



The Secretary of the Army's

**Senior Review Panel Report**

**on**

**Sexual Harassment**

Volume Two

July 1997

**Report of the Secretary of the  
Army's Senior Review Panel  
on Sexual Harassment**



**Volume 2  
Data Report**

**28 July 1997**

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

## **EXECUTIVE SUMMARY**

### ***General***

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

### ***Purpose***

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

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

## ***Scope and Methodology***

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

## ***Findings***

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

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

## ***Conclusions and Recommendations***

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

Our recommendations are broad based and cover a wide variety of Army processes, including: leader development, EO policy and procedures, IET

**soldierization, unit and institutional training, command climate, and oversight. Key recommendations follow:**

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

**The Panel very strongly believes that we must ensure that we maintain a positive human relations environment in the Army. Personnel readiness relies on a positive human relations environment. It is the vital base upon which we build our Army, and the combat effectiveness of our most important weapon system—the soldier.**

## **SENIOR REVIEW PANEL ON SEXUAL HARASSMENT**

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

<b>Major General Richard S. Siegfried</b>	<b>Senior Review Panel Chair</b>
<b>Brigadier General Evelyn P. Foote</b>	<b>Senior Review Panel Vice Chair</b>
<b>Mr. John P. McLaurin III</b>	<b>Deputy Assistant Secretary of the Army (Military Personnel Management and Equal Opportunity Policy)</b>
<b>Lieutenant General Claudia J. Kennedy</b>	<b>Deputy Chief of Staff for Intelligence</b>
<b>Major General Larry R. Ellis</b>	<b>Commanding General, 1st Armored Division</b>
<b>Mrs. Ruby B. DeMesme</b>	<b>Deputy Assistant Secretary of the Air Force (Force Management and Personnel)</b>
<b>Command Sergeant Major Cynthia A. Pritchett</b>	<b>Post Command Sergeant Major, Fort Belvoir, Virginia</b>

## **Acknowledgments**

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

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

LTG Robert H. Forman, USA (Ret.)  
COL Karen L. Frey, USA (Ret.)  
Dr. Annabel Hagood  
Mr. Dan Lumpkin

Dr. Laura Miller  
BG Mary Morgan  
Dr. Mady Segal  
Dr. Judith Youngman

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



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Senior Review Panel Chair



Evelyn P. Foote  
Brigadier General, United States Army  
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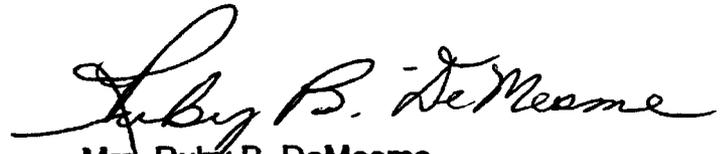
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## **Part I**

### **INTRODUCTION**

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

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

#### **Methodology**

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

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

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

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

Using a stratified random sample design, 59 locations throughout the world were chosen. Type of installation (FORSCOM vs. TRADOC) and location (CONUS vs. OCONUS) were used as sampling strata. Surveys were administered to randomly selected companies with at least 60% of all soldiers assigned to those companies participating in the survey. Focus group discussions and individual interviews were conducted with randomly selected individuals meeting selection requirements provided by the Panel. Participation was voluntary and all participants were guaranteed confidentiality and assured that their comments would be used only for the purpose of the report.

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

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

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

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

## Part II

### SURVEY RESULTS

#### SENIOR REVIEW PANEL (SRP) SURVEY

##### **Instrument**

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

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

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

##### **Subjects**

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

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

### **Analysis**

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

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

Crude/Offensive Behaviors (alpha = .77)

Sexist Behaviors (alpha = .75)

Unwanted Sexual Attention (alpha = .90)

Sexual Coercion (alpha = .94)

Sexual Assault (alpha = .86)

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

Positive Leadership (alpha = .92)

Self-Centered Leadership (alpha = .91)

NCO Leadership (alpha = .89)

Officer Leadership (alpha = .84)

Respect (alpha = .80).

Acceptance of Women(alpha = .82).

SEQ and leadership factors were used in correlations to determine relationships between variables.<sup>ii</sup>

### **Demographics**

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

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

Table 1. Demographics of the Army sample

	Male	Female	Married	Not Married	Officer	Enlisted	White	Black	Other
SRP Survey	85%	15%	56%	44%	10%	90%	57%	26%	17%
Army	86%	14%	63%	37%	14%	83%	61%	27%	12%

### Major Findings

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

### SEQ Behaviors

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

As Figure 1 and 2 show, while both men and women reported similar amounts of experience with SEQ behaviors (80% and 84%, respectively), women reported experiencing more sexual harassment than men (22% vs. 7%). Although more women than men

Sexual Harassment in the Past 12 Months

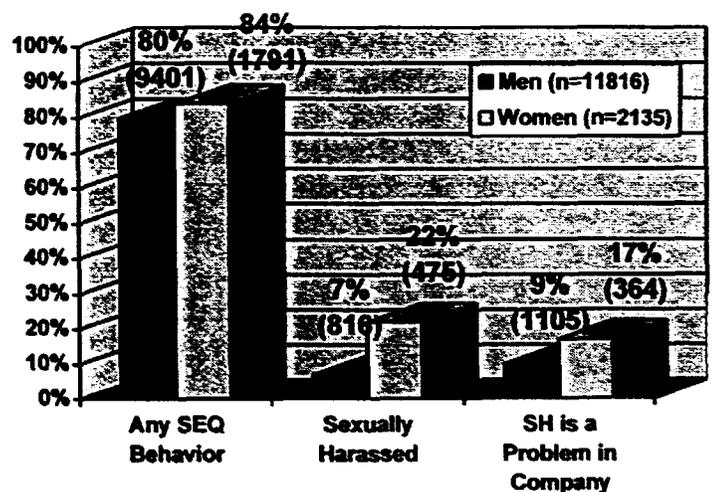


Figure 1. Incidence of SEQ behaviors, sexual harassment and sexual harassment in the company

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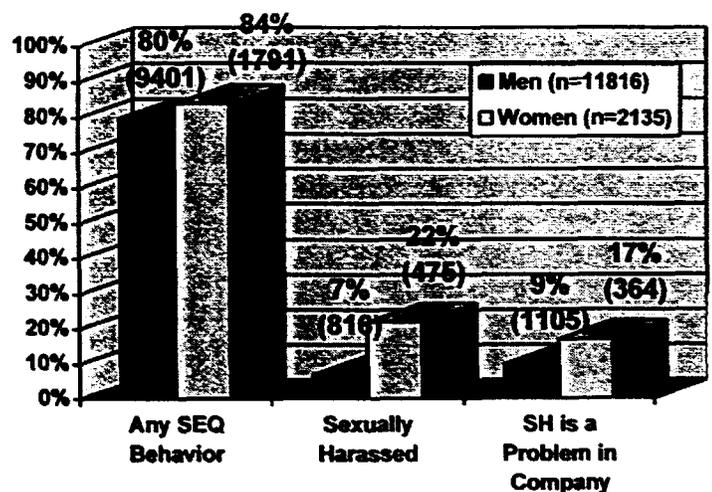


Figure 1. Incidence of SEQ behaviors, sexual harassment and sexual harassment in the company

having pornography or sexist materials displayed; hearing sexist comments; or being put down because of your gender (men 63%; women 72%).

### Unwanted Sexual Attention

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

### Sexual Coercion

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

### Sexual Assault

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

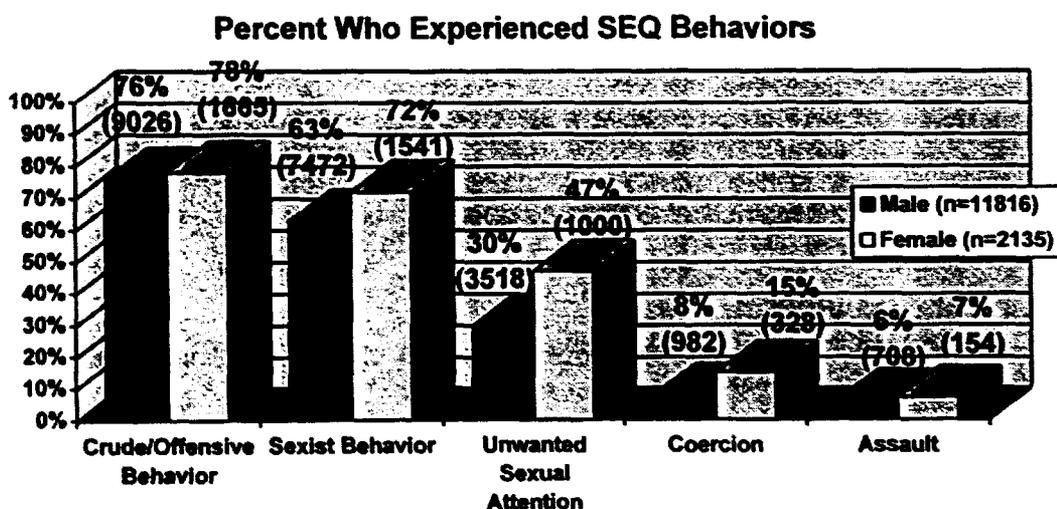


Figure 3. Percent experiencing each SEQ factor

### Comparisons to Other Studies

The Senior Review Panel (SRP) survey results generally followed the trends found in previous research on sexual harassment in the Army (Table 2). Differences in male responses between the current SRP survey and the 1995 Defense Manpower Data Center (DMDC) survey (Bastian et al; 1995) may be due to the wording of the "Crude/Offensive" and "Sexist" items. For example, the DMDC version asked in the past 12 months has anyone –"Repeatedly told sexual stories or jokes *that were offensive to you?*" The SRP survey simply asked if the behavior occurred and not whether the behavior was offensive to the respondent. For example, "In the past 12 months had fellow soldiers or supervisors "told suggestive stories or offensive jokes?" The SRP, therefore was a measure of the frequency of behaviors, not a measure of whether they were considered offensive.

Table 2. Comparisons of research findings among surveys

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

### Tolerance of Sexual Harassment

An important issue is the link between experienced SEQ behaviors and the perception of sexual harassment. The data suggested a fairly high "threshold" or tolerance of harassment. Figures 4 and 5 show the discrepancy between experiencing SEQ behaviors and perceptions of sexual harassment for the SRP survey. The "threshold" of harassment is indicated by the gap between the experienced behaviors and being sexually harassed. As the gap between the

two narrows, the threshold is reached in terms of experienced behaviors becoming perceived as sexual harassment. There was a strong link between experiencing more egregious SEQ behaviors and the perception of being sexually harassed. Specifically, there seems to be a threshold between what behaviors were acceptable/tolerated and what behaviors were not.

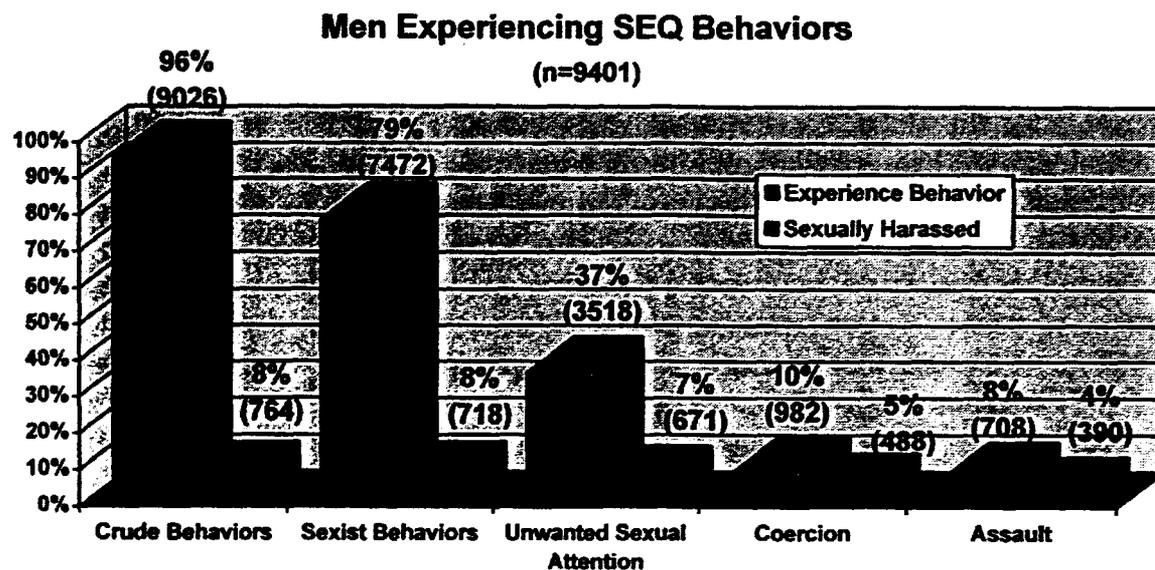


Figure 4. Men who have experienced any SEQ Behaviors

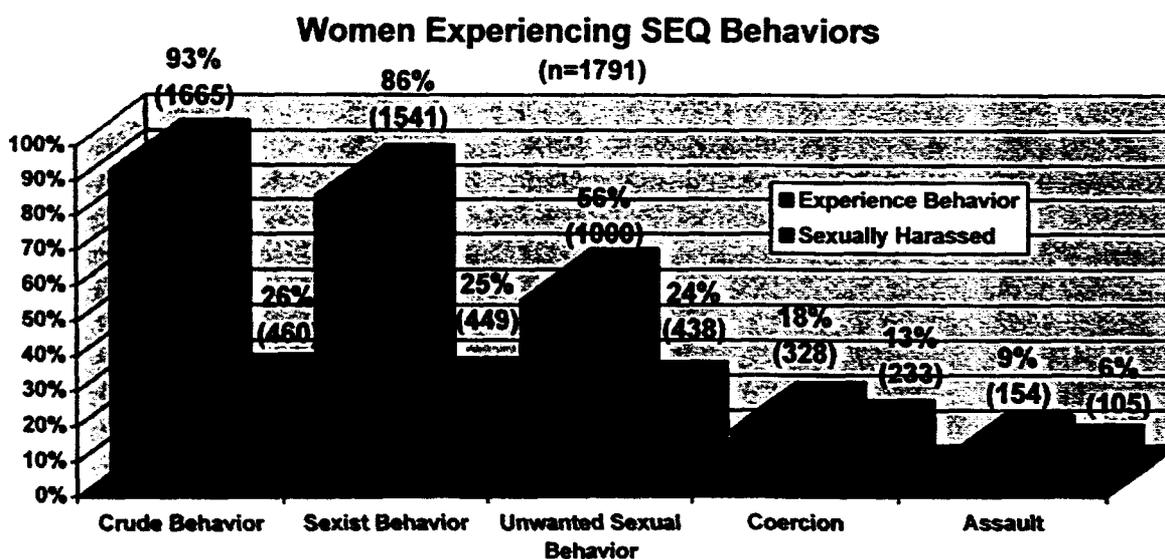


Figure 5. Women who have experienced any SEQ Behaviors

When the behaviors experienced included Coercion, soldiers were much more likely to say that they were sexually harassed. Very few soldiers reported being sexually harassed if the experienced behaviors were limited to the lower-

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

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

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

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

### Subgroup Findings

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

Table 3. Subgroup analysis of sexual harassment

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

## **Leadership**

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

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

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

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

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

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

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

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

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

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

Table 4. Leadership and SEQ behavior correlations

	POSLEAD	SELFCENT	NCOLEAD	OFFLEAD	RESPECT	ACCEPTW
SEQ	-.28	.28	-.24	-.21	-.31	.04
CRUDE	-.29	.29	.25	-.23	-.35	.01
SEXIST	-.33	.32	-.27	-.25	-.39	-.15
UNWANATT	-.23	.22	-.20	-.16	-.24	.05
COERCION	-.13	.14	-.12	-.09	-.13	.01
ASSAULT	-.10	.11	-.10	-.07	-.11	.002
RESPECT	.52	-.51	.43	.39	1.00	.18
ACCEPTW	.06	-.13	.06	.07	.18	1.00

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

negative view of leadership (e.g., 43% of men and 47% of women agreed that leaders are more interested in looking good than in being good).

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

### Complaint System

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

Table 5. Complaint process

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

### Training

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

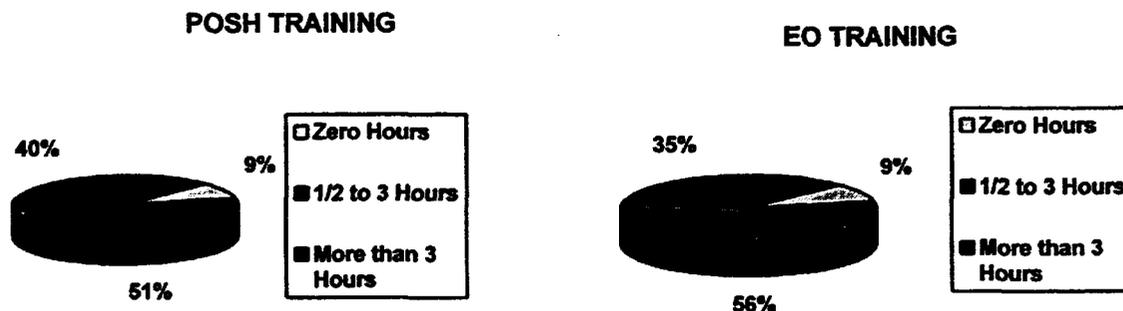


Figure 6. Amount of time spent in POSH and EO training

### Differences in Surveys

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

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

The student form, Form S, was expectedly different from the other two forms. The sample was much smaller (n=455) than the other forms and was made up of more senior soldiers (Majors and senior NCOs) taking part in select military schools (CGSC, Sergeant Major Academy, and First Sergeant Academy). Not surprisingly, this sample showed much lower rates of sexual harassment and much more positive evaluations of the Army as a whole. The following chart outlines key comparisons between the three forms.

Table 6. Form A, B and S Comparison

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

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

## TRAINEE SURVEY

### Analysis

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

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

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

### Demographics

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

Table 7. Demographics of the Trainee sample

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

### Major Findings

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

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

### Training Experiences

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

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

**Are men and women expected to achieve to the same standard during training?**

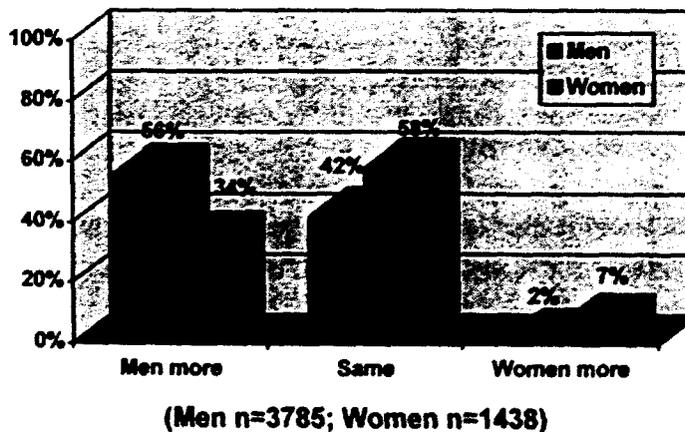


Figure 7. Expectations of male and female trainees to achieve to the same standards during training

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

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

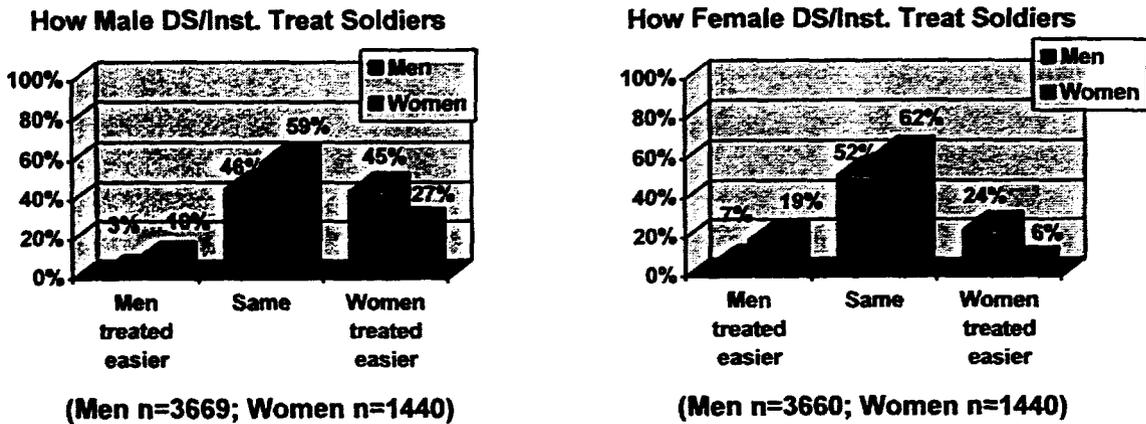
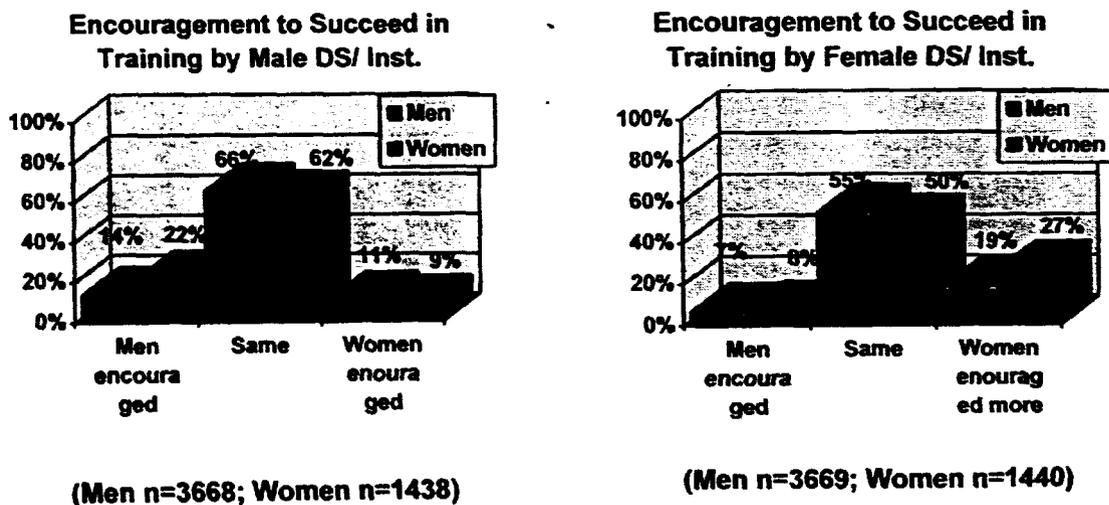


Figure 8. Treatment of trainees by drill sergeants and instructors

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



### Observing Sexual Harassment

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

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

Table 8. Observation of sexual harassment

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

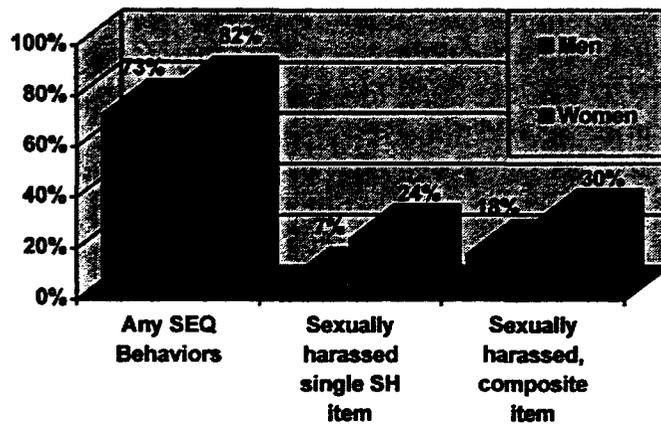
### Occurrence of Sexual Harassment Incidents

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

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

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

**Experienced Sexual Harassment Since Enlisting**



(Men n=3669; Women n=1440)

Figure 10. Sexual harassment by gender

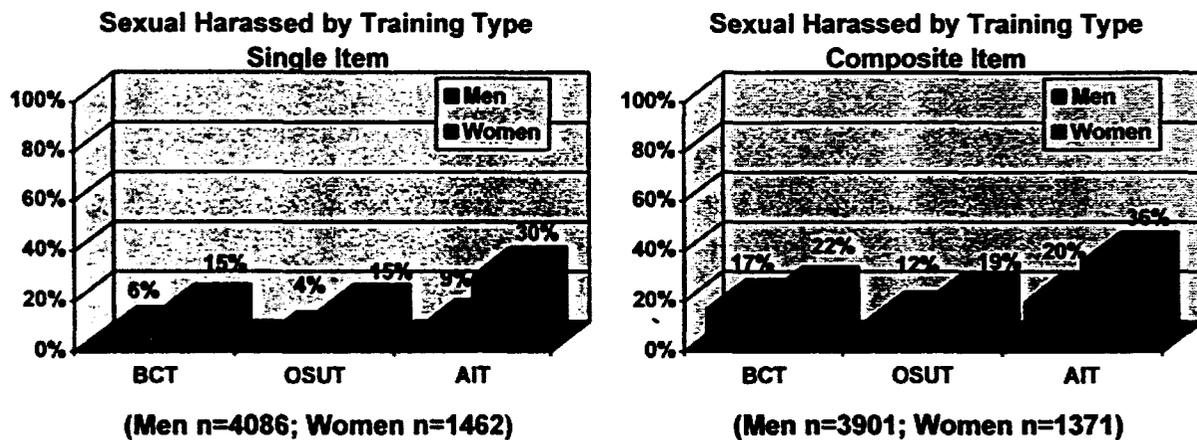


Figure 11. Sexual harassment by training type and gender

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

Table 9. Percent trainees who have experienced sexual harassment

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

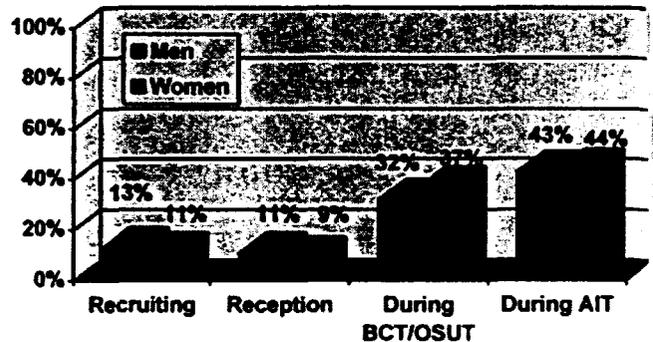
## The Circumstances in Which the Sexual Harassment Occurred

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

### Where the Most Recent Incident Took Place

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

### Of those who have been sexually harassed, WHERE THE HARASSMENT OCCURED

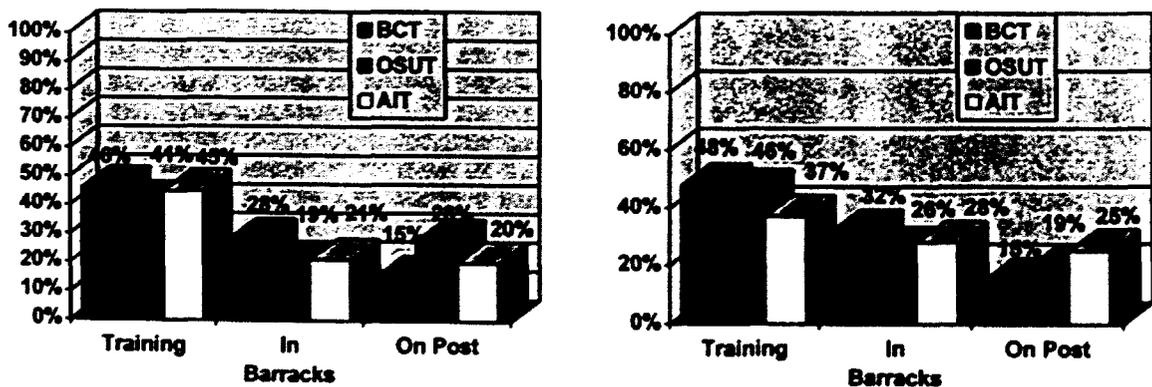


(Men n=305; Women n=344)

Figure 12. Place sexual harassment occurred for trainees

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

### Location of Most Recent Sexual Harassment Occurrence



(Men n=1248; Women n=548)

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

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

**Who was the Sexual Harasser**

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

Table 10. Who sexually harassed trainees

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

**Reporting of the Incident**

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

Table 11. Reported sexual harassment by training type

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

### SEQ Behaviors

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

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

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

Table 12. Trainees who experienced SEQ Behaviors

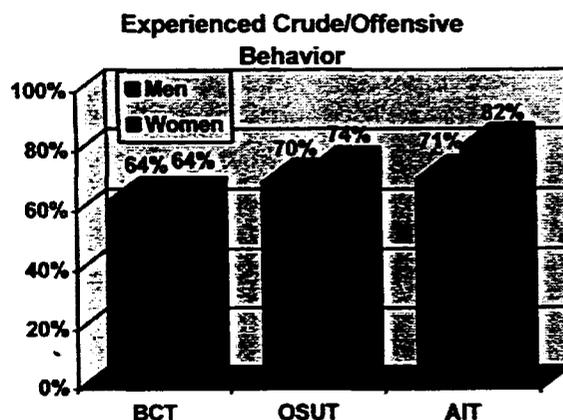
Percent who said they have experienced SEQ behaviors:

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

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

### Crude/Offensive Behaviors

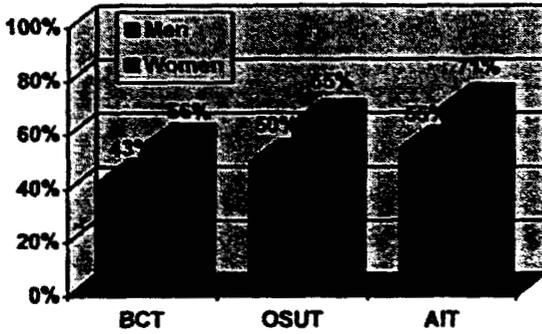
The category of Crude/Offensive Behaviors included survey items on: hearing suggestive stories or offensive jokes; crude or offensive sexual remarks; being whistled, called, or hooted at in a sexual way; witnessing sexual gestures or body language; being stared at, leered at or ogled; or having had someone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



(Men n=4013; Women n=1404)

Figure 14. Experienced crude/offensive behaviors by training type

### Experienced Sexist Behavior



(Men n=4007; Women n=1404)

Figure 15. Experienced sexist behavior by training type

### Sexist Behaviors

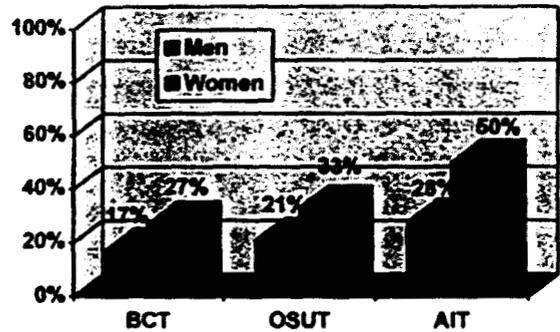
Half of the male trainees and 65% of the female trainees experienced sexist behaviors (Figure 15). Experiencing sexist behaviors included being treated differently because of your gender; having pornography or sexist materials displayed; hearing sexist comments; or being put down because of your gender.

### Unwanted Sexual Attention

This category included:

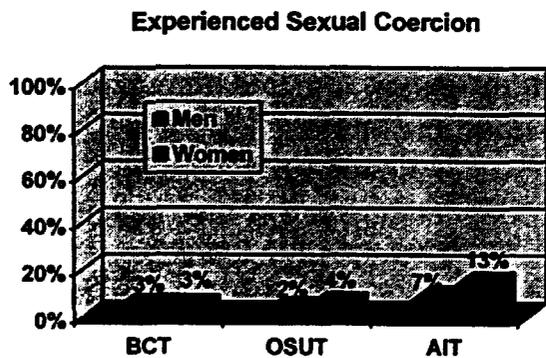
someone attempting to discuss your sex life or sexual matters with you; being touched in a way that made you feel uncomfortable; receiving unwanted sexual attention; having someone try to establish a romantic sexual relationship with you despite your continued efforts to discourage it; someone making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

### Experienced Unwanted Sexual Attention



(Men n=4013; Women n=1404)

Figure 16. Experienced unwanted sexual attention by training type



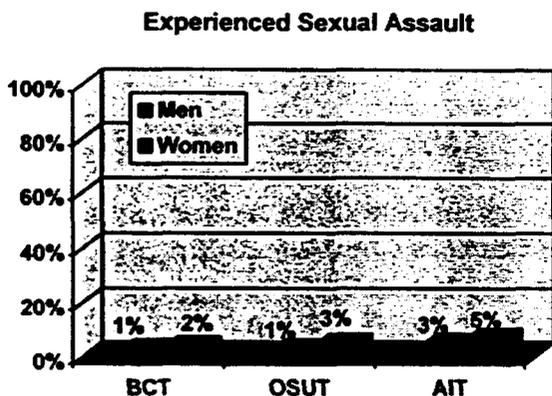
(Men n=4012; Women n=1404)

Figure 17. Experienced sexual coercion by training type

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

### Sexual Coercion

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



(Men n=4012; Women n=1403)

Figure 18. Experienced sexual assault by training type

### Sexual Assault

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

### Discrimination

Trainees were also asked if they had experienced any discrimination since joining the Army. Most men (68%) and women (59%) report that they had not experienced any discrimination. Of the male trainees who had experienced discrimination, the most frequent response was "other" discrimination (10%) which included discrimination because of age or weight, followed by racial discrimination (9%). Of the women who had experienced discrimination, the most frequent response was gender discrimination (15%), followed by "other" discrimination (13%).

## **Effects of Sexual Harassment and Discrimination**

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

## **Conclusion**

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

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

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

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

## TRAINER SURVEY

### Analysis

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

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

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

### Demographics

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

Table 13. Demographics

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

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

## Major Findings

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

## Training Experiences

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

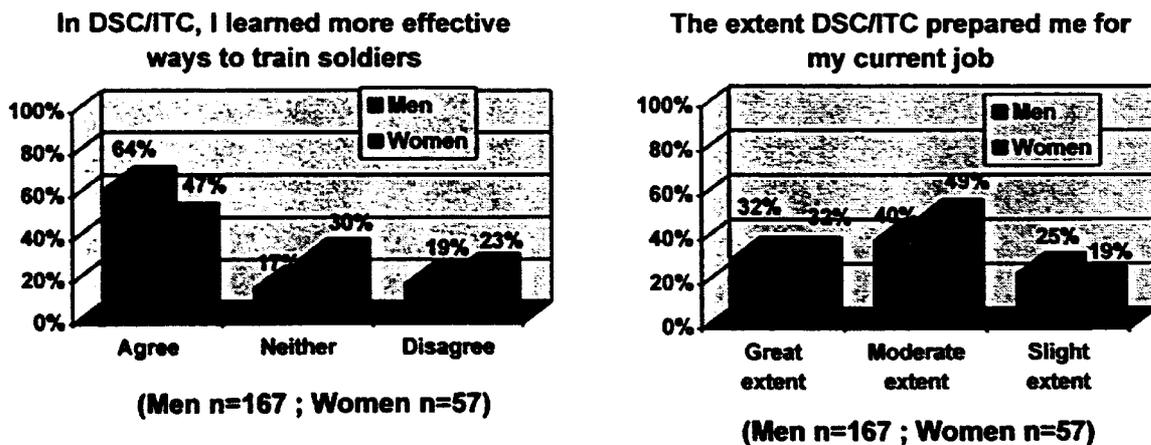


Figure 19. Training received at DSC/ITC

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

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

### At the DSC/ITC,...

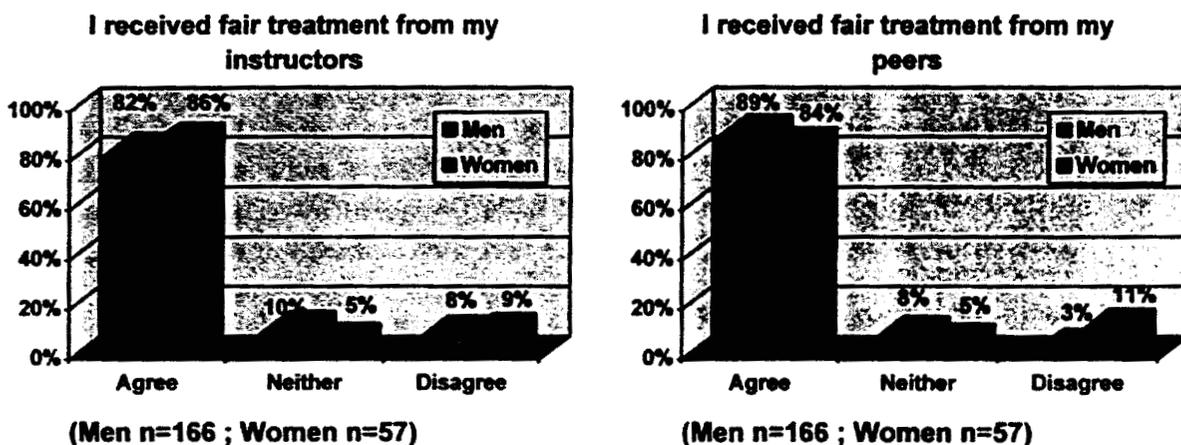


Figure 20. Treatment of trainers at DSC/ITC

### Current Position

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

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

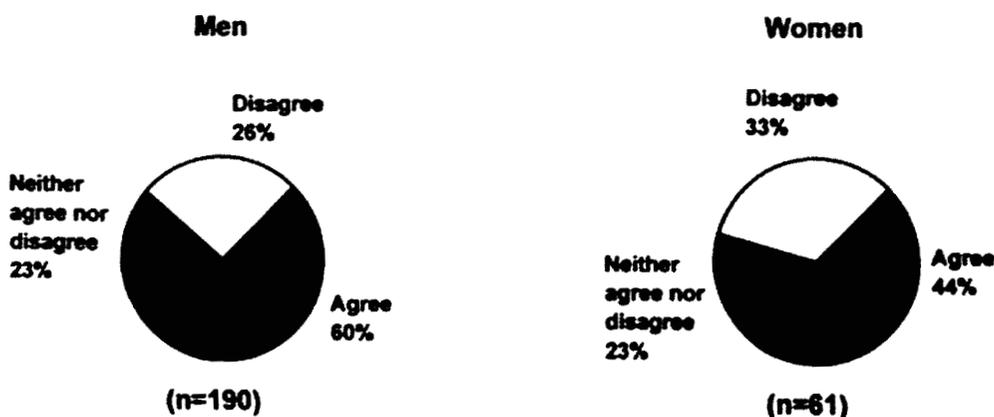


Figure 21. Support of chain of command for trainers

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

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

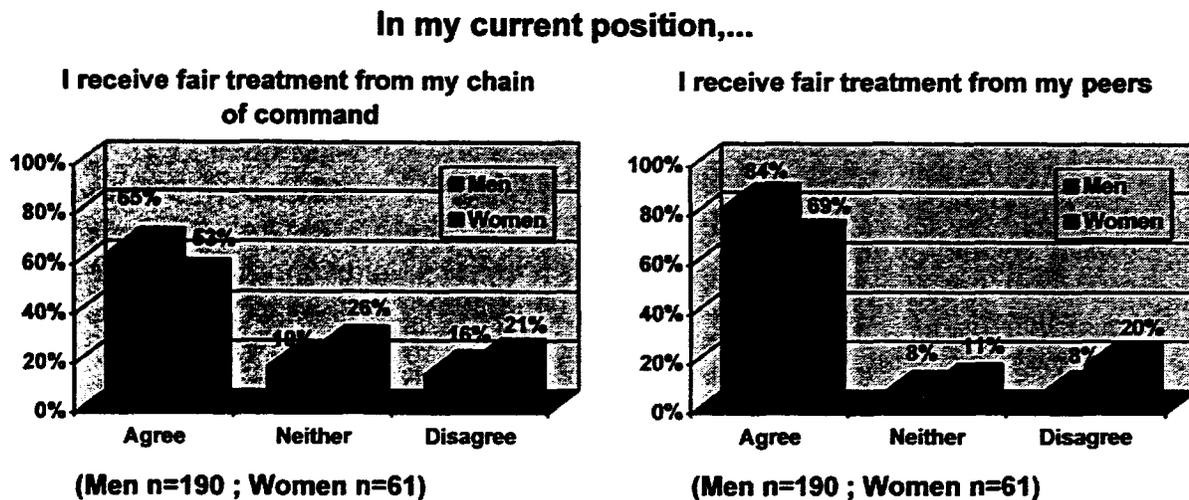


Figure 22. Treatment of trainers in their current position

### Observing Sexual Harassment

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

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

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

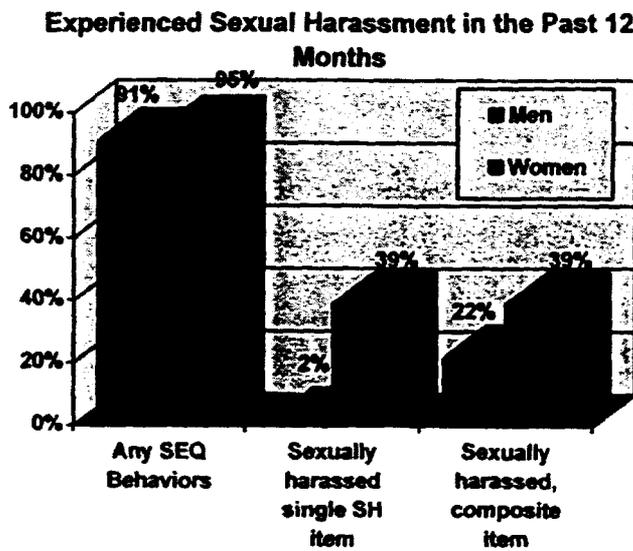
Table 14. Trainer observation of sexual harassment

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

### Occurrence of Sexual Harassment Incidents

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

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



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

Figure 23. Trainer sexual harassment by gender

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

Table 15. Percent trainers who have experienced sexual harassment

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

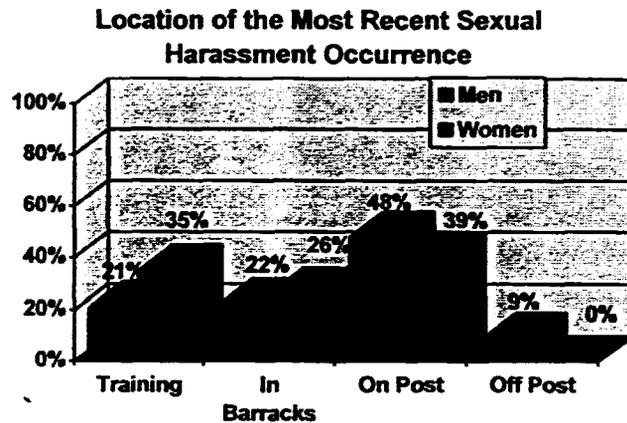
### The Circumstances in Which the Sexual Harassment Occurred

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

### Where the Most Recent Incident Took Place

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

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



(Men n=68 ; Women n=23)

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

### Who was the Sexual Harasser

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

Table 16. Who sexually harassed trainers

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

### Reporting of the Incident

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

### SEQ Behaviors

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

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

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

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

Table 17. Percent trainers who have experienced SEQ Behaviors

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

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

### Crude/Offensive Behaviors

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

### Sexist Behaviors

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

### Unwanted Sexual Attention

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

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

### **Sexual Coercion**

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

### **Sexual Assault**

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

### **Discrimination**

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

## **Conclusion**

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

due to trainers using their own definition of what constitutes sexual harassment rather than the Army's definition when determining whether or not they had been sexually harassed.

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

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

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## Endnotes

<sup>i</sup> Factor analysis is a statistical technique that uses correlations between variables (or items on a survey) to determine the underlying dimensions (factors). Correlated, similar items cluster together into factors which are defined by some common theme among the items

<sup>ii</sup> A correlation is an index of the direction and strength of the relationship between two variables. The most common measure of correlation is the Pearson product-moment correlation coefficient, or Pearson  $r$ . The value of Pearson  $r$  can range from negative one (-1.00) through zero (0) to positive one (+1.00). As the strength of the relationship between two variables increases, the correlation approaches either -1.00 or +1.00. Both -1.00 and +1.00 denote a perfect linear relationship. A positive correlation represents a direct relationship (as the values of one variable increase, so do the values of the second variable). A negative correlation represents an inverse relationship (as the values of one variable increase, the values of the second variable decrease). A correlation of zero indicates that no relationship exists between the two variables. The strength or magnitude of the relationship is shown by the number. The direction of the relationship is shown by the sign. The correlation coefficient is not a measure of causality. A correlation, even a perfect correlation, between two variables does not mean that one is causing the other, simply that they react in a certain manner.

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Table 18. Rule of thumb for interpreting the size of a correlation coefficient

<b>Size of Correlation</b>	<b>Interpretation</b>
.90 to 1.00 (-.9 to -1.0)	Very high correlation
.70 to .89 (-.70 to -.89)	High correlation
.50 to .79 (-.50 to -.79)	Moderate correlation
.30 to .49 (-.30 to -.49)	Low correlation
.00 to .29 (.00 to -.29)	Little, if any, correlation

## Part III

### FOCUS GROUP RESULTS

#### MILITARY FOCUS GROUPS

##### ***Subjects***

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

##### ***Analysis Methodology***

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

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

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

coded "other") were isolated and re-coded into new coding categories. In addition, some categories were merged.

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

## ***Summary of Results***

### **The Army Career**

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

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

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

the Army should be dedicated to you...benefits are dwindling." Eroding family medical and dental benefits was a common concern voiced in many focus groups.

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

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

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

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

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

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

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

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

### **The Work Environment**

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

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

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

Overall, comments from enlisted soldiers indicated that they did not believe that leaders maintained fair standards. Field grade officers were largely more positive in their comments. Double standards among officer-enlisted; senior enlisted-junior enlisted and male-female were the most frequently mentioned lack of fair standards. There was a general sentiment that “rules apply to ‘us’ and not to ‘them.’” For example one soldier stated, “My commander

always picks males over females; [there are] no females in leadership” Another stated that “some men and senior officers have a different standard.” Several other comments addressed cliques or “favorites” receiving special treatment. Some references were made to the type of standards in the unit. One officer explained that “in order to maintain fair standards, you have to have standards.” Going even further, another officer continued, “if you have a hard core standard, people adhere to it. If you have a soft standard, people adhere to that.”

### **Sexual Harassment in the Work Place**

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

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

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

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

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

Several comments indicated that many soldiers felt the Army was overreacting to recent media attention. Soldiers believed this over-reaction

resulted in females being penalized or “being treated as a second class citizen,” and men being afraid to work with women. One woman explained, “Men are fearful of me now... I can’t be part of the team.”

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

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

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

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

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

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

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

to be fondled.” For some women, they have experienced sexual harassment often enough that “jokes/comment are tolerated and expected to a degree.”

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

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

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

### **Awareness Training**

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

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

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

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

## **Suggestions**

### **◆ *Recommendations for improving the current situation varied widely.***

When asked for ways to address the problems and issues of sexual harassment and discrimination, responses were diverse and often did not pertain to the question. Notwithstanding, a few broad categories of responses emerged. A frequently mentioned suggestion was to increase the training soldiers received on interpersonal skills including how to behave. Several comments regarding training on these issues reflected, "you can have all the classes in the world, but unless you enforce standards, you lose it." Another common recommendation was to make punishments known and uniform regardless of rank.

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

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

## **TRAINEE FOCUS GROUPS**

### ***Subjects***

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

### ***Analysis Methodology***

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

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

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

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

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

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

### ***Summary of Results***

#### ***◆ Trainees experienced a variety of good experiences during their training***

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

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

#### ***◆ Trainees also experienced a variety of bad experiences during their training***

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

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

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

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

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

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

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

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

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

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

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

hard or heavy” and “I think that some male DS are easy on females because they are afraid that they will get in trouble (harassment charges, etc.). Feel that males are held more accountable for actions.” Harder on females refers to pushing them harder in general such as, “Our female drills are harder on females.”

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

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

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

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

Overall, most of the males’ comments indicated that they would report if they were sexually harassed and if the behavior continued. Some of the males indicated they would not report the incident because they would handle it on their own or they would be considered the joke of the town if they did report. Of the men who said they would report sexual harassment, reporting to the chain of

command (unspecified) and Drill Sergeants were the two most frequently mentioned choices along with the Chaplain and the EOAEOR.

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

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

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

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

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

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

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

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

## **TRAINER FOCUS GROUPS**

### ***Subjects***

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

### ***Analysis Methodology***

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

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

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

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

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

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

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

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

### ***Summary of Results***

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

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

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

trainer reported, "Article 15's here (are) not proper punishment. Our officers are too soft; 14 days extra duty doesn't do it." Finally, male comments also reported that the additional emphasis and reaction to sexual harassment along with the negative media surrounding the issue has made their jobs harder.

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

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

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

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

Some male comments also reported that having too few drill sergeants and instructors created tension in the working environment and that poor attitudes often caused problems. Other female comments indicated that poor attitudes as well as animosity towards women and disrespect were problems at their jobs.

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

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

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

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

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

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

When asked about sexual harassment, the vast majority of female comments (74%) reported that they would not report sexual harassment due to a fear of reprisal and a belief that reports will not be investigated. Many female comments were offered; for example, "I would report it, but it may get ignored or even reversed"; "Nothing happens. You are looked at as not being able to do your job"; "No, I'm told, seasoned soldier, suck it up"; "I wrote up a statement that went nowhere. After making my statement I was given a letter of reprimand

and threatened with being moved”; “No, I don’t even care. I’m at the point where I’m fed up”; and “It is proven that it can’t be done without coming back to you.”

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

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

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

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

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

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

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

All respondents reported receiving training in the prevention of sexual harassment within the last 12 months. Again, there were gender differences in reporting on the effectiveness of the training. Female comments reported that the training was not effective, with the majority of male comments reporting that the training was effective. For example, a typical female comment stated "Even after all the training, guys still do things that they shouldn't do, such as using swear words and joking about sex openly." When asked why training was not effective, both groups reported that they were oversaturated with training and that the training was becoming repetitive.

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

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

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

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

## Part IV

### INDIVIDUAL INTERVIEW RESULTS

#### MILITARY LEADER INTERVIEWS

##### **Subjects**

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

##### **Analysis Methodology**

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

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

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

## **Summary of Results**

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

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

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

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

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

problems, then turn around and graduate.” And fourth, leaders view their jobs as enjoyable because they feel like they are making a difference and having an impact on their soldiers. A leader summed up this by saying that the job is “rewarding because I can have a positive impact on others. Strong believer in spending time with troops.”

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

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

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

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

commented that he did this “through communication and checking with soldiers to ensure leaders are informing them of the standards.”

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

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

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

The most frequently mentioned comment from leaders was training and education for ensuring that subordinate leaders in their unit make honest and reasonable efforts to promote a climate of dignity and respect. Training and education were reinforced by “conduct [ing] monthly noncommissioned officers professional development programs which include platoon leaders, platoon sergeants, and squad leaders. Select different topics every month, but cover real situations that have occurred and how to handle them.” The second most frequently mentioned comment was that leaders need to enforce the standards and emphasize the command philosophy. One leader accomplished this by “publishing command philosophy; talking dignity and respect at all inbriefs - emphasizing values.” The next three most frequently mentioned comments were communication, lead by example, and observation / monitoring. Communication includes “listening to their ideas, sometimes it’s hard but it shows respect to listen to their view and possibly implement their ideas.” One leader summed up this next idea by saying, “Leading by example; [I] can’t ensure what they do. [I]

can just set what the expectations are. Guidelines are there, but it's personal responsibility - some people will never treat one another with dignity and respect." Through observation / monitoring leaders are able to "be around them as often as possible keeping a finger on pulse of unit, talking to soldiers and being around."

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

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

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

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

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

partner. Staff sergeant received a letter of reprimand from the general"; and "Had various male soldiers use the term bitch around a female. Soldier was given a counseling statement, behavior stopped."

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

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

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

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

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

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

Most of the comments indicated that the training was effective and it makes you aware of what is right and wrong. A couple of comments given as examples of this were, "The chain teaching was very good. Brought up things that are inappropriate that we didn't really know were sexual harassment." and

“Gets across in right way. Key is awareness and getting their attention. It does that. Lets them know what the standard is and what things won’t be tolerated.”

Some of the reasons given for training not being effective were that only some were hearing it, it doesn’t change attitudes, and more specific / additional information was needed. Some of the comments given as examples of these issues were “I don’t think its [training] very effective. [Training is] usually done in a classroom environment, doesn’t hold their attention.”, “I don’t think its effective in changing behaviors and values.”, and “Training is bland and boring. Needs to be more creative in terms of soldier interest. Don’t want touchy-feely, but go to get at the source.”

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

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

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

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

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

everyone's responsibility, but NCOs are the ones who need to watch out for it and stop it when it happens. They're closest to the soldier."

When elements were mentioned, most of the comments indicated that the chain of command and leadership have the most expertise and ability to prevent harassment or discrimination from happening. An example of a chain of command comment was, "Chain of command. They see it, although they're the ones who close their eyes and ignore and are part of the problem instead of the solution." A leadership example was that it "should be the leaders, because they set the climate for the unit. If they are doing wrong, how can they expect their soldiers to do the right thing." One comment that really summed everything up was, "Everyone in the Army has the responsibility to prevent sexual harassment or discrimination - it has to start with soldiers themselves."

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

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

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

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

When asked in their own view, what needs to be done to reduce incidents of sexual harassment in the Army, the most common response leaders gave was

education, training, and mentoring. An example of this was, "Better quality training, not the old stand up, show a chart, speak. Not the old 'propaganda' they showed in the '70s. Need to update our film library and come on line with the times through better, innovative, participative training." Clarifying and enforcing standards was another comment mentioned. This can be accomplished by "enforce (ing) the standards - system already in place." Another way of reducing incidents of sexual harassment that was mentioned was by improving leadership. As one of the comments indicated, "Needs to be more command involvement. Higher command level needs to get more involved. Don't have a deaf ear, always be available. Let your presence be known seven days a week. Leaders set the tone for problems with units." Continuous awareness was another issue mentioned; "Increase awareness at all levels. Ensure that all levels are aware, trained, and educated. Prevent assumption that all leaders are well aware and prepared to deal with sexual harassment / EO issues." The fifth most frequently mentioned comment indicated that the Army needs faster / stricter punishments. This issue can be summed up with one quote, "Pinch a butt, go to jail."

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

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

Negative comments centered around issues such as downsizing, leadership, training / teaching, and OPTEMPO issues. Downsizing also included issues focusing on lack of resources and personnel issues. One of the comments was, "End the drawdown. If we drawdown anymore, we'll go beyond what we're capable of doing. Fewer people, more missions, fewer resources, more deployments." An example of a leadership issue was, "Perception of zero

tolerance for defects-that's the perception here. I have one company commander who feels making a mistake is a career ender. I have another commander who has made mistakes and learned from them. What a difference! If we grow generations of leaders who are looking over their shoulder, that's bad. I'm worried about it." The problems with training / teaching issues were summed up by this comment, "Lecture is shown to be the least effective form of learning. Videos are the same way. Most effective learning would be in a small group discussion, active participation." The fourth most frequently mentioned comment was concern with OPTEMPO issues. As a leader viewed this, "Operations tempo (OPTEMPO) takes away from creating 'professional' soldiers. No time to teach moral courage."

## EQUAL OPPORTUNITY ADVISOR INTERVIEWS

### Subjects

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

### Analysis Methodology

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

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

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

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

### Summary of Results

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **Mental Health Provider Interviews**

### **Subjects**

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

### **Analysis Methodology**

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

Soldiers and civilian workers occasionally used the military mental health system as an avenue to present their sexual harassment complaints. These clients<sup>1</sup> presented their concerns either directly as occupational or performance problems, interpersonal conflicts with coworkers or supervisors, or victims of rape or sexual assault; or indirectly as anxiety, depression, or other psychological factors.

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

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

### **Summary of Results**

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

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

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<sup>1</sup> The term, "client", typically means a soldier, but it can also include civilian workers and family members eligible for mental health services on military installations.

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

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

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

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

1.) If the client was command referred<sup>2</sup> to a mental health professional, then the client was encouraged to deal with the psychological and interpersonal issues having arisen from the sexual harassment.

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

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

With only a few exceptions, mental health providers reported not having been given direct guidance from their command regarding handling clients with

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<sup>2</sup> A client who is command referred has been ordered by his or her commander to be seen by a mental health professional. A client who is self-referred has made an appointment with a mental health professional on their own volition.

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

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

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

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

Mental health providers discussed their roles and responsibilities of maintaining privacy when working with a sexual harassment case. The right of privacy is often confused with the privilege of confidentiality.<sup>3</sup> A client has a right to a private session, but the information obtained in the session is not necessarily confidential. While current command policies regarding confidentiality are in accordance with AR 44-60, *Medical Records and Quality Assurance Administration* and AR 340-21, *The Army Privacy Program*, the adherence to the regulations and enforcement of these regulations varies from provider to provider. Currently, to maintain mission readiness, the client's right to confidentiality and privilege does not exist.

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

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<sup>3</sup> Generally, the purpose of a privilege of confidentiality is to protect the communications made by those seeking help or counseling, not to suppress evidence of crime or to protect people in trouble. There is no physician (or psychologist, social worker) - patient privilege in the military. Even if a soldier consults a private physician in a jurisdiction with a doctor-patient privilege, such a privilege is inapplicable to a court-martial or other military proceeding or investigation.

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

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

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

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

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

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

Despite seeing a limited number of cases involving sexual harassment, providers recognized that sexual harassment may have a devastating effect on a person's life. There was a significant amount of attention and training on the

effects of rape and assault, but little recognition was given to the psychological effects of sexual harassment on soldiers in the workplace.

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

## **Staff Judge Advocate Interviews**

### **Subjects**

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

### **Analysis Methodology**

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

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

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

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

### **Summary of Results**

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

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

regulation with clear, simple rules for behavior. One JAG said, "Parts of the policy are unclear. For example 'unwelcome behavior'—how do you know until you try?"

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

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

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

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

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

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

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

SJAs report that many investigations are "timely, thorough, and complete." They also note that the best investigations often begin with investigating officers seeking their advice early in the process and continuing to consult with them as the investigation proceeds. They report that investigators require good oversight and guidance to ensure the investigation is complete and thorough.

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

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

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

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

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

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

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

SJAs also note the importance of leaders in the prevention process. One said, "leaders need to talk to their soldiers." Another mentioned, "We need to show commanders how to deal with sexual harassment complaints—too many

don't know." One SJA also noted, "Victims are confused and embarrassed—many leaders don't know how to help them." They also reported that commanders must enforce standards equally for all soldiers and eliminate double standards.

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

**Annex A**  
**SRP Army Wide Survey Form A**

# COMMAND AND SOLDIER CLIMATE ASSESSMENT SURVEY - A

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

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

<input type="radio"/> RIGHT	<input type="radio"/> WRONG	<input type="radio"/> WRONG
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- A. **Current Rank**
- B. **MOS or Specialty (Example, 71L or 42A)**
- C. **Gender**  
A. Male  
B. Female
- D. **Which of the following best describes your duty position?**  
A. Nonsupervisory position  
B. Squad leader/Section Sergeant  
C. Platoon Sergeant  
D. First Sergeant  
E. Platoon Leader  
F. Company Commander  
G. Executive Officer  
H. Other
- E. **Current Age**
- F. **How many hours do you usually work in a day?**
- G. **Number of MEN in your COMPANY you work with on a daily basis**
- H. **Number of WOMEN in your COMPANY you work with on a daily basis**
- I. **Marital Status**  
A. Single  
B. Married  
C. Divorced  
D. Separated  
E. Widow/Widower
- J. **During the past year has your unit deployed anywhere for a period of three months or more?**  
A. Yes  
B. Currently deployed  
C. No  
D. Don't Know
- K. **What is the sex of your first line supervisor?**  
A. Male  
B. Female
- L. **Sequence Number:**



Please rate each statement below using the following scale:

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

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

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

Please continue to rate each statement using the following scale:

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

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

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

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

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

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

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

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

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

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

Please use the following scale:

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

## To Be Completed By All Soldiers.

Please answer the following questions using the scale:

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

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



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

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

A. Current Rank

	MALE		FEMALE	
	Count	%	Count	%
Junior Enlisted	5324	45.2%	1115	52.5%
NCO	5278	44.8%	824	38.8%
Officers	1181	10.0%	183	8.6%

C. Gender

	GENDER	
	Count	%
MALE	11816	84.7%
FEMALE	2135	15.3%

D. Which of the following best describes your duty position?

	MALE		FEMALE	
	Count	%	Count	%
NONSUPERVISORY POSITION	5116	43.6%	1059	50.0%
SQUAD LEADER/SECTION				
SERGEANT	2985	25.5%	436	20.6%
PLATOON SERGEANT	648	5.5%	65	3.1%
FIRST SERGEANT	243	2.1%	40	1.9%
PLATOON LEADER	274	2.3%	45	2.1%
COMPANY COMMANDER	166	1.4%	30	1.4%
EXECUTIVE OFFICER	137	1.2%	14	.7%
OTHER	2158	18.4%	431	20.3%

E. Current Age

	MALE		FEMALE	
	Count	%	Count	%
17 YEARS OLD	4	.0%	1	.0%
18 YEARS OLD	166	1.4%	37	1.7%
19 YEARS OLD	541	4.6%	112	5.3%
20 YEARS OLD	766	6.5%	164	7.7%
21 YEARS OLD	850	7.2%	163	7.7%
22 YEARS OLD	794	6.8%	160	7.6%
23 YEARS OLD	747	6.4%	126	6.0%
24 YEARS OLD	782	6.7%	150	7.1%
25 YEARS OLD	768	6.5%	145	6.8%
26 YEARS OLD	707	6.0%	122	5.8%
27 YEARS OLD	543	4.6%	79	3.7%
28 YEARS OLD	480	4.1%	92	4.3%
29 YEARS OLD	452	3.9%	78	3.7%
30 YEARS OLD	462	3.9%	85	4.0%
31 YEARS OLD	431	3.7%	64	3.0%
32 YEARS OLD	394	3.4%	67	3.2%
33 YEARS OLD	392	3.3%	44	2.1%
34 YEARS OLD	328	2.8%	48	2.3%
35 YEARS OLD	328	2.8%	75	3.5%
36 YEARS OLD	302	2.6%	56	2.6%
37 YEARS OLD	331	2.8%	63	3.0%
38 YEARS OLD	266	2.3%	38	1.8%
39 YEARS OLD	201	1.7%	37	1.7%
40 YEARS OLD	165	1.4%	28	1.3%
41 YEARS OLD	122	1.0%	19	.9%
42 YEARS OLD	97	.8%	12	.6%
43 YEARS OLD	58	.5%	13	.6%
44 YEARS OLD	60	.5%	9	.4%
45 YEARS OLD	52	.4%	6	.3%
46 YEARS OLD	30	.3%	3	.1%
47 YEARS OLD	29	.2%	4	.2%
48 YEARS OLD	21	.2%	9	.4%
49 YEARS OLD	19	.2%	1	.0%
50 YEARS OLD	13	.1%	1	.0%
51 YEARS OLD	8	.1%	3	.1%
52 YEARS OLD	5	.0%	1	.0%
53 YEARS OLD	2	.0%		

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

	MALE		FEMALE	
	Count	%	Count	%
1 HOUR	18	.2%	5	.2%
2 HOURS	4	.0%		
3 HOURS	7	.1%	1	.0%
4 HOURS	11	.1%	3	.1%
5 HOURS	27	.2%	4	.2%
6 HOURS	92	.8%	18	.9%
7 HOURS	237	2.1%	41	2.0%
8 HOURS	1638	14.2%	473	22.6%
9 HOURS	1277	11.0%	316	15.1%
10 HOURS	2715	23.5%	442	21.1%
11 HOURS	1513	13.1%	248	11.8%
12 HOURS	2430	21.0%	359	17.2%
13 HOURS	538	4.7%	76	3.6%
14 HOURS	520	4.5%	50	2.4%
15 HOURS	209	1.8%	28	1.3%
16 HOURS	134	1.2%	11	.5%
17 HOURS	26	.2%		
18 HOURS	53	.5%	3	.1%
19 HOURS	6	.1%	2	.1%
20 HOURS	19	.2%		
21 HOURS	6	.1%		
22 HOURS	2	.0%		
23 HOURS	2	.0%	1	.0%
24 HOURS	73	.6%	12	.6%

I. Marital Status

	MALE		FEMALE	
	Count	%	Count	%
Not Married	4911	41.7%	1223	57.6%
Married	6875	58.3%	902	42.4%

J. During the past year, has your unit deployed anywhere for a period of three months or more?

	MALE		FEMALE	
	Count	%	Count	%
YES	2524	21.4%	375	17.7%
CURRENTLY DEPLOYED	305	2.6%	50	2.4%
NO	8288	70.4%	1516	71.4%
DON'T KNOW	653	5.5%	182	8.6%

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

	MALE		FEMALE	
	Count	%	Count	%
MALE	10682	90.7%	1728	81.1%
FEMALE	1090	9.3%	402	18.9%

1. Ethnic Group

	MALE		FEMALE	
	Count	%	Count	%
White	7043	59.9%	930	43.9%
Black	2665	22.7%	849	40.0%
Hispanic	1130	9.6%	148	7.0%
Other	913	7.8%	193	9.1%

2. Highest level of education

	MALE		FEMALE	
	Count	%	Count	%
SOME HIGH SCHOOL	34	.3%	5	.2%
HIGH SCHOOL GRADUATE	3335	28.3%	539	25.3%
GED	255	2.2%	18	.8%
SOME COLLEGE	5947	50.4%	1094	51.4%
COLLEGE GRADUATE	1675	14.2%	344	16.2%
GRADUATE TRAINING	204	1.7%	56	2.6%
GRADUATE DEGREE	342	2.9%	74	3.5%

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

	MALE		FEMALE	
	Count	%	Count	%
1 TIMES	2611	22.3%	703	33.7%
2 TIMES	1141	9.8%	240	11.5%
3 TIMES	1177	10.1%	243	11.6%
4 TIMES	1344	11.5%	248	11.9%
5 TIMES	1029	8.8%	199	9.5%
6 TIMES	908	7.8%	150	7.2%
7 TIMES	676	5.8%	90	4.3%
8 TIMES	334	2.9%	38	1.8%
9 TIMES	421	3.6%	44	2.1%
10 TIMES	188	1.6%	14	.7%
11 TIMES OR MORE	265	2.3%	19	.9%
12	1592	13.6%	98	4.7%

To What Extent Do the Soldiers in Your Company:

4. Say insulting things to each other?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	1216	10.5%	249	12.0%
Slight/Moderate Extent	7507	64.6%	1368	65.8%
Great/Very Great Extent	2900	25.0%	462	22.2%

5. Like to get things done?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	259	2.2%	39	1.8%
Slight/Moderate Extent	3604	30.7%	765	36.2%
Great/Very Great Extent	7875	67.1%	1307	61.9%

6. Say degrading things about women?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	2820	24.3%	525	25.5%
Slight/Moderate Extent	7088	61.1%	1245	60.5%
Great/Very Great Extent	1693	14.6%	287	14.0%

7. Say degrading things about men?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	3581	33.0%	644	32.5%
Slight/Moderate Extent	5949	54.8%	1198	60.4%
Great/Very Great Extent	1327	12.2%	140	7.1%

8. Work hard to achieve their goals?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	227	1.9%	40	1.9%
Slight/Moderate Extent	4530	38.6%	863	41.0%
Great/Very Great Extent	6966	59.4%	1202	57.1%

9. Enjoy a challenge?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	449	3.8%	83	4.0%
Slight/Moderate Extent	5107	43.7%	1029	49.2%
Great/Very Great Extent	6140	52.5%	980	46.8%

10. Have high expectations of themselves?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	233	2.0%	46	2.2%
Slight/Moderate Extent	5298	45.4%	999	48.1%
Great/Very Great Extent	6146	52.6%	1032	49.7%

11. Gossip behind one another's backs?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	746	6.5%	84	4.1%
Slight/Moderate Extent	5676	49.1%	728	35.1%
Great/Very Great Extent	5138	44.4%	1260	60.8%

12. Do what is right?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	246	2.1%	56	2.7%
Slight/Moderate Extent	6195	52.8%	1261	60.2%
Great/Very Great Extent	5289	45.1%	778	37.1%

13. Respect one another?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	420	3.6%	106	5.0%
Slight/Moderate Extent	6649	56.7%	1364	64.8%
Great/Very Great Extent	4663	39.7%	635	30.2%

14. Treat others as they would like to be treated?

	MALE		FEMALE	
	Count	%	Count	%
Not At All	805	6.9%	212	10.1%
Slight/Moderate Extent	7126	60.8%	1349	64.1%
Great/Very Great Extent	3795	32.4%	543	25.8%

15. Soldiers in this company are expected to comply with the law and professional standards over and above other considerations.

	MALE		FEMALE	
	Count	%	Count	%
Agree	9403	80.4%	1670	79.4%
Not Sure	1240	10.6%	204	9.7%
Disagree	1049	9.0%	229	10.9%

16. The soldiers in this company are respectful towards women.

	MALE		FEMALE	
	Count	%	Count	%
Agree	7727	66.3%	1260	59.8%
Not Sure	2444	21.0%	433	20.6%
Disagree	1486	12.7%	413	19.6%

17. Soldiers in this company strictly obey the company policies.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6239	53.2%	853	40.3%
Not Sure	2404	20.5%	460	21.7%
Disagree	3093	26.4%	802	37.9%

18. Soldiers in this company do not have enough time to spend with friends and family.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5595	47.9%	922	43.8%
Not Sure	1506	12.9%	275	13.1%
Disagree	4572	39.2%	908	43.1%

19. Soldiers in this company do not tolerate sexual harassment.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6522	56.4%	991	47.3%
Not Sure	3212	27.8%	585	27.9%
Disagree	1821	15.8%	520	24.8%

20. Soldiers in this company feel that there are no moral restrictions on their behavior.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2279	19.5%	436	20.9%
Not Sure	3159	27.1%	619	29.6%
Disagree	6237	53.4%	1034	49.5%

21. Soldiers in this company do not have enough time for relaxation and entertainment.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5076	43.3%	841	39.7%
Not Sure	1338	11.4%	238	11.2%
Disagree	5315	45.3%	1042	49.1%

22. Soldiers in this company are able to take on tough problems without getting flustered.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5834	49.6%	874	41.3%
Not Sure	2572	21.9%	453	21.4%
Disagree	3352	28.5%	791	37.3%

23. Each soldier in this company decides for himself/herself what is right and wrong.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6626	56.5%	1194	56.5%
Not Sure	2141	18.3%	354	16.7%
Disagree	2956	25.2%	567	26.8%

24. The soldiers in this company have enough skills that I would trust them with my life in combat.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4613	39.5%	556	26.4%
Not Sure	2826	24.2%	569	27.1%
Disagree	4251	36.4%	978	46.5%

25. There are soldiers in this company that would lend me money in an emergency.

	MALE		FEMALE	
	Count	%	Count	%
Agree	8367	73.0%	1373	67.4%
Not Sure	2087	18.2%	425	20.9%
Disagree	1012	8.8%	240	11.8%

26. In this company, people look out for each other's good.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6464	55.0%	946	44.8%
Not Sure	2259	19.2%	389	18.4%
Disagree	3028	25.8%	777	36.8%

27. In this company, soldiers are expected to follow their own personal and moral beliefs.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6527	55.8%	1129	53.6%
Not Sure	2735	23.4%	485	23.0%
Disagree	2445	20.9%	491	23.3%

28. In this company, people protect their own interests above all else.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6383	53.5%	1301	61.5%
Not Sure	2608	22.2%	407	19.2%
Disagree	2844	24.2%	409	19.3%

29. There is a lot of teamwork and cooperation among soldiers in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6976	59.4%	1015	47.9%
Not Sure	1728	14.7%	306	14.4%
Disagree	3047	25.9%	799	37.7%

30. There is a lot of lying and deceit among soldiers in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	3386	28.9%	861	40.7%
Not Sure	3171	27.1%	560	26.5%
Disagree	5149	44.0%	692	32.7%

31. The soldiers in this company are respectful towards men.

	MALE		FEMALE	
	Count	%	Count	%
Agree	7490	66.3%	1553	73.9%
Not Sure	2598	23.0%	368	17.5%
Disagree	1213	10.7%	180	8.6%

32. There are soldiers in this company that I would consider my friends.

	MALE		FEMALE	
	Count	%	Count	%
Agree	9685	83.2%	1577	75.4%
Not Sure	1045	9.0%	204	9.8%
Disagree	904	7.8%	311	14.9%

33. There are soldiers in this company that I can go to for help when I have a personal problem.

	MALE		FEMALE	
	Count	%	Count	%
Agree	8437	72.8%	1419	68.0%
Not Sure	1546	13.3%	252	12.1%
Disagree	1608	13.9%	415	19.9%

34. My closest relationships are with my peers in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4782	41.9%	693	33.8%
Not Sure	1032	9.0%	107	5.2%
Disagree	5604	49.1%	1248	60.9%

35. I have peers in this company that I choose to spend my time with in my non-duty hours.

	MALE		FEMALE	
	Count	%	Count	%
Agree	7250	63.8%	1156	56.6%
Not Sure	747	6.6%	82	4.0%
Disagree	3374	29.7%	804	39.4%

36. The leaders in this company set high standards for soldiers in terms of good behavior and discipline.

	MALE		FEMALE	
	Count	%	Count	%
Agree	8293	70.9%	1299	61.5%
Not Sure	1217	10.4%	226	10.7%
Disagree	2189	18.7%	586	27.8%

37. The leaders in this company encourage soldiers to be all they can be.

	MALE		FEMALE	
	Count	%	Count	%
Agree	7708	65.6%	1225	57.9%
Not Sure	1497	12.7%	254	12.0%
Disagree	2537	21.6%	636	30.1%

38. The leaders in this company are more interested in looking good than in being good.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5026	42.8%	988	46.8%
Not Sure	1900	16.2%	323	15.3%
Disagree	4826	41.1%	801	37.9%

39. The leaders in this company are self-centered.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4193	35.7%	858	40.7%
Not Sure	2436	20.8%	404	19.2%
Disagree	5102	43.5%	847	40.2%

40. The leaders in this company are bossy.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4859	41.6%	881	42.1%
Not Sure	1762	15.1%	288	13.8%
Disagree	5065	43.3%	923	44.1%

41. The leaders in this company are able to take on tough problems without getting flustered.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5824	49.6%	896	42.5%
Not Sure	2608	22.2%	450	21.3%
Disagree	3305	28.2%	763	36.2%

42. I am impressed with the quality of leadership in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4619	39.4%	652	30.9%
Not Sure	2470	21.1%	394	18.7%
Disagree	4637	39.5%	1065	50.5%

43. My chain of command works well.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5738	48.9%	903	42.7%
Not Sure	2330	19.9%	385	18.2%
Disagree	3668	31.3%	825	39.0%

44. I would go for help with a personal problem to people in the company chain of command.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5326	45.8%	716	34.1%
Not Sure	1991	17.1%	301	14.3%
Disagree	4309	37.1%	1084	51.6%

45. The leaders in this company push soldiers very hard to get things done without regard for the soldiers' needs.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4811	41.0%	952	45.1%
Not Sure	1664	14.2%	299	14.2%
Disagree	5266	44.9%	862	40.8%

46. The leaders in the company enforce the standards they set for good behavior.

	MALE		FEMALE	
	Count	%	Count	%
Agree	7603	64.7%	1146	54.2%
Not Sure	2158	18.4%	428	20.3%
Disagree	1988	16.9%	539	25.5%

47. The leaders in this company are not concerned with the way soldiers treat each other as long as the job gets done.

	MALE		FEMALE	
	Count	%	Count	%
Agree	3535	30.1%	764	36.1%
Not Sure	2089	17.8%	316	14.9%
Disagree	6123	52.1%	1035	48.9%

48. The leaders in this company can take charge of things.

	MALE		FEMALE	
	Count	%	Count	%
Agree	8337	71.0%	1333	63.0%
Not Sure	1830	15.6%	366	17.3%
Disagree	1583	13.5%	417	19.7%

49. The leaders in this company set good examples for soldiers by behaving the way they expect soldiers to behave.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6329	53.9%	875	41.4%
Not Sure	1936	16.5%	324	15.3%
Disagree	3485	29.7%	916	43.3%

50. The leaders in this company are able to make tough decisions.

	MALE		FEMALE	
	Count	%	Count	%
Agree	7267	62.0%	1143	54.1%
Not Sure	2693	23.0%	521	24.7%
Disagree	1770	15.1%	448	21.2%

51. The leaders in this company just look out for themselves.

	MALE		FEMALE	
	Count	%	Count	%
Agree	3603	30.7%	773	36.6%
Not Sure	2340	19.9%	389	18.4%
Disagree	5797	49.4%	950	45.0%

52. The leaders in this company are more interested in furthering their careers than in the well-being of their soldiers.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4366	37.2%	850	40.4%
Not Sure	2277	19.4%	374	17.8%
Disagree	5100	43.4%	879	41.8%

53. My officers are interested in my personal welfare.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5413	47.1%	866	42.2%
Not Sure	3013	26.2%	533	25.9%
Disagree	3069	26.7%	655	31.9%

54. The officers in this company would lead well in combat.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4549	39.5%	719	34.7%
Not Sure	4148	36.0%	783	37.8%
Disagree	2829	24.5%	571	27.5%

55. Officers most always get willing and whole-hearted cooperation from the soldiers in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6124	52.9%	945	45.6%
Not Sure	2530	21.8%	523	25.2%
Disagree	2933	25.3%	605	29.2%

56. My officers are interested in what I think and how I feel about things.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5407	47.0%	851	41.3%
Not Sure	2549	22.1%	471	22.9%
Disagree	3558	30.9%	738	35.8%

57. NCOs most always get willing and whole-hearted cooperation from the soldiers in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6998	59.8%	1138	53.9%
Not Sure	1780	15.2%	335	15.9%
Disagree	2929	25.0%	639	30.3%

58. My NCOs are interested in what I think and how I feel about things.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6996	60.8%	1153	55.4%
Not Sure	1738	15.1%	272	13.1%
Disagree	2767	24.1%	655	31.5%

59. My NCOs are interested in my personal welfare.

	MALE		FEMALE	
	Count	%	Count	%
Agree	7091	62.0%	1183	57.1%
Not Sure	2041	17.8%	340	16.4%
Disagree	2306	20.2%	549	26.5%

60. The NCOs in my chain of command are a good source of support.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6741	58.6%	1088	52.2%
Not Sure	2094	18.2%	335	16.1%
Disagree	2672	23.2%	660	31.7%

61. The NCOs in this company would lead well in combat.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6459	55.3%	968	46.0%
Not Sure	3344	28.7%	662	31.4%
Disagree	1868	16.0%	476	22.6%

62. This company treats soldiers' spouses with respect.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6308	57.8%	911	49.6%
Not Sure	3321	30.4%	737	40.1%
Disagree	1288	11.8%	189	10.3%

63. Families are important in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6561	57.4%	1055	52.3%
Not Sure	2735	23.9%	532	26.3%
Disagree	2141	18.7%	432	21.4%

64. This company values soldiers who can take charge of things.

	MALE		FEMALE	
	Count	%	Count	%
Agree	8962	76.3%	1549	73.4%
Not Sure	1372	11.7%	271	12.8%
Disagree	1417	12.1%	291	13.8%

65. There is no room for one's own personal morals or ethics in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2737	23.4%	512	24.3%
Not Sure	3250	27.8%	569	27.0%
Disagree	5710	48.8%	1024	48.6%

66. The most important concern in this company is each soldier's own sense of right and wrong.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2973	25.4%	483	22.9%
Not Sure	4012	34.3%	709	33.6%
Disagree	4707	40.3%	917	43.5%

67. Successful people in this company go by the book.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4321	36.9%	639	30.3%
Not Sure	2917	24.9%	532	25.2%
Disagree	4481	38.2%	938	44.5%

68. Everyone in this company is expected to stick by company rules and procedures.

	MALE		FEMALE	
	Count	%	Count	%
Agree	8964	76.3%	1456	68.6%
Not Sure	1172	10.0%	239	11.3%
Disagree	1607	13.7%	426	20.1%

69. In this company, soldiers are guided by their own personal ethics.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4229	36.2%	704	33.4%
Not Sure	4078	34.9%	773	36.7%
Disagree	3390	29.0%	629	29.9%

70. In this company, the first consideration is whether a decision violates the law.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5374	45.9%	946	44.8%
Not Sure	3397	29.0%	665	31.5%
Disagree	2935	25.1%	499	23.6%

71. In this company, people are mostly out for themselves.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5200	44.2%	1119	52.9%
Not Sure	2076	17.7%	334	15.8%
Disagree	4477	38.1%	662	31.3%

72. Regarding moral beliefs in this company, there is a sense that "anything goes."

	MALE		FEMALE	
	Count	%	Count	%
Agree	2539	21.7%	504	24.0%
Not Sure	2725	23.2%	485	23.1%
Disagree	6457	55.1%	1113	52.9%

73. The most important concern in this company is the good of all the people in the company as a whole.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5344	45.6%	832	39.2%
Not Sure	2701	23.0%	475	22.4%
Disagree	3687	31.4%	813	38.3%

74. The major concern in this company is always what is best for the other person.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2219	19.0%	340	16.1%
Not Sure	3610	30.9%	596	28.3%
Disagree	5854	50.1%	1171	55.6%

75. The company values soldiers who are able to make tough decisions.

	MALE		FEMALE	
	Count	%	Count	%
Agree	8117	69.1%	1347	63.7%
Not Sure	1897	16.2%	381	18.0%
Disagree	1725	14.7%	386	18.3%

76. There are high levels of sexual harassment in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	1105	9.8%	364	17.4%
Not Sure	2594	22.9%	648	31.0%
Disagree	7627	67.3%	1081	51.6%

77. There are high levels of racial or ethnic discrimination in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2299	19.7%	540	25.6%
Not Sure	2527	21.6%	535	25.4%
Disagree	6862	58.7%	1035	49.1%

78. If we went to war tomorrow, I would feel good about going with this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4271	36.6%	498	23.8%
Not Sure	2809	24.1%	523	25.0%
Disagree	4574	39.2%	1072	51.2%

79. I think the level of training in this company is high.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5769	49.2%	887	42.0%
Not Sure	1698	14.5%	334	15.8%
Disagree	4251	36.3%	891	42.2%

80. I have real confidence in our company's ability to use our weapons or mission equipment.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6187	53.6%	835	40.2%
Not Sure	2135	18.5%	483	23.3%
Disagree	3211	27.8%	757	36.5%

81. How would you rate your company's ability to perform its mission in war?

	MALE		FEMALE	
	Count	%	Count	%
Poor	2116	18.5%	402	19.5%
Not Sure	2563	22.4%	644	31.3%
Good	6756	59.1%	1014	49.2%

82. How would you describe your fellow soldiers' readiness to fight if and when necessary?

	MALE		FEMALE	
	Count	%	Count	%
Poor	2576	22.2%	563	27.1%
Not Sure	2830	24.4%	628	30.2%
Good	6199	53.4%	886	42.7%

83. How would you rate the condition of your company's equipment (trucks, tools, etc.)?

	MALE		FEMALE	
	Count	%	Count	%
Poor	4647	41.3%	822	41.3%
Not Sure	1518	13.5%	442	22.2%
Good	5091	45.2%	725	36.5%

84. Men should not be restricted from any specialties for which they can qualify.

	MALE		FEMALE	
	Count	%	Count	%
Agree	10449	89.3%	1887	89.7%
Not Sure	675	5.8%	107	5.1%
Disagree	580	5.0%	110	5.2%

85. The fundamental role of the Army is to fight and win the Nation's wars.

	MALE		FEMALE	
	Count	%	Count	%
Agree	9355	79.7%	1492	70.3%
Not Sure	861	7.3%	203	9.6%
Disagree	1529	13.0%	428	20.2%

86. Men have an advantage over women when it comes to having a successful military career.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2388	20.4%	1059	50.1%
Not Sure	2013	17.2%	258	12.2%
Disagree	7290	62.4%	798	37.7%

87. Women should not be restricted from any specialties for which they can qualify.

	MALE		FEMALE	
	Count	%	Count	%
Agree	8117	69.3%	1705	80.6%
Not Sure	861	7.3%	114	5.4%
Disagree	2743	23.4%	296	14.0%

88. The main focus of the Army should be warfighting.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6697	57.1%	707	33.4%
Not Sure	1298	11.1%	248	11.7%
Disagree	3742	31.9%	1161	54.9%

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

	MALE		FEMALE	
	Count	%	Count	%
Agree	3243	28.0%	196	9.3%
Not Sure	2473	21.4%	221	10.5%
Disagree	5862	50.6%	1694	80.2%

90. Male soldiers in this company "come on" to the female soldiers.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2960	32.1%	916	44.3%
Not Sure	2655	28.8%	445	21.5%
Disagree	3608	39.1%	705	34.1%

91. In this company, male soldiers accept female soldiers as equals.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5064	55.5%	866	41.6%
Not Sure	2182	23.9%	420	20.2%
Disagree	1885	20.6%	796	38.2%

92. Sexual relationships between leaders and their subordinates would not be tolerated in this company.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5448	59.7%	1107	53.3%
Not Sure	2177	23.8%	491	23.7%
Disagree	1505	16.5%	477	23.0%

93. Female soldiers in this company get treated better than male soldiers.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2595	30.1%	189	9.1%
Not Sure	2078	24.1%	234	11.3%
Disagree	3936	45.7%	1643	79.5%

94. Male and female soldiers in this company work well together in garrison.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6585	76.8%	1554	76.1%
Not Sure	1324	15.4%	291	14.3%
Disagree	663	7.7%	196	9.6%

95. Female soldiers in this company "come on" to the male soldiers.

	MALE		FEMALE	
	Count	%	Count	%
Agree	2349	27.5%	598	29.0%
Not Sure	2861	33.5%	573	27.8%
Disagree	3336	39.0%	888	43.1%

96. Male and female soldiers in this company work well together in the field.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4187	55.4%	1042	58.2%
Not Sure	2375	31.5%	543	30.3%
Disagree	989	13.1%	206	11.5%

97. Female soldiers in this company try as hard as the men.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4364	51.0%	1598	77.4%
Not Sure	1675	19.6%	239	11.6%
Disagree	2515	29.4%	228	11.0%

98. In this company, the female soldiers pull their load.

	MALE		FEMALE	
	Count	%	Count	%
Agree	4259	49.9%	1584	76.9%
Not Sure	1730	20.3%	242	11.8%
Disagree	2545	29.8%	233	11.3%

99. The women in this company are competent soldiers.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5274	61.9%	1667	80.6%
Not Sure	1920	22.5%	260	12.6%
Disagree	1330	15.6%	142	6.9%

100. Male soldiers in this company get treated better than female soldiers.

	MALE		FEMALE	
	Count	%	Count	%
Agree	598	7.0%	448	21.8%
Not Sure	1577	18.4%	385	18.7%
Disagree	6373	74.6%	1223	59.5%

101. Male soldiers in this company try as hard as the women.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6402	75.2%	1511	73.3%
Not Sure	1343	15.8%	290	14.1%
Disagree	768	9.0%	260	12.6%

102. In this company, the male soldiers pull their load.

	MALE		FEMALE	
	Count	%	Count	%
Agree	7395	81.4%	1733	83.4%
Not Sure	1082	11.9%	201	9.7%
Disagree	607	6.7%	145	7.0%

103. In this company, female soldiers accept male soldiers as equals.

	MALE		FEMALE	
	Count	%	Count	%
Agree	5293	62.0%	1639	79.4%
Not Sure	2446	28.7%	282	13.7%
Disagree	796	9.3%	142	6.9%

104. The men in this company are competent soldiers.

	MALE		FEMALE	
	Count	%	Count	%
Agree	6877	74.4%	1624	78.3%
Not Sure	1660	18.0%	308	14.9%
Disagree	709	7.7%	142	6.8%

Sexual Experiences Questionnaire

During the past 12 months in this company, have you ever been in a situation where fellow soldiers or supervisors:

105. Told suggestive stories or offensive jokes?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	2490	22.5%	564	26.7%
ONCE OR TWICE	2827	25.5%	495	23.4%
SOMETIMES	3368	30.4%	603	28.5%
OFTEN	1716	15.5%	326	15.4%
ALWAYS	689	6.2%	126	6.0%

106. Made crude and offensive sexual remarks, either publicly (e.g. in your workplace) or to you privately?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	3995	35.9%	875	41.4%
ONCE OR TWICE	2475	22.3%	415	19.6%
SOMETIMES	2702	24.3%	484	22.9%
OFTEN	1403	12.6%	260	12.3%
ALWAYS	538	4.8%	82	3.9%

107. Treated you "differently" because of your sex (e.g. mistreated or ignored you)?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	8602	78.3%	1038	49.1%
ONCE OR TWICE	975	8.9%	390	18.4%
SOMETIMES	875	8.0%	369	17.4%
OFTEN	386	3.5%	239	11.3%
ALWAYS	145	1.3%	79	3.7%

108. Displayed, used or distributed sexist or suggestive materials (e.g. pictures, stories, or pornography)?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	6519	58.8%	1476	69.9%
ONCE OR TWICE	1790	16.2%	293	13.9%
SOMETIMES	1580	14.3%	211	10.0%
OFTEN	818	7.4%	97	4.6%
ALWAYS	372	3.4%	36	1.7%

109. Made sexist remarks?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	4460	40.3%	774	36.6%
ONCE OR TWICE	2814	25.4%	541	25.6%
SOMETIMES	2325	21.0%	472	22.3%
OFTEN	1037	9.4%	243	11.5%
ALWAYS	440	4.0%	84	4.0%

110. "Put you down" or was condescending to you because of your sex?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	9314	84.6%	1242	58.8%
ONCE OR TWICE	761	6.9%	391	18.5%
SOMETIMES	578	5.2%	274	13.0%
OFTEN	265	2.4%	153	7.2%
ALWAYS	96	.9%	54	2.6%

111. Made unwanted attempts to draw you into a discussion of personal or sexual matters (e.g. tried to discuss or comment on your sex life)?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	7970	72.0%	1351	63.9%
ONCE OR TWICE	1447	13.1%	339	16.0%
SOMETIMES	986	8.9%	256	12.1%
OFTEN	492	4.4%	126	6.0%
ALWAYS	175	1.6%	43	2.0%

112. Touched you in a way that made you feel uncomfortable (e.g., laid a hand on your bare arm or put an arm around your shoulders)?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10377	88.6%	1639	77.1%
ONCE OR TWICE	651	5.6%	267	12.6%
SOMETIMES	414	3.5%	146	6.9%
OFTEN	181	1.5%	54	2.5%
ALWAYS	94	.8%	21	1.0%

113. Gave you unwanted sexual attention?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10698	91.2%	1588	74.6%
ONCE OR TWICE	457	3.9%	293	13.8%
SOMETIMES	345	2.9%	149	7.0%
OFTEN	154	1.3%	72	3.4%
ALWAYS	75	.6%	27	1.3%

114. Attempted to establish a romantic sexual relationship with you despite your efforts to discourage him or her?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10791	92.0%	1639	77.0%
ONCE OR TWICE	414	3.5%	275	12.9%
SOMETIMES	287	2.4%	123	5.8%
OFTEN	157	1.3%	66	3.1%
ALWAYS	78	.7%	25	1.2%

115. Made unwanted attempts to stroke or fondle you (e.g., stroking your leg or neck)?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10842	92.5%	1797	84.5%
ONCE OR TWICE	370	3.2%	187	8.8%
SOMETIMES	274	2.3%	85	4.0%
OFTEN	159	1.4%	44	2.1%
ALWAYS	76	.6%	14	.7%

116. Continued to ask you for dates, drinks, dinner, etc., even though you already said no?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10866	92.6%	1646	77.3%
ONCE OR TWICE	345	2.9%	241	11.3%
SOMETIMES	293	2.5%	138	6.5%
OFTEN	153	1.3%	69	3.2%
ALWAYS	72	.6%	34	1.6%

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

	MALE		FEMALE	
	Count	%	Count	%
NEVER	11020	94.0%	1905	89.6%
ONCE OR TWICE	243	2.1%	108	5.1%
SOMETIMES	243	2.1%	61	2.9%
OFTEN	149	1.3%	42	2.0%
ALWAYS	70	.6%	11	.5%

118. Made you feel you were being subtly threatened with some sort of retaliation for not being sexually cooperative (e.g., the mention of an upcoming evaluation, review, etc.)?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	11027	94.1%	1934	90.8%
ONCE OR TWICE	221	1.9%	85	4.0%
SOMETIMES	256	2.2%	67	3.1%
OFTEN	139	1.2%	30	1.4%
ALWAYS	70	.6%	13	.6%

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

	MALE		FEMALE	
	Count	%	Count	%
NEVER	11089	94.6%	1985	93.4%
ONCE OR TWICE	194	1.7%	62	2.9%
SOMETIMES	235	2.0%	47	2.2%
OFTEN	125	1.1%	22	1.0%
ALWAYS	74	.6%	10	.5%

120. Whistled, called, or hooted at you in a sexual way?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10468	89.3%	1540	72.5%
ONCE OR TWICE	601	5.1%	303	14.3%
SOMETIMES	386	3.3%	161	7.6%
OFTEN	176	1.5%	83	3.9%
ALWAYS	94	.8%	37	1.7%

121. Made gestures or used body language of a sexual nature which embarrassed or offended you?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10664	91.0%	1608	75.6%
ONCE OR TWICE	496	4.2%	275	12.9%
SOMETIMES	323	2.8%	150	7.1%
OFTEN	158	1.3%	64	3.0%
ALWAYS	81	.7%	30	1.4%

122. Stared, leered, or ogled you in a way that made you uncomfortable?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10674	91.1%	1479	69.6%
ONCE OR TWICE	505	4.3%	348	16.4%
SOMETIMES	294	2.5%	178	8.4%
OFTEN	163	1.4%	89	4.2%
ALWAYS	84	.7%	32	1.5%

123. Exposed themselves physically (for example "moonied" you) in a way that embarrassed you or made you feel uncomfortable?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10924	93.2%	1978	92.8%
ONCE OR TWICE	313	2.7%	82	3.8%
SOMETIMES	255	2.2%	36	1.7%
OFTEN	142	1.2%	26	1.2%
ALWAYS	83	.7%	9	.4%

124. Had sex with you without your consent or against your will?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	11187	95.4%	2041	96.0%
ONCE OR TWICE	165	1.4%	34	1.6%
SOMETIMES	176	1.5%	27	1.3%
OFTEN	129	1.1%	15	.7%
ALWAYS	70	.6%	10	.5%

125. Implied faster promotions or better treatment if you were sexually cooperative?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	11164	95.3%	2010	94.4%
ONCE OR TWICE	179	1.5%	55	2.6%
SOMETIMES	190	1.6%	36	1.7%
OFTEN	113	1.0%	16	.8%
ALWAYS	64	.5%	12	.6%

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

	MALE		FEMALE	
	Count	%	Count	%
NEVER	11133	95.0%	1987	93.4%
ONCE OR TWICE	200	1.7%	59	2.8%
SOMETIMES	196	1.7%	42	2.0%
OFTEN	119	1.0%	24	1.1%
ALWAYS	69	.6%	15	.7%

127. Made you feel you'd be treated poorly if you didn't cooperate sexually?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	11224	95.8%	1999	93.9%
ONCE OR TWICE	161	1.4%	51	2.4%
SOMETIMES	166	1.4%	47	2.2%
OFTEN	113	1.0%	16	.8%
ALWAYS	53	.5%	16	.8%

128. Treated you badly for refusing to have sex?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	11222	95.8%	1976	92.9%
ONCE OR TWICE	145	1.2%	71	3.3%
SOMETIMES	178	1.5%	39	1.8%
OFTEN	112	1.0%	25	1.2%
ALWAYS	57	.5%	16	.8%

129. Sexually harassed you?

	MALE		FEMALE	
	Count	%	Count	%
NEVER	10894	93.0%	1642	77.6%
ONCE OR TWICE	469	4.0%	243	11.5%
SOMETIMES	186	1.6%	129	6.1%
OFTEN	94	.8%	70	3.3%
ALWAYS	67	.6%	33	1.6%

130. In the past year, did you file a FORMAL complaint of sexual harassment against someone IN your company?

	MALE		FEMALE	
	Count	%	Count	%
YES	281	2.5%	93	4.5%
NO	11186	97.5%	1990	95.5%

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

	MALE		FEMALE	
	Count	%	Count	%
VERY SATISFIED	119	17.4%	18	14.6%
SATISFIED	209	30.5%	27	22.0%
NOT SURE	229	33.4%	27	22.0%
DISSATISFIED	67	9.8%	27	22.0%
VERY DISSATISFIED	61	8.9%	24	19.5%

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

	MALE		FEMALE	
	Count	%	Count	%
VERY SATISFIED	102	13.5%	16	11.3%
SATISFIED	299	39.5%	54	38.3%
NOT SURE	236	31.2%	26	18.4%
DISSATISFIED	68	9.0%	21	14.9%
VERY DISSATISFIED	52	6.9%	24	17.0%

133. In the past year, did you file a FORMAL complaint of sexual harassment against someone OUTSIDE your company?

	MALE		FEMALE	
	Count	%	Count	%
YES	149	1.4%	69	3.6%
NO	10339	98.6%	1859	96.4%

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

	MALE		FEMALE	
	Count	%	Count	%
VERY SATISFIED	91	14.1%	17	15.5%
SATISFIED	234	36.2%	35	31.8%
NOT SURE	213	32.9%	21	19.1%
DISSATISFIED	65	10.0%	14	12.7%
VERY DISSATISFIED	44	6.8%	23	20.9%

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

	MALE		FEMALE	
	Count	%	Count	%
VERY SATISFIED	95	.8%	23	1.1%
SATISFIED	256	2.2%	50	2.4%
NOT SURE	203	1.8%	23	1.1%
DISSATISFIED	59	.5%	12	.6%
VERY DISSATISFIED	55	.5%	22	1.1%
NOT APPLICABLE	10723	94.1%	1942	93.7%

136. In the past year, did you take care of a personal experience of sexual harassment INFORMALLY IN your company without going through the system?

	MALE		FEMALE	
	Count	%	Count	%
YES	468	4.2%	364	18.2%
NO	10547	95.8%	1638	81.8%

137. If yes, were you satisfied with this INFORMAL process to resolve your complaint?

	MALE		FEMALE	
	Count	%	Count	%
VERY SATISFIED	213	1.9%	98	4.7%
SATISFIED	319	2.8%	159	7.7%
NOT SURE	200	1.8%	56	2.7%
DISSATISFIED	74	.7%	53	2.6%
VERY DISSATISFIED	56	.5%	37	1.8%
NOT APPLICABLE	10517	92.4%	1670	80.6%

138. Were you satisfied with the results of dealing with the experience INFORMALLY?

	MALE		FEMALE	
	Count	%	Count	%
VERY SATISFIED	196	1.7%	100	4.8%
SATISFIED	387	3.4%	157	7.6%
NOT SURE	220	1.9%	67	3.2%
DISSATISFIED	91	.8%	56	2.7%
VERY DISSATISFIED	50	.4%	38	1.8%
NOT APPLICABLE	10424	91.7%	1653	79.8%

139. In the past year, did you take care of a personal experience of sexual harassment INFORMALLY OUTSIDE your company without going through the system?

	MALE		FEMALE	
	Count	%	Count	%
YES	260	2.4%	202	10.4%
NO	10374	97.6%	1742	89.6%

140. If yes, were you satisfied with this INFORMAL process to take care of your complaint?

	MALE		FEMALE	
	Count	%	Count	%
VERY SATISFIED	159	1.4%	82	4.0%
SATISFIED	233	2.0%	96	4.6%
NOT SURE	214	1.9%	44	2.1%
DISSATISFIED	62	.5%	27	1.3%
VERY DISSATISFIED	51	.4%	17	.8%
NOT APPLICABLE	10674	93.7%	1801	87.1%

141. Were you satisfied with the results of dealing with the experience INFORMALLY?

	MALE		FEMALE	
	Count	%	Count	%
VERY SATISFIED	166	1.5%	72	3.5%
SATISFIED	192	1.7%	103	5.0%
NOT SURE	216	1.9%	46	2.2%
DISSATISFIED	76	.7%	25	1.2%
VERY DISSATISFIED	58	.5%	21	1.0%
NOT APPLICABLE	10690	93.8%	1794	87.0%

142. In the past 12 months, how many hours of sexual harassment prevention training have you had?

	MALE		FEMALE	
	Count	%	Count	%
ZERO HOURS	1117	9.6%	191	9.1%
UP TO 1/2 HOUR	469	4.0%	92	4.4%
UP TO 1 HOUR	1351	11.6%	249	11.9%
UP TO 2 HOURS	2271	19.5%	431	20.6%
UP TO 3 HOURS	1806	15.5%	310	14.8%
MORE THAN 3 HOURS	4620	39.7%	824	39.3%

143. In the past 12 months, how many hours of equal opportunity training have you had?

	MALE		FEMALE	
	Count	%	Count	%
ZERO HOURS	995	8.6%	248	11.8%
UP TO 1/2 HOUR	517	4.4%	94	4.5%
UP TO 1 HOUR	1612	13.9%	308	14.7%
UP TO 2 HOURS	2522	21.7%	445	21.2%
UP TO 3 HOURS	1847	15.9%	317	15.1%
MORE THAN 3 HOURS	4133	35.5%	683	32.6%

144. When you go to the field, how many days do you usually spend away overnight?

	MALE		FEMALE	
	Count	%	Count	%
NO DAYS	2185	19.0%	678	33.0%
1-4 DAYS	3165	27.5%	565	27.5%
5-8 DAYS	2362	20.5%	370	18.0%
9-12 DAYS	1406	12.2%	200	9.7%
13-16 DAYS	792	6.9%	96	4.7%
17 OR MORE DAYS	1596	13.9%	147	7.1%

145. How long have you been in your present company?

	MALE		FEMALE	
	Count	%	Count	%
LESS THAN 1 YEAR	4579	40.5%	965	47.7%
1-2 YEARS	3755	33.2%	669	33.0%
2-3 YEARS	2024	17.9%	290	14.3%
MORE THAN 3 YEARS	945	8.4%	101	5.0%

**Annex B**  
**SRP Army Wide Survey Form B**

# COMMAND AND SOLDIER CLIMATE ASSESSMENT SURVEY - B

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

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

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

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



**1. Ethnic Group**

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

**2. Highest Level of Education**

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

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

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

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

Please rate each statement below using the following scale:

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

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

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

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

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

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

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

Please use the following scale:

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

Please answer the following questions using the scale:

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

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



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

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

**Annex C**  
**SRP Army Wide Survey Form S**

# COMMAND AND SOLDIER CLIMATE ASSESSMENT SURVEY - S

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

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

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

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



**1. Ethnic Group**

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

**2. Highest Level of Education**

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

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

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

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

**Please rate each statement below using the following scale:**

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

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

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

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

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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43. In this class, students' spouses are treated with respect.
44. Cheating on one's spouse is looked upon with disapproval in this class.
45. Families are important in this class.
46. There is no room for one's own personal morals or ethics in this class.
47. The most important concern in this class is each soldier's own sense of right and wrong.
48. Successful people in this class go by the book.
49. Everyone in this class is expected to stick by class rules and procedures.
50. In this class, students are guided by their own personal ethics.
51. In this class, the first consideration is whether a decision violates the law.
52. In this class, people are mostly out for themselves.
53. The most important concern in this class is the good of all the people in the class as a whole.
54. The major concern in this class is always what is best for the other person.
55. There are high levels of sexual harassment in this class.
56. There are high levels of racial or ethnic discrimination in this class.

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

A. Strongly Agree	B. Agree	C. Not Sure	D. Disagree	E. Strongly Disagree	F. Not Applicable
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57. Men should not be restricted from any specialties for which they can qualify.
58. The fundamental role of the Army is to fight and win the Nation's wars.
59. Men have an advantage over women when it comes to having a successful military career.
60. Women should not be restricted from any specialties for which they can qualify.
61. The main focus of the Army should be warfighting.
62. Women have an advantage over men when it comes to having a successful military career.
63. Men in this class "come on" to the women students.
64. In this class, male students accept female students as equals.
65. Female students in this class get treated better than male students.

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

Please answer the following questions using the scale:

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

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

Please continue to answer the following questions using the scale.

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

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

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### Handling Complaints:

106. During your time in this school, did you file a FORMAL complaint of sexual harassment against someone IN your class?  
A. Yes B. No
107. If yes, were you satisfied with the system's process to resolve your complaint?  
A. Very Satisfied C. Not Sure E. Very Dissatisfied  
B. Satisfied D. Dissatisfied F. Not Applicable
108. Were you satisfied with the result of your complaint?  
A. Very Satisfied C. Not Sure E. Very Dissatisfied  
B. Satisfied D. Dissatisfied F. Not Applicable
109. During your time in this school, did you file a FORMAL complaint of sexual harassment against someone OUTSIDE your class?  
A. Yes B. No
110. If yes, were you satisfied with the system's process to resolve your complaint?  
A. Very Satisfied C. Not Sure E. Very Dissatisfied  
B. Satisfied D. Dissatisfied F. Not Applicable
111. Were you satisfied with the results of your complaint?  
A. Very Satisfied C. Not Sure E. Very Dissatisfied  
B. Satisfied D. Dissatisfied F. Not Applicable



**Annex D**  
**Trainee Survey**

## TRAINEE SURVEY

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

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

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

## TRAINEE SURVEY

1. So far, how does Army life compare to your expectations?
  - A. Much better than I expected
  - B. Somewhat better than I expected
  - C. About the same as I expected
  - D. Somewhat worse than I expected
  - E. much worse than I expected
  
2. How satisfied are you with your choice to enlist in the Army?
  - A. Very satisfied
  - B. Satisfied
  - C. Neither satisfied nor dissatisfied
  - D. Dissatisfied
  - E. Very dissatisfied
  
3. Which one of the following best describes your current Army career intentions?
  - A. Probably stay in until retirement
  - B. Definitely stay in until retirement
  - C. Probably stay in beyond my present obligation but not until retirement
  - D. Definitely stay in beyond my present obligation but not until retirement
  - E. Probably leave upon completion of my present obligation
  - F. Definitely leave upon completion of my present obligation
  
4. How has your commitment to an Army career changed since you joined the Army?
  - A. Much greater now
  - B. Somewhat greater now
  - C. About the same as it was when I joined the Army
  - D. Somewhat less now
  - E. Much less now
  
5. Overall, how would you rate the training you are currently receiving?
  - A. Excellent
  - B. Above average
  - C. Average
  - D. Fair
  - E. Poor

## YOUR TRAINING EXPERIENCES

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

6. Do you think that male and female soldiers are expected to achieve to the same standards (excluding PT requirements) during training?
  - A. Male soldiers are expected to achieve much more.
  - B. Male soldiers are expected to achieve slightly more.
  - C. Both males and females are expected to achieve to the same degree.
  - D. Female soldiers are expected to achieve slightly more.
  - E. Female soldiers are expected to achieve much more.
  
7. Do you think that male and female soldiers worked as hard in performing their assigned tasks during training?
  - A. Male soldiers worked much harder.
  - B. Male soldiers worked slightly harder.
  - C. Both males and females worked equally hard.
  - D. Female soldiers worked slightly harder.
  - E. Female soldiers worked much harder.
  
8. Do you think that male and female soldiers performed equally as well in their assigned tasks?
  - A. Male soldiers nearly always performed their assigned tasks better.
  - B. Male soldiers usually performed their assigned tasks better.
  - C. Male and female soldiers performed their assigned tasks equally well.
  - D. Female soldiers usually performed their assigned tasks better.
  - E. Female soldiers nearly always performed their assigned tasks better.
  
9. Do you think male drill sergeants or instructors equally encourage male and female soldiers to succeed in training?
  - A. Male soldiers are encouraged much more.
  - B. Male soldiers are encouraged slightly more.
  - C. Male and female soldiers are equally encouraged to succeed.
  - D. Female soldiers are encouraged slightly more.
  - E. Female soldiers are encouraged much more.
  - F. Not enough experience to say.

10. Do you think female drill sergeants or instructors equally encourage male and female soldiers to succeed in training?
- A. Male soldiers are encouraged much more.
  - B. Male soldiers are encouraged slightly more.
  - C. Male and female soldiers are equally encouraged to succeed.
  - D. Female soldiers are encouraged slightly more.
  - E. Female soldiers are encouraged much more.
  - F. Not enough experience to say.
11. How do you think that male and female soldiers are treated by male drill sergeants or instructors?
- A. Male soldiers are nearly always treated easier.
  - B. Male soldiers are sometimes treated easier.
  - C. Male and female soldiers are generally treated the same.
  - D. Female soldiers are sometimes treated easier.
  - E. Female soldiers are nearly always treated easier.
  - F. Not enough experience to say.
12. How do you think that male and female soldiers are treated by female drill sergeants or instructors?
- A. Male soldiers are nearly always treated easier.
  - B. Male soldiers are sometimes treated easier.
  - C. Male and female soldiers are generally treated the same.
  - D. Female soldiers are sometimes treated easier.
  - E. Female soldiers are nearly always treated easier.
  - F. Not enough experience to say.
13. My drill sergeants/instructors work well together.
- A. Strongly agree
  - B. Agree
  - C. Neither agree nor disagree
  - D. Disagree
  - E. Strongly disagree

## EQUAL OPPORTUNITY

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

14. During your current training course, have you been subjected to discrimination?

**MARK ALL THAT APPLY.**

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

## SEXUAL HARASSMENT

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

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

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

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

**MARK ALL THAT APPLY.**

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

17. Where did the most recent incident take place?

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

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

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

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

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

20. The formal complaint procedures are clear.

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

Please answer the following questions using the scale below:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
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***Since you joined the Army, have you been in a situation where fellow soldiers or superiors:***

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

Please answer the following questions using the scale below:

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

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

- 35. whistled, called or hooted at you in a sexual way?
- 36. made gestures or used body language of a sexual nature which embarrassed or offended you?
- 37. stared, leered or ogled you in a way that made you uncomfortable?
- 38. exposed themselves physically (for example, "moon" you) in a way that embarrassed you or made you feel uncomfortable?
- 39. had sex with you without your consent or against your will?
- 40. implied faster promotions or better treatment if you were sexually cooperative?
- 41. made it necessary for you to respond positively to sexual invitations in order to be well treated on the job?
- 42. made you feel you'd be treated poorly if you didn't cooperate sexually?
- 43. treated you badly for refusing to have sex?

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

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

## **COMMENTS**

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

**THANK YOU FOR YOUR PARTICIPATION.**

TRAINEE SURVEY

A. Indicate your rank.

	MALE		FEMALE	
	Count	Col %	Count	Col %
PVT	2521	60.8%	785	54.4%
PV2	830	20.0%	397	27.5%
PFC	472	11.4%	164	11.4%
SPC/CPL	323	7.8%	96	6.7%

1. So far, how does Army life compare to your expectations?

	MALE		FEMALE	
	Count	Col %	Count	Col %
MUCH BETTER	405	9.8%	150	10.4%
SOMEWHAT BETTER	974	23.5%	329	22.8%
SAME	1633	39.4%	532	36.9%
SOMEWHAT WORSE	882	21.3%	335	23.3%
MUCH WORSE	250	6.0%	94	6.5%

2. How satisfied are you with your choice to enlist in the Army?

	MALE		FEMALE	
	Count	Col %	Count	Col %
VERY SATISFIED	819	19.8%	291	20.2%
SATISFIED	1778	42.9%	653	45.3%
NEITHER SATISFIED NOR DISSATISFIED	964	23.3%	308	21.4%
DISSATISFIED	396	9.6%	131	9.1%
VERY DISSATISFIED	186	4.5%	58	4.0%

3. Which one of the following best describes your current Army career intentions?

	MALE		FEMALE	
	Count	Col %	Count	Col %
PROB. UNTIL RETIRE	1076	26.1%	406	28.2%
DEF. UNTIL RETIRE	331	8.0%	107	7.4%
PROB. BEYOND OBLIGATION	769	18.6%	312	21.7%
DEF. BEYOND OBLIGATION	138	3.3%	63	4.4%
PROB. LEAVE OBLIGATION	1288	31.2%	386	26.8%
DEF. LEAVE OBLIGATION	528	12.8%	164	11.4%

4. How has your commitment to an Army career changed since you joined the Army?

	MALE		FEMALE	
	Count	Col %	Count	Col %
MUCH GREATER NOW	730	17.6%	237	16.5%
SOMEWHAT GREATER NOW	1150	27.8%	377	26.2%
SAME AS BEFORE	1509	36.5%	539	37.5%
SOMEWHAT LESS NOW	475	11.5%	181	12.6%
MUCH LESS NOW	274	6.6%	105	7.3%

5. Overall, how would you rate the training you are currently receiving?

	MALE		FEMALE	
	Count	Col %	Count	Col %
EXCELLENT	1030	24.9%	308	21.4%
ABOVE AVERAGE	1405	34.0%	480	33.3%
AVERAGE	1058	25.6%	457	31.7%
FAIR	424	10.3%	130	9.0%
POOR	216	5.2%	65	4.5%

6. Do you think that male and female soldiers are expected to achieve to the same standards (excluding PT requirements) during training?

	MALE		FEMALE	
	Count	Col %	Count	Col %
MALES, MUCH MORE	1062	28.1%	161	11.2%
MALES, SLIGHTLY MORE	1068	28.2%	332	23.1%
SAME	1585	41.9%	837	58.2%
FEMALES, SLIGHTLY MORE	51	1.3%	74	5.1%
FEMALES, MUCH MORE	19	.5%	34	2.4%

7. Do you think that male and female soldiers worked as hard in performing their assigned tasks during training?

	MALE		FEMALE	
	Count	Col %	Count	Col %
MALES, MUCH HARDER	551	14.9%	33	2.3%
MALES, SLIGHTLY HARDER	787	21.2%	87	6.0%
EQUAL	2191	59.1%	992	68.9%
FEMALES, SLIGHTLY HARDER	151	4.1%	250	17.4%
FEMALES, MUCH HARDER	28	.8%	78	5.4%

8. Do you think that male and female soldiers performed equally as well in their assigned tasks?

	MALE		FEMALE	
	Count	Col %	Count	Col %
MALES, ALWAYS BETTER	268	7.3%	21	1.5%
MALES, USUALLY BETTER	880	23.9%	152	10.6%
EQUAL	2425	65.9%	1047	72.7%
FEMALES, USUALLY BETTER	95	2.6%	196	13.6%
FEMALES, ALWAYS BETTER	13	.4%	24	1.7%

9. Do you think MALE drill sergeants or instructors equally encourage male and female soldiers to succeed in training?

	MALE		FEMALE	
	Count	Col %	Count	Col %
MALES, MUCH MORE	191	5.2%	110	7.6%
MALES, SLIGHTLY MORE	306	8.3%	212	14.7%
EQUAL	2435	66.4%	895	62.2%
FEMALES, SLIGHTLY MORE	305	8.3%	102	7.1%
FEMALES, MUCH MORE	110	3.0%	25	1.7%
NOT ENOUGH EXPERIENCE	321	8.8%	94	6.5%

10. Do you think FEMALE drill sergeants or instructors equally encourage male and female soldiers to succeed in training?

	MALE		FEMALE	
	Count	Col %	Count	Col %
MALES, MUCH MORE	79	2.2%	28	1.9%
MALES, SLIGHTLY MORE	162	4.4%	84	5.8%
EQUAL	2020	55.1%	723	50.2%
FEMALES, SLIGHTLY MORE	481	13.1%	257	17.8%
FEMALES, MUCH MORE	235	6.4%	137	9.5%
NOT ENOUGH EXPERIENCE	692	18.9%	211	14.7%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
MALES, ALWAYS EASIER	35	1.0%	31	2.2%
MALES, SOMETIMES EASIER	79	2.2%	111	7.7%
EQUAL	1680	45.8%	852	59.2%
FEMALES, SOMETIMES EASIER	1133	30.9%	356	24.7%
FEMALES, ALWAYS EASIER	504	13.7%	34	2.4%
NOT ENOUGH EXPERIENCE	238	6.5%	56	3.9%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
MALES, ALWAYS EASIER	47	1.3%	55	3.8%
MALES, SOMETIMES EASIER	192	5.2%	220	15.3%
EQUAL	1908	52.1%	889	61.7%
FEMALES, SOMETIMES EASIER	643	17.6%	69	4.8%
FEMALES, ALWAYS EASIER	241	6.6%	14	1.0%
NOT ENOUGH EXPERIENCE	629	17.2%	193	13.4%

13. My drill sergeants/instructors work well together.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	1387	33.7%	474	32.9%
AGREE	1649	40.1%	550	38.2%
NEITHER	660	16.1%	261	18.1%
DISAGREE	312	7.6%	113	7.9%
STRONGLY DISAGREE	104	2.5%	41	2.8%

14. During your training course, have you been subjected to discrimination?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NO	3114	68.3%	973	59.2%
YES, RACIAL	387	8.5%	131	8.0%
YES, RELIGIOUS	186	4.1%	48	2.9%
YES, GENDER	223	4.9%	241	14.7%
YES, NATIONAL ORIGIN	172	3.8%	33	2.0%
YES, OTHER	476	10.4%	217	13.2%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
NO	3181	77.2%	1006	70.2%
YES, 1 TIME	236	5.7%	120	8.4%
YES, 2 TIMES	166	4.0%	79	5.5%
YES, 3 TIMES	61	1.5%	41	2.9%
YES, 4+ TIMES	479	11.6%	188	13.1%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
NO	3781	92.5%	1118	76.5%
YES, RECRUITING STATION	41	1.0%	38	2.6%
YES, RECEPTION BN BEFORE BCT OR OSUT	38	.9%	30	2.1%
YES, DURING BCT OR OSUT	100	2.4%	126	8.6%
YES, DURING AIT	126	3.1%	150	10.3%

17. Where did the most recent incident take place?

	GENDER			
	MALE		FEMALE	
	Count	Col %	Count	Col %
DURING TRAINING	560	44.9%	227	41.4%
IN BARRACKS	281	22.5%	159	29.0%
ON POST ELSEWHERE	245	19.6%	118	21.5%
OFF POST	162	13.0%	44	8.0%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
DRILL SERGEANT	310	41.7%	111	27.1%
AIT INSTRUCTOR	77	10.3%	30	7.3%
OFFICER IN COC	77	10.3%	19	4.6%
FIRST SERGEANT	37	5.0%	5	1.2%
OTHER NCO	16	2.2%	20	4.9%
ANOTHER TRAINEE	160	21.5%	172	42.1%
ENLISTED	15	2.0%	29	7.1%
CIVILIAN EMPLOYEE	8	1.1%	10	2.4%
OTHER	44	5.9%	13	3.2%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
YES, NOT AWARE OF RESULT	185	38.5%	57	16.1%
YES, SOMETHING DONE	29	6.0%	45	12.7%
YES, NOTHING DONE	29	6.0%	16	4.5%
NO, HANDLED MYSELF	101	21.0%	152	43.1%
NO, IT DIDN'T BOTHER ME	98	20.4%	45	12.7%
NO, AFRAID OF REPRISALS	38	7.9%	38	10.8%

20. The formal complaint procedures are clear.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	191	43.3%	132	37.2%
AGREE	119	27.0%	101	28.5%
NEITHER	63	14.3%	80	22.5%
DISAGREE	46	10.4%	31	8.7%
STRONGLY DISAGREE	22	5.0%	11	3.1%

21. Since you joined the Army, have you been in a situation where fellow soldiers or superiors told suggestive stories or offensive jokes?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	1519	36.8%	484	33.7%
ONCE OR TWICE	818	19.8%	358	24.9%
SOMETIMES	960	23.3%	334	23.3%
OFTEN	576	14.0%	185	12.9%
ALWAYS	255	6.2%	75	5.2%

22. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made crude or offensive sexual remarks, either publicly (e.g. in your workplace) or to you privately?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	2270	55.0%	739	51.4%
ONCE OR TWICE	623	15.1%	299	20.8%
SOMETIMES	674	16.3%	215	14.9%
OFTEN	396	9.6%	137	9.5%
ALWAYS	166	4.0%	49	3.4%

23. Since you joined the Army, have you been in a situation where fellow soldiers or superiors treated you "differently" because of your sex (e.g., mistreated or ignored you)?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3438	83.4%	897	62.3%
ONCE OR TWICE	318	7.7%	247	17.2%
SOMETIMES	217	5.3%	182	12.6%
OFTEN	97	2.4%	92	6.4%
ALWAYS	53	1.3%	22	1.5%

24. Since you joined the Army, have you been in a situation where fellow soldiers or superiors displayed, used or distributed sexist or suggestive materials (e.g., pictures, stories or pornography)?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3264	79.0%	1197	83.2%
ONCE OR TWICE	445	10.8%	135	9.4%
SOMETIMES	252	6.1%	63	4.4%
OFTEN	113	2.7%	30	2.1%
ALWAYS	58	1.4%	14	1.0%

25. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made sexist remarks?

	GENDER			
	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	2436	59.0%	673	46.8%
ONCE OR TWICE	711	17.2%	380	26.4%
SOMETIMES	549	13.3%	242	16.8%
OFTEN	292	7.1%	100	6.9%
ALWAYS	140	3.4%	44	3.1%

26. Since you joined the Army, have you been in a situation where fellow soldiers or superiors "put you down" or was condescending to you because of your sex?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3649	88.4%	923	64.2%
ONCE OR TWICE	249	6.0%	286	19.9%
SOMETIMES	142	3.4%	147	10.2%
OFTEN	52	1.3%	65	4.5%
ALWAYS	38	.9%	16	1.1%

27. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made unwanted attempts to draw you into a discussion of personal or sexual matters (e.g., tried to discuss or comment on your sex life)?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3364	81.3%	1033	71.7%
ONCE OR TWICE	377	9.1%	218	15.1%
SOMETIMES	230	5.6%	112	7.8%
OFTEN	104	2.5%	56	3.9%
ALWAYS	61	1.5%	21	1.5%

28. Since you joined the Army, have you been in a situation where fellow soldiers or superiors touched you in a way that made you feel uncomfortable (e.g., laid a hand on your bare arm or put an arm around your shoulder)?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3845	92.9%	1141	79.5%
ONCE OR TWICE	186	4.5%	187	13.0%
SOMETIMES	58	1.4%	74	5.2%
OFTEN	28	.7%	30	2.1%
ALWAYS	22	.5%	3	.2%

29. Since you joined the Army, have you been in a situation where fellow soldiers or superiors gave you unwanted sexual attention?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3878	93.7%	1156	80.3%
ONCE OR TWICE	155	3.7%	151	10.5%
SOMETIMES	66	1.6%	90	6.3%
OFTEN	22	.5%	32	2.2%
ALWAYS	19	.5%	11	.8%

30. Since you joined the Army, have you been in a situation where fellow soldiers or superiors attempted to establish a romantic sexual relationship with you despite your efforts to discourage him or her?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3890	94.0%	1187	82.4%
ONCE OR TWICE	139	3.4%	147	10.2%
SOMETIMES	63	1.5%	59	4.1%
OFTEN	28	.7%	35	2.4%
ALWAYS	19	.5%	12	.8%

31. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made unwanted attempts to stroke or fondle you (e.g., stroking your leg or neck)?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3945	95.3%	1232	85.4%
ONCE OR TWICE	115	2.8%	134	9.3%
SOMETIMES	44	1.1%	41	2.8%
OFTEN	13	.3%	28	1.9%
ALWAYS	21	.5%	7	.5%

32. Since you joined the Army, have you been in a situation where fellow soldiers or superiors continued to ask you for dates, drinks, dinner, etc., even though you already said no?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3975	96.0%	1175	81.6%
ONCE OR TWICE	89	2.1%	147	10.2%
SOMETIMES	39	.9%	69	4.8%
OFTEN	18	.4%	34	2.4%
ALWAYS	21	.5%	15	1.0%

33. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made you feel you were being subtly bribed with some sort of reward or special treatment to engage in sexual behavior?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	4027	97.3%	1351	93.9%
ONCE OR TWICE	48	1.2%	51	3.5%
SOMETIMES	39	.9%	22	1.5%
OFTEN	8	.2%	12	.8%
ALWAYS	15	.4%	2	.1%

34. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made unwanted attempts to have sex with you that resulted in you pleading, crying or physically struggling?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	4066	98.3%	1386	96.2%
ONCE OR TWICE	26	.6%	34	2.4%
SOMETIMES	22	.5%	12	.8%
OFTEN	15	.4%	6	.4%
ALWAYS	9	.2%	3	.2%

35. Since you joined the Army, have you been in a situation where fellow soldiers or superiors whistled, called or hooted at you in a sexual way?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3641	87.9%	918	63.9%
ONCE OR TWICE	276	6.7%	275	19.2%
SOMETIMES	135	3.3%	148	10.3%
OFTEN	49	1.2%	71	4.9%
ALWAYS	39	.9%	24	1.7%

36. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made gestures or used body language of a sexual nature which embarrassed or offended you?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3758	90.9%	1047	72.8%
ONCE OR TWICE	225	5.4%	237	16.5%
SOMETIMES	91	2.2%	91	6.3%
OFTEN	33	.8%	51	3.5%
ALWAYS	26	.6%	13	.9%

37. Since you joined the Army, have you been in a situation where fellow soldiers or superiors stared, leered, or ogled you in a way that made you feel uncomfortable?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3734	90.2%	957	66.5%
ONCE OR TWICE	240	5.8%	269	18.7%
SOMETIMES	96	2.3%	133	9.2%
OFTEN	43	1.0%	52	3.6%
ALWAYS	28	.7%	29	2.0%

38. Since you joined the Army, have you been in a situation where fellow soldiers or superiors exposed themselves physically (for example, "moon" you) in a way that embarrassed you or made you feel uncomfortable?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	3910	94.4%	1350	93.8%
ONCE OR TWICE	139	3.4%	68	4.7%
SOMETIMES	51	1.2%	15	1.0%
OFTEN	14	.3%	3	.2%
ALWAYS	27	.7%	4	.3%

39. Since you joined the Army, have you been in a situation where fellow soldiers or superiors had sex with you without your consent or against your will?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	4080	98.6%	1406	97.8%
ONCE OR TWICE	30	.7%	20	1.4%
SOMETIMES	11	.3%	5	.3%
OFTEN	7	.2%	3	.2%
ALWAYS	11	.3%	4	.3%

40. Since you joined the Army, have you been in a situation where fellow soldiers or superiors implied faster promotions or better treatment if you were sexually cooperative?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	4080	98.6%	1403	97.6%
ONCE OR TWICE	23	.6%	19	1.3%
SOMETIMES	17	.4%	5	.3%
OFTEN	9	.2%	6	.4%
ALWAYS	7	.2%	5	.3%

41. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made it necessary for you to respond positively to sexual invitations in order to be well treated on the job?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	4071	98.6%	1403	97.6%
ONCE OR TWICE	23	.6%	11	.8%
SOMETIMES	17	.4%	13	.9%
OFTEN	7	.2%	7	.5%
ALWAYS	11	.3%	4	.3%

42. Since you joined the Army, have you been in a situation where fellow soldiers or superiors made you feel you'd be treated poorly if you didn't cooperate sexually?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	4073	98.3%	1402	97.2%
ONCE OR TWICE	38	.9%	26	1.8%
SOMETIMES	23	.6%	9	.6%
OFTEN	4	.1%	2	.1%
ALWAYS	4	.1%	3	.2%

43. Since you joined the Army, have you been in a situation where fellow soldiers or superiors treated you badly for refusing to have sex?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	4037	97.7%	1364	95.0%
ONCE OR TWICE	53	1.3%	46	3.2%
SOMETIMES	26	.6%	13	.9%
OFTEN	11	.3%	9	.6%
ALWAYS	5	.1%	4	.3%

44. What is the highest level of education you have completed?

	MALE		FEMALE	
	Count	Col %	Count	Col %
SOME HIGH SCHOOL	179	4.3%	28	1.9%
HIGH SCHOOL DIPLOMA	2291	55.6%	713	49.7%
1-2 YEARS COLLEGE	1120	27.2%	485	33.8%
ASSOCIATE DEGREE	146	3.5%	68	4.7%
3-4 YEARS COLLEGE	174	4.2%	60	4.2%
BACHELOR'S DEGREE	209	5.1%	82	5.7%

46. Please indicate your marital status.

	MALE		FEMALE	
	Count	Col %	Count	Col %
SINGLE	3123	75.5%	1045	72.7%
MARRIED	896	21.7%	296	20.6%
DIVORCED	80	1.9%	59	4.1%
SEPARATED	29	.7%	33	2.3%
WIDOWED	8	.2%	5	.3%

47. How many MALE drill sergeants are assigned to your platoon?

	MALE		FEMALE	
	Count	Col %	Count	Col %
0 MALES	126	3.1%	29	2.0%
1 MALE	1068	25.9%	413	28.8%
2 MALES	1296	31.4%	568	39.6%
3 MALES	909	22.1%	222	15.5%
4+ MALES	722	17.5%	204	14.2%

48. How many FEMALE drill sergeants are assigned to your platoon?

	MALE		FEMALE	
	Count	Col %	Count	Col %
0 FEMALES	2853	69.0%	878	61.1%
1 FEMALE	1193	28.9%	515	35.8%
2 FEMALES	67	1.6%	34	2.4%
3 FEMALES	14	.3%	7	.5%
4+ FEMALES	7	.2%	3	.2%

49. How many dependent children do you have?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NONE	3219	77.8%	1100	76.5%
1 CHILD	592	14.3%	194	13.5%
2 CHILDREN	260	6.3%	120	8.3%
3 CHILDREN	44	1.1%	14	1.0%
4 OR MORE	23	.6%	10	.7%

50. What is your racial/ethnic background?

	MALE		FEMALE	
	Count	Col %	Count	Col %
WHITE NOT HISPANIC	2502	61.3%	726	51.5%
BLACK NOT HISPANIC	791	19.4%	432	30.6%
HISPANIC	545	13.4%	183	13.0%
ASIAN/PACIFIC	155	3.8%	41	2.9%
AMERICAN INDIAN	87	2.1%	29	2.1%

51. Are you currently in

	MALE		FEMALE	
	Count	Col %	Count	Col %
BCT	1207	30.1%	469	33.4%
OSUT	781	19.5%	148	10.5%
AIT	2025	50.5%	787	56.1%