



Unit Climate Assessments (UCA)

Lesson 0913

Overview

- Definitions and Directives
- Purpose and Requirements
- UCA Process
- Practical Exercise

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Definitions and Directives

- Climate Assessment--Actions taken to evaluate the human relations climate within any level of command
- Human Relations Climate--The prevailing perceptions of individuals concerning interpersonal relationships within their working, living, and social environment
- Equal Opportunity (EO) Climate Assessment- Determining the "health" and functioning effectiveness of an organization

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Definitions and Directives

DoD Directive (DoDD) 1350.2, Department of Defense Military Equal Opportunity (MEO) Program, 18 August 1995

- 6.2.2. The Secretaries of the Military Departments shall require commanders to assess their organizational EO climate, preferably as part of their assumption of command, and schedule follow-up assessments periodically during their command tenure.

IAW AFI 36-2706, *Equal Opportunity Program Military and Civilian*

- EO offices – Ensures UCAs are accomplished a minimum of every two years

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Purpose and Requirements

- The purpose of the UCA is to assist unit commanders at all levels in assessing their unit's HRC and to make recommendations for improvements

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Purpose and Requirements

- AREAS ASSESSED:

- Cohesion and Pride
- Motivation and Morale
- Supervisory Support
- Perceived Discrimination
- Overt Discriminatory Behaviors
- Command EO/EEO Policy
- Local Developed Questions

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Purpose and Requirements

- Must conduct UCAs on units with 50 or more personnel every two years or upon a unit commander's request
- Unit CCs can delay the start of their UCA due to mission requirements
- Participation for military members and civilian employees is strictly voluntary

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Purpose and Requirements

- Upon written request of the unit commander, NAF and bargaining unit AF civil service employees may participate in the UCA
- Contractor employees and host country nationals will not be included in the UCA
- Must use the AF approved survey and program
- The unit CC has option to suspend UCA if EO complaint is filed

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Purpose and Requirements

Types of Climate Assessments (UCA)

1. Type I UCA: Primary assessment method - Includes trend analysis, access code distribution, survey analysis, interviews, focus groups, and a final report
2. Type II UCA: Includes trend analysis, survey analysis, access code distribution, and a final report (completed within 30 duty days)
3. Type III UCA: Includes interviews only and a final report

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Purpose and Requirements

UCA Briefings:

- Type I requires three briefings; in-brief, post-survey brief, and out-brief
- Type II and III include two briefings; in-brief and out-brief.

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UCA Process

- Team Composition
- Initial Preparation
- In-Brief
- Data Gathering
- Survey Administration and Analysis
- Post Survey Brief
- Interviews
- Out-Brief
- The Final Report

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UCA Process

Team Composition:

- The UCA team will consist of the EO director and EO specialists
- The EO director will appoint an EO specialist to serve as the UCA team chief.

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UCA Process

Initial Preparation:

- Review and assess unit's mission, org structure, work center locations, duty hours and gather demographic data
- Provides the team with a preliminary picture of the unit
- The team chief will brief CC on the approximate time frame required for the visit and make arrangements as necessary and schedule all required briefings

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UCA Process

In-Brief:

- Lead by the EO director
- Designed to develop an integrated strategy on how to conduct the UCA (Type I/II/III, civilian participation, start/stop date etc.)
- The team chief describes the capabilities of the UCA team
- Commander must appoint an action officer, preferably an E-7 or above, to serve as POC for the team
- Commander or designated rep is responsible for notifying and scheduling unit personnel for survey participation, interviews and other administrative functions

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UCA Process

Data Gathering:

- The UCA team should review information gathered from
 - EO
 - IG
 - MPS
 - CPS
 - Human Resource Office (HRO)
 - SFS
- Determine trends that may impact unit effectiveness

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UCA Process

Data Gathering cont.:

- The UCA team must review the following:
 - ✓ Promotions (civilian)
 - ✓ Awards (military and civilian)
 - ✓ Article 15/Courts Martial
 - ✓ AF Forms 1587,1587-1, and 1271
 - ✓ EOTIs (minor, serious and major)
 - ✓ DD Form 2655, Complaint of Discrimination in the Federal Government
 - ✓ Previous UCA Reports
 - ✓ Survey Administration

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UCA Process

Survey Administration and Analysis:

- The survey is a very important tool to the UCA process
- Provides the CC insight into unit perceptions & serves as the starting point for developing personal interviews
- The team will emphasize survey access code distribution procedures when coordinating the UCA
- Team members and unit commanders may not delete or modify questions contained in the AF-approved UCA Survey

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UCA Process

Survey Administration and Analysis cont.:

- Unit commanders may, at their discretion, include up to 10 additional questions to the survey
- Survey typically runs two weeks, but can be extended at commander's discretion
- Sample size - Survey responses must include a sufficient number of participants
- Review the "Assigned" value against the "Surveyed" value for each demographic to make sure you have proper representation

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Analysis Example

SEX									
Male	17	9.26.42%	7.41.10%	10.00%	2.11.74%	2.13.76%	10.00%	1.9.30%	8.41
Female	11	10.30.30%	4.27.27%	8.19.19%	2.0.0%	4.12.12%	1.0.0%	10.90%	5.34
RACE									
Ad	2	11.11%	0	0	0	0	0	0	0
Bl	2	11.11%	0	0	0	0	0	0	0
Br	0	0	0	0	0	0	0	0	0
Wh	11	10.32.29%	11.37.40%	10.00%	1.1.21%	4.12.12%	10.00%	2.0.47%	8.41
MB	0	0	0	0	0	0	0	0	0
OE	0	0	0	0	0	0	0	0	0
HISPANIC/LATINO DECLARATION									
HI	0	0.000%	1.10.47%	0.000%	2.11.10%	2.13.13%	10.00%	1.10.47%	1.00
NH	11	19.30.30%	18.18.18%	9.12.12%	1.1.21%	4.12.12%	1.1.21%	1.2.40%	8.41
OE	0	0	0	0	0	0	0	0	0
RANK GRADE									
Military									
E1-E4	0	0.000%	1.10.47%	1.12.12%	0.000%	1.17.17%	10.00%	1.12.12%	4.11
E5-E9	0	2.17.17%	0.000%	0.000%	2.17.17%	2.28.28%	1.12.12%	1.12.12%	1.00
E7-E9	0	0	0	0	0	0	0	0	0
OE-01	0	0	0	0	0	0	0	0	0
OE-Higher	0	0	0	0	0	0	0	0	0
CER Service									
None	0	1.10.47%	4.10.40%	0.000%	2.22.22%	0.000%	0.000%	0.000%	8.41
Intermediate	0	2.17.17%	1.10.47%	2.17.17%	0.000%	1.10.47%	0.000%	0.000%	8.41
Senior	0	0	0	0	0	0	0	0	0

M = 17.64% / F = 21.21%
"Satisfactory"

WH = 19.35%
"Satisfactory"

HI = 50% / NH = 14.64%
(Zero Disparity but still high
disagreement rate + 35%
Disparity)

E1-E4 = 50% / E5-E6 = 50%
(Zero Disparity but still high
disagreement rate for both)

Junior = 0% / Inter = 16.7%
"Satisfactory"

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Analysis Example

SEX									
Male	101	142.21.29%	201.17.70%	84.10.40%	102.10.40%	14.11.0%	201.27%	20.9.00%	9.50
Female	108	8.64.07%	61.50.75%	27.20.00%	28.18.52%	19.11.01%	11.6.00%	14.6.00%	4.86
RACE									
Ad	0	0	0	0	0	0	0	0	0
Bl	18	17.21.81%	18.28.40%	6.7.00%	7.11.11%	4.6.10%	10.0.00%	10.27.40%	4.48
Br	27	0	0	0	0	0	0	0	0
Wh	107	97.19.40%	107.19.80%	76.11.72%	83.18.58%	28.8.91%	22.4.80%	19.9.00%	7.27
MB	0	0	0	0	0	0	0	0	0
OE	117	28.17.20%	48.17.50%	17.14.47%	24.17.70%	7.8.10%	6.9.10%	1.2.22%	9.10
HISPANIC/LATINO DECLARATION									
HI	106	8.64.00%	148.11.21%	14.15.00%	11.14.40%	1.8.10%	1.1.10%	1.10.00%	4.10
NH	100	1.28.12.52%	102.10.40%	68.11.60%	101.7.52%	27.9.02%	21.8.80%	21.8.80%	7.26
OE	108	14.14.00%	40.17.60%	11.12.00%	20.18.52%	7.8.00%	10.9.20%	13.7.00%	4.10
RANK GRADE									
Military									
E1-E4	101	42.12.40%	112.11.40%	47.11.41%	71.11.42%	28.0.00%	14.4.20%	27.9.10%	4.10
E5-E9	234	42.12.12%	28.18.80%	20.11.07%	20.11.07%	14.8.00%	17.6.20%	13.20%	5.20
E7-E9	84	20.9.70%	12.10.22%	6.7.40%	1.1.00%	6.9.20%	10.0.00%	14.9.00%	6.47
OE-01	27	0	0	0	0	0	0	0	0
OE-Higher	0	0	0	0	0	0	0	0	0
CER Service									
None	10	0	0	0	0	0	0	0	0
Intermediate	27	0	0	0	0	0	0	0	0
Senior	81	1.17.11%	10.18.10%	1.1.40%	11.8.70%	0.0.00%	10.10%	10.10%	9.10

M = 12.09% / F = 24.44%
(12.35% Disparity)

Bl = 31.75% / WH = 12.53%
(19.22% Disparity is OK but Bl
have high disagreement rate)

HI = 16.67% / NH = 12.94%
(3.73% Disparity)

E1-E4 = 18.32% / E5-E6 = 14.52%
E7-E9 = 14.82%
(3.8% Disparity)

Demographic Disparity = 10% Avg.
Highest Disagreement Rate = Blacks

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UCA Process

Post Survey Brief:

- Provides unit commanders with an analysis of survey responses from unit members
- The UCA team **must** redact any names within the verbatim survey comments prior to providing the comments to the unit commander at the post survey briefing
- The team will prepare and develop a list of interview questions derived from the survey analysis
- Discuss interview process

UCA Process

Interviews:

- Conducting interviews is an integral part of UCA Types I & III
 - The team will consider the best interview method when gathering data
 - The unit commander must approve the interview method/questions
 - The number of personnel to be interviewed is based on the size of the unit and the capability of the team
- Refer to Table 12.2 for specifics

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UCA Process

Interviews cont.:

- The team will select a representative mix of personnel in the unit
 - Also interview unit members from all work shifts
- When possible, conduct interview(s) at a neutral location.
- It is recommended to schedule "walk in" times in order to allow for members who want to provide input may do so
- When survey responses reveal concerns specific to a group, it may be important to schedule more individuals from that group to clarify the concern

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UCA Process

Interviews cont.:

Techniques

- Explain the purpose and objective of the personal interview, focus group interview, or group interview
- Explain that UCA team members do not have confidentiality, and if a legal issue or UCMJ violation surfaces, the UCA team chief will inform the proper authorities
- Emphasize that participation is voluntary
- The interviewee must concur with being interviewed
- Do not use coercion or pressure
- Explain the purpose of taking notes

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UCA Process

Interview cont.:

- Ask all questions on your list in an identical fashion
- Limit questions to a single idea per question
- Use open-ended questions
- Phrase questions so as not to suggest an appropriate response
- Move from the general to specific
- Use language the interviewee will understand
- Use transition statements to move from one question to another
- Do not be judge
- Take short concise notes
- Pace the interview - must not exceed 15- 30 minutes

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UCA Process

Out-Brief

The out-brief is required after all UCA information has been analyzed, evaluated and administratively processed

- Highlight relevant findings
- Present relevant positive and negative findings
- Provide rationale and support for conclusions
- Be prepared to conduct additional research
- Be straightforward and direct. Avoid condescending, defensive, or apologetic behavior
- Discuss recommendations and strategies for problem resolution
- Offer follow-up services to help resolve EO or managerial related problems

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UCA Process

Final report:

- The final report culminates the UCA
- The final report will not contain names, new or unexpected information, or verbatim comments extracted from the survey
- The unit commander must receive the final written report **no later than 15 duty days** after the out-brief

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UCA Process

Final Report Content:

- Initial paragraph must consist of intro statement addressing the who, what, where, when, why, and how of the UCA
- Second paragraph - demographic breakout of unit members who participated in the UCA process
- Third paragraph should contain an assessment of the unit's human relations climate
 - Interactions based on national origin, color, race, sex or religion
 - Consider AFSC, grade, and functional area when reporting

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UCA Process

Final Report Content:

- Each paragraph must incorporate findings from analysis of unit trends, surveys, and interviews

The primary topics are:

- ❖ Cohesion and Pride
- ❖ Motivation and Morale
- ❖ Supervisory Support
- ❖ Perceived Discrimination
- ❖ Overt Discriminatory Behaviors
- ❖ Command Military/Civilian EO Policies
- ❖ Locally Developed Questions

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UCA Process

Final Report Content:

- The final paragraph must include team recommendations, if appropriate
- 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
 - Include a request for the unit commander to complete the UCA critique
- Any other analysis gathered by the UCA team

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UCA Process

Final Report Content:

- A UCA is intended to raise and identify issues which impact the human relations climate and as such, does not serve as an official investigation
- A UCA report is not a substitute for the military/civilian complaint process or any official investigation

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Summary

- Definitions and Directives
- Purpose and Requirements
- UCA Process
- Practical Exercise

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Practical Exercise

- Exercise time

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