

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE PAMPHLET 36-2704

1 FEBRUARY 1998



Personnel

**MILITARY EQUAL OPPORTUNITY UNIT
CLIMATE ASSESSMENT PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(Capt Michael A. Franckowiak)
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This pamphlet provides procedural guidance and recommends strategies on how to conduct the military equal opportunity (MEO) unit climate assessment (UCA) program for the commander. The MEO staff determines the actual conduct of each UCA. This pamphlet implements Air Force Instruction (AFI) 36-2706, *Military Equal Opportunity and Treatment Program*, and Air Force Policy Directive (AFPD) 36-27, *Social Actions*. You may not supplement this publication.

Chapter 1

INTRODUCTION

1.1. Purpose of the MEO Unit Climate Assessment Visit (UCA). The purpose of the UCA is to assist commanders at all levels in determining their human relations climate. The program identifies those human relations factors, both positive and negative, that may affect mission readiness, such as unit morale, equal opportunity and treatment, interpersonal relationships and communications.

1.2. Objective of the Unit Climate Assessment. To provide commanders insight into factors that may impact unit effectiveness or the unit's human relations environment.

1.2.1. This pamphlet provides guidance for conducting UCA visits. The commander determines the conduct of each UCA based on unit needs and capabilities of the MEO staff.

1.3. Conduct Unit Climate Assessment. The following tools are used, individually or in combination, to conduct the UCA: focus groups, individual interviews, observations, survey criteria, trend data and reports. The UCA team must obtain the commander's approval of the methods to be used to assess unit effectiveness prior to conducting the UCA.

1.3.1. The Chief, MEO and the commander may opt to establish a "Memorandum of Agreement" on how the UCA will be administered (to include the appointment of a liaison person). The agreement should be filed in the appropriate unit continuity folder.

1.3.2. The information contained in the memorandum of agreement below is not all inclusive. There may be other factors that are critical and essential for conducting the UCA. Below is an example of the memorandum of agreement.

Figure 1.1. Memorandum of Agreement.

EXAMPLE

MEMORANDUM FOR 22ND SPS/CC

FROM: 22ND ARW/SA
323 Graber Ave.
March AFB, CA 92300

SUBJECT: UCA I

On 10 Sep 97 the initial UCA inbrief was conducted with the commander. The UCA staff briefed on UCA options, and capabilities of UCA staff. The commander opted for UCA I, comprehensive. The Chief, MEO and commander agreed to the following:

- All three shifts participate in the UCA.
- Establish an open door policy whereby the UCA staff has direct access to the commander.
- The commander requests special emphasis be placed on supervision and sexual harassment.
- Develop interview questions that assess how unit members feel about the flex schedule.
- Request Commander publicize the UCA.
- Provide private interview locations for three UCA staff members.
- Provide UCA survey distribution and collection support.
- Schedule selected unit members for survey and interview participation.
- Provide work shift schedules.
- Provide clearance and escort into sensitive work areas.
- Assign a unit member to serve as a liaison during the UCA visit.

The commander appointed Captain Richard Smith to serve as the unit liaison officer who would be responsible for setting up and assisting the UCA team conduct the UCA. The commander concurred with initiating the UCA on 12 Sep 96.

MARK A. DALLAIRE, MSgt, USAF
Chief, Social Actions Branch

MICHAEL A. FRANCKOWIAK, Captain, USAF
Commander, 22nd SPS

EXAMPLE

1.4. Unit Climate Assessment Requirements. The MEO staff will conduct regularly scheduled UCAs on units with more than 50 military personnel assigned. The requirements for conducting regularly scheduled UCAs are: within 6 months after a commander assumes command, every 2 years, or upon request from commander (unit, group, or installation).

1.4.1. Units with less than 50 personnel assigned. The UCA program will be briefed to commanders of units with less than 50 personnel assigned during the Key Personnel Briefing. Commanders will be informed that a UCA can be conducted at their request to provide insight into factors that may impact unit effectiveness or the unit's human relations environment.

NOTE:

Participation in the UCA program is strictly voluntary. Unit members randomly selected to participate in the UCA should be encouraged.

1.4.2. If during the course of a UCA a formal EO complaint of unlawful discrimination or sexual harassment is filed by a member of the unit, the UCA should be temporarily suspended and the unit commander briefed on the complaint. After being briefed by the MEO staff on the impact of the complaint to the UCA process, the unit commander will determine whether to suspend or terminate the UCA. Normally, UCAs should not be continued pending the outcome of a complaint clarification or IG investigation because an investigation of the individual circumstances of a specific complaint detracts from an objective assessment of the overall human relations climate of a unit. Once the complaint is closed, the commander may elect to continue the UCA.

1.4.3. Upon the written request of the unit commander concerned, Air Force civilian employees who are paid with appropriated funds and are not bargaining unit members, and civilian employees paid with nonappropriated funds may participate in the UCA. The memorandum requesting inclusion of civilian employees must be coordinated by the commander with Chief of the servicing Civilian Personnel Flight prior to beginning a UCA for each unit assessed. Air Force civilian employees who are bargaining unit members may participate in the UCA however, prior to participation the unit commander concerned must coordinate with Chief of the servicing Civilian Personnel Flight and the appropriate union representative prior to beginning a UCA for each unit assessed. The team Chief will file the coordinated memorandum in the unit's continuity folder. **NOTE:** The participation of civilian employees in the UCA is strictly voluntary.

Chapter 2

PREPARING FOR THE VISIT

2.1. Team Composition:

2.1.1. The UCA team will consist of the Chief of MEO and MEO Specialists. The number of team members will vary according to local mission, priorities and staffing.

2.1.2. The Chief of MEO will serve as the UCA team chief.

2.2. Initial Preparation:

2.2.1. The team chief will assign team members to appropriate tasks and responsibilities such as: survey administration, interviews, data gathering, and report writing.

2.2.2. Prior to the visit, the team should assess the unit's mission, organizational structure, work center locations, duty hours, and demographic composition of unit personnel. This will provide the team with a preliminary picture of the unit.

2.2.3. The team will review all closed formal complaints, informal complaints and incidents for the unit to determine trend data. The potential impact of any trend data on the unit's human relations climate must then be assessed.

2.2.4. The team chief will brief the commander on the approximate time frame required for the visit and make arrangements for the necessary facilities and required resources.

2.2.5. The team chief will schedule all required briefings in advance with the unit commander or the commander's designated representative.

Chapter 3

CONDUCTING THE VISIT

3.1. Types of UCA. There are three UCA options: I, II, and III. These options provide the commander with flexibility. The options are:

- 3.1.1. UCA I. Comprehensive review that includes unit trend analysis (data gathering), survey distribution and survey analysis, interviews, and a final report.
- 3.1.2. UCA II. This option includes survey distribution, tabulation, and analysis. This option requires a final report.
- 3.1.3. UCA III. This option includes interviews only, and a final report or memorandum.

3.2. UCA Briefings. The required number of UCA briefings is determined by the UCA option the commander selects.

- 3.2.1. Option I requires three meetings, the initial inbrief, post survey meeting, and a final outbrief.
- 3.2.2. Options II and III include two briefings, initial inbrief and final outbrief.
- 3.2.3. The commander determines the unit members who will attend UCA briefings.

3.3. Inbrief:

3.3.1. The purpose of the inbrief is to develop an integrated strategy on how to conduct the UCA to best meet the needs of the commander. The team chief describes the capabilities of the UCA team when selecting a strategy. The team chief solicits from the commander any specific needs or concerns that may require additional assessment or clarification.

3.3.2. Document (Contract of Agreement) commander's specific needs and concerns requiring further assessment or clarification.

3.3.3. It is imperative to plan a UCA strategy before conducting an assessment. The team chief should present a synopsis of the procedures and limitations of each option (I, II or III). **NOTE:** The commander selects the option needed to assess the unit. In addition, the team chief may advise the commander on other optional assessment tools such as the DoD Military Equal Opportunity Climate Survey (MEOCS).

3.3.4. At the inbrief, the team chief provides the commander with a copy of the survey instrument for review. In all cases, apprise the commander on how the team will distribute and collect completed surveys for options I or II.

3.3.5. The team chief must request the commander appoint a liaison officer or senior noncommissioned officer to serve as a point of contact for the team.

3.3.6. Notifying and scheduling unit personnel for survey participation, distribution, and interviews is a unit responsibility. The liaison person is responsible for these administrative functions.

3.4. Post survey Meeting:

3.4.1. Options I and II require post-survey meetings. Post-survey meetings provide commanders with an analysis of survey responses from unit members. The analysis identifies human relations fac-

tors that may impact unit effectiveness and cohesion. It also identifies areas that may require further clarification through individual interviews of unit members. At the commander's discretion, a UCA team may transition from an Option II assessment to an Option I assessment following the post-survey meeting.

3.4.2. The survey identifies both positive and negative perceptions of a unit's human relations climate. The UCA assesses the reports positive and negative human relations factors that may potentially impact the MEO climate, unit cohesion or mission effectiveness.

3.4.3. UCA II provides a snap shot of the units' perceptions only. **NOTE:** Option II may identify factors that impact on mission effectiveness. At the commander's discretion, the team can transition into option I.

3.4.4. The team will prepare and develop a list of interview questions derived from the survey analysis (for UCA I). The commander reviews and approves the interview questions. The commander may provide the team with additional questions that require clarification during the interview process.

3.4.5. An outbrief will be conducted upon completion of the UCA visit. Refer to guidelines for conducting the outbrief in paragraph 4.2., The Outbrief.

3.5. Conducting Research. The success of option I depends on the scope and sophistication of research and planning by the team. The team must consider UCA objectives when conducting research. The team must recognize the development of trends and potential problem areas that may affect unit effectiveness.

3.5.1. The validation of findings may require assessing unit historical trend data, such as complaint and incident data, personnel data (performance reports, promotions and awards), and legal data (Articles 15 and Courts-Martial). *The key is the availability of relevant data and the selection, compilation, analysis, and presentation of the material.* MEO resources, commander needs, and time constraints are factors to consider in what materials to review. This section describes the various agencies and sources available when gathering data.

3.5.2. Complaint data. Air Force members have several agencies where they may file complaints and express their grievances. The team should contact those agencies to determine the nature and scope of complaints registered by unit personnel. The team should analyze and review irritants and high or low percentage of complaints lodged by a particular group.

3.5.3. There are several base agencies that process complaints. For example, the MEO, Inspector General (IG), Housing Referral Office (HRO), Security Forces (SF), and Equal Employment Opportunity (EEO) work to resolve issues that impact on unit effectiveness.

3.5.3.1. MEO: The UCA team must review the following:

3.5.3.1.1. AF Form 1587-1, **MEO Informal Complaint Summary.**

3.5.3.1.2. AF Form 1587, **MEO Complaint Summary.**

3.5.3.1.3. AF Form 1271, **MEO Complaints/Assistance.**

3.5.3.1.4. MEO Incidents (minor, serious and major).

3.5.4. IG:

3.5.4.1. Useful data may be extracted from IG complaint worksheets pertaining to a specific unit. Access to specific complaints or sensitive information is not required. However, the UCA team can assess if a specific trend has developed based on IG data.

3.5.4.2. IG complaint data may pinpoint issues or problems involving unit personnel (that is, internal or external to the organization, involving one specific agency on the base, and so forth).

3.5.4.3. IG worksheets also contain data that facilitates trend analysis, such as specific complaint categories and detailed complainant demographics.

3.5.5. HRO:

3.5.5.1. The HRO is responsible for addressing housing complaints that include allegations of unlawful discrimination. They track minority housing issues and discrimination complaints.

3.5.5.2. The HRO tracks and provides information regarding unit members who experience difficulty locating off-base housing.

3.5.5.3. The HRO provides trend data on the MEO climate within on-base and off-base housing areas.

3.5.5.4. The HRO should monitor, track and resolve landlord and tenant disputes. Issues of this nature can impact unit effectiveness.

3.5.6. Incident Data:

3.5.6.1. SF Records:

3.5.6.1.1. SF track and report on crimes and incidents involving assault, sexual assault, vandalism, destruction to government property, absence without leave (AWOL), and other related issues. These incidents have the potential to impact on unit cohesion and effectiveness.

3.5.6.1.2. Access to and release of this data should be under the purview of "For Official Use Only." Release of this data should be authorized by the unit or the installation commander.

NOTE: *Under no circumstances should names or duty positions be used in any part of the UCA report or memorandum.*

3.5.7. Judge Advocate (JA) records (AMJAMS). JA records should be reviewed to include administrative nonjudicial and judicial actions which have been processed against a unit member. The team should assess these incidents and determine if they have an impact on unit cohesion and unit effectiveness. **NOTE:** Similar records containing adverse actions are also maintained in unit orderly rooms. The commander should make such records available to the UCA team.

3.5.7.1. Adverse actions. The Military Personnel Flight (MPF) and the Staff Judge Advocate (SJA) collect and maintain adverse action trend data, such as Unfavorable Information Files, control rosters, Articles 15 and court-martial statistics. The UCA team should assess and examine the data by race, national origin, religion or sex, and grade for each unit.

3.5.8. Armed Forces Disciplinary Control Board (AFDCB) and Community agencies:

3.5.8.1. Off-base incidents may be of concern to commanders because military personnel who are not aware of problems in the community may inadvertently walk into hot spots and become involved in controversy.

3.5.8.2. The AFDCB works with the local community to identify areas, establishments, or issues that become focal points for racial, ethnic, or social discord. Commanders may desire a current assessment of the human relations climate in the civilian community. This information may be available from the AFDCB. If the data is appropriate, include the information in the final report.

3.5.9. Records of involuntary separation for cause, control roster actions, and unfavorable information files are maintained at the MPF. These records contain personnel data and should be broken out by unit. Also, records should be analyzed by race, sex, national origin, Air Force Specialty Code (AFSC), and grade to identify potential trends.

3.5.10. Other sources:

3.5.11. Mental health. The mental health officer may be able to provide an assessment of substance abuse related issues.

3.5.12. Chaplain. The Chaplain’s office can be a valued source for gathering trend data. However, there may be limitations based on the Chaplain-client relationship.

3.5.13. Operations Tempo. Include areas on the installation that may impact on unit effectiveness. When considering ops tempo, the team should assess forward deployments, quality of living conditions, dining facilities, and Services activities.

3.6. Survey Administration. The survey is a very important tool to the UCA process. It provides a starting point for option I. Also, the survey provides the commander an insight into unit perceptions and serves as the starting point for developing interviews. **NOTE:** All unit members selected for survey participation will receive a survey unless precluded by mission requirements or authorized leave.

3.6.1. When the commander selects option II, the survey analysis gives the commander an immediate snap shot of unit members’ perceptions.

3.6.2. Sample size. Survey responses must include a sufficient number of participants. **Table 3.1.** identifies suggested sample sizes associated with various unit populations.

Table 3.1. UCA Survey Sample Sizes (see notes 1 and 2).

RU LE	A If the military popu- lation is	B Attempt to survey			
1	0-10	10	20	201-220	101
2	11-20	18	21	221-230	103
3	21-30	26	22	231-260	109
4	31-40	33	23	261-280	112
5	41-50	40	24	281-310	117
6	51-60	46	25	311-350	122
7	61-70	51	26	351-390	127
8	71-80	56	27	391-450	132
9	81-90	61	28	451-510	137
10	91-100	65	29	511-600	143

RULE	A If the military population is	B Attempt to survey			
11	101-110	69	30	601-720	148
12	111-120	73	31	721-880	154
13	121-130	77	32	881-1140	161
14	131-140	80	33	1141-1580	167
15	141-150	83	34	1581-2530	174
16	151-160	86	35	2531-6040	181
17	161-170	89	36	6041-10000	183
18	171-180	92	37	20000	187
19	181-200	97			

NOTES:

1. Survey participation for units with less than 50 assigned military personnel is encouraged. In such cases, the team should allow all unit members the opportunity to participate.
2. These sample sizes fall between a 90 percent confidence level, plus or minus six percent.

3.6.3. Random selection of personnel. The key to selecting unit members for survey participation is random samples. The sample of unit members surveyed should be reflective of the demographic mix of the unit. Select unit members using a variation of the stratified random sampling procedures to meet these criteria. **NOTE:** If selection is not random the results of the survey may not be valid.

3.6.3.1. Request an alpha roster from Personnel System Management (PSM), located in the MPF, for the unit or organization visited.

3.6.3.2. Determine the desired sample size.

3.6.3.3. Divide the unit strength by the sample size. The result is the sampling interval.

3.6.3.4. Randomly select a number between 1 and 10. This will be your starting point on the alpha roster.

3.6.3.5. Count down the alpha roster until you come to the number randomly selected. The individual listed in that position will be the first person in your sample. For example, if your interval is six, you will select every sixth person. Continue until you reach the end of the alpha roster.

3.6.3.6. Determine the ideal composition of the sample based on the demographics of the unit. **EXAMPLE:** If the sample size is 100 and the unit is 15 percent female, 15 percent Black, 5 percent other, 3 percent Hispanic, 20 percent officer, 15 percent senior noncommissioned officer, and 30 percent midlevel noncommissioned officer, then the ideal sample will include approximately 15 females, 15 Blacks, 5 others, 3 Hispanics, 20 officers, 15 senior noncommissioned officers, and 30 mid-level noncommissioned officers.

3.6.3.7. Compare the demographics of the sample you have selected with the demographics of the ideal sample. For each category falling below the desired number under the demographic grouping, return to the alpha roster and randomly select from that grouping enough individuals to meet the desired number. Use the same procedure provided in paragraphs 3.6.3.2 through 3.6.3.6. This

procedure may result in more unit members being selected than recommended in **Table 3.1**. This will not detract from the confidence level of 95% established by the selection rate in **Table 3.1**. **NOTE:** The number of unit members randomly selected should never fall below the number identified in **Table 3.1**.

3.6.3.8. Another option is to submit a memorandum to PSM requesting a random listing of unit members requested to participate in the survey. The request should include: name of unit, number of participants to be randomly selected, rank, sex, race, or national origin. **NOTE:** This procedure does not meet the stringent criteria established for a pure random stratified sample. It does suffice for UCA survey purposes.

3.6.4. .Survey distribution. The UCA team should emphasize survey distribution and collection procedures when coordinating the UCA with the commander. Prior to survey distribution, the commander must approve the method of distribution. Include the commander's approval in the memorandum of agreement. The recommended options for distributing surveys are:

3.6.4.1. The unit liaison representative may call together, at a preselected location, all selected survey participants. There, the team chief will explain the survey process, emphasize the importance of providing written comments, and distribute the surveys. The team maintains program integrity by providing a sealed receptacle for unit members to deposit their survey. This will ensure participants that the team is responsible for collecting surveys.

3.6.4.2. Surveys may be distributed to survey respondents from one central point in the unit, with a central pick up point controlled by the UCA team.

3.6.4.3. Surveys can be distributed by the liaison representative. The liaison representative will be responsible for collecting and returning completed surveys. The UCA team should provide the liaison representative with envelopes for those participants who want to return surveys on their own.

3.6.4.4. Surveys may be sent directly to selected participants through unit distribution channels. Include with the surveys an envelope with a return address to the MEO office. It is important that a memorandum be attached with instructions on how to complete the survey, its purpose, and return instructions.

3.6.5. Survey return:

3.6.5.1. To avoid misuse, provide safeguards for completed surveys passing through a third party. Place a cover sheet with the survey that includes:

3.6.5.1.1. The MEO office's address.

3.6.5.1.2. Instructions for completing and returning surveys.

3.6.5.2. When the liaison representative delivers the surveys, envelopes must be provided to the participants.

3.6.6. Survey analysis. After all surveys have been collected, the team member will input and tabulate survey responses. Accomplish analysis and data tabulation by computer using the Air Force-approved Unit Climate Assessment Survey software. HQ AFPC/DPSFS provides the software and will serve as the responsible agency for corrections and updates to the UCA survey software.

3.6.7. Survey disposition. The team may destroy surveys after they have been updated into the HQ AFPC Unit Climate Assessment Survey Program.

3.6.8. Survey caution. The survey is used as a starting point for option I. For option II, the survey serves as a snap shot of unit members’ perceptions. **NOTE:** Survey responses may generate more questions than they answer; consequently, use the survey to develop interview questions, if applicable.

3.7. Interviews. Conducting interviews is an integral part of options I and III. The team should consider the best interview method when gathering data, such as focus groups, individual interviews or group interviews. **NOTE:** The commander must approve the method for the interview.

3.7.1. Allowing interviewees to elaborate on certain subjects may uncover new subjects of interest for the unit commander. Also, the commander may opt for option III (interviews only) when they have specific needs, issues and concerns requiring clarification.

3.8. Selection of Personnel. The number of personnel to be interviewed is based on the size of the unit and the capability of the team. **Table 3.2.** identifies recommended interview sample sizes based on unit populations.

Table 3.2. UCA Interview Sample Sizes.

	A	B
R U L E	If the military population is	attempt to interview
1	fewer than 25	the entire unit
2	25-49	25-30
3	50-99	30-35
4	100-199	35-40
5	200-299	40-45
6	300-399	45-50
7	400 or more	50-55

3.8.1. Unit members selected must constitute a representative mix of personnel in the unit based on sex, race, national origin, grade, AFSC, and operational function.

3.8.2. Unit members from all work shifts must be interviewed.

3.8.3. When survey responses reveal concerns specific to a group (e.g., group members perceive inequity in disciplinary actions or women perceive sexual harassment to be a problem), it may be important to schedule more individuals from that group to clarify the concern.

3.9. Interview Scheduling. The commander, first sergeant, or liaison representative must inform unit members of the schedule and requirement for conducting interviews.

When possible, conduct interview(s) at a neutral location. The interview office(s) or room(s) should be private and dedicated to the UCA team.

3.10. Interview Questions. The survey, survey analysis, and specific commander concerns are the key sources for developing interview questions (options I and III). When required, trend data review (e.g., complaints, personnel actions, legal actions, or unit council concerns) will also be a source for follow-up questions. In all cases, the commander will approve interview questions.

3.11. Interview Techniques:

- 3.11.1. Explain to the interviewee the purpose and objective of the interview or focus group interview.
- 3.11.2. Explain to the interviewee that team members do not have confidentiality, and if a legal issue or UCMJ violation surfaces, the interviewer will inform the proper authorities.
- 3.11.3. Emphasize to the interviewee that participation is voluntary. The interviewee must concur with being interviewed.
- 3.11.4. Do not use coercion or pressure.
- 3.11.5. Explain the purpose of taking notes.
- 3.11.6. Ask all questions on your list in an identical fashion.
- 3.11.7. Limit questions to a single idea per question.
- 3.11.8. Use open-ended questions, those facilitating open dialogue concerning positive and negative issues affecting the unit.
- 3.11.9. Phrase questions so as not to suggest an appropriate response.
- 3.11.10. Move from the general to specific information in order to capture useful data.
- 3.11.11. Use language the interviewee will understand.
- 3.11.12. Use transition statements to move from one question to another and to orient the respondent to new areas of discussion.
- 3.11.13. Do not be judgmental or express your own views about interviewee responses.
- 3.11.14. Pace the interview so all questions are covered; as a rule, individual interviews must not exceed 15-30 minutes. If interviewees desire to continue beyond their allotted time, provide them the option to visit your office at a later time.

3.12. Interview Notes. Take short concise notes. Attempt to quantify responses where possible. **EXAMPLE:** Ask interviewees to rate their responses on a scale of 1 to 10. Annotate the demographics and rank and interviewee's rank on the interview notes.

Chapter 4

CONCLUDING THE VISIT

4.1. The Role of Reporting . Accurate, precise and clear reporting on UCA information is imperative. Report the final results in two phases--an outbrief and a final written report. The commander should receive the final written report no later than 15 workdays after the outbrief.

4.1.1. For options I and II, the commander must be given the survey analysis results with a brief synopsis identifying positive and negative factors which could affect unit effectiveness.

4.2. The Outbrief. An outbrief is required after all UCA information has been analyzed, tabulated, evaluated, and administratively processed. The following guidance may be helpful when conducting an outbrief. An outbriefing should occur for options I and III. **NOTE:** For option II, the post survey briefing is sufficient and serves as the outbrief.

4.2.1. The team members must attend.

4.2.2. It is imperative commanders select and determine who from their staff will attend the UCA outbrief. **NOTE:** The UCA is designed exclusively for the commander. The UCA team chief will encourage the commander to keep unit member attendance to a minimum.

4.2.3. Conduct the briefing in the commander's office, size permitting.

4.2.4. The UCA team will thoroughly discuss and dry run the outbrief before the actual event. Try to anticipate and prepare for various commander reactions and questions.

4.2.5. The outbrief will highlight relevant findings.

4.2.6. Present relevant positive and negative findings to provide a balanced approach.

4.2.7. Provide rationale and support for conclusions.

4.2.8. Be prepared to conduct additional research into special interest issues if requested by the commander.

4.2.9. Be straightforward and direct. Avoid condescending, defensive, or apologetic behavior.

4.2.10. Discuss recommendations and options for problem resolution at the commander's request.

4.2.11. Offer follow-up services to help resolve equal opportunity or managerial related problems.

4.2.12. The team should not delve into job analysis, work distribution, and other organizational development areas. These assessment factors are not within the MEO program charter.

4.3. The Final Report. The final report culminates the UCA. It provides a record of the visit and summarizes relevant information gathered from trend data review, post survey meeting, and interviews. The final report should not contain new or unexpected information.

4.3.1. Preparing to write the report:

4.3.1.1. Report accurately and clearly the information gathered during options I, II, and III. When preparing the report, it is essential to stress the mission of the unit.

4.3.1.2. Determine which activities in the unit are critical to mission accomplishment and what conditions hinder or help to accomplish those activities.

4.3.1.3. Consider how the success or failure of critical unit activities may impact on unit effectiveness.

4.3.1.4. Consider the impact on the unit's effectiveness of resolving potential issues, such as: fair treatment, unlawful discrimination, sexual harassment, interpersonal relationships, managerial concerns, channels of communications, and morale.

4.3.1.5. Accurately, describe the potential mission impact, as a result of adverse conditions identified during the UCA.

4.3.1.6. Ensure all relevant data has been assembled.

4.3.1.7. Tie associated areas together when the information relates to UCA topics, e.g., unlawful discrimination, communication, or fair treatment.

4.3.1.8. Correlate and integrate the findings from data gathering (trends), surveys, and personnel interviews.

4.3.2. Report Content:

4.3.2.1. The initial paragraph must consist of an introductory statement addressing the who, what, where, when, why, and how of the UCA.

4.3.2.2. The second paragraph should give a demographic breakout of unit members who participated in the UCA process, including survey and interview participants. The breakout allows the commander to evaluate the relevance of information and to see whose views are represented. **NOTE:** The survey analysis report gives a breakout of participants.

4.3.2.3. The third paragraph should contain an assessment of the unit's human relations climate. The report should include discussions of interactions based on national origin, color, race, sex or religion. Also, the team must consider AFSC, grade, and functional area when reporting.

4.3.2.4. Option I incorporates a full range of data and is the most comprehensive means for assessing a unit's human relations climate. Options II and III can be used to assess a unit's human relations climate; however, when Option II or III are used the MEO specialist should inform the commander that these assessments will not provide a comprehensive view. **NOTE:** Options I, II and III require a written report.

4.3.2.5. Subsequent paragraphs (for options I, II, or III) may be addressed by topic or issue. Each paragraph must incorporate findings from analysis of unit trends, surveys, and interviews. The primary topics are:

4.3.2.5.1. Unlawful discrimination and sexual harassment.

4.3.2.5.2. Communications.

4.3.2.5.3. Teamwork.

4.3.2.5.4. Morale.

4.3.2.5.5. Fair treatment.

4.3.2.5.6. Job satisfaction.

- 4.3.2.5.7. Interpersonal relationships.
- 4.3.2.5.8. Unit leadership, supervision and management.
- 4.3.2.5.9. Discipline.

NOTE:

Additional topic headings may be used.

- 4.3.2.6. The final report should include paragraph(s) and attachment(s) with verbatim comments made by unit members during the survey or interview process.
- 4.3.2.7. The final paragraph must include team recommendations, if appropriate.
- 4.3.2.8. The report should close with a statement expressing appreciation for the liaison representative's support and unit member's cooperation and participation in the UCA.
- 4.3.2.9. Any other analysis gathered by the UCA team (e.g., JA statistics, personnel data, results of other surveys, etc.) may be attached to the main report.

4.3.3. Report Guidelines:

4.3.3.1. Administrative Considerations. Administrative accuracy in the report is essential. Improper grammar or incorrect spelling detracts from the content and credibility of the UCA report. The report should be succinct with a logical flow of information and smooth transitions. This will greatly assist the commander when reviewing the report. The team should proofread the report and ensure the content is correct and written in a brief, clear, and concise manner.

4.3.3.2. Content Considerations:

4.3.3.2.1. Balanced Coverage. Avoid the tendency to concentrate on negative issues surfaced in the UCA. One-sided doom and gloom reports lose credibility. Commanders, supervisors, and subordinates need to have positive feedback; examine and report areas of satisfaction.

4.3.3.2.2. Distinction Between Facts and Opinions. Use word phrases to clearly show the origin of opinions. **EXAMPLE:** Opinions solicited from female personnel reflects the following:

4.3.3.2.3. Span of Response. When stating an opinion of a particular demographic group, provide the span of response; this helps the commander grasp the significance of the matter under discussion. **EXAMPLE:** Of the 27 assigned Hispanic personnel, ten (37 percent) experienced problems working with CDC or OJT materials.

4.3.3.2.4. Use of Absolutes. Terms such as "always," "never," "best," "worst," provide no room for error, and must be avoided whenever possible. When one of these terms must be used to provide accurate information, the source should be clearly specified. **EXAMPLE:** Five members of the Propulsion Branch stated "chain of command always...."

4.3.3.3. Protection of Sensitive Data:

4.3.3.3.1. The UCA visit may reveal many personal problems and concerns. Often interviewees will mention names and make allegations about the conduct of others. Names or duty positions are not included in the final report (for option I, II or II).

4.3.3.3.2. If interviews produce potential equal opportunity violations do not identify the individual(s) by name or specific duty title in the final report. However, potential equal opportunity violations will be reported to the commander.

4.3.3.3.3. The UCA program is intended to identify issues affecting human relations climate. *The UCA does not replace or serve as an official inquiry, investigation, or inspection.*

4.3.3.3.4. The UCA report is not a substitute for the complaint or informal complaint processes.

4.3.4. Access to Information:

4.3.4.1. The UCA report is a controlled working document and must be marked FOR OFFICIAL USE ONLY. (Refer to AFI 37-131, *Freedom of Information Act Program*, paragraph 26.) ***Do not include any classified material in the report.***

4.3.4.2. The commander of the unit visited or the commander requesting the UCA retains the original copy of the UCA report. As the records custodians for UCA reports, Social Actions will be responsible for ensuring both functional and FOIA requests are processed IAW AFI 37-131. The commander for which the UCA is rendered will coordinate release of the UCA report, IAW AFI 37-131.

4.3.4.3. UCA reports are subject to the Freedom of Information Act (FOIA). Any request for release or denial of the UCA report must adhere to the requirements listed in AFI 37-131. The Privacy Act does not apply to UCA reports.

Chapter 5

MANAGING THE UCA PROGRAM

5.1. Chief of MEO Involvement. The Chief of MEO is responsible for the overall management of the UCA program.

5.1.1. Prior to conducting a visit, the Chief of MEO should consider the following:

5.1.1.1. Size of the military equal opportunity staff.

5.1.1.2. Needs of the commanders.

5.1.1.3. Availability of information and data resources.

5.1.1.4. Required time to process a UCA.

5.1.1.5. Ensure team members are trained on how to conduct UCA visits.

5.1.2. When planning and conducting UCA visits, the Chief of MEO should consider the potential degradation of other MEO programs.

5.2. Marketing Strategy:

5.2.1. The Value of Marketing. Total understanding and acceptance of the UCA process by unit personnel is essential. Commanders must believe the UCA program is a credible tool in assisting them to determine the human relations climate of their units and is not being used as an inspection or a report card.

5.2.2. Methods-of-Marketing:

5.2.2.1. Word-of-Mouth. Nothing succeeds like success. The most effective way of marketing the UCA program is through positive comments by satisfied commanders. Encourage commanders who have benefited from the UCA program to speak with other commanders.

5.2.2.2. Key Personnel Briefing. The key personnel briefing provides an excellent forum to introduce key personnel to the UCA program. It is important to establish and present a positive image of the UCA program during this briefing.

5.2.2.3. MEO Education Programs. Discuss the value of the UCA program during all education programs. Stress the positive outcome of such visits. Use sanitized examples, if appropriate.

5.2.2.4. Public Affairs. Solicit public affairs coverage for a feature story on the UCA program.

5.2.2.5. Briefings. Provide briefings on the UCA program at staff meetings, commander's calls, and any other like forum.

5.3. Staff Training. Conducting a UCA is a demanding challenge. The MEO staff must know how to gather and evaluate statistical data, administer and analyze surveys, conduct interviews, integrate information, and write comprehensive reports. Development of these skills is essential to the success of the UCA program. In-service UCA training for MEO staff members is required.

5.3.1. The Chief of MEO must attend and supervise every training session. MEO staff members with the most UCA experience must develop the training. Also, qualified MEO specialists from other installations may provide in-service training assistance.

5.3.2. The Chief of MEO should consider other external resources or agencies when developing a UCA in-service training program. **EXAMPLE:** A mental health specialist may speak on analyzing and briefing statistical information related to substance abuse issues. An information management specialist may provide tips on preparing the final report.

5.3.3. The bulk of UCA training will be on-the-job training. Staff members new to the MEO Program and UCA process must be supervised and guided by experienced members of the staff.

5.4. Program Evaluation. The commander's critique is an essential tool for identifying the effectiveness of the UCA. At the conclusion of the visit, the team should give the commander an AF Form 3969, **Commander's Unit Climate Assessment Critique** for completion. Once the critique is completed it will be filed in the appropriate unit continuity folder.

5.4.1. Reviewing the Commander's Critique by the team is imperative to effective UCA program management. If the commander provides recommendations for improvement, the Chief of MEO must assess them and determine the best corrective action(s).

Figure 5.1. Air Force Form 3969, Commander’s UCA Critique.

UNIT: _____ COMMANDER: _____
UCA TEAM CHIEF: _____ UCA COMPLETION DATE: _____

INSTRUCTIONS

Your feedback is appreciated on the UCA visit which our staff recently conducted in your organization. Your feedback will be used to help us better assist commanders in determining the health and effectiveness of their unit. Please indicate the level of agreement with each of the statements below by circling the applicable number: 1-Strongly Disagree; 2-Disagree; 3-No Opinion; 4-Agree; 5-Strongly Agree.

- | | | | | | |
|--|---|---|---|---|---|
| 1. The UCA team coordinated with my unit prior to the visit. | 1 | 2 | 3 | 4 | 5 |
| 2. The team thoroughly explained the UCA process and available UCA options. | 1 | 2 | 3 | 4 | 5 |
| 3. UCA members conducted the visit in a professional and courteous manner. | 1 | 2 | 3 | 4 | 5 |
| 4. The sampling of personnel surveyed or interviewed by the UCA team was representative of my unit as a whole. | 1 | 2 | 3 | 4 | 5 |
| 5. The UCA team kept me informed throughout the visit. | 1 | 2 | 3 | 4 | 5 |
| 6. The UCA helped identify potential problems or issues in my unit which may affect unit effectiveness. | 1 | 2 | 3 | 4 | 5 |
| 7. The UCA team provided options for resolution of problems (when required). | 1 | 2 | 3 | 4 | 5 |
| 8. The UCA report accurately reflected the findings. | 1 | 2 | 3 | 4 | 5 |
-

WRITTEN COMMENTS

COMMANDER’S SIGNATURE: _____ DATE: _____

5.5. Steps for conducting Unit Climate Assessments.

- 5.5.1. Notify the unit commander (by memorandum) of the scheduled visit 30 days prior to initiating the UCA. **NOTE:** The commander has the option to reschedule, pending ongoing unit functions.
- 5.5.2. For out of cycle UCAs, the commander should forward a memorandum to the Chief, MEO.
- 5.5.3. Gather preliminary information about the unit or organization 1 week prior to the visit.
- 5.5.4. Gather unit trend data.
- 5.5.5. Inbrief the commander and provide a description of UCA options I, II or III.
- 5.5.6. During the inbrief identify the liaison officer or senior noncommissioned officer to assist the MEO staff.
- 5.5.7. Obtain a unit alpha roster (from PSM or PC-III) of assigned unit personnel 1 week prior to the visit. Use the roster to randomly select personnel to be surveyed and interviewed.
- 5.5.8. Provide the unit liaison representative with a roster of unit members selected to participate in the survey. **NOTE:** The team must collect all rosters or schedules from the liaison representative.
- 5.5.9. Administer and analyze the survey data (options I or II).
- 5.5.10. Conduct the post survey meeting with the commander.
- 5.5.11. Provide unit liaison representative with a roster of unit members selected to participate in the interview process (options I and III).
- 5.5.12. Conduct interviews for options I or III.
- 5.5.13. Visit all unit or organizational areas during the course of the visit (option I).
- 5.5.14. Prepare a draft of the final report (options I, II, and III).
- 5.5.15. Outbrief the commander who requested the UCA.
- 5.5.16. Provide the final report within 15 days of the outbrief.
- 5.5.17. Upon completion of the UCA, provide the commander an AF Form 3969 for program evaluation.

5.6. Wing Climate Assessment (WCA). The WCA is conducted on a semiannual basis and includes a myriad of inputs from internal and external sources and agencies (See AFI 36-2706). UCA program data may be used as an integrated tool that provides the installation commander (IC) with an overall WCA. There are two options used as part of the WCA. They are:

- 5.6.1. Wing (option I). The MEO staff can conduct a wing-wide climate assessment (on a semiannual basis) as part of the WCA. The team should follow the procedures for option I when conducting the WCA. The team must rely on the PSM to provide the random selection rosters for wing-wide personnel selected to participate in the survey and interview process. The team chief should ask the IC to inform and solicit support from subordinate commanders when implementing and marketing the wing-wide climate assessment.

5.6.2. Consolidate UCA Survey Analysis Reports. The Chief of MEO, at the request of the IC, can consolidate and compile UCA Survey Analysis data on a semi-annual basis. This procedure provides the IC with a snap shot on wing members' perceptions based on the survey data.

MICHAEL D. McGINTY, Lt General, USAF
DCS/Personnel