)</i>. VAWG Helpdesk. Retrieved from https://www.oecd.org/dac/genderdevelopment/VAWG%20HELPDESK_DFID%20GUIDANCE%20NOTE_SOCIAL%20NORMS_JAN%202016.pdf</p> <p>Webster, K., & Flood, M. (2015). <i>Framework foundations 1: A review of the evidence on correlates of violence against women and what works to prevent it. Companion document to Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, Change the Story: A shared framework for the primary prevention of violence against women and their children in Australia. Our Watch</i>. Retrieved from https://www.ourwatch.org.au/getmedia/d53470da-fe17-4af1-baca-bedfd7f9b235/Change-the-story-framework-foundations-1-updated.pdf.aspx</p>

Appendix H: References

- Bacharach, S. M., Bamberger, P. A., & McKinney, V. M. (2007). Harassing under the influence: The prevalence of male heavy drinking, the embeddedness of permissive workplace drinking norms, and the gender harassment of female workers. *Journal of Occupational Health Psychology, 12*(3), 232-250. <https://doi.org/10.1037/1076-8998.12.3.232>
- Binder, J., Zagefka, H., Brown, R., Funke, F., Kessler, T., & Mummendey, A. (2009). Does contact reduce prejudice or does prejudice reduce contact? A longitudinal test of the contact hypothesis among majority and minority groups in three European countries. *Journal of Personality and Social Psychology, 96*(4), 843-856. <https://doi.org/10.1037/a0013470>
- Bronfenbrenner, U. (1979). *The ecology of human development: Experiments by nature and design*. Harvard University Press.
- Centers for Disease Control and Prevention. (n.d.). *Risk and protective factors*. U.S. Department of Health and Human Services. Retrieved November 26, 2024, from <https://www.cdc.gov/sexual-violence/risk-factors/index.html>
- Chung, B. G., Ehrhart, K. H., Shore, L. M., Randel, A. E., Dean, M. A., & Kedharnath, U. (2020). Work group inclusion: Test of a scale and model. *Group and Organization Management, 45*, 75–102. <https://doi.org/10.1177/105960+H31119839858>
- Department of Defense. (2024). *Charter: Defense Advisory Committee for the Prevention of Sexual Misconduct*. https://www.dhra.mil/Portals/52/Documents/DAC-PSM/DAC-PSM_Charter_06262024-1.pdf
- Department of Defense, Sexual Assault Prevention and Response. (2014). *Annual report on sexual assault in the military: Fiscal year 2014*. U.S. Department of Defense. Retrieved from https://www.sapr.mil/sites/default/files/public/docs/reports/AR/FY14_Annual_Report.pdf
- Department of Defense, Sexual Assault Prevention and Response. (2018). *Annual report on sexual assault in the military: Fiscal year 2018*. U.S. Department of Defense. Retrieved from https://www.sapr.mil/sites/default/files/public/docs/reports/AR/FY18_Annual_Report
- Department of Justice, Office of Justice Programs, Bureau of Justice Statistics. (2017). *National Crime Victimization Survey, 2010–2016*.
- Ebener, P. A., Acosta, J. D., Chinman, M., Farris, C., Shearer, A. L., Smucker, S., Bauman, M., & Zelazny, S. (2022). *Getting to Outcomes® handbook for strengthening sexual assault prevention activities in the military*. RAND Corporation. <https://www.rand.org/pubs/tools/TLA746-2.html>
- Estrada, A. X., Olson, K. J., Harbke, C. R., & Berggren, A. W. (2011). Evaluating a brief scale measuring psychological climate for sexual harassment. *Military Psychology, 23*, 410–432. <https://doi.org/10.1080/08995605.2011.589353>

Fitzgerald, L. F., Drasgow, F., & Magley, V. J. (1999). Sexual harassment in the armed forces: A test of an integrated model. *Military Psychology*, 11(3), 329-343. https://doi.org/10.1207/s15327876mp1103_7

Glick, P., Berdahl, J. L., & Alonso, N. M. (2018). Development and validation of the Masculinity Contest Culture Scale. *Journal of Social Issues*, 74, 449-476. <https://doi.org/10.1111/josi.12280>

Gutek, B. A., Cohen, A. G., & Konrad, A. M. (1990). Predicting social-sexual behavior at work: A contact hypothesis. *Academy of Management Journal*, 33, 560-577. <https://doi.org/10.2307/256581>

Institute for Defense Analyses. (2021). *Sexual misconduct in the military: Contextualizing the problem space, advancing the dialogue* (IDA Document D-21578). Institute for Defense Analyses.

Jonason, P. K., & Webster, G. (2010). The dirty dozen: A concise measure of the Dark Triad. *Psychological Assessment*, 22, 420-432. <https://doi.org/10.1037/a0019265>

Jewell, J. A., & Brown, C. S. (2013). Sexting, catcalls, and butt slaps: How gender stereotypes and perceived group norms predict sexualized behavior. *Sex Roles*, 69(11-12), 594-604. <https://doi.org/10.1007/s11199-013-0320-1>

Lansford, J. E., Zietz, S., Bornstein, M. H., Deater-Deckard, K., Di Giunta, L., Dodge, K. A., Gurdal, S., Liu, Q., Long, Q., Malone, P. S., Oburu, P., Pastorelli, C., Skinner, A. T., Sorbring, E., Steinberg, L., Tapanya, S., Uribe Tirado, L. M., Yotanyamaneewong, S., Alampay, L. P., Al-Hassan, S.M., Chang, L. (2020). Opportunities and peer support for aggression and delinquency during adolescence in nine countries. *New Directions for Child and Adolescent Development*, 2020(172), 73-88. <https://doi.org/10.1002/cad.20361>

Murdoch, M., Pryor, J. B., Polusny, M. A., Wall, M. M., Ripley, D. C., & Gackstetter, G. D. (2010). The association between military sexual stress and psychiatric symptoms after controlling for other stressors. *Journal of Psychiatric Research*, 44(16), 1129-1136. <https://doi.org/10.1016/j.jpsychires.2010.09.009>

Paulhus, D. L., Buckels, E. E., Trapnell, P. D., & Jones, D. N. (2021). Screening for dark personalities: The Short Dark Tetrad (SD4). *European Journal of Psychological Assessment*, 37, 208-222. <https://doi.org/10.1027/1015-5759/a000602>

Pryor, J. B., Stutterheim, S. E., & Lemmons, L. H. J. M. (2024). The relationships of sexually harassing behaviors to organizational context factors and working men's dark personality traits. *Aggressive Behavior*, 50(2), e22142. <https://doi.org/10.1002/ab.22142>

Slep, A. M. S., Foran, H. M., Heyman, R. E., Snarr, J. D., & U.S. Air Force Family Advocacy Program. (2015). Identifying unique and shared risk factors for intimate partner violence and clinically-significant intimate partner violence. *Aggressive Behavior*, 41, 227-241.