

Annex E
Trainer Survey

TRAINER SURVEY

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

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

TRAINER SURVEY

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

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

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

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

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

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

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

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

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

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

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

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

12. To what extent did the DSC/ITC prepare you for your current job?

- A. Very great extent
- B. Great extent
- C. Moderate extent
- D. Slight extent
- E. Not at all

13. At the DSC/ITC I was treated with respect and dignity.

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

14. At the DSC/ITC I received fair treatment from my instructors.

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

15. At the DSC/ITC I received fair treatment from my peers.

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

YOUR CURRENT POSITION

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

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

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

EQUAL OPPORTUNITY

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

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

SEXUAL HARASSMENT

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

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

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

MARK ALL THAT APPLY.

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

22. Where did the most recent incident take place?

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

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

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

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

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

25. The formal complaint procedures are clear.

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

Please answer the following questions using the scale below:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
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In the last 12 months, have you been in a situation where fellow soldiers or superiors:

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

Please answer the following questions using the scale below:

A. Never	B. Once or Twice	C. Sometimes	D. Often	E. Always
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In the last 12 months, have you been in a situation where fellow soldiers or superiors:

- 40. whistled, called or hooted at you in a sexual way?
- 41. made gestures or used body language of a sexual nature which embarrassed or offended you?
- 42. stared, leered or ogled you in a way that made you uncomfortable?
- 43. exposed themselves physically (for example, "mooned" you) in a way that embarrassed you or made you feel uncomfortable?
- 44. had sex with you without your consent or against your will?
- 45. implied faster promotions or better treatment if you were sexually cooperative?
- 46. made it necessary for you to respond positively to sexual invitations in order to be well treated on the job?
- 47. made you feel you'd be treated poorly if you didn't cooperate sexually?
- 48. treated you badly for refusing to have sex?

COMMENTS

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

THANK YOU FOR YOUR PARTICIPATION

TRAINER SURVEY

A. Indicate your rank.

	MALE		FEMALE	
	Count	Col %	Count	Col %
SGT	3	1.6%	3	4.9%
SSG	112	58.9%	31	50.8%
SFC	51	26.8%	23	37.7%
MSG/1SG	7	3.7%	0	.0%
CW3	1	.5%	0	.0%
CW4	1	.5%	0	.0%
2LT	1	.5%	0	.0%
1LT	1	.5%	0	.0%
CPT	10	5.3%	4	6.6%
MAJ	3	1.6%	0	.0%

1. Please indicate the total number of years you have been a drill sergeant.

	MALE		FEMALE	
	Count	Col %	Count	Col %
DNA, NEVER BEEN DS	61	32.3%	35	57.4%
LESS THAN 1 YEAR	55	29.1%	12	19.7%
1-2 YEARS	63	33.3%	13	21.3%
3-4 YEARS	7	3.7%	0	.0%
5 OR MORE YEARS	3	1.6%	1	1.6%

2. Please indicate the total number of years you have been an instructor.

	MALE		FEMALE	
	Count	Col %	Count	Col %
DNA NEVER BEEN INST.	61	32.3%	18	29.5%
LESS THAN 1 YEAR	35	18.5%	17	27.9%
1-2 YEARS	49	25.9%	13	21.3%
3-4 YEARS	39	20.6%	7	11.5%
5 OR MORE YEARS	5	2.6%	6	9.8%

3. What is your MOS area?

	MALE		FEMALE	
	Count	Col %	Count	Col %
COMBAT ARMS	54	28.6%	1	1.7%
COMBAT SUPPORT	46	24.3%	9	15.0%
COMBAT SERVICE SUPPORT	89	47.1%	50	83.3%
NA, I AM A CIV. EMPLOYEE	0	0.0%	0	0.0%

4. How did you get your current assignment?

	MALE		FEMALE	
	Count	Col %	Count	Col %
VOLUNTEERED	80	42.1%	23	37.7%
DA SELECTED	96	50.5%	29	47.5%
LOCALLY SELECTED	0	.0%	1	1.6%
OTHER	14	7.4%	8	13.1%

6. Are you currently serving as:

	MALE		FEMALE	
	Count	Col %	Count	Col %
BCT DS	53	31.9%	14	25.9%
OSIT DS	15	9.0%	0	.0%
AIT DS	58	34.9%	12	22.2%
AIT INSTRUCTOR	40	24.1%	28	51.9%

7. Please indicate your marital status.

	MALE		FEMALE	
	Count	Col %	Count	Col %
MARRIED	158	83.2%	30	49.2%
SINGLE	11	5.8%	9	14.8%
DIVORCED	13	6.8%	19	31.1%
SEPARATED	8	4.2%	3	4.9%

8. What is your racial/ethnic background?

	MALE		FEMALE	
	Count	Col %	Count	Col %
WHITE NOT HISPANIC	89	46.8%	14	23.0%
BLACK NOT HISPANIC	70	36.8%	42	68.9%
HISPANIC	22	11.6%	4	6.6%
ASIAN/PACIFIC	5	2.6%	1	1.6%
AMERICAN INDIAN	4	2.1%	0	.0%

9. What is the highest level of education you have completed?

	MALE		FEMALE	
	Count	Col %	Count	Col %
SOME HIGH SCHOOL	1	.5%	0	.0%
HIGH SCHOOL DIPLOMA	21	11.1%	2	3.3%
1-2 YEARS COLLEGE	83	43.7%	17	27.9%
ASSOCIATE DEGREE	28	14.7%	19	31.1%
3-4 YEARS COLLEGE	27	14.2%	13	21.3%
BACHELOR'S DEGREE	24	12.6%	9	14.8%
MASTER'S DEGREE	6	3.2%	1	1.6%

10. How many dependent children do you have currently living with you?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NONE	50	26.3%	14	23.0%
1 CHILD	31	16.3%	21	34.4%
2 CHILDREN	57	30.0%	17	27.9%
3 CHILDREN	37	19.5%	6	9.8%
4 OR MORE	15	7.9%	3	4.9%

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

11. In the Drill Sergeant Course (DCS)/ Instructor Training Course (ITS), I learned more effective ways to train soldiers.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	33	19.8%	10	17.5%
AGREE	74	44.3%	17	29.8%
NEITHER	29	17.4%	17	29.8%
DISAGREE	22	13.2%	11	19.3%
STRONGLY DISAGREE	9	5.4%	2	3.5%

12. To what extent did the DCS/ITC prepare you for your current job?

	MALE		FEMALE	
	Count	Col %	Count	Col %
VERY GREAT EXTENT	13	7.8%	1	1.8%
GREAT EXTENT	40	24.0%	17	29.8%
MODERATE EXTENT	73	43.7%	28	49.1%
SLIGHT EXTENT	34	20.4%	8	14.0%
NOT AT ALL	7	4.2%	3	5.3%

13. At the DSC/ITC I was treated with respect and dignity.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	53	31.9%	14	24.6%
AGREE	74	44.6%	32	56.1%
NEITHER	18	10.8%	7	12.3%
DISAGREE	15	9.0%	4	7.0%
STRONGLY DISAGREE	6	3.6%	0	.0%

14. At the DSC/ITC I received fair treatment from my instructors.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	62	37.3%	17	29.8%
AGREE	74	44.6%	32	56.1%
NEITHER	17	10.2%	3	5.3%
DISAGREE	10	6.0%	4	7.0%
STRONGLY DISAGREE	3	1.8%	1	1.8%

15. At the DSC/ITC I received fair treatment from my peers.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	60	36.1%	18	31.6%
AGREE	88	53.0%	30	52.6%
NEITHER	13	7.8%	3	5.3%
DISAGREE	4	2.4%	3	5.3%
STRONGLY DISAGREE	1	.6%	3	5.3%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	46	24.2%	9	14.8%
AGREE	68	35.8%	18	29.5%
NEITHER	26	13.7%	14	23.0%
DISAGREE	27	14.2%	10	16.4%
STRONGLY DISAGREE	23	12.1%	10	16.4%

17. In my current position, I receive fair treatment from my chain of command.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	45	23.7%	12	19.7%
AGREE	78	41.1%	20	32.8%
NEITHER	36	18.9%	16	26.2%
DISAGREE	22	11.6%	8	13.1%
STRONGLY DISAGREE	9	4.7%	5	8.2%

18. In my current position, I receive fair treatment from my peers.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	75	39.5%	18	29.5%
AGREE	85	44.7%	24	39.3%
NEITHER	15	7.9%	7	11.5%
DISAGREE	10	5.3%	6	9.8%
STRONGLY DISAGREE	5	2.6%	6	9.8%

19. During your current job, have you been subjected to discrimination?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NO	157	79.3%	44	66.7%
YES, RACIAL	21	10.6%	3	4.5%
YES, RELIGIOUS	2	1.0%	2	3.0%
YES, GENDER	6	3.0%	14	21.2%
YES, NATIONAL ORIGIN	5	2.5%	0	.0%
YES, OTHER	7	3.5%	3	4.5%

20. Have you observed sexual harassment in your training company?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NO	156	82.5%	41	67.2%
YES, 1 TIME	10	5.3%	6	9.8%
YES, 2 TIMES	7	3.7%	8	13.1%
YES, 3 TIMES	5	2.6%	1	1.6%
YES, 4+ TIMES	11	5.8%	5	8.2%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
NO	178	97.8%	39	60.9%
YES, DURING DSC	1	.5%	2	3.1%
YES, DURING ITC	2	1.1%	5	7.8%
YES, DURING JOB AT BCT, OSUT or AIT	0	.0%	7	10.9%
YES, PREVIOUS JOB	1	.5%	11	17.2%

22. Where did the most recent incident take place?

	GENDER			
	MALE		FEMALE	
	Count	Col %	Count	Col %
DURING TRAINING	14	20.6%	8	34.8%
IN BARRACKS	15	22.1%	6	26.1%
ON POST ELSEWHERE	33	48.5%	9	39.1%
OFF POST	6	8.8%	0	.0%

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

	MALE		FEMALE	
	Count	Col %	Count	Col %
DRILL SERGEANT	8	24.2%	6	30.0%
AIT INSTRUCTOR	11	33.3%	1	5.0%
OFFICER IN COC	10	30.3%	2	10.0%
FIRST SERGEANT	3	9.1%	4	20.0%
OTHER NCO	0	.0%	4	20.0%
ENLISTED	1	3.0%	1	5.0%
CIVILIAN	0	.0%	2	10.0%

24. 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	15	57.7%	0	.0%
YES, SOMETHING DONE	5	19.2%	2	11.1%
YES, NOTHING DONE	4	15.4%	2	11.1%
NO, HANDLED MYSELF	2	7.7%	8	44.4%
NO, IT DIDN'T BOTHER ME	0	.0%	1	5.6%
NO, AFRAID OF REPRISALS	0	.0%	5	27.8%

25. The formal complaint procedures are clear.

	MALE		FEMALE	
	Count	Col %	Count	Col %
STRONGLY AGREE	2	12.5%	3	15.0%
AGREE	7	43.8%	13	65.0%
NEITHER	4	25.0%	1	5.0%
DISAGREE	2	12.5%	3	15.0%
STRONGLY DISAGREE	1	6.3%	0	.0%

26. In the last 12 months, have you been in a situation where fellow soldiers or superiors told suggestive stories or offensive jokes?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	23	12.2%	6	10.2%
ONCE OR TWICE	33	17.6%	10	16.9%
SOMETIMES	95	50.5%	25	42.4%
OFTEN	32	17.0%	14	23.7%
ALWAYS	5	2.7%	4	6.8%

27. In the last 12 months, 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	44	23.3%	13	22.0%
ONCE OR TWICE	45	23.8%	7	11.9%
SOMETIMES	68	36.0%	29	49.2%
OFTEN	29	15.3%	9	15.3%
ALWAYS	3	1.6%	1	1.7%

28. In the last 12 months, 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	141	74.6%	11	18.3%
ONCE OR TWICE	14	7.4%	11	18.0%
SOMETIMES	27	14.3%	25	41.7%
OFTEN	7	3.7%	10	16.7%
ALWAYS	0	.0%	3	5.0%

29. In the last 12 months, 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	93	49.5%	32	53.3%
ONCE OR TWICE	36	19.1%	8	13.3%
SOMETIMES	44	23.4%	13	21.7%
OFTEN	13	6.9%	5	8.2%
ALWAYS	2	1.1%	2	3.3%

30. In the last 12 months, have you been in a situation where fellow soldiers or superiors made sexist remarks?

	GENDER			
	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	63	33.3%	9	15.0%
ONCE OR TWICE	47	24.9%	11	18.3%
SOMETIMES	61	32.3%	25	41.7%
OFTEN	17	9.0%	13	21.7%
ALWAYS	1	.5%	2	3.3%

31. In the last 12 months, 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	166	87.8%	16	27.1%
ONCE OR TWICE	12	6.3%	17	28.8%
SOMETIMES	10	5.3%	19	32.2%
OFTEN	1	.5%	5	8.5%
ALWAYS	0	.0%	2	3.4%

32. In the last 12 months, 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	130	68.8%	18	30.0%
ONCE OR TWICE	34	18.0%	17	28.3%
SOMETIMES	18	9.5%	20	33.3%
OFTEN	7	3.7%	4	6.7%
ALWAYS	0	.0%	1	1.7%

33. In the last 12 months, 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	166	88.3%	27	45.0%
ONCE OR TWICE	14	7.4%	23	38.3%
SOMETIMES	5	2.7%	6	10.0%
OFTEN	3	1.6%	4	6.7%
ALWAYS	0	.0%	0	.0%

34. In the last 12 months, have you been in a situation where fellow soldiers or superiors gave you unwanted sexual attention?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	168	88.9%	28	47.5%
ONCE OR TWICE	12	6.3%	17	28.8%
SOMETIMES	7	3.7%	8	13.6%
OFTEN	2	1.1%	6	10.2%
ALWAYS	0	.0%	0	.0%

35. In the last 12 months, 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	164	86.8%	32	53.3%
ONCE OR TWICE	16	8.5%	19	31.7%
SOMETIMES	9	4.8%	5	8.3%
OFTEN	0	.0%	3	5.0%
ALWAYS	0	.0%	1	1.7%

36. In the last 12 months, 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	172	90.8%	41	68.3%
ONCE OR TWICE	10	4.6%	13	21.7%
SOMETIMES	5	3.3%	3	5.0%
OFTEN	2	1.3%	3	5.0%
ALWAYS	0	.0%	0	.0%

37. In the last 12 months, 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	172	91.0%	30	50.0%
ONCE OR TWICE	9	4.8%	14	23.3%
SOMETIMES	7	3.7%	11	18.3%
OFTEN	1	.5%	5	8.3%
ALWAYS	0	.0%	0	.0%

38. In the last 12 months, 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	179	94.7%	44	73.3%
ONCE OR TWICE	5	2.6%	9	15.0%
SOMETIMES	5	2.6%	4	6.7%
OFTEN	0	.0%	2	3.3%
ALWAYS	0	.0%	1	1.7%

39. In the last 12 months, 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	186	98.4%	55	91.7%
ONCE OR TWICE	2	1.1%	3	5.0%
SOMETIMES	1	.5%	1	1.7%
OFTEN	0	.0%	1	1.7%
ALWAYS	0	.0%	0	.0%

40. In the last 12 months, 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	153	81.4%	15	25.0%
ONCE OR TWICE	19	10.1%	14	23.3%
SOMETIMES	12	6.4%	27	45.0%
OFTEN	3	1.6%	2	3.3%
ALWAYS	1	.5%	2	3.3%

41. In the last 12 months, 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	158	84.0%	21	35.0%
ONCE OR TWICE	24	12.8%	17	28.3%
SOMETIMES	3	1.6%	19	31.7%
OFTEN	2	1.1%	2	3.3%
ALWAYS	1	.5%	1	1.7%

42. In the last 12 months, 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	162	86.2%	12	20.0%
ONCE OR TWICE	21	11.2%	21	35.0%
SOMETIMES	4	2.1%	21	35.0%
OFTEN	1	.5%	4	6.7%
ALWAYS	0	.0%	2	3.3%

43. In the last 12 months, have you been in a situation where fellow soldiers or superiors exposed themselves physically (for example, "mooned" you) in a way that embarrassed you or made you feel uncomfortable?

	MALE		FEMALE	
	Count	Col %	Count	Col %
NEVER	177	94.1%	57	95.0%
ONCE OR TWICE	9	4.8%	2	3.3%
SOMETIMES	1	.5%	1	1.7%
OFTEN	1	.5%	0	.0%
ALWAYS	0	.0%	0	.0%

44. In the last 12 months, 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	186	98.9%	57	95.0%
ONCE OR TWICE	2	1.1%	1	1.7%
SOMETIMES	0	.0%	2	3.3%
OFTEN	0	.0%	0	.0%
ALWAYS	0	.0%	0	.0%

Annex F
Military Focus Groups

MILITARY FOCUS GROUP PROTOCOL

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

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

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

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

Probes: Why or why not?

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

Probes: Why or why not?

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

Probes: Why or why not?

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

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

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

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

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

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

Probes: Why or why not?

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

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

Probes? If they would not report, why not?

If they would report, to whom?

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

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

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

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

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

Probes: Examples?

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

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

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

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

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

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

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

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

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

FINDINGS:

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

QUOTES:

"CHALLENGE, NEW JOBS, NEW POSITIONS"

"TRAVELING, LEARNING NEW CULTURES"

"SENSE OF ACCOMPLISHMENT WHEN YOU HIT THE PEAK"

"ABILITY TO MAKE A DIFFERENCE, EVEN AT A SMALL LEVEL"

"WORKING WITH TROOPS AND DOING ARMY STUFF"

"PEOPLE - QUALITY OF SOLDIERS AND NCOS"

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

"OPPORTUNITY TO BE IN CHARGE"

MILITARY FOCUS GROUP

N OF COMMENTS FOR Q1: 2,080

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

FINDINGS:

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

QUOTES:

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

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

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

"LEADERS ARE NOT VISIBLE"

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

"LOSS OF RESPECT FOR THE INSTITUTION AS A RESULT OF THE DRAWDOWN"

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

"FAMILY MEDICAL AND DENTAL BENEFITS ARE ERODING"

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

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

FINDINGS:

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

"ALWAYS DEPLOYED OVERSEAS - NOT ENOUGH OPPORTUNITY TO GO TO SCHOOL"

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

"PROMOTION BASED ON WHO YOU KNOW"

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

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

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

**Question 3: When you think about your assignments in the Army, do you think that you have gotten a fair deal in getting assignments that are good for your career?
Probes: Why or why not?**

FINDINGS:

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

MANAGED OWN CAREER
STAYED IN TOUCH WITH BRANCH MANAGER

- NO:

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

MILITARY FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q3: 2,211

Question 3: Continued

QUOTES:

- "YES, I'VE GOTTEN EVERYTHING I ASKED FOR"
- "I'VE GOTTEN EVERYWHERE I WANTED TO GO, BUT YOU HAVE TO WORK THE SYSTEM"
- "CALLING DA HELPS"
- "SOME LEADERS ARE NOT CONCERNED FOR YOUNG LEADERS. THEY WILL TRY TO HOLD ONTO THEM RATHER THAN DEVELOP THEM"
- "PROMOTION AND ASSIGNMENTS HAS A VICIOUS CUT THROAT CYCLE. GOT TO GET TO BE BUDDIES WITH BRANCH MANAGER"
- "THERE'S A GOOD OLD BOY NETWORK HERE - IT'S UNDER THE SURFACE"

MILITARY FOCUS GROUP PROTOCOL

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

FINDINGS:

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

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

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

"GENERALLY ASSIGNMENTS / JOB POSITIONS ARE NOT A PROBLEM"

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

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

"I'VE WORKED IN MY MOS 6 MONTHS IN THE LAST 5 YEARS"

"LACK OF MENTORING / JOBS THAT WILL DEVELOP BETTER SOLDIERS / LEADERS"

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

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

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

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

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

Question 5: Continued

QUOTES:

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

MILITARY FOCUS GROUP PROTOCOL

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

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

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

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

Question 6: Continued

QUOTES:

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

MILITARY FOCUS GROUP PROTOCOL

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

FINDINGS:

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

IMMEDIATE RESPONSE TO ANY KNOWN INSTANCE
LEAD BY EXAMPLE
COMMUNICATION UP AND DOWN CHAIN OF COMMAND
- SOME COMMENTS INDICATED LEADERS EITHER TOOK NO ACTION OR INAPPROPRIATE ACTIONS WHEN SEXUAL HARASSMENT OCCURRED:

INACTION
COVER-UP INCIDENT
NEGATIVE ACTIONS TOWARD THE VICTIM

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

Question 7: Continued

QUOTES:

- **POSITIVE QUOTES:**

"WE HAVE UNIT MEETINGS - - LEADERS COMMUNICATE TOLERANCE STANDARDS"

"ENFORCEMENT IS TOUGH"

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

"WE'RE ASKED HOW EVERYTHING IS GOING AND WHAT'S NOT WORKING"

- **NEGATIVE QUOTES:**

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

"LACK OF PROACTIVE EFFORTS"

"THEY DON'T KNOW WHAT IS GOING ON AND DON'T WANT TO KNOW"

"THE ARMY HAS NOT FAILED TO INFORM, THEY HAVE FAILED TO ENFORCE"

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

FINDINGS:

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

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

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

Question 8: Continued

QUOTES:

- "THE ARMY IS TRYING TO TAKE CARE OF ITS PROBLEMS"
- "THERE ARE PROGRAMS IN PLACE; HOWEVER, THE LEADERSHIP IS NOT DOING A GOOD JOB ENFORCING THESE PROGRAMS"
- "MEN ARE FEARFUL OF ME NOW . . . I CAN'T BE PART OF THE TEAM"
- "WOMEN ARE BEING TREATED AS SECOND CLASS CITIZENS"
- "PREVENTION IS NOT DISCUSSED AS MUCH AS REACTION"
- "PROBLEM IS NOT POLICY OR PROCEDURES, IT IS THE PERSON YOU TAKE THE COMPLAINT TO"

MILITARY FOCUS GROUP PROTOCOL

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

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

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

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

Question 9: Continued

QUOTES:

- "YES, IF I HAVE A VALID CASE"
- "NO, BECAUSE THE LEADERS ARE DOING THE HARASSING AND THEY WILL GET YOU SOMEHOW"
- "THIS IS A SERIOUS MATTER, MY FAMILY'S LIVELIHOOD WOULD BE THREATENED"
- "WAKE UP. AS SOON AS YOU SPEAK UP, THERE'S PROBLEMS"
- "ONCE YOU BRING ATTENTION TO THE OFFICE, ALL OF A SUDDEN YOU HAVE A STACK OF COUNSELING STATEMENTS"
- "I HAVE BEEN SET UP BY OTHER NCOs - TOLD TO GO PICK UP GENERAL OFFICERS AT THE WRONG PLACE"

MILITARY FOCUS GROUP PROTOCOL

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

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

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

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

Question 10: Continued

QUOTES:

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

MILITARY FOCUS GROUP PROTOCOL

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

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

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

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

Question 12: Continued

QUOTES:

- "I GUESS THE THINGS I HEAR GUYS TELLING WOMEN AROUND HERE COULD BE SEXUAL HARASSMENT"
- "SOLDIERS CAN SAY 'I DON'T THINK WOMEN SHOULD BE IN MY ARMY' AND NOTHING HAPPENS"
- "I JOINED THE ARMY TO BE A SOLDIER, NOT TO BE FONDLED"
- "JOKES. COMMENTS. THESE ARE/WERE TOLERATED AND EXPECTED TO A DEGREE"
- "THE LTC IN MY PRESENT JOB SAYS INAPPROPRIATE THINGS ALL THE TIME 'WE'VE STILL GOT WOMEN WORKING ON THEIR KNEES' I WROTE UP A STATEMENT COMPLAINING. HE ONLY GOT COUNSELING"
- "YOU CAN'T GET AWAY WITH SAYING 'BLACKS SHOULD NOT BE IN THE MILITARY' BUT YOU CAN SAY WOMEN SHOULD NOT BE IN. DUMB FEMALES, ETC. HOW CAN THEY GET AWAY WITH THIS?"
- "MY AIT NCO TOLD ME THAT IF I SLEPT WITH HIM I WILL GET A GOOD GRADE"

MILITARY FOCUS GROUP PROTOCOL

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

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

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

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

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

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

FINDINGS:

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

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

FINDINGS:

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

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

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

FINDINGS:

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

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

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

FINDINGS:

- "WE NEED MORE IPC SKILLS TRAINING. OUR YOUNG SOLDIERS ARE SMART, BUT THEY DON'T HAVE PEOPLE SKILLS"
- "BRING BACK OLD STYLE OF IET - - TOUGH, REALISTIC, AND STRESSFUL"
- "YOU CAN HAVE ALL THE CLASSES IN THE WORLD, BUT UNLESS YOU ENFORCE STANDARDS, YOU LOSE IT"
- "CREATE AN AGENCY OR BRANCH TO BUILD, MANAGE, AND MAINTAIN HUMAN RESOURCES"
- "TEACH HOW TO REPORT AND HOW TO BEHAVE"
- "NEED TO INSTILL PRIDE IN THE ARMY"
- "PUNISHMENT SHOULD BE UNIFORM AND KNOWN"
- "DON'T PUT VICTIMS ON TRIAL"
- "HOLD COMMANDERS ACCOUNTABLE FOR EO PROGRAM"
- "FULLY PROSECUTE EVERYONE - REGARDLESS OF RANK"
- "PAY MORE ATTENTION TO THE VICTIM AFTER THE FACT"
- "FEMALES NEED TO BE MORE VISIBLE - NEED MORE FEMALES IN TOP LEADERSHIP POSITIONS"

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

Annex G
Trainee Focus Groups

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

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

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

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

8. What is your definition of sexual harassment?

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

9. Have you witnessed or experienced any sexual harassment in the Army?

Probes: Who? What happened? When? Where? Report? Outcome?

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

11. To whom would you report?

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

Probes: When? Where? Who conducted?

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

Probes: When Where? Who conducted?

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

15. Do you have any practical suggestions for improving the human relations environment in the Army?

TRAINEE PROTOCOL

SAMPLE INFORMATION:

- Number of protocols: 84
- Number of respondents: 994
- Number of males: 628 (63%)
- Number of females: 366 (37%)
- Number of males in AIT: 174 (28%)
- Number of males in BCT: 133 (21%)
- Number of males in OSUT: 260 (41%)
- Number of males undetermined: 61 (10%)
- Number of females in AIT: 185 (51%)
- Number of females in BCT: 140 (38%)
- Number of females undetermined: 41 (11%)

In the following slides, comments are listed with the most frequently mentioned comments first.

Question 1: What are some of the best things that have happened during your current training?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** GETTING IN SHAPE (LOSING WEIGHT, COMPLETING RUNS)
TRAINING (WEAPONS, FTX, CONFIDENCE COURSE)
PERSONAL GROWTH (SELF-ESTEEM, CONFIDENCE)
WORKING WITH/MEETING NEW PEOPLE (MAKING FRIENDS)
- **FEMALE COMMENTS:** WORKING WITH/MEETING NEW PEOPLE (MAKING FRIENDS)
PERSONAL GROWTH (SELF-ESTEEM, CONFIDENCE)
GOOD EXPERIENCE OVERALL (FUN, ENJOYABLE)
GETTING IN SHAPE (GETTING BETTER PHYSICALLY FIT)

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q1: M=366 F=181**

Question 1: CONTINUED

QUOTES:

- MALE QUOTES:
 - "NEVER DID THIS MUCH EXERCISE BEFORE. FEELS GOOD"
 - "LEARNING TO SHOOT M-16, OBSTACLE COURSE, SOLDIERLY THINGS"
 - "NO LONGER TREATED LIKE A THING, FEELING LIKE A PERSON"
 - "MEETING NEW PEOPLE, PEOPLE FROM ALL OVER THE PLACE"
- FEMALE QUOTES:
 - "MEETING PEOPLE AND MAKING FRIENDS"
 - "SENSE OF ACCOMPLISHMENT, EXCEED YOUR OWN EXPECTATIONS"
 - "I LOVE BCT, I THINK IT'S FUN"
 - "GOOD PT - I USE TO BE A COUCH POTATO"

Question 2: What are some of the worst things that have happened during your current training?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** DS TREATMENT OF SOLDIERS (LACK OF RESPECT, SWEARING)
BEING AWAY FROM FAMILY (MISS FAMILY AND/OR SPOUSE)
LACK OF SLEEP (GETTING UP EARLY)
- **FEMALE COMMENTS:** DS TREATMENT OF SOLDIERS (LACK OF RESPECT, SWEARING)
GETTING SMOKED/MASS PUNISHMENT (EVERYONE GETTING
PUNISHED FOR THE ACTIONS OF 1 OR 2 PEOPLE)
QUALITY OF LIFE ISSUES (LIVING CONDITIONS-BARRACKS)

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q2: M=315 F=224**

Question 2: CONTINUED

QUOTES:

- MALE QUOTES: "DS' CUSS AT THE SOLDIERS TOO MUCH, 'FUCKING SHITHEAD', 'STUPID SOB', 'MOTHER FUCKER'. ONE DS CUSSES SO MUCH, BUT HE DOES NOT GIVE CLEAR, CONCISE INSTRUCTIONS. YOU DON'T KNOW WHAT THEY WANT"
"BEING AWAY FROM MY FAMILY"
"WAKING UP AT 0430"
- FEMALE QUOTES: "BEING YELLED AT AND CURSED AT"
"GETTING IN TROUBLE AS A GROUP, I.E., GETTING DROPPED"
"LIVING CONDITIONS FOR FEMALES SUCK. 49 PEOPLE ON 1/2 AN OPEN BAY BARRACKS. WE'RE ALL PILED UP. MALES HAVE PERSONAL ROOMS, AND HAVE AN OPEN BAY"

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

**Question 3: Are all soldiers expected to achieve the same standards?
Examples of yes and no?**

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS: 51% OF THE COMMENTS INDICATED THAT ALL SOLDIERS ARE EXPECTED TO ACHIEVE THE SAME STANDARDS**
- **FEMALE COMMENTS: 41% OF THE COMMENTS INDICATED THAT ALL SOLDIERS ARE EXPECTED TO ACHIEVE THE SAME STANDARDS**
- **BOTH MALE AND FEMALE COMMENTS INDICATED MALE/FEMALE DOUBLE STANDARDS AS THE MOST NEGATIVE RESPONSE**

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q3: M=292 F=165**

Question 3: CONTINUED

QUOTES:

- MALE QUOTES: "YES, EVERYONE IS HELD TO THE SAME STANDARD"

 "DIFFERENT DETAILS, FEMALES DO PAPERWORK AND MALES DIG
 UP TREES"
 "FEMALES ARE PUNISHED TO A DIFFERENT STANDARD. I GET
 DROPPED FOR 50 PUSH-UPS; THE WOMEN DO LESS"

- FEMALE QUOTES: "YES, THE STANDARDS ARE THE SAME FOR EVERYONE. SOLDIERS
 NEED TO DO WHAT THEY ARE REQUIRED TO DO IF THEY DON'T
 WANT TO GET PICKED ON"

 "OVERALL STANDARDS FOR MALES AND FEMALES ARE DIFFERENT.
 THE FEMALES WAX THE FLOOR, SPIT SHINE OUR BOOTS. THE
 MALES FLOOR CAN LOOK BAD, BRUSH SHINE BOOTS AND THEY
 GET COMMENDED FOR THIS 'IMPROVEMENT'. THE FEMALE DI
 PUSH US HARDER, LET THE MALES GET AWAY WITH THINGS."

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

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** 66% OF THE COMMENTS INDICATED THAT ALL SOLDIERS ARE ENCOURAGED TO SUCCEED DURING TRAINING

SOME OF THE NEGATIVE COMMENTS INDICATED FAVORITISM AS THE MOST COMMON RESPONSE (SOME SOLDIERS ARE ENCOURAGED MORE IN GENERAL)
- **FEMALE COMMENTS:** 47% OF THE COMMENTS INDICATED THAT ALL SOLDIERS ARE ENCOURAGED TO SUCCEED DURING TRAINING

MANY OF THE NEGATIVE COMMENTS INDICATED MALE/FEMALE DOUBLE STANDARDS AS THE MOST COMMON RESPONSE (FEMALES ARE ENCOURAGED MORE THAN MALES)

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q4: M=329 F=180**

Question 4: CONTINUED

QUOTES:

- MALE QUOTES: "AS A WHOLE THEY ENCOURAGE EQUALLY"
"EVERYBODY IS ENCOURAGED TO DO BETTER, BUT NOT IN THE CIVILIAN WAY. THEY ALWAYS YELL AT YOU."

"EVERY DS PICKS A FAVORITE IT SEEMS"
"DS PLAY FAVORITISM MALE/FEMALE"
- FEMALE QUOTES: "YES, MY DI's WOULD GET ON THE TRACK AND RUN WITH YOU IF YOU WERE HURTING AT PT. THEY DIDN'T WANT TO SEND YOU HOME."

"IF SOMEONE IS ENCOURAGED, THEY'LL TRY. THERE WAS A FEMALE SOLDIER WHO WAS HAVING TROUBLE IN SCHOOL AND SHE WAS BELITTLED. A GUY THAT WAS IN THE SAME SITUATION WAS ENCOURAGED AND HE TRIED HARDER."

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

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

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS: 47% OF THE COMMENTS INDICATED SOLDIERS IN THEIR UNIT WERE TREATED FAIRLY**
- **FEMALE COMMENTS: 43% OF THE COMMENTS INDICATED SOLDIERS IN THEIR UNIT WERE TREATED FAIRLY**
- **BOTH MALE AND FEMALE COMMENTS INDICATED MALE/FEMALE DOUBLE STANDARDS AS THE MOST NEGATIVE RESPONSE**

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q5: M=273 F=161**

Question 5: CONTINUED

QUOTES:

- MALE QUOTES: "ALL GET TREATED EQUALLY BAD WHEN SOMETHING GOES WRONG, ALL GET EQUALLY TREATED GOOD WHEN THINGS ARE GOING GOOD."

"NO, THE FEMALES 'GET OFF' A LOT EASIER THAN THE MALES DO."
"WE HAD TWO STOUT FEMALES VOLUNTEER FOR FILE CABINET MOVING DETAIL AND THE DRILL SAID NO! WE NEED MALES."
- FEMALE QUOTES: "OVERALL THINGS ARE FAIR, FAIR TREATMENT"

"MALES ARE ALWAYS GIVEN HINTS ON HOW TO IMPROVE, BUT FEMALES AREN'T"
"NO, MALES GET SPECIAL PASSES AND FEMALES NEVER DO. NOT IN OUR PLATOON ANYWAY."

Question 6: Do male drill sergeants/instructors treat male and female soldiers equally? Examples?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS: 44% OF THE COMMENTS INDICATED EQUAL TREATMENT BY MALE DS**

SOME OF THE NEGATIVE COMMENTS INDICATED MALE DS WERE EASIER ON FEMALES

- **FEMALE COMMENTS: 64% OF THE COMMENTS INDICATED EQUAL TREATMENT BY MALE DS**

SOME OF THE NEGATIVE COMMENTS INDICATED THERE WERE MALE/FEMALE DOUBLE STANDARDS (MALES RECEIVE MORE INFORMATION, FOR EXAMPLE)

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q6: M=223 F=146**

Question 6: CONTINUED

QUOTES:

- MALE QUOTES: "YES, EVERYONE IS TREATED THE SAME"
"FEMALES GET IT JUST LIKE THE MALES DO. NO ONE GETS OVER"

"FEMALES ARE TREATED BETTER, THEY DON'T DO ANYTHING HARD OR HEAVY"
"I THINK THAT SOME MALE DS ARE EASY ON FEMALES BECAUSE THEY ARE AFRAID THAT THEY WILL GET IN TROUBLE (HARASSMENT CHARGES, ETC.). FEEL THAT MALES ARE HELD MORE ACCOUNTABLE FOR ACTIONS."
- FEMALE QUOTES: "NO DIFFERENCE WHEN IT COMES TO TRAINING (I.E., DETAILS DROP FOR PUSH-UPS) ALL EQUAL."
"ALL 'SUCK IT UP' THE SAME"

"IN BRM THE MALE DRILL SGTS ARE MORE ENTHUSIASTIC ABOUT MALES THAN FEMALES"
"NO, THEY HUMILIATE THE FEMALES IN FRONT OF THE WHOLE COMPANY. THEY DON'T DO THAT TO THE GUYS."

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

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

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** 56% OF THE COMMENTS INDICATED EQUAL TREATMENT BY FEMALE DS

SOME OF THE NEGATIVE COMMENTS INDICATED FEMALE DS WERE HARDER ON FEMALES
- **FEMALE COMMENTS:** 42% OF THE COMMENTS INDICATED EQUAL TREATMENT BY FEMALE DS

SOME OF THE NEGATIVE COMMENTS INDICATED FEMALE DS WERE HARDER ON FEMALES (POSITIVE VIEW BY FEMALES)

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q7: M=153 F=118**

Question 7: CONTINUED

QUOTES:

- MALE QUOTES: "SOME SOLDIERS (3) FELT, 'WE GET TREATED ALL THE SAME'"
"OUR FEMALE DRILLS ARE HARDER ON FEMALES"
- FEMALE QUOTES: "MY DRILLS TREATED EVERYONE EQUALLY"
"FEMALES JUST KEEP PUSHING, AND I LIKE BEING PUSHED. I LIKE A CHALLENGE. AND, IT MAKES ME STRONGER AND BUILDS MY SELF-ESTEEM."
"NO, WE HAVE A FEMALE DRILL THAT IS MUCH HARDER ON THE FEMALES. THEY THINK WE NEED TO ACHIEVE HIGHER STANDARDS. BUT, THIS ISN'T A BAD THING."

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

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- 56% OF MALE COMMENTS INDICATED "NO"
- 40% OF FEMALE COMMENTS INDICATED "NO"
- BOTH MALE AND FEMALE COMMENTS INDICATED THAT THE EXAMPLES GIVEN WERE NOT SEXUAL HARASSMENT, BUT RATHER CONSENSUAL SEX BETWEEN DS AND TRAINEES AND BETWEEN TRAINEES
- IN SOME CASES, WHEN EXAMPLES WERE GIVEN, THEY WERE INCOMPLETE AND DIFFICULT TO DETERMINE THE CIRCUMSTANCES SURROUNDING THE INCIDENT

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q9: M=314 F=203**

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

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** 67% OF THE COMMENTS INDICATED THEY WOULD REPORT IF THEY WERE SEXUALLY HARASSED AND IF THE BEHAVIOR CONTINUED

SOME WOULD NOT REPORT THE INCIDENT BECAUSE THEY WOULD HANDLE IT ON THEIR OWN OR THEY WOULD BE CONSIDERED THE JOKE OF THE TOWN IF THEY DID REPORT

- **FEMALE COMMENTS:** 87% OF THE COMMENTS INDICATED THEY WOULD REPORT IF THEY WERE SEXUALLY HARASSED AND IF THEY WERE UNABLE TO HANDLE IT ON THEIR OWN

SOME WOULD NOT REPORT THE INCIDENT BECAUSE THEY WOULD HANDLE IT ON THEIR OWN OR THEY BELIEVE NOTHING WOULD BE DONE ABOUT IT IF THEY DID REPORT

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q10: M=318 F=233**

Question 11: To whom would you report?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MALE COMMENTS: CHAIN OF COMMAND (UNSPECIFIED)
DRILL SERGEANTS/INSTRUCTORS
CHAPLAIN
EOA/EOR
- FEMALE COMMENTS: CHAIN OF COMMAND (UNSPECIFIED)
DRILL SERGEANTS/INSTRUCTORS
COMMANDERS
CHAPLAIN

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q11: M=250 F=162

Question 12: Have you received any training on equal opportunity since joining the Army? Probes: When? Where? Who conducted?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS: 98% REPORTED RECEIVING TRAINING (7 RESPONDED NO)**
CONDUCTED BY: DRILL SERGEANTS
EOA/EOR
COMMANDERS
- **FEMALE COMMENTS: 100% REPORTED RECEIVING TRAINING (1 RESPONDED NO)**
CONDUCTED BY: DRILL SERGEANTS
COMMANDERS
EOA/EOR

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q12: M=559 F=366

Question 13: Have you received any training on prevention of sexual harassment since joining the Army? Probes: When? Where? Who conducted?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS: 99% REPORTED RECEIVING TRAINING (1 UNSURE)**

**CONDUCTED BY: COMMANDERS
DRILL SERGEANTS/INSTRUCTORS
EOA/EOR**

- **FEMALE COMMENTS: 100% REPORTED RECEIVING TRAINING**

**CONDUCTED BY: COMMANDERS
DRILL SERGEANTS/INSTRUCTORS
EOA/EOR**

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q13: M=429 F=417**

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

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** 50% OF THE POSITIVE COMMENTS INDICATED TRAINING WAS EFFECTIVE/VERY EFFECTIVE

SOME OF THE NEGATIVE COMMENTS INDICATED THAT THE TRAINING MADE THEM SCARED - AFRAID TO TALK WITH FEMALES

- **FEMALE COMMENTS:** 77% OF THE POSITIVE COMMENTS INDICATED TRAINING WAS EFFECTIVE/VERY EFFECTIVE

SOME OF THE NEGATIVE RESPONSES INDICATED THERE HAS BEEN TOO MUCH TRAINING

**SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q14: M=183 F=133**

Question 14: CONTINUED

QUOTES:

- MALE QUOTES: "QUITE EFFECTIVE. IT HAS OPENED MY EYES TO THINGS THAT I COULD HAVE GOTTEN IN TROUBLE FOR IF I DID"
"MESSED ME UP. WE WENT ON FAMILY DAY PASS AND I DID NOT HOW TO APPROACH A GIRL"
"2 SOLDIERS ADMITTED BEING SCARED TO TALK TO OTHER MILITARY, WOMEN FOR FEAR OF PUNISHMENT"
- FEMALE QUOTES: "VERY EFFECTIVE"
"IT'S GONE OVERBOARD"
"IN BASIC, WE HAD SO MANY CLASSES THAT IT WAS OVERKILL"
"IT'S GOOD TO HAVE A CLASS, BUT THEY ARE HAVING SO MANY CLASSES WITH THE SAME INFORMATION"

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

Question 15: Do you have any practical suggestions for improving the human relations environment in the Army?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS RECOMMEND:** SEPARATE MALES/FEMALES DURING BCT TRAINING
BCT NEEDS TO BE HARDER
RECRUITERS NEED TO TELL THE TRUTH
NEED MORE PRIVILEGES (PASSES, PHONE USE)
MALES/FEMALES SHOULD TRAIN TOGETHER FROM
THE BEGINNING
- **FEMALE COMMENTS RECOMMEND:** RE-LOOK THE BATTLE BUDDY POLICY
IMPROVE LIVING CONDITIONS - BARRACKS
IMPROVE SEXUAL HARASSMENT TRAINING
IMPROVE COMMUNICATION (BOTH BETWEEN DS
AND TRAINEES AND BETWEEN TRAINEES)
STOP MASS PUNISHMENT

SOLDIER-IN-TRAINING FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q15: NOT REPORTED DUE TO THE VARIETY OF COMMENTS

Annex H
Trainer Focus Groups

TRAINERS FOCUS GROUP PROTOCOL

Moderator
Note Taker
in Group
Gender
Location
Type (BCT, OSUT, AIT)
Trainer (DS, Instructor)

1. What are some of the positive things about your job?

2. What are some of the negative things about your job?

3. Do Drill Sergeants/Instructors work well together? Examples?

4. Do Drill Sergeants/Instructors treat one another with respect and courtesy? Examples?

Do Drill Sergeants/Instructors work well together as a team?

5. Do officers treat you with respect and courtesy? Examples?

Do you feel you have the support of your chain of command?

6. If you experienced any kind of discrimination or harassment, do you feel free to report without fear of bad things happening to you?

If no, what do you think might happen?

7. If you experienced any discrimination or harassment, to whom would you report the incident?

Probes: If no, why not report the incident?

8. How do you define sexual harassment?

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

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

Probes: Who? What happened? Where? When? Reported? Outcome?

10. How well did training in the Drill Sergeants Course/training to be an Instructor prepare you to handle instances of discrimination/harassment for soldiers-in-training?

11. Have you had training in prevention of sexual harassment in the last 12 months?

Probes: Where? When? Who conducted?

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

13. What are some practical ways to improve the human relations environment in the Army?

TRAINERS FOCUS GROUP PROTOCOL

SAMPLE INFORMATION:

- Number of protocols: 58
- Number of respondents: 520 (509 used for gender frequencies)
- Number of females: 155 (30.5%) Number of males: 354 (69.5%)
- Number of Drill Sergeants: 328 (63.1%) Number of Instructors: 192 (36.9%)
- Number of female Drill Sergeants: 83 (16.3%)
- Number of male Drill Sergeants: 245 (48.1%)
- Number of female Instructors: 72 (14.1%)
- Number of male Instructors: 109 (21.4%)

Note: One focus group included both males and females. In order to examine gender differences, the data from this group was excluded, resulting in the exclusion of 11 people from any gender analysis.

In the following slides, comments are listed with the most frequently mentioned comments first.

Question 8 asked for a definition of sexual harassment in order to determine soldiers' understanding of the Army definition and was not coded. The Army definition of sexual harassment was read prior to Question 9.

Question 1: What are some of the positive things about your job?

FINDINGS: The most frequently mentioned comments are:

- **ALL RESPONDENTS REPORTED TRAINING/TEACHING/CONTACT WITH SOLDIERS IS THE MOST ENJOYABLE ASPECT OF THEIR JOB.**
- **MALE COMMENTS REPORT:**
CAREER ADVANCEMENT/ LEADERSHIP EXPERIENCE
BEING AROUND DIFFERENT PEOPLE
ENJOYABLE WORK / GOOD JOB
- **FEMALE COMMENTS REPORT:**
POSITIVE ROLE MODEL
ENJOYABLE WORK / GOOD JOB
GOOD CO-WORKERS
GOOD LOCATION / ENVIRONMENT

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q1: F = 91, M = 129; DS = 127, I = 97

Question 1: CONTINUED

QUOTES:

- MALE QUOTES:
 - "HELPING DEVELOP YOUNG SOLDIERS TO MATURE, NOT ONLY IN THE MILITARY BUT IN LIFE"
 - "IT IS AN HONOR AND CAREER ENHANCER TO BE A DRILL SGT"
 - "DIVERSE PEOPLE. LEARN TO INTERACT WITH EVERYONE. LEARNED A LOT ABOUT OTHER PEOPLE"
 - "ABLE TO ATTEND COLLEGE. YOU CAN ACTUALLY PLAN TO DO SOMETHING AS AN INSTRUCTOR"
 - "DEVELOP LEADERSHIP SKILLS IN MYSELF AS A LEADER"

- FEMALE QUOTES:
 - "TRAINING - SEEING PRIVATES COME IN AS CIVILIANS AND BECOMING SOLDIERS"
 - "THE WAY PRIVATES LOOK AT YOU, KNOW THAT YOU'RE A MENTOR AND ROLE MODEL TO THEM"
 - "HERE WE CAN SHOW WHAT FEMALES CAN DO (POSITIVE ROLE MODELS)"
 - "CLOSE KNIT GROUP W/ 2 OTHER MALE DRILL SERGEANTS - WE WORK WELL TOGETHER"

TRAINER'S FOCUS GROUP PROTOCOL

Question 2: What are some of the negative things about your job?

FINDINGS: The most frequently mentioned comments are:

- **MALE COMMENTS REPORT:**
 - POOR LEADERSHIP / POOR SUPPORT FROM CHAIN OF COMMAND**
 - POOR RESOURCES/ NUMBER OF PERSONNEL**
 - LONG HOURS / TOO MANY RESPONSIBILITIES**
 - POOR QUALITY OF SOLDIERS**
 - TOO LITTLE DISCIPLINE / TOO SOFT ON SOLDIERS**
 - REACTION TO SH / NEGATIVE MEDIA**

- **FEMALE COMMENTS REPORT:**
 - MALE / FEMALE CONFLICT**
 - LONG HOURS / TOO MANY RESPONSIBILITIES**
 - PROBLEMS BETWEEN DRILL SGTS / INSTRUCTORS**
 - POOR LEADERSHIP / POOR SUPPORT FROM CHAIN OF COMMAND**
 - POOR QUALITY OF SOLDIERS**
 - POOR RESOURCES / NUMBER OF PERSONNEL**

**TRAINER'S FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q2: F = 181, M = 292**

Question 2: CONTINUED

QUOTES:

- MALE QUOTES:
 - "SOME SOLDIERS SHOULDN'T BE HERE DUE TO GENERALIZED TECHNICAL OR SPECIALIZED TRAINING SCORES. DON'T LOWER THE STANDARD OF SOLDIERS YOU BRING IN"
 - "GOD COMPLEX AMONG DRILL SGTS AND WE ARE NOT ON THE SAME LEVEL"
 - "ARTICLE 15'S HERE NOT PROPER PUNISHMENT! OUR OFFICERS ARE TOO SOFT; 14 DAYS EXTRA DUTY DOESN'T DO IT"
- FEMALE QUOTES:
 - "IF FEMALE DRILL IS TRYING TO EXCEL, MALES DON'T LIKE THAT; OFTEN YOU'RE BREAKING THEIR STEREOTYPES OF WEAK FEMALES"
 - "LONG HOURS, GETTING UP, 12 HOUR DAYS, SOMETIMES 4AM - 8PM"
 - "HURTS FEMALE DRILL SGTS BECAUSE THERE ARE VERY FEW FEMALES TO DEAL WITH FEMALE ISSUES--FEMALE STUDENTS FEEL MORE COMFORTABLE COMING TO FEMALES"
 - "SOLDIERS ARE OUT OF CONTROL - NO DISCIPLINE. MUST BEGIN IN BASIC TRAINING AND THEY'RE NOT GETTING THE DISCIPLINE THEY NEED IN BASIC"

TRAINER'S FOCUS GROUP PROTOCOL

Question 3: Do Drill Sergeants / Instructors work well together? Examples?

FINDINGS:

- ONLY 52% OF FEMALE COMMENTS WERE POSITIVE RESPONSES COMPARED TO 64% OF POSITIVE MALE COMMENTS.
- MALE COMMENTS ATTRIBUTED NEGATIVE RESPONSES TO:
 - STANDARDS AREN'T EQUALLY ENFORCED
 - POOR ATTITUDES
 - TOO FEW DS / INSTRUCTORS
- FEMALE COMMENTS ATTRIBUTED NEGATIVE RESPONSES TO:
 - MALE / FEMALE CONFLICT
 - POOR ATTITUDES
 - ANIMOSITY / NO RESPECT
 - STANDARDS AREN'T EQUALLY ENFORCED
- DRILL SERGEANTS REPORTED A SLIGHTLY MORE POSITIVE RELATIONSHIP (61%) THAN INSTRUCTORS (59%).
- BOTH DRILL SERGEANTS AND INSTRUCTORS COMMENTS ATTRIBUTE POOR RELATIONSHIPS TO UNEQUAL ENFORCEMENT OF STANDARDS.

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q3: F = 71, M = 168; DS = 164, I = 77

Question 3: CONTINUED

QUOTES:

- MALE QUOTES:
 - "YOU HAVE TO; EVERYTHING IS GREAT"
 - "IT'S THE ONLY WAY TO SURVIVE"
 - "STANDARDS ARE THE SAME BUT THEY ARE ENFORCED DIFFERENTLY"
 - "IT'S THE CHAIN OF COMMAND THAT'S THE PROBLEM. THEY'LL PULL THE STUDENTS OUT TO RAKE LEAVES, CUT GRASS, ETC"
- FEMALE QUOTES:
 - "MEN WILL OPENLY SAY WOMEN DO NOT BELONG"
 - "LOTS OF ANIMOSITY BETWEEN INSTRUCTORS AND DRILLS. PAY IS AN ISSUE, DETAILS, CHARGE OF QUARTERS, ETC"
 - "YOU QUICKLY LEARN THAT YOU HAVE TO RELY ON ONE ANOTHER"

Question 4: Do Drill Sergeants / Instructors treat one another with respect and courtesy? Examples? Do Drill Sergeants / Instructors work well together as a team?

FINDINGS:

- MALE COMMENTS REPORT OVERWHELMING RESPECT (84%), COMPARED WITH ONLY 59% OF FEMALE COMMENTS.
- MALE COMMENTS ATTRIBUTE NEGATIVE RELATIONSHIPS TO:
DISRESPECT FROM SENIOR OFFICERS
MALE / FEMALE CONFLICT
- FEMALE COMMENTS ATTRIBUTE NEGATIVE RELATIONSHIPS TO:
MALE / FEMALE CONFLICT
POOR ATTITUDES
- BOTH DRILL SERGEANTS AND INSTRUCTORS COMMENTS REPORT POSITIVE RELATIONSHIPS, WITH DRILL SERGEANTS REPORTING MORE POSITIVELY (78% COMPARED TO 68% OF INSTRUCTORS).
- OF NEGATIVE COMMENTS, DRILL SERGEANTS ATTRIBUTED NEGATIVE RELATIONSHIPS TO MALE / FEMALE CONFLICT AND INSTRUCTORS TO DISRESPECT FROM SENIOR OFFICERS.

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q4: F = 91, M = 162; DS = 174, I = 83

Question 4: CONTINUED

QUOTES:

- MALE QUOTES:
 - "DEFINITELY. IT'S A TIGHT GROUP"
 - "SOME INSTRUCTORS ARE JEALOUS OF US"
 - "DRILLS AND INSTRUCTORS NEVER HAD A PROBLEM; EACH DO OUR JOB"
- FEMALE QUOTES:
 - "DRILLS TREAT EACH OTHER WITH RESPECT. THEY'RE ALL ON THE SAME TEAM"
 - "MY SR DRILL TOLD THE STUDENTS THAT INSTRUCTORS WEREN'T IN THEIR CHAIN OF COMMAND"
 - "FROM MY EXPERIENCE, THE INITIAL REACTION TO ME IS "OH MY GOD, IT'S A FEMALE". I HAD TO PROVE THAT I COULD TEACH. NOW THE MEN REALLY RESPECT ME AS AN INSTRUCTOR. NOW THEY DON'T WANT ME TO PCS (PERMANENT CHANGE OF STATION)"
 - "COMMAND PUTS THE DS UP ON THE HIGHEST ESTEEM, ETC. THEY FORGET ABOUT US"

Question 5: Do Officers treat you with respect and courtesy? Examples? Do you feel you have the support of your Chain of Command?

FINDINGS:

- **THE MAJORITY OF BOTH MALE AND FEMALE COMMENTS REPORT NOT BEING TREATED WITH RESPECT (60% OF FEMALE COMMENTS AND 78% OF MALE COMMENTS).**
- **OF NEGATIVE RESPONSES, MALE COMMENTS DESCRIBE THE LACK OF RESPECT AS:
MICROMANAGEMENT
OFFICERS DON'T FOLLOW STANDARDS
OFFICERS JUST WORRIED ABOUT REPORTS / SELVES**
- **OF NEGATIVE RESPONSES, FEMALE COMMENTS DESCRIBE THE LACK OF RESPECT AS:
SEXISM / RACISM
MICROMANAGEMENT
NO COMMUNICATION**
- **DRILL SERGEANT COMMENTS REPORT RECEIVING LESS RESPECT THAN INSTRUCTOR COMMENTS (24% AND 40% RESPECTIVELY REPORT RECEIVING RESPECT).**
- **OF NEGATIVE COMMENTS, MOST OF BOTH GROUPS DESCRIBE THE LACK OF RESPECT AS MICROMANAGEMENT.**

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q5: F = 144, M = 176; DS = 207, I = 121

Question 5: CONTINUED

QUOTES:

- MALE QUOTES:
 - "OFFICERS ASSOCIATE WITH PRIVATES TOO MUCH"
 - "IN MY RANGE I DO NOT TRUST OFFICERS"
 - "COMMANDERS IN THIS ARENA MICROMANAGE. CAPTAINS TELL EACH DRILL SGT: HOW TO DO IT, WHERE TO DO IT, WHEN TO DO IT, HOW LONG TO DO IT"
 - "OFFICERS WILL SUPPORT YOU UNTIL THEY GET IN TROUBLE. STAFF SERGEANT OR SERGEANT FIRST CLASS WILL TAKE THE FALL, NOT THE OFFICER"
 - " OFFICER DROPPED ALL OF DRILL SGTS IN FRONT OF PRIVATES FOR PUSH-UPS"

- FEMALE QUOTES:
 - "NOW SINCE ABERDEEN OFFICERS HAVE GOTTEN MORE INVOLVED"
 - "COMMANDERS ARE RUNNING SCARED BECAUSE OF MEDIA BLITZ RE: SH, EO ISSUES, OTHER TRAINEE ISSUES"
 - "ONE OFFICER WE KNOW TELLS THE GUYS TO WATCH OUT FOR HORNY FEMALES RIGHT IN FRONT OF US LIKE WE'RE INVISIBLE"

TRAINER'S FOCUS GROUP PROTOCOL

Question 6: If you experienced any kind of discrimination or harassment, do you feel free to report without fear of bad things happening to you? If no, what do you think might happen?

FINDINGS:

- **THE VAST MAJORITY OF FEMALE COMMENTS REPORTED THAT THEY WOULD NOT REPORT SEXUAL HARASSMENT (74%). THE VAST MAJORITY OF MALE COMMENTS REPORTED THAT THEY WOULD REPORT SEXUAL HARASSMENT (73%).**
- **OF NEGATIVE RESPONSES, FEMALE COMMENTS INDICATE WILL NOT REPORT DUE TO :
FEAR OF REPRISAL
BELIEF THAT REPORTS WILL NOT BE INVESTIGATED**
- **DRILL SERGEANTS ARE MORE LIKELY TO REPORT THAN INSTRUCTORS (61% COMPARED TO 50%), BUT THIS IS MORE LIKELY DUE TO A HIGHER NUMBER OF MALES IN THE DRILL SERGEANT CATEGORY THAN TO ACTUAL GROUP DIFFERENCES.**

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q6: F = 118, M = 212; DS = 210, I = 122

Question 6: CONTINUED

QUOTES:

- MALE QUOTES:
 - "THERE WILL ALWAYS BE REPERCUSSIONS BUT I STILL WILL REPORT IT"
 - "THERE IS NOT A FEAR OF BAD THINGS HAPPENING"
 - "THEY WILL SWEEP EVERYTHING UNDER THE CARPET"
- FEMALE QUOTES:
 - "I WOULD REPORT, BUT IT MAY GET IGNORED OR EVEN REVERSED"
 - "NOTHING HAPPENS. YOU ARE LOOKED AT AS NOT BEING ABLE TO DO YOUR JOB"
 - "NO, I'M TOLD, SEASON SOLDIER, SUCK IT UP"
 - "I WROTE UP A STATEMENT THAT WENT NOWHERE. AFTER MAKING MY STATEMENT I WAS GIVEN A LETTER OF REPRIMAND AND THREATENED WITH BEING MOVED"
 - "NO. I DON'T EVEN CARE. I'M AT THE POINT WHERE I'M FED UP"
 - "IT IS PROVEN THAT IT CAN'T BE DONE WITHOUT COMING BACK TO YOU"
 - "YOU GET A BAD ASSIGNMENT LATER DOWN THE ROAD. YOUR NAME BECOMES MUD"

TRAINER'S FOCUS GROUP PROTOCOL

Question 7: CONTINUED

QUOTES:

- MALE QUOTES:
 - "THERE IS NO CONFIDENTIALITY ON THIS ISSUE, EVERYBODY KNOWS YOUR BUSINESS"
 - "MALES CAN'T REPORT SH - IT'S A JOKE"
 - "CHAIN OF COMMAND PUTS OUT MESSAGE - DON'T MAKE WAVES"
 - "CHAIN OF COMMAND IS VERY INVOLVED AROUND HERE"
 - "APPROACH THE INDIVIDUAL FIRST. I WANT THEM TO KNOW I AM COMING AT THEM, I DON'T WANT THEM TO THINK I AM SOME KIND OF PUNK"
- FEMALE QUOTES:
 - "IF I SEE A TRAINEE FALLING FOR A DRILL, I COUNSEL MY TRAINEES ON IT"
 - "IF YOU DO, PAPERWORK DISAPPEARS"
 - "PEOPLE ARE TOO AFRAID"
 - "1-800 #; NOBODY ON THIS POST CAN BE TRUSTED. COVER UP'S WILL HAPPEN"
 - "I'D REPORT TO THE CHAIN OF COMMAND. SOME EORS ARE EATEN UP AND DON'T LIKE TO MAKE WAVES"

TRAINER'S FOCUS GROUP PROTOCOL

Question 9: In the last 12 months, have you witnessed or experienced sexual harassment? Who? What happened? Where? When? Reported? Outcome?

FINDINGS:

- THE VAST MAJORITY OF FEMALE COMMENTS REPORT THAT THEY HAVE WITNESSED OR EXPERIENCED SEXUAL HARASSMENT (73%). (Number of female responses = 58).
- THE VAST MAJORITY OF MALE COMMENTS REPORT THAT THEY HAVE NOT WITNESSED OR EXPERIENCED SEXUAL HARASSMENT (65%). (Number of male responses = 61).
- OF REPORTED HARASSMENT, THE MAJORITY IS DESCRIBED AS :
 - VERBAL HARASSMENT
 - RELATIONSHIPS/FRATERNIZATION
 - SEXUAL ADVANCES
- OF REPORTED HARASSMENT, THE MAJORITY IS INITIATED BY:
 - PRIVATES / TRAINEES
 - DRILL SERGEANTS
 - NON-COMMISSIONED OFFICERS
 - INSTRUCTORS
- OF REPORTED OUTCOMES, MOST REPORT:
 - THE ACCUSED BEING CORRECTED
 - NO ACTION BEING TAKEN
 - VICTIM CONFRONTING THE HARASSER

TRAINER'S FOCUS GROUP PROTOCOL

NUMBER OF RESPONSES DIFFER FOR EACH SEGMENT OF THE QUESTION

Question 9: CONTINUED

QUOTES:

MALE QUOTES: "MORE GENDER DISCRIMINATION THAN SEXUAL HARASSMENT"
"THESE DAYS YOU SEE VERY AGGRESSIVE FEMALES. THEY HARASS
MALES FREQUENTLY NOW"

FEMALE QUOTES: "TRAINEES ARE BOLD AND WEAK MALE DRILLS CAN BE EASILY
COERCED"
"SEE A LOT OF INAPPROPRIATE INTERACTION BETWEEN MALE
INSTRUCTORS AND FEMALE TRAINEES"
"I HAD A SH COMPLAINT ON MY 1SG. THEY TOLD ME WE BOTH HAD
GOOD RECORDS; HE SAID WHAT YOU SAID HE SAID, LET'S JUST
CANCEL HIS EXTENSION AND LET HIM PCS (PERMANENT CHANGE
OF STATION). THEN I WAS MOVED TO ANOTHER UNIT"
"MALE NCO WAS TOUCHY-FEELY WITH ONE OF THE PRIVATES. PRIVATE
BROUGHT CHARGES. PRIVATE WAS MOVED TO ANOTHER CLASS
AND NOTHING WAS DONE"
"STUDENTS HAVE TOO MUCH TIME ON THEIR HANDS AND SH IS ONE OF
MANY PROBLEMS"
"A DS WAS DEMONSTRATING HIS PENIS OVER A CHAIR AND BANGING IT
AND SAYING I KNOW YOU WANT ME. NOTHING WAS REPORTED"

TRAINER'S FOCUS GROUP PROTOCOL

Question 10: How well did training in the Drill Sergeants Course / training to be an Instructor prepare you to handle instances of discrimination / harassment for soldiers-in-training?

FINDINGS:

- THE MAJORITY OF BOTH DRILL SERGEANT AND INSTRUCTOR COMMENTS INDICATED THAT TRAINING DID NOT PREPARE THEM FOR HANDLING SEXUAL HARASSMENT (76% AND 86% RESPECTIVELY).
- WHEN GROUPED BY GENDER, THE RESPONSES ARE SIMILAR, WITH 79% OF FEMALE RESPONSES AND 79% OF MALE RESPONSES INDICATING THAT TRAINING DID NOT PREPARE THEM TO HANDLE SEXUAL HARASSMENT.
- BOTH DRILL SERGEANTS AND INSTRUCTORS RESPONDED THAT EVEN WHEN TRAINING WAS INCLUDED, IT DID NOT TRAIN THEM HOW TO HANDLE HARASSMENT SITUATIONS. MANY INDICATED THAT TRAINING CONSISTED ONLY OF MEMORIZING MODULES AND REGULATIONS.

TRAINER'S FOCUS GROUP PROTOCOL

N OF COMMENTS FOR Q10: F = 43, M = 93; DS = 102, I = 38

Question 10: CONTINUED

QUOTES:

- MALE QUOTES:
 - "NOT TRAINED TO DEAL WITH ADVANCES BY TRAINEES"
 - "THEY SHOW YOU A LITTLE FILM, THEY SHOW YOU HOW TO RECOGNIZE IT, BUT NOT HOW TO HANDLE IT"
 - "IT IS GETTING MUCH BETTER NOW IN THE PAST 6 MONTHS"
 - " DRILL SGT SCHOOL IS A JOKE. MEMORIZING MODULES IS A WASTE. THE SCHOOL NEEDS TO TEACH MORE REALITY"
 - "THAT IS ALL THEY POUNDED IN OUR HEAD"
 - "ABOUT AS GOOD AS IT GETS. I THINK IF YOU ARE NOT PREPARED BY THEN, DS SCHOOL WON'T HELP"
 - "TRAINING CYA"
- FEMALE QUOTES:
 - "DS SCHOOL JUST DOES MODULATION AND PT- DON'T TRAIN ANYTHING ELSE"
 - "NOTHING CAN PREPARE YOU"
 - "NEEDS TO BE UPDATED. SITUATIONS ARE TOO OLD"
 - "DS SCHOOL IS BIASED AGAINST WOMEN"

TRAINER'S FOCUS GROUP PROTOCOL

Question 11: Have you had training in the prevention of sexual harassment in the last 12 months? Where? When? Who conducted?

FINDINGS:

- ALL RESPONDENTS INDICATED HAVING HAD TRAINING WITHIN THE LAST YEAR.
- THE MAJORITY OF RESPONSES SHOW TRAINING TO BE ON THE BN LEVEL , BDE LEVEL, NCODP, AND CO LEVEL. (Number of responses = 22).
- MOST COMMENTS INDICATE THAT TRAINING OCCURRED TOO OFTEN. 18% DID NOT INDICATE HOW OFTEN TRAINING WAS RECEIVED AND 7.5% INDICATED RECEIVING TRAINING MONTHLY. 23.8% OF RESPONSES REPLIED THAT TRAINING IS CONDUCTED QUARTERLY. (Number of responses = 63).
- THE MAJORITY OF RESPONSES INDICATED THAT TRAINING WAS CONDUCTED BY EITHER THE BN OR BDE COMMANDER OR BY THE EO. (Number of responses = 100).

Question 12: How effective was the training in making you aware of behaviors that might be discrimination / harassment?

FINDINGS:

- THE MAJORITY OF FEMALE RESPONSES INDICATE THAT TRAINING WAS NOT EFFECTIVE (63%).
- THE MAJORITY OF MALE RESPONSES INDICATE THAT TRAINING WAS EFFECTIVE (55%).
- OF INEFFECTIVE RESPONSES, MALE COMMENTS REPORT:
NOTHING NEW LEARNED / REPETITIVE
OVERSATURATED WITH TRAINING
- OF INEFFECTIVE RESPONSES, FEMALE COMMENTS REPORT:
OVERSATURATED WITH TRAINING
NOTHING NEW LEARNED / REPETITIVE

TRAINER'S FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q12: F = 41, M = 77

Question 12: CONTINUED

QUOTES:

- MALE QUOTES:
 - "IT HAS STOPPED SEXUAL HARASSMENT HERE"
 - "IT IS EFFECTIVE FOR LOWER RANK INDIVIDUALS"
 - "ESPECIALLY GOOD WHEN THEY GIVE SITUATIONS AND ROLE-PLAYS"
 - "TODAY'S SOLDIERS KNOW MORE ABOUT HARASSMENT THAN WE DID"
 - "SHE CAN BE HALF NAKED, I DON'T CARE, I DON'T TALK TO WOMEN IN THE MILITARY"
 - "GOOD CLASSES IN DRILL SERGEANT SCHOOL. HIT IT REALLY HARD. HAD SH CLASSES THROUGHOUT OUR CAREERS"
 - "ALL YOU DID WAS PITCH THE CLASS. IF I HAVE BAD MORAL CHARACTER, I'M GOING TO DO IT"

- FEMALE QUOTES:
 - "REPETITIVE- IT WAS OLD NEWS."
 - "TRAINING ALWAYS LEAVES OUT THAT THERE WERE OFFICERS ALSO CHARGED AND ACCUSED, NOT JUST NCO'S"
 - "EVEN AFTER ALL THE TRAINING, GUYS STILL DO THINGS THAT THEY SHOULDN'T DO, SUCH AS USING SWEAR WORDS AND JOKING ABOUT SEX OPENLY"

TRAINER'S FOCUS GROUP PROTOCOL

Question 13: What are some practical ways to improve the human relations environment in the Army?

FINDINGS:

- **RESPONSES WERE DIVERSE AND FINALLY BROKEN DOWN INTO 33 RESPONSE CATEGORIES. HOWEVER, SOME RESPONSES DID NOT FIT THE CATEGORIES AND WERE CODED AS OTHER (16.7% OF FEMALE RESPONSES; 15.6% OF MALE RESPONSES).**
- **MALE COMMENTS RECOMMEND:
MORE DISCIPLINE
EQUAL PAY FOR DS/RECRUITERS/INSTRUCTORS
GIVE POWER BACK TO DRILL SERGEANTS
ENFORCE EQUALITY / FAIRNESS
BETTER RECRUITMENT STANDARDS
ENFORCE ARMY VALUES / STANDARDS**
- **FEMALE COMMENTS RECOMMEND:
MORE / BETTER EDUCATION AND TRAINING
MORE DISCIPLINE
BETTER RECRUITMENT STANDARDS
MORE FEMALES
HAVE TRAINING ONCE A YEAR
ENFORCE EQUALITY / FAIRNESS**

**TRAINER'S FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q13: F = 138, M = 270**

Question 13: CONTINUED

QUOTES:

- MALE QUOTES: "NEED TO BRING BACK CENTRAL CONFINING FACILITY"
"QUIT THE COLLEGE CRAP AND SELL A CAREER AND LIFESTYLE"
"FEMALES GET TO WALK THROUGH DS SCHOOL. THEY GET OVER BECAUSE THEY MUST GRADUATE A CERTAIN NUMBER OF FEMALES. LET'S BE PROFESSIONAL"
"I FEEL BT SHOULD BE SEGREGATED. PUT THEM TOGETHER IN AIT BECAUSE THEY DO BETTER PT-WISE WHEN THEY ARE SEGREGATED"
"CHAPTER PROCESS TAKES TOO LONG, SECURITY HOLDOVERS TAKE TOO LONG. WE'RE KEEPING THESE PRIVATES TOO LONG, THEY BECOME CANCER"
"RESOURCES - NOT ENOUGH SUPPORT PEOPLE AND TOO MUCH PAPERWORK"

TRAINER'S FOCUS GROUP PROTOCOL

Question 13: CONTINUED

QUOTES:

- FEMALE QUOTES: "STOP TREATING SOLDIERS LIKE BABIES"
"MALE DRILL SGTS NEED BETTER TRAINING ON HOW TO WORK WITH FEMALE DRILLS"
"NOT EVERY PERSON THAT RAISES THEIR HAND IS CUT OUT TO BE IN THE MILITARY"
"WOULD BE BETTER IF WE WERE TRAINING FEWER NUMBERS. WE ARE PUSHING THROUGH SOLDIERS THAT ARE NOT MEETING THE STANDARDS"
"TRAINING NEEDS TO START AT THE TOP"
"NEED TO FOCUS SH TRAINING WITH EOA INSTEAD OF THESE OTHER YO-YO'S"

TRAINER'S FOCUS GROUP PROTOCOL

Annex I
Military Leader Interviews

MILITARY LEADER INTERVIEW

Interviewer
Subject's Current Assignment
Subject's Gender
Location Code
Date

1. We'll begin with the climate of this organization. What are the positive and negative aspects of life at _____?

Probes: To what extent do you see senior leaders as responsible for these positive or negative aspects?

2. Thinking about your current duty position, and without respect to its career implications, would you say it is enjoyable or frustrating?

Probes: What's most enjoyable? Frustrating?

3. How do you ensure that proper relations between soldiers of different ranks are maintained?

Probes: Cite specific instances. What grades? Evidence of command tolerance?

4. What do senior leaders at this installation do to ensure a climate of respect and dignity for soldiers?

Probes: Do they approach these issues aggressively?

Deliberately? How? Avoid references to what leaders say, focus on what they do.

5. How do you ensure that subordinate leaders in your unit make honest and reasonable efforts to promote a climate of dignity and respect?

Probes: What do they do? Examples?

6. Do you feel free to investigate or pursue allegations of discrimination or harassment without being over-supervised or influenced?

Probes: If yes, why? If no, why not?

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

Probes: DEFINITION: Sexual harassment is a form of gender discrimination that involves deliberate or repeated unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. (AR 600-20)

8. In the last 12 months, have you formally or informally investigated a sexual harassment situation?

Probes: If yes, to whom, by whom? What was the outcome? How did the Chain of Command respond to your investigation and findings?

9. Have sexual harassment issues ever affected your unit's ability to do its job? Other units on the installation?

Probes: Examples?

10. Now, let's shift topics and talk about equal opportunity. Have you personally attended or conducted training in the last 12 months?

**Probes: What kind of training?
Attended or conducted?
Who conducted?**

11. Have you (personally) had training in the last 12 months on preventing sexual harassment?

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

12. How effective is the required training in making soldiers aware of behaviors that might be discrimination or harassment?

13. How effective is the required training in actually preventing/reducing behaviors that might be seen as any kind of discrimination or harassment?

14. In your view, what elements of the Army's system have the highest expertise and ability to prevent harassment or discrimination. Respond to instances of harassment or discrimination?

Probes: Press beyond simple answers like "commanders"

15. Does the system respond fairly to proven cases of harassment or discrimination; do the punishments fit the offenses?

Probes: Why are punishments fair or unfair?

16. In your view, what needs to be done to reduce incidents of sexual harassment in the Army?

Probes: To ensure a climate of dignity and respect?

17. Do you have any other comments you would like to make?

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

Question 1: We'll begin with the climate of this organization. What are the positive and negative aspects of life at _____ ? Probes: To what extent do you see senior leaders as responsible for these positive or negative aspects?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **POSITIVE COMMENTS:** GOOD COMMAND CLIMATE
 GOOD POST LOCATION / OUTSIDE COMMUNITY
 GOOD FACILITIES / ACTIVITIES
 POSITIVE MISSION / ENJOYABLE JOB

- **NEGATIVE COMMENTS:** DOWNSIZING / RESOURCES, PERSONNEL SHORTAGES
 POOR SERVICES / FACILITIES / HOUSING
 POOR POST LOCATION / OUTSIDE COMMUNITY
 HIGH OPTEMPO / NEGATIVE ASPECTS OF DEPLOYMENT

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q1: 2161**

Question 1: CONTINUED

QUOTES:

- POSITIVE QUOTES: "GOOD ATMOSPHERE, RESPECT AND DIGNITY ARE PREACHED WITHIN THE COMPANY"
"PRETTY POST, GOOD COMMUNITY INVOLVEMENT (CIVILIAN, MILITARY ACTIVITY). NCO, SOLDIER, VOLUNTEER OF MONTH GETS AWARDS FROM COMMUNITY"
"CLEAN AREA AND NICE FACILITIES. THE POST SUPPORT ARE VERY HELPFUL"
"HONOR TO BE IN LEADERSHIP ENVIRONMENT AND BE A FIRST SERGEANT(1SG)"
- NEGATIVE QUOTES: "NOT ENOUGH PEOPLE TO DO THE MISSION. TRAINING HAS BEEN AFFECTED DUE TO THE DOWNSIZING"
"HARD TO FIND HOUSING THAT IS SUITABLE"
"HAVE TO DRIVE 1 HOUR TO GET ANYWHERE" "NOTHING TO DO HERE AFTER HOURS"
"OPERATIONS TEMPO (OPTEMPO) IS GOING NUTS - NOTHING BEING DONE TO SLOW IT DOWN"

MILITARY LEADER INTERVIEW PROTOCOL

Question 2: Thinking about your current duty position, and without respect to its career implications, would you say it is enjoyable or frustrating? Probes: What is most enjoyable? Frustrating?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **ENJOYABLE COMMENTS:** WORKING WITH SOLDIERS
ENJOYABLE (IN GENERAL)
TRAINING SOLDIERS / PROFESSIONAL DEVELOPMENT
MAKING A DIFFERENCE / HAVING AN IMPACT
- **FRUSTRATING COMMENTS:** LACK OF RESOURCES / MONEY
LACK OF PERSONNEL
FRUSTRATING (IN GENERAL)
PROBLEMS WITH / LACK OF SUPPORT FROM CHAIN OF
COMMAND

**MILITARY LEADER INTERVIEW PROTOCOL
NUMBER OF COMMENTS FOR Q2: 1594**

Question 2: CONTINUED

QUOTES:

- ENJOYABLE QUOTES:

"IT'S LIKE BEING A PARENT - WHEN MY SOLDIERS DO WELL, IT'S EXHILARATING. WHEN THEY DO POORLY, IT'S DEPRESSING"

"ENJOYABLE - NO TWO DAYS ARE THE SAME"

"MOST REWARDING SEEING SOLDIERS WHO FIRST COME IN WITH DISCIPLINE PROBLEMS, THEN TURN AROUND AND GRADUATE"

"REWARDING BECAUSE I CAN HAVE A POSITIVE IMPACT ON OTHERS. STRONG BELIEVER IN SPENDING TIME WITH TROOPS"

MILITARY LEADER INTERVIEW PROTOCOL

Question 2: CONTINUED

QUOTES:

- FRUSTRATING QUOTES:

"HAVE A LOT OF CONFIDENCE IN PEOPLE WHO WORK FOR ME, BUT I WOULD HATE TO GO TO WAR BECAUSE I DON'T THINK WE HAVE THE RESOURCES"

"STAFF HAS BEEN CUT BY 2% OVER THE PAST YEAR. FEAR THAT EXPERIENCED PERSONNEL ARE GOING TO GO FASTER THAN WE CAN REPLACE THEM"

"MORE FRUSTRATING THAN ENJOYABLE"

"PART IS WHEN YOU TRY TO PUT A SOLDIER OUT OF THE ARMY BECAUSE OF DISCIPLINE PROBLEM, BUT BATTALION COMMANDER WON'T LET YOU - DOES NOT SUPPORT YOUR JUDGMENT CALL"

MILITARY LEADER INTERVIEW PROTOCOL

Question 3: How do you ensure that proper relations between soldiers of different ranks are maintained? Probes: Cite specific instances. What grades? Evidence of command tolerance?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- TRAINING / CLASSES / EDUCATION
- COUNSEL / BRIEF SOLDIERS
- COMMAND POLICY / PHILOSOPHY
- DEFINE / ENFORCE UNIT STANDARDS
- COMMUNICATE

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q3: 1036**

Question 3: CONTINUED

QUOTES:

- "GOOD EDUCATION PROGRAM IS THE BASIS FOR ENSURING THE RESPECT BETWEEN THE RANKS"
- "EVERY QUARTER THIS UNIT HAS CLASSES ON IMPROPER ASSOCIATIONS AND COUNSELS HIS CADRE ON MAINTAINING PROPER RELATIONSHIPS"
- "PUT OUT FRATERNIZATION POLICY LETTER. WANTED MORE SPECIFIC GUIDELINES. EVERY UNIT HAS FRATERNIZATION PROBLEMS, SO I WANTED A CLEARER POLICY. I DON'T ALLOW LIEUTENANTS TO DATE ENLISTED IN THE BATTALION AND NCOs CAN'T DATE WITHIN THE SAME COMPANY"
- "COMMANDING GENERAL HAS CLEARLY SET POLICIES ON BEHAVIOR BETWEEN SENIORS AND SUBORDINATES. ENFORCEMENT BELONGS TO OFFICERS AND NCOs. BELIEVE ONE SHOULD NEVER WALK PAST A MISTAKE"
- "THROUGH COMMUNICATION AND CHECKING WITH SOLDIERS TO ENSURE LEADERS ARE INFORMING THEM OF THE STANDARDS"

MILITARY LEADER INTERVIEW PROTOCOL

Question 4: What do senior leaders at this installation do to ensure a climate of respect and dignity for soldiers? Probes: Do they approach these issues aggressively? Deliberately? How? Avoid reference to what leaders say, focus on what they do.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- EDUCATION / TRAINING / INBRIEFS
- POLICY / COMMAND PHILOSOPHY
- COMMUNICATE / INFORM
- GOOD LEADERSHIP / PERSONAL LEADER INVOLVEMENT
- GOOD COMMAND CLIMATE

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q4: 1199**

Question 4: CONTINUED

QUOTES:

- "I'VE PERSONALLY TAKEN THE INITIATIVE OF TEACHING CLASSES ON ETHICAL LEADERSHIP IN THE UNIT. TEACH WHAT DIGNITY AND RESPECT MEAN"
- "WE SET AND ENFORCE STANDARDS BY POLICY LETTERS, OPEN DOOR POLICY, AND EACH UNIT HAS AT LEAST TWO EORs"
- "THE COMMANDING GENERAL MAKES A POINT OF REMINDING FOLKS THAT SOLDIERS ARE OUR CREDENTIALS. TAKE CARE OF THEM, MAKE SURE THEY DO THE RIGHT THING - ON / OFF DUTY"
- "THE COMMANDER IS UP FRONT ABOUT SETTING CLIMATE AND LIVED UP TO IT. TREAT OTHERS AS THEY WANT TO BE TREATED"
- "THE COMMANDING GENERAL LEADS THE WAY IN SETTING THE STANDARDS FOR RESPECT AND DIGNITY"

MILITARY LEADER INTERVIEW PROTOCOL

**Question 5: How do you ensure that subordinate leaders in your unit make honest and reasonable efforts to promote a climate of dignity and respect?
Probes: What do they do? Examples?**

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- TRAINING / EDUCATION
- ENFORCE STANDARDS / COMMAND PHILOSOPHY
- COMMUNICATION
- LEAD BY EXAMPLE
- OBSERVATION / MONITORING

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q5: 1087**

Question 5: CONTINUED

QUOTES:

- "CONDUCT MONTHLY NONCOMMISSIONED OFFICERS PROFESSIONAL DEVELOPMENT PROGRAMS WHICH INCLUDE PLATOON LEADERS, PLATOON SERGEANTS, AND SQUAD LEADERS. SELECT DIFFERENT TOPICS EVERY MONTH, BUT COVER REAL SITUATIONS THAT HAVE OCCURRED AND HOW TO HANDLE THEM"
- "PUBLISH COMMAND PHILOSOPHY; TALK DIGNITY AND RESPECT AT ALL INBRIEFS - EMPHASIZE VALUES"
- "LISTENING TO THEIR IDEAS, SOMETIMES IT'S HARD BUT IT SHOWS RESPECT TO LISTEN TO THEIR VIEW AND POSSIBLY IMPLEMENT THEIR IDEAS"
- "LEADING BY EXAMPLE; CAN'T ENSURE WHAT THEY DO. CAN JUST SET WHAT THE EXPECTATIONS ARE. GUIDELINES ARE THERE, BUT IT'S PERSONAL RESPONSIBILITY - SOME PEOPLE WILL NEVER TREAT ONE ANOTHER WITH DIGNITY AND RESPECT"
- "BEING AROUND THEM AS OFTEN AS POSSIBLE KEEPING A FINGER ON PULSE OF UNIT, TALKING TO SOLDIERS AND BEING AROUND"

MILITARY LEADER INTERVIEW PROTOCOL

Question 6: Do you feel free to investigate or pursue allegations of discrimination or harassment without being over-supervised or influenced? Probes: If yes, why? If no, why not?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MOST RESPONDED "YES"**

**GOOD SUPPORT
OPEN CLIMATE
NOT PRESSURED / INFLUENCED**

- **VERY FEW RESPONDED "NO"**

**OVER-REACTION
EO PERSONNEL SHOULD HANDLE IT
LEADERS DON'T WANT TO HEAR ABOUT IT**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q6: 716**

Question 6: CONTINUED

QUOTES:

- POSITIVE QUOTES: "OH, WITHOUT A DOUBT, BECAUSE OF THE SUPPORT FROM MY CHAIN OF COMMAND. I HAVE TOTAL, STRONG SUPPORT FROM MY COLONEL AND COMMAND SERGEANT MAJOR"
"YES, OPEN CLIMATE - ENCOURAGED TO PURSUE"
"YES, NO INTERFERENCE"
- NEGATIVE QUOTES: "NO, PEOPLE GET INVOLVED TOO FAST. TAKEN OUT OF YOUR HANDS. EVERYONE IS OVERLY SENSITIVE"
"NO, I DON'T FEEL I SHOULD BE INVOLVED. LET THE EO CHANNELS DEAL WITH THESE TYPES OF PROBLEMS"
"SOMETIMES SENIOR LEADERS DON'T WANT YOU TO EXPRESS, THEY WANT TO HEAR EVERYTHING IS OKAY"

Question 8: In the last 12 months, have you formally or informally investigated a sexual harassment situation? Probes: If yes, by whom? What was the outcome? How did the Chain of Command respond to your investigation and findings?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **OF THE COMMENTS INDICATING AN INVESTIGATION (FORMALLY OR INFORMALLY) WAS CONDUCTED, THE MAJORITY OF CASES INVOLVED FEMALE SOLDIERS, UNSPECIFIED FEMALES, OR THE PERSON WAS NOT SPECIFIED**
- **MOST OF THE CASES WERE INITIATED BY MALE NCOs, MALE SOLDIERS, OR MALE OFFICERS**
- **OF REPORTED OUTCOMES, MOST REPORT THEY WERE: UNSUBSTANTIATED, RECEIVED A REPRIMAND, OR WERE STILL UNDER INVESTIGATION**
- **WHEN SPECIFIED, THE CHAIN OF COMMAND WAS SUPPORTIVE OF THE INVESTIGATION AND THE FINDINGS**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q8: 1395**

Question 8: CONTINUED

QUOTES:

- "2 NCOs (1 MALE, 1 FEMALE). HE SAID SHE WAS PROMOTED BECAUSE SHE WAS SLEEPING WITH SO AND SO. HE WAS GIVEN A LETTER OF REPRIMAND"
- "IMPROPER COMMENTS - FEMALE AIT SOLDIER - ENGAGEMENT RING. NCO COMMENTED YOU ONLY GOT IT BECAUSE YOU GIVE GOOD HEAD. DOCUMENTED LETTER OF COUNSELING"
- "UNFOUNDED CASES - HE SAID, SHE SAID"
- "STAFF SERGEANT WATCHING A X-RATED SHOW ON DUTY. STARTED ASKING HIS CO-WORKER ABOUT HER SEXUAL PARTNER. STAFF SERGEANT RECEIVED A LETTER OF REPRIMAND FROM THE GENERAL"

Question 9: Have sexual harassment issues ever affected your unit's ability to do its job? Other units on the installation?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MOST OF THE COMMENTS INDICATED THAT SEXUAL HARASSMENT ISSUES DO NOT AFFECT THEIR UNITS ABILITY TO DO ITS JOB**

- **OF THOSE COMMENTS INDICATING A NEGATIVE EFFECT:**

**BREAKS DOWN COHESION / NEGATIVE EFFECT ON MISSION
AFFECTS MORALE
DISTRACTION / DISRUPTION**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q9: 731**

Question 9: CONTINUED

QUOTES:

- "NO, A HARASSER (ACCUSED) COMES OUT OF THE ENVIRONMENT AND MISSION GOES ON"
- "ONE CASE CAUSED THE UNIT COHESION TO GO OUT THE WINDOW. INDIVIDUALS THAT MADE THE COMPLAINTS FELT THE COMMANDER WOULD NOT HELP THEM"
- "HAD AN INCIDENT THAT BROUGHT MORALE DOWN IN MY UNIT FOR A COUPLE OF MONTHS. COULD FEEL THE TENSION IN THE AIR"
- "ABSOLUTELY. IT'S DETRIMENTAL ANYTIME IT HAPPENS - IT AFFECTED OUR LOGISTICS OPERATION"

MILITARY LEADER INTERVIEW PROTOCOL

Question 10: Now, let's shift topics and talk about equal opportunity. Have you personally attended or conducted training in the last 12 months? Probes: What kind of training? Attend or conduct? Who conducted?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MOST RESPONDED "YES"
NO DISTINCTION WAS MADE BETWEEN ATTENDING OR CONDUCTING TRAINING**
- **WHEN ASKED WHAT KIND OF TRAINING THEY RECEIVED, MOST OF THE COMMENTS INDICATED EQUAL OPPORTUNITY AND SEXUAL HARASSMENT TRAINING**
- **MOST OF THE COMMENTS INDICATED TRAINING WAS CONDUCTED BY THE EORS AND COMMANDERS**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q10: 1411**

Question 11: Have you (personally) had training in the last 12 months on preventing sexual harassment? Probes: What kind of training did you have? Who conducted the training? Who attended from the chain of command?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MOST RESPONDED "YES"**
- **WHEN ASKED WHAT KIND OF TRAINING THEY RECEIVED, MOST OF THE COMMENTS INDICATED CHAIN TEACHING**
- **MOST OF THE COMMENTS INDICATED TRAINING WAS CONDUCTED BY THE EORs AND FIELD GRADE OFFICERS**
- **WHEN ASKED WHO ATTENDED FROM THE CHAIN OF COMMAND, MOST OF THE COMMENTS INDICATED THE ENTIRE CHAIN OF COMMAND WAS IN ATTENDANCE**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q11: 1391**

Question 12: How effective is the required training in making soldiers aware of behaviors that might be discrimination or harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MOST OF THE COMMENTS INDICATED THAT THE TRAINING WAS "EFFECTIVE" AND IT MAKES YOU AWARE OF WHAT IS RIGHT AND WRONG**
- **SOME OF THE REASONS GIVEN FOR TRAINING NOT BEING EFFECTIVE WERE:
ONLY SOME WERE HEARING IT
DOESN'T CHANGE ATTITUDES
NEED MORE SPECIFIC / ADDITIONAL INFORMATION**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q12: 762**

Question 12: CONTINUED

QUOTES:

- "THE CHAIN TEACHING WAS VERY GOOD. BROUGHT UP THINGS THAT ARE INAPPROPRIATE THAT WE DIDN'T REALLY KNOW WERE SEXUAL HARASSMENT"
- "GETS ACROSS IN RIGHT WAY. KEY IS AWARENESS AND GETTING THEIR ATTENTION. IT DOES THAT. LETS THEM KNOW WHAT THE STANDARD IS AND WHAT THINGS WON'T BE TOLERATED"
- "I DON'T THINK ITS VERY EFFECTIVE. USUALLY DONE IN A CLASSROOM ENVIRONMENT, DOESN'T HOLD THEIR ATTENTION"
- "I DON'T THINK ITS EFFECTIVE IN CHANGING BEHAVIORS AND VALUES"
- "TRAINING IS BLAND AND BORING. NEEDS TO BE MORE CREATIVE IN TERMS OF SOLDIER INTEREST. DON'T WANT TOUCHY-FEELY, BUT GO TO GET AT THE SOURCE"

Question 13: How effective is the required training in actually preventing/reducing behaviors that might be seen as any kind of discrimination or harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MOST OF THE COMMENTS INDICATED THAT TRAINING WAS "EFFECTIVE" AND IT MAKES YOU AWARE OF ACCOUNTABILITY**
- **SOME OF THE REASONS GIVEN FOR TRAINING NOT BEING EFFECTIVE WERE:
CANNOT CHANGE EVERYONE / SOME DO NOT WANT TO CHANGE
NOT EFFECTIVE (IN GENERAL)
DOESN'T PREVENT HARASSMENT FROM OCCURRING**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q13: 702**

Question 13: CONTINUED

QUOTES:

- "VERY EFFECTIVE IN PREVENTING AND REDUCING. KNOWLEDGE IS POWER"
"I BELIEVE IF SOMEONE WAS DOING IT, THEY'D THINK TWICE BEFORE THEY'D CONSIDER IT A SECOND TIME"
- "A LEOPARD WON'T CHANGE HIS SPOTS"
"IT KEEPS THE HONEST PEOPLE HONEST, BUT DOESN'T TOUCH THE HARD CORE VIOLATOR"
- "NOT EFFECTIVE, THESE PATTERNS ARE INGRAINED"
- "THINK PEOPLE WILL BE MORE DISCREET. WON'T PREVENT IT OR REDUCE IT, JUST BE MORE DISCREET"

Question 14: In your view, what elements of the Army's system have the highest expertise and ability to prevent harassment or discrimination? Respond to instances of harassment or discrimination? Probes: Press beyond simple answers like "commanders".

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **WHEN INDIVIDUALS WERE MENTIONED, MOST OF THE COMMENTS INDICATED THE FOLLOWING HAD THE MOST EXPERTISE AND ABILITY TO PREVENT HARASSMENT OR DISCRIMINATION:**
 - EO PERSONNEL**
 - UNSPECIFIED LEADER / COMMANDER**
 - NCOs**
- **WHEN ELEMENTS WERE MENTIONED, MOST OF THE COMMENTS INDICATED THE FOLLOWING HAD THE MOST EXPERTISE AND ABILITY TO PREVENT HARASSMENT OR DISCRIMINATION:**
 - CHAIN OF COMMAND**
 - LEADERSHIP**
 - EVERY INDIVIDUAL**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q14: 842**

Question 14: CONTINUED

QUOTES:

- 'INDIVIDUAL' QUOTES: "EOA HAS THE HIGHEST EXPERTISE BECAUSE OF THEIR TRAINING. THEY CAN HELP PEOPLE DEFINE THE TRUE MEANING OF SEXUAL HARASSMENT OR DISCRIMINATION"
"COMMANDERS MOST IMMEDIATE EFFECT ON HOW A UNIT DOES BUSINESS. IF THE COMMANDER IS WEAK AND ALLOWS THAT TYPE OF BEHAVIOR, NO 'HELPERS' CAN FIX IT"
"IT'S EVERYONE'S RESPONSIBILITY, BUT NCOs ARE THE ONES WHO NEED TO WATCH OUT FOR IT AND STOP IT WHEN IT HAPPENS. THEY'RE CLOSEST TO THE SOLDIER"
- 'ELEMENT' QUOTES: "CHAIN OF COMMAND. THEY SEE IT, ALTHOUGH THEY'RE THE ONES WHO CLOSE THEIR EYES AND IGNORE AND ARE PART OF THE PROBLEM INSTEAD OF THE SOLUTION"
"SHOULD BE THE LEADERS, BECAUSE THEY SET THE CLIMATE FOR THE UNIT. IF THEY ARE DOING WRONG, HOW CAN THEY EXPECT THEIR SOLDIERS TO DO THE RIGHT THING"
"EVERYONE IN THE ARMY HAS A RESPONSIBILITY TO PREVENT SEXUAL HARASSMENT OR DISCRIMINATION - IT HAS TO START WITH SOLDIERS THEMSELVES"

MILITARY LEADER INTERVIEW PROTOCOL

Question 15: Does the system respond fairly to proven cases of harassment or discrimination; do the punishments fit the offenses? Probes: Why are punishments fair or unfair?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MOST OF THE COMMENTS INDICATED, "YES" THE PUNISHMENTS ARE FAIR AND IN SOME CASES THE FAIRNESS MAY NOT BE APPARENT BECAUSE EACH CASE IS DIFFERENT**
- **OF THE COMMENTS INDICATING THE SYSTEM WAS NOT FAIR, THE FOLLOWING ARE SOME OF THE REASONS WHY THE SYSTEM IS PERCEIVED NOT TO BE FAIR:**

**NOT FAIR (UNSPECIFIED)
THE SYSTEM IS TOO LENIENT
PUNISHMENT DEPENDS ON LEVEL OF COMMAND**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q15: 738**

Question 15: CONTINUED

QUOTES:

- FAIR QUOTES: "YES, WHEN VALID, PUNISHMENTS FIT THE CRIMES. WHEN PEOPLE SEE PUNISHMENT HAPPENING, IT'S A GOOD DETERRENT"
"YOUNGER SOLDIERS WOULD SAY NO BECAUSE THEY ARE NOT PRIVY TO THE 3 HOURS OF DISCUSSION BETWEEN THE COMMANDER AND COMMAND SERGEANT MAJOR, LOOKING AT THE WHOLE PERSON. SOLDIERS CAN'T UNDERSTAND WHY 2 INDIVIDUALS MAY NOT GET THE SAME PUNISHMENT. LEADERS DON'T GO BACK AND TELL THEM WHY"
- UNFAIR QUOTES: "PUNISHMENT IS UNFAIR - DOESN'T FIT THE CRIME"
"IN CERTAIN CIRCUMSTANCES MORE SHOULD BE DONE TO SOLDIERS WHO ARE PROVEN TO HAVE HARASSED OR DISCRIMINATED AGAINST SOMEONE. SOME NEED TO BE KICKED OUT OF THE ARMY. IF A SOLDIER IS FOUND GUILTY, THEY SHOULD GET SLAMMED"
"SHOULD BE MORE ACCOUNTABILITY THE HIGHER YOU GO, HOWEVER, THE OPPOSITE HAPPENS"
"GREAT VARIATION IN PUNISHMENT, DEPENDS UPON LEVEL OF COMMAND HANDLING THE ISSUES"

Question 16: In your view, what needs to be done to reduce incidents of sexual harassment in the Army? Probes: To insure a climate of dignity and respect?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- EDUCATION / TRAINING / MENTORING
- CLARIFY / ENFORCE STANDARDS
- IMPROVE LEADERSHIP
- CONTINUOUS AWARENESS
- FASTER / STRICTER PUNISHMENT

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q16: 1158**

Question 16: CONTINUED

QUOTES:

- "BETTER QUALITY TRAINING, NOT THE OLD STAND UP, SHOW A CHART, SPEAK. NOT THE OLD 'PROPAGANDA' THEY SHOWED IN THE '70s. NEED TO UPDATE OUR FILM LIBRARY AND COME ON LINE WITH THE TIMES THROUGH BETTER, INNOVATIVE, PARTICIPATIVE TRAINING"
- "ENFORCE THE STANDARDS - SYSTEM ALREADY IN PLACE"
- "NEEDS TO BE MORE COMMAND INVOLVEMENT. HIGHER COMMAND LEVEL NEEDS TO GET MORE INVOLVED. DON'T HAVE A DEAF EAR, ALWAYS BE AVAILABLE. LET YOUR PRESENCE BE KNOWN 7 DAYS A WEEK. LEADERS SET THE TONE FOR PROBLEMS WITH UNITS"
- "INCREASE AWARENESS AT ALL LEVELS. ENSURE THAT ALL LEVELS ARE AWARE, TRAINED, AND EDUCATED. PREVENT ASSUMPTION THAT ALL LEADERS ARE WELL AWARE AND PREPARED TO DEAL WITH SEXUAL HARASSMENT / EO ISSUES"
- "PINCH A BUTT, GO TO JAIL"

MILITARY LEADER INTERVIEW PROTOCOL

Question 17: Do you have any other comments you would like to make?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **POSITIVE COMMENTS: POSITIVE TRAINING / TEACHING ISSUES
POSITIVE LEADERSHIP ISSUES
POSITIVE STANDARDS / VALUES ISSUES
POSITIVE MONITORING / ADDRESSING OF PROBLEM**
- **NEGATIVE COMMENTS: DOWNSIZING / LACK OF RESOURCES AND PERSONNEL ISSUES
NEGATIVE LEADERSHIP ISSUES
NEGATIVE TRAINING / TEACHING ISSUES
OPTEMPO ISSUES**

**MILITARY LEADER INTERVIEW PROTOCOL
N OF COMMENTS FOR Q17: 697**

Question 17: CONTINUED

QUOTES:

- POSITIVE QUOTES:

"TRY TO EDUCATE SOLDIERS. TALK ABOUT VALUES/BELIEFS MORE. WORK ON YOUNG SOLDIERS AND REFRESH OLD SOLDIERS"

"GREAT EFFORTS SHOULD BE MADE FOR SENIOR LEADERS TO MENTOR SUBORDINATES IN CORE VALUES RELATED TO MORAL DIMENSION OF LEADERSHIP. GENERATION Xers COMING OUT OF USMA AND ROTC HAVE MORE IN COMMON WITH THEIR SOLDIERS THAN DO THEIR SENIOR LEADERS. SENIOR LEADERS MUST MAKE THE EFFORT TO UNDERSTAND GENERATION Xers"

"MORALS AND VALUES TEACHES LEADERSHIP. EDUCATE IN FIRST WEEK AND REFRESH ONCE IN A WHILE"

"THE SECRETARY OF THE ARMY IS DOING A GOOD JOB. SOLDIERS GENUINELY RESPECT HOW AND WHAT HE'S TRYING TO DO FOR SOLDIERS AND THEIR FAMILIES"

MILITARY LEADER INTERVIEW PROTOCOL

Question 17: CONTINUED

QUOTES:

- **NEGATIVE QUOTES:**

"END THE DRAWDOWN. IF WE DRAWDOWN ANYMORE, WE'LL GO BEYOND WHAT WE'RE CAPABLE OF DOING. FEWER PEOPLE, MORE MISSIONS, FEWER RESOURCES, MORE DEPLOYMENTS"

"PERCEPTION OF ZERO TOLERANCE FOR DEFECTS-THAT'S THE PERCEPTION HERE. I HAVE ONE COMPANY COMMANDER WHO FEELS MAKING A MISTAKE IS A CAREER ENDER. I HAVE ANOTHER COMMANDER WHO HAS MADE MISTAKES AND LEARNED FROM THEM. WHAT A DIFFERENCE! IF WE GROW GENERATIONS OF LEADERS WHO ARE LOOKING OVER THEIR SHOULDER, THAT'S BAD. I'M WORRIED ABOUT IT"

"LECTURE IS SHOWN TO BE THE LEAST EFFECTIVE FORM OF LEARNING. VIDEOS ARE THE SAME WAY. MOST EFFECTIVE LEARNING WOULD BE IN A SMALL GROUP DISCUSSION, ACTIVE PARTICIPATION"

"OPERATIONS TEMPO (OPTEMPO) TAKES AWAY FROM CREATING 'PROFESSIONAL' SOLDIERS. NO TIME TO TEACH MORAL COURAGE"

MILITARY LEADER INTERVIEW PROTOCOL

Annex J
Equal Opportunity Advisor Interviews

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Interviewer
Subject's Current Assignment
Subject's Gender
Location Code
Date

1. We'll begin with the climate on this installation. What are the positive and negative aspects of life at _____?

Probes: To what extent do you see senior leaders as responsible for these positive or negative aspects?

2. Thinking about your current duty position, and without respect to its career implications, would you say it is enjoyable or frustrating?

**Probes: What's most enjoyable about your duty position?
What's most frustrating about your duty position?**

3. Are improper relationships between soldiers of different ranks tolerated in your units?

Probes: What specific instances? What grades? Evidence of command tolerance?

4. How do senior leaders at this installation ensure an EO climate of respect and dignity for all soldiers?

Probes: Do leaders approach issues of climate aggressively? Deliberately? How? Avoid references to what leaders say, focus on what they do.

5. Do commanders in this unit make honest and reasonable efforts to stop discrimination or sexual harassment?

Probes: Examples?

6. Do you think the subordinate leaders (squad level and up) in your units make honest and reasonable efforts to stop discrimination or sexual harassment?

Probes: What do they do to stop discrimination or harassment? Do they seek your advice? How do they handle formal and informal complaints?

7. Do you feel free to inquire or pursue allegations of discrimination or sexual harassment without being over supervised or influenced?

Probes: If yes, why do they have that confidence. If no, why not?

8. Thinking about the complaint process, are the current procedures effective?

Probes: What are the positives or negatives? What levels work best or least?

9. Now we want to talk about EO staffing, who is your rater and where is the EO office in the command structure (Command Group, DPCA, DCSPER, G1...)?

Probes: How often do you meet or talk with your commander? Do you attend staff meetings?

**10. Have any EO or sexual harassment issues ever affected your unit's ability to do its job? Other units on the installation?
Probes: Examples? What is the effect?**

11. In your unit, how are EO representatives utilized?

**12. How responsive are members of your unit to EO and sexual harassment training?
Probes: Who attended from the Chain of Command?**

13. How effective is the required training in making soldiers/personnel aware of behaviors that might be discrimination or sexual harassment?

Probes: Who conducted the training? What training methods do you use when you train? How often do you conduct training?

14. How effective is the required training in actually preventing/reducing behaviors that might be seen as any kind of discrimination or sexual harassment?

Probes: What are “fixes?”

15. In your view, what elements of the Army’s system have the highest expertise and ability to prevent sexual harassment or discrimination? Respond to instances of harassment or discrimination?

Probes: Press beyond simple answers like “commanders.” Probe for the next highest expert, as well as the least.

16. Does the system respond fairly to proven cases of sexual harassment or discrimination; do the punishments fit the offenses?

Probes: Why are the punishments fair or unfair?

17. In your view, what needs to be done to reduce incidents of EO and sexual harassment violations in the Army?

Probes: If you had the mission of improving the climate of dignity and respect in the Army, where would you start?

18. Do you have any other comments you would like to make?

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

Question 1: We'll begin with the climate on this installation. What are the positive and negative aspects of life here?

FINDINGS:

- 89 POSITIVE COMMENTS WERE PROVIDED:
QUALITY OF LIFE FACTORS
LEVEL OF SUPPORT FOR EOs
COMMAND CLIMATE
- 71 NEGATIVE COMMENTS WERE PROVIDED:
LEADERSHIP (LACK COMMAND SUPPORT, COMMUNICATION)
FAMILY PROBLEMS AND LIVING FACILITIES
LACK OF EO SUPPORT
OTHER EO ISSUES (RACISM, UNDERSTAFFING, GENDER DISCRIMINATION)

Equal Opportunity Advisor Interview
N of Comments for Q1= 188

Question 1: CONTINUED

QUOTES:

- "MILITARY POPULATION ACCEPTS DIVERSITY BETTER THAN CIVILIAN"
- "SENIOR LEADERS ARE AWARE OF POLICY AND TRY TO SET THE EXAMPLE"
- "OVER ALL COMMUNITY HAS STRONG, GOOD CLIMATE"
- "LACK OF TAKING CARE OF SOLDIERS BY THE SR NCO'S. PEOPLE ARE AFRAID TO COMPLAIN, WILL BE TARGETED AS A WHISTLE BLOWER AND TARGETED FOR ELIMINATION"
- "EO OFFICER IS USELESS. HE IS TOO FAR AWAY AND WON'T LISTEN TO THE FACTS"
- "A HIDDEN FEAR OF REPRISAL. THEY FEAR TO GO TO THE CHAIN OF COMMAND. THEY FEEL THEY ARE AFRAID TO REPORT VIOLATIONS IF THEY DON'T HAVE PROOF TO BACK UP ALLEGATIONS"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 2: Thinking about your current duty position and without respect to its career implications, would you say it is enjoyable or frustrating?

FINDINGS:

- **41% OF THE COMMENTS NOTED ENJOYABLE ASPECTS OF THE EO JOB:**
HELPING SOLDIERS
TALKING WITH/WORKING WITH SOLDIERS
TEACHING EO TO SOLDIERS
- **58% OF THE COMMENTS NOTED FRUSTRATING ASPECTS OF THE EO JOB:**
LACK OF EO SUPPORT
SHORTAGE OF PERSONNEL/RESOURCES
LACK OF COMMANDERS' UNDERSTANDING THE EO SYSTEM

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS TO Q2 = 165**

Question 2: CONTINUED

QUOTES:

- "ENJOYABLE BECAUSE I LIKE HELPING SOLDIERS"
- "ENJOY DEALING WITH / INTERACTING WITH SOLDIERS / SHARING INFORMATION"
- "ENJOY GETTING A CHANCE TO TEACH ABOUT A PROGRAM THAT I THINK IS MORE IMPORTANT THAN ANY OTHER PROGRAM A COMMANDER HAS. I GET TO EDUCATE FOLKS"
- "FRUSTRATING BECAUSE THE COMMAND SUPPORT IS NOT THERE"
- "FRUSTRATING BECAUSE OF THE LACK OF RESOURCES (PEOPLE, TIME, AND AUTOMATION)"
- "FRUSTRATING DEALING WITH COMMANDERS THAT DON'T BELIEVE / UNDERSTAND THE PROGRAM"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 3: Are improper relationships between soldiers of different ranks tolerated in your units?

FINDINGS:

- 16% OF THE COMMENTS SAID THAT IMPROPER RELATIONSHIPS ARE TOLERATED IN THEIR UNITS. MOST FREQUENTLY MENTIONED WERE RELATIONSHIPS BETWEEN SOLDIERS IN THE SAME COMPANY
- 51% OF THE COMMENTS SAID THAT IMPROPER RELATIONSHIPS ARE NOT TOLERATED
- 19% OF THE COMMENTS SAID THAT IMPROPER RELATIONSHIPS ARE NOT OPENLY TOLERATED, BUT THEY OCCUR IN THEIR UNITS "SWEPT UNDER THE RUG--NO BLEMISH ON MY WATCH"

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS TO Q3: 75**

Question 3: CONTINUED

QUOTES:

- "IT DOES HAPPEN BUT CDR DOESN'T TOLERATE. WHEN CMC BECOMES AWARE, THEY ACT IMMEDIATELY"
- "COMMANDER PERSONALLY TAUGHT EO CLASS AND HAS STATED A FIRM POLICY"
- "IT SEEMS LIKE IT'S ENFORCED ACCORDING TO PERSONAL MORAL STANDARDS"
- "COMMAND IS AWARE BUT TURNS A BLIND EYE"

Question 4: How do senior leaders at this installation ensure an EO climate of respect and dignity for all soldiers?

FINDINGS:

- EOA_s MENTIONED A WIDE VARIETY OF LEADER ACTIONS
- MOST FREQUENTLY MENTIONED WERE
ACTIVELY SUPPORT THEIR EOA
BE PROACTIVE IN THEIR CONCERN FOR SOLDIERS
ENSURE NEW MEMBERS OF THE ORGANIZATION RECEIVE EO TRAINING
- EOA_s ALSO MENTIONED THAT LEADERS NEED TO KEEP THEMSELVES TRAINED IN ORDER TO HAVE AN EFFECTIVE EO PROGRAM
- SPECIFIC ACTIVITIES USED SUCCESSFULLY AT SOME INSTALLATIONS INCLUDE COMMANDERS KEEPING A "REAL" OPEN DOOR POLICY, WRITING A MONTHLY NEWSLETTER EMPHASIZING EO, HOLDING SENSING SESSIONS, HAVING ETHNIC OBSERVANCES, AND "LEADER FOR A DAY" PROGRAM FOR NCO_s
- ALTHOUGH MANY COMMENTS INDICATE AN EFFORT IS BEING MADE, SOME COMMENTS SUGGEST THAT THE EFFORT IS REACTIVE OR INSINCERE

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS FOR Q4 = 110**

Question 4: CONTINUED

QUOTES:

- "HAVE QUARTERLY LEADERSHIP CONFERENCE, EOA PARTICIPATES. BRIEFS INDIVIDUALS ON EO. CDR VERY PROACTIVE"
- "BY SENDING A MESSAGE THAT INAPPROPRIATE BEHAVIOR WILL NOT BE TOLERATED"
- "THE INSTALLATION CDR AND CSM TOOK AN ACTIVE ROLE IN INSURING A POSITIVE CLIMATE"
- "LEADERS APPROACH THE ISSUE AGGRESSIVELY"
- "THEY DON'T UNLESS WE KEEP ON THEM"
- "POLICY LETTERS - THEY DO THEIR TRAINING BUT I THINK THEY DO THE MINIMUM. I DON'T THINK THEY REALLY CARE"
- "LEADERSHIP ENSURES SOLDIERS GET THE HELP THEY NEED UNLESS IT IS A COMPLAINT AGAINST A LEADER"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 5: Do commanders in this unit make honest and reasonable efforts to stop discrimination or sexual harassment?

FINDINGS:

- **41% OF THE COMMENTS SAID THAT COMMANDERS MAKE HONEST AND REASONABLE EFFORTS TO STOP HARASSMENT**
- **EXAMPLES OF POSITIVE COMMANDER ACTIONS INCLUDE SHOWING COMMITMENT TO THE EO PROGRAM, USING THEIR EOA AS AN ADVISOR, PROVIDING POLICY LETTERS AND IN ALL COMMUNICATION SUPPORTING EO**
- **13% OF THE COMMENTS SAID THAT COMMANDERS WERE NOT MAKING HONEST AND REASONABLE EFFORTS TO STOP HARASSMENT**
- **EXAMPLES OF NEGATIVE COMMANDER ACTIONS INCLUDE COMMANDERS NOT TAKING EO SERIOUSLY, RELUCTANCE TO REPORT INCIDENTS UP THE CHAIN OF COMMAND, AND SHOWING FAVORITISM**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS TO Q5 = 116**

Question 5: CONTINUED

QUOTES:

- "CDRS BRIEF THEIR SOLDIERS WHEN THEY ARRIVE AND TELL THEM THEY DON'T TOLERATE IT AND THEY REEMPHASIZE THEIR POLICIES ON SH"
- "THE COMMANDER HAS MADE IT CLEAR THAT HE SUPPORTS EO AND PARTICIPATES IN THE DIFFERENT EO PROGRAMS"
- "VERBAL HARASSMENT IS NOT BEING STOPPED. LEADERS CAN DO IT, SO CAN I"
- "COMPANY LEVEL ARE AFRAID OF COMPLAINTS. OFTEN TRY TO HIDE ISSUES FROM BN CDR"
- "THEY MAKE THE EFFORT BUT THE END RESULT SAYS ANOTHER THING. A LOT OF THINGS ARE COVERED UP. SOLDIERS CONFIDE IN ME BUT ARE AFRAID OF REPRISALS"
- "ALL DEPENDS ON WHO YOU ARE. IF THE CMD LIKES THE INDIVIDUAL, THEY WILL HANDLE THE SITUATION"
- "HAVE SEEN CASES THAT SHOULD HAVE BEEN SUBSTANTIATED BUT WERE FOUND UNSUBSTANTIATED BECAUSE THEY PUT THEIR OWN INTERPRETATION INTO THE SITUATION WITHOUT CONSULTING THEIR EOA'S FOR ADVICE ON HOW TO HANDLE"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 6: Do you think the subordinate leaders (squad level and up) in your units make honest and reasonable efforts to stop discrimination or sexual harassment?

FINDINGS:

- 52% OF THE COMMENTS SAID THAT SUBORDINATE LEADERS MAKE HONEST AND REASONABLE EFFORTS TO STOP HARASSMENT
- EXAMPLES OF SUBORDINATE LEADERS POSITIVE ACTIONS INCLUDE TRYING TO HANDLE COMPLAINTS AT THE LOWEST LEVEL AND SEEKING ADVICE FROM THE EOA
- 42% OF THE COMMENTS WERE EITHER NEGATIVE OR MIXED IN THEIR REVIEW OF SUBORDINATE LEADERS' EFFORTS TO STOP HARASSMENT
- EXAMPLES OF NEGATIVE ACTIONS INCLUDE PROTECTING THE ACCUSED, NOT SEEKING EOA ADVICE, AND LACKING KNOWLEDGE OF THE EO PROGRAM

**EQUAL OPPORTUNITY ADVISOR INTERVIEWS
N OF COMMENTS ON Q6 = 120**

Question 6: CONTINUED

QUOTES:

- "MAKE ON THE SPOT CORRECTIONS. TELL FOLKS WHEN THEY MAKE OFF COLORED REMARKS, ASK IF SOMETHING IS OFFENSIVE"
- "WE TEACH THAT IF YOU CAN HANDLE IT AT THE LOWEST LEVEL, THEN YOU'RE GOOD"
- "BECAUSE THEY SEEK THE EOA'S ADVISE. THEY ALSO SHOW A GENUINE CONCERN TO FIX PROBLEMS"
- "MIDDLE MANAGEMENT (NCO), SSG AND SGT ARE FAILING. NOT DOING THE JOB"
- "THEY ACCOMMODATE THE BEHAVIOR AND LAUGH RIGHT ALONG WITH IT"
- "SUBORDINATE LEADERS DO NOT SEEK THE EOA'S ADVICE"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 7: Do you feel free to inquire or pursue allegations of discrimination or sexual harassment without being over supervised or influenced?

FINDINGS:

- 54% OF COMMENTS SAID EOAs FEEL FREE TO PURSUE ALLEGATIONS
- THE MOST COMMON REASONS GIVEN FOR FEELING FREE TO INVESTIGATE INCLUDE HAVING AN OPEN RELATIONSHIP WITH THE COMMANDER, HAVING THE COMMANDER GIVE THEM FREE REIN TO MANAGE THEIR EO PROGRAM, AND HAVING FREQUENT CONTACT WITH THE BRIGADE COMMANDER
- 14% OF COMMENTS SAID EOAs DO NOT FEEL FREE TO PURSUE ALLEGATIONS
- OF THOSE WHO DO NOT FEEL FREE TO PURSUE ALLEGATIONS, FEAR OF COMMANDERS, NOT ALLOWING THE EOA TO TALK WITH SOLDIERS, AND RETRIBUTION FOR SOLDIERS WHO DO REPORT TO THE EOA WERE MENTIONED

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q7 = 112**

Question 7: CONTINUED

QUOTES:

- "YES, BECAUSE OUR BRIGADE COMMANDER SUPPORTS AND LISTENS TO ME"
- "YES, MY COLONEL AND I HAVE CONTRACTED. HE SEES ME AS HIS EYES AND EARS. THE COMMANDER HAS AN OPEN DOOR AND I CAN GET HIS ADVICE ON ISSUES"
- "NO, DON'T HAVE FREE REIN TO TALK TO SOLDIERS. IF HE TALKS TO SOLDIERS AND THEY ADDRESS CONCERNS AND HE TAKES THEM TO BATTALION, THE ONLY QUESTION HE GETS ASKED IS, 'WHY WERE YOU OUT IN THE COMPANIES TALKING TO SOLDIERS ANYWAY?' HIS OWN BOSS ASKS THE SAME QUESTION"
- "NO, HAS BEEN PERSONALLY / PROFESSIONALLY THREATENED FOR DOING THE RIGHT THING / JOB EFFECTIVE ACTIONS AS AN EOA"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 8: Thinking about the complaint process, are the current procedures effective?

FINDINGS:

- ONLY 17% OF COMMENTS SAID THE PROCEDURES WERE EFFECTIVE AND 10% SAID THEY WERE NOT EFFECTIVE
- MOST OF THE REMAINING COMMENTS FOCUSED ON NEGATIVE ASPECTS OF THE CURRENT SYSTEM--MOST FREQUENTLY MENTIONED WERE:

NEEDING LONGER TIMELINES FOR INVESTIGATIONS
MAKING ALL COMPLAINTS FORMAL
NEEDING SAFEGUARD AGAINST REPRISALS FOR THOSE WHO REPORT
EOAs NEED MORE INFORMATION ON COMPLAINT PROCEDURES

EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q8 = 171

Question 8: CONTINUED

QUOTES:

- "I BELIEVE THE COMPLAINT PROCEDURES STATED IN AR 600-20 ARE GOOD IF THEY ARE FOLLOWED BY THE COMMANDERS"
- "CROSS CHECK AND BALANCE WITH FORMAL COMPLAINTS - EVERYONE IS LOOKING AT EVERYONE'S WORK"
- "TIMELINES ARE TOO SHORT. THEY NEED TO BE EXTENDED. NEED MORE TIME TO RESEARCH THE COMPLAINT. EVERYTHING IS RUSHED"
- "ALL COMPLAINTS SHOULD BE FORMAL"
- "THE PROCEDURES ARE IN PLACE BUT THERE IS A TREMENDOUS RELUCTANCE TO REPORT FOR FEAR OF BRINGING UNWANTED ATTENTION OR BEING ISOLATED BY OTHERS"
- "EFFECTIVE, HOWEVER, FEAR OF RETRIBUTION KEEPS PEOPLE FROM COMING FORWARD"
- "AR 600-20 IS TREMENDOUSLY VAGUE AND SUBJECT TO INTERPRETATION"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 9: Now we want to talk about EO staffing, who is your rater and where is the EO office in the command structure? How often do you meet with your commander? Do you attend staff meetings?

FINDINGS:

- **OF THE 58 COMMENTS GIVEN, THE MOST FREQUENTLY MENTIONED RATERS WERE THE COMMAND SERGEANT MAJOR AND THE CHIEF OF STAFF. A WIDE VARIETY OF RATERS WERE MENTIONED AND INCLUDED SUCH DIVERSE RATERS AS THE EEO OFFICER AND THE DPCA**
- **OF THE 34 COMMENTS ON COMMAND STRUCTURE, THE MOST COMMON LOCATION FOR THE EO OFFICE WAS IN THE COMMAND GROUP**
- **OF THE 41 COMMENTS GIVEN, 39% SAID THEY MET WITH THEIR COMMANDER AT LEAST ONCE A WEEK AND ANOTHER 22% SAID THEY HAD UNSCHEDULED MEETINGS ANY TIME THEY NEEDED TO SEE THE COMMANDER**
- **OF THE 34 COMMENTS GIVEN, 76% OF THE EOAs SAID THEY ATTEND STAFF MEETINGS**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q9: 71**

Question 10: Have any EO or sexual harassment issues ever affected your units' ability to do its job? What is the effect?

FINDINGS:

- **48% OF THE COMMENTS SAID NO, THEIR UNITS HAVE NOT BEEN EFFECTED**
- **37% OF THE COMMENTS SAID THEIR UNITS HAVE BEEN EFFECTED IN THE FOLLOWING WAYS:**
 - CAUSES DIVISIVENESS IN THE UNIT WITH PEOPLE TAKING SIDES**
 - CREATES STATIC--A NEGATIVELY CHARGED ATMOSPHERE**
 - MORALE PROBLEMS ARE THE END RESULT**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q10 = 95**

Question 10: CONTINUED

QUOTES:

- "NO, MAYBE THE MORALE, BUT THE MISSION CONTINUED"
- "CAUSED THE UNIT TO SPLIT ALMOST IN HALF - 'FOR VS AGAINST' - LACK OF TRUST"
- "YES, IT HAD A POLARIZING EFFECT, MALE OFFICERS / SENIOR NCOs ARE WALKING ON EGG SHELLS"
- "THREAT OF SEXUAL HARASSMENT OR A COMPLAINT. MEN LIVING IN FEAR (AFFECTS JOB PERFORMANCE)"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 11: In your units, how are EO representatives utilized?

FINDINGS:

- **CONDUCT UNIT TRAINING**
- **ADVISE / ASSIST THE COMMANDER**
- **CONDUCT ETHNIC OBSERVANCES**
- **PROVIDE CLASSES TO NEW LEADERS**
- **OTHER ACTIVITIES INCLUDED HANDLING INFORMAL COMPLAINTS, ASSISTING IN QUARTERLY REPORTING, AND GATHERING INFORMATION**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q11 = 140**

Question 11: CONTINUED

QUOTES:

- "PROMOTING CULTURAL AWARENESS WITH COMPANIES AND SUPPORTING THE EO PROGRAM"
- "ASSIST WITH TRAINING, COUNSELING, AND DATA COLLECTION"
- "MEDIATORS - NOT PURSUING FORMAL COMPLAINTS, THINK THEY ARE HANDLING ONLY INFORMAL COMPLAINTS"
- "THEY ASSIST IN SENSING SESSIONS, SURVEYS, COMPANY TRAINING, ETHNIC SERVICES, AND ASSIST IN REPORTS"
- "THE TRAINING INCLUDES THE COMPANY COMMANDER IN MOST CASES"
- "RARELY IS THE SENIOR LEADERSHIP ATTENDING EO TRAINING. THEY ENSURE SOLDIERS ATTEND, BUT DO NOT MAKE AN APPEARANCE THEMSELVES"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 12: How responsive are members of your unit to EO and sexual harassment training? Who attended from the Chain of Command?

FINDINGS:

- **OF THE 82 COMMENTS ON RESPONSIVENESS OF UNIT MEMBER TO TRAINING, 38% SAID UNIT MEMBERS WERE RESPONSIVE TO TRAINING**
- **ANOTHER 23% SAID TRAINING WAS EFFECTIVE AT SOME LEVELS, BUT NOT OVERALL**
- **16% SAID TRAINING WAS NOT EFFECTIVE**
- **OF THE 39 COMMENTS ON WHO ATTENDED, 51% SAID SOMEONE IN THE CHAIN OF COMMAND ATTENDS**
- **THE REMAINING COMMENTS CENTERED ON THE LACK OF TRAINING ATTENDANCE BY SENIOR LEADERS**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q12:**

Question 12: CONTINUED

QUOTES:

- "VERY RESPONSIVE BECAUSE COMMANDERS DON'T TOLERATE SEXUAL HARASSMENT"
- "REACTIVE - JUST IN REACTION TO INCIDENTS, OVERKILL REACTION"
- "INITIALLY THERE'S SKEPTICISM AND RELUCTANCE. WHEN REINFORCED BY CHAIN OF COMMAND, IT'S MORE EFFECTIVE"
- "THE TRAINING INCLUDES THE COMPANY COMMANDER IN MOST CASES"
- "RARELY IS THE SENIOR LEADERSHIP ATTENDING EO TRAINING. THEY ENSURE SOLDIERS ATTEND, BUT DO NOT MAKE AN APPEARANCE THEMSELVES"
- "COMMANDERS DO NOT GIVE THEM THE SUPPORT THEY DESIRE"
- "SOLDIERS DO NOT KNOW WHO THEIR EOR'S ARE. THE CDRS DO NOT UTILIZE THEIR EOR'S; THE EOR'S ARE IN NAME ONLY"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 13: How effective is the required training in making soldiers/personnel aware of behaviors that might be discrimination or sexual harassment? Who conducts the training? What training methods do you use when you train? How often do you conduct training?

FINDINGS:

- **OF THE 61 COMMENTS ON TRAINING EFFECTIVENESS, 67% SAID THE REQUIRED TRAINING WAS EFFECTIVE IN MAKING SOLDIERS AWARE OF BEHAVIOR THAT MIGHT BE DISCRIMINATION OR HARASSMENT**
- **OF THE 35 COMMENTS THAT IDENTIFIED THE TRAINER, 80% SAID EITHER THE EOA OR THE EOR CONDUCTS TRAINING; COMMANDERS WERE THE ONLY OTHER GROUP MENTIONED**
- **IN THE 97 COMMENTS THAT IDENTIFIED TRAINING METHODS, SMALL GROUP DISCUSSIONS, VIDEOS AND LECTURES WERE MOST FREQUENTLY MENTIONED AS METHODS USED**
- **OF THE 27 COMMENTS THAT REPORTED HOW OFTEN TRAINING WAS CONDUCTED, 41% SAID QUARTERLY, 15% BIANNUALLY, AND 15% AS REQUIRED**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q13: 69**

Question 14: How effective is the required training in actually preventing/reducing behaviors that might be seen as any kind of discrimination or sexual harassment? What are the “fixes?”

FINDINGS:

- **OF THE 71 COMMENTS ASSESSING TRAINING EFFECTIVENESS, 44% SAID TRAINING WAS EFFECTIVE IN PREVENTING/REDUCING BEHAVIORS THAT MIGHT BE DISCRIMINATION OR HARASSMENT, 31% HAD A MIXED ASSESSMENT, AND 25% DID NOT BELIEVE TRAINING WAS EFFECTIVE**
- **OF THE 40 COMMENTS RECOMMENDING “FIXES”:
COMMAND CLIMATE ISSUES
CHANGES TO TRAINING CONTENT
USE OF MORE EFFECTIVE TRAINING METHODS**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q14: 70**

Question 14: CONTINUED

QUOTES:

- **"IT IS EFFECTIVE. I SEE THE DIFFERENCE, THE SENSITIVITY LEVEL HAS DEFINITELY INCREASED THROUGH THE TRAINING"**
- **"DEPENDS ON WHO IS TEACHING THE CLASS"**
- **"I HAD A LIEUTENANT COLONEL GET UP ON ME WHEN I WAS CONDUCTING THE TRAINING AND SAID, 'I DON'T HAVE TO STAY AND LISTEN TO THIS CRAP'"**
- **"AGAIN, HAS TO DO WITH LEADERSHIP. IF HAVE GOOD COMMAND CLIMATE, SOLDIERS WILL KNOW THAT AND COME TO YOU"**
- **"EMPHASIS ONLY ON WOMEN - ALWAYS GEARED ON WOMEN, SHOULD BE ON THE TOTAL ARMY SOLDIER"**
- **"GOOD TOOL IF AUDIENCE PARTICIPATES - IF THEY HAVE OPPORTUNITY TO TALK ABOUT WITH GROUP DISCUSSION AND INTERACTION"**

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 15: In your view, what elements of the Army's system have the highest expertise and ability to prevent sexual harassment or discrimination? The least? Respond to instances of harassment or discrimination?

FINDINGS:

- **OF THE 86 COMMENTS THAT IDENTIFIED AN ELEMENT, 41% SAID THE EOA HAS THE HIGHEST EXPERTISE AND ABILITY TO PREVENT HARASSMENT OR DISCRIMINATION**
- **23% OF THE COMMENTS IDENTIFIED COMMANDERS AS HAVING THE HIGHEST EXPERTISE**
- **13% IDENTIFIED JUNIOR NCOs SINCE THEY HAVE THE MOST DIRECT CONTACT WITH YOUNGER SOLDIERS**
- **ONLY 18 COMMENTS WERE RECEIVED IDENTIFYING THE ELEMENT WITH THE LEAST EXPERTISE--JUNIOR ENLISTED SOLDIERS AND BRIGADE COMMANDERS AND UP TIED WITH 7 COMMENTS EACH**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q15: 71**

Question 16: Does the system respond fairly to proven cases of sexual harassment or discrimination; do punishments fit the offenses?

FINDINGS:

- **OF THE 69 COMMENTS ON FAIR RESPONSES, 46% SAID YES, THE SYSTEM DOES RESPOND FAIRLY**
- **28% OF THE RESPONSES SAID THAT THE SYSTEM DOES NOT RESPOND FAIRLY, THE REMAINDER WERE UNSURE OR UNCERTAIN**
- **OF THE 63 COMMENTS CONCERNING WHETHER OR NOT THE PUNISHMENT FITS THE CRIME, 22% SAID THE PUNISHMENT FITS THE CRIME**
- **21% SAID PUNISHMENTS ARE TOO LIGHT, 17% SAID THE PUNISHMENTS ARE APPLIED INCONSISTENTLY, AND ANOTHER 11% SIMPLY SAID NO**

**EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS ON Q16: 71**

Question 16: CONTINUED

QUOTES:

- "YES, FOR THE PROVEN CASES OF SEXUAL HARASSMENT OR DISCRIMINATION THE SYSTEM IS OVERALL FAIR"
- "ON A CASE BY CASE BASIS, NO. THE SYSTEM DOESN'T RESPOND FAIRLY. IT DEPENDS ON WHAT THAT COMMANDER'S ATTITUDE IS ABOUT EO"
- "PUNISHMENT IS FAIR OVERALL"
- "NO, PUNISHMENTS ARE TOO LIGHT, DON'T FIT THE OFFENSES"
- "NO, BECAUSE COMMANDERS ARE UNWILLING TO RUIN A SENIOR LEADERS CAREER SO THEY DISCOUNT THE VICTIM AND GIVE A PUNISHMENT THAT DOESN'T TAKE INTO ACCOUNT THE SEVERITY OF THE OFFENSE"
- "NO, PUNISHMENTS DON'T FIT OFFENSE - THE HIGHER RANK YOU ARE, THE LESS PUNISHMENT YOU WILL GET"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Question 17: In your view, what needs to be done to reduce incidents of EO and sexual harassment violations in the Army?

FINDINGS:

- THE MOST FREQUENTLY MENTIONED SOLUTION WAS MORE EDUCATION/TRAINING (21%)
- EOAs ALSO SUGGESTED TRAINING SHOULD INCLUDE ALL LEVELS--INCLUDING GENERAL OFFICERS AND THAT THIS TRAINING SHOULD BE LEVEL SPECIFIC
- SUGGESTED CHANGES TO THE STRUCTURE OF THE EO SYSTEM INCLUDED
 - FORMING AN EO MOS
 - MAKING THE EOA PART OF CID OR IG WITH INVESTIGATIVE POWERS
 - INCREASING THE NUMBER OF EOAs
 - REQUIRING ALL EORs BE E6 OR E7 IN RANK
- NOTED THAT COMMANDERS MUST SUPPORT THE EO PROGRAM FOR IT TO BE EFFECTIVE

EQUAL OPPORTUNITY ADVISOR INTERVIEW
N OF COMMENTS TO Q17 = 152

Question 17: CONTINUED

QUOTES:

- "EDUCATION - SOME PEOPLE DON'T KNOW THAT THEY DON'T KNOW"
- "ADD AND MAKE IT A PRIORITY AT ALL LEVELS OF PROFESSIONAL DEVELOPMENT TRAINING (NCO & OFFICER) AS A LEADERSHIP ISSUE - TRAINING THE LEADERS"
- "BENEFICIAL TO HAVE EOAs IN A SEPARATE MOS - YOU WOULD BE CURRENT - MUST HAVE QUALITY"
- "MAKE EOA PART OF THE CRIMINAL INVESTIGATIONS DIVISION (CID) SO THEY CAN INVESTIGATE AND TRACK ALLEGATIONS"
- "THERE SHOULD BE MORE THAN ONE EOA AT THE INSTALLATION AND BRIGADE LEVEL. TOO MUCH WORK FOR ONE PERSON TO BE PROFICIENT"
- "EOR SHOULD BE E6 OR E7 AND NOT E5, THEY DON'T HAVE THE EXPERIENCE"

EQUAL OPPORTUNITY ADVISOR INTERVIEW

Annex K
Mental Health Provider Interviews

MENTAL HEALTH PROVIDER PROTOCOL

_____ **Group Status**
_____ **Interviewer**
_____ **Gender**
_____ **Date**
_____ **Site**

1. When you treat clients with mental health concerns, do you find that sexual harassment is one of their issues?

Probes: With what frequency?

Were they aware that the behavior was sexual harassment?

2. What are typical workplace issues raised by clients?

Probes: Do clients discuss sexual harassment in the workplace?

3. What guidance have you been given regarding handling clients with sexual harassment issues?

Probes: Who gave the guidance?

Are clients referred off post?

Is there any follow-up?

4. Did clients report the sexual harassment? If yes, what was their leader's response?

5. What is the typical treatment plan for clients specifically dealing with sexual harassment?

Probe: Problems compounded by sexual harassment/hostile environment?

6. Approximately how much time is spent working with clients with sexual harassment issues?

7. What guidance or direction have you ever been given regarding diagnoses for clients with sexual harassment issues?

Probes: Any evidence of "lesbian baiting?" What happened?

8. Do individuals from the soldier's chain of command or legal representatives inquire about a client or the status of a case? Give examples

9. What are the command policies in regard to confidentiality of sessions/records in general and for sexual harassment cases?

10. Have you or a co-worker witnessed or experienced sexual harassment in the workplace?

Probes: Was it reported? What was the response?

11. What training do you have in handling rape/sexual trauma cases?

12. What are the attitudes of mental health leaders toward sexual harassment? (Psychiatrist, Psychologist, Clinical Director's)

13. Do you have other comments?

THANK YOU FOR PARTICIPATING IN THIS INTERVIEW

Annex L
Judge Advocate Interviews

JUDGE ADVOCATE INTERVIEW

Interviewer
Interviewee's Position
Interviewee's Gender
Location Code
Date

1. Does the chain of command understand the Army/DoD policy on the prevention of sexual harassment?

2. Are there local policies (e.g., regulations, policy letters, SOPs) regarding sexual harassment?

3. Is the Army/DoD guidance on the prevention of sexual harassment adequate? If not, what would you change?

4. Do commanders have adequate authority to address problems involving sexual harassment or sexual misconduct? If not, what do they need?

5a. Do commanders and supervisors take quick action to deal with sexual harassment complaints?

b. Type(s) of action taken?

c. How effective is the corrective action taken?

6. Does the UCMJ adequately provide for prosecution of sexual misconduct? If not, what would you change?

7a. What personnel do you interface with on sexual harassment or sexual misconduct matters (e.g., commanders, first sergeants, PMO, CID, IG, EEO Officer, EO Advisors)?

b. How do you interface?

c. How often?

8a. Does your office provide advice to AR 15-6 investigating officers? How often?

b. What positive things have you seen in investigations involving sexual harassment?

c. What negative things have you seen in investigations involving sexual harassment?

9a. Have you seen trends regarding Article 15s, chapters, and AWOLs, in general? If yes, discuss trends.

b. Have you seen trends regarding Article 15s, chapters, and AWOLs involving sexual harassment or sexual misconduct? If yes, discuss trends.

10. Victim/Witness Assistance Program

a. Does the command/installation have an active victim/witness assistance program?

b. Is the program publicized throughout the command? If yes, how?

c. Is training provided for judge advocates and law enforcement personnel? If yes, what type and when?

d. Who is appointed as the Victim/Witness Liaison (VWL)? Is this a full-time or part-time responsibility for that person?

e. Does the VWL coordinate with military and civilian agencies providing victim/witness assistance (to include a state compensation program)?

f. Is a mechanism in place to measure the effectiveness of the program? If yes, describe.

11a. Does your office assist in providing training in the prevention of sexual harassment?

b. In conjunction with what other office(s)?

c. Which office has the lead?

d. To whom is training provided?

e. Type training?

f. How often?

g. Do you address inherent command authority?

12a. Do your labor counselor and his/her supervisors have a close working relationship with the Civilian Personnel Officer?

b. With the Equal Employment Opportunity Officer?

c. Is the labor counselor involved at every significant stage of adverse actions, EEO complaints, and labor relations actions?

13a. How can the Army better prepare officer, NCO, and civilian leadership in the prevention of sexual harassment?

b. In dealing with complaints of sexual harassment?

14a. How can the Army better prepare all military and civilian personnel in the prevention of sexual harassment?

b. In dealing with complaints of sexual harassment once it occurs?

15. Do you have any other thoughts that the Senior Review Panel should consider?

Annex M
Civilian Focus Groups

CIVILIAN FOCUS GROUP PROTOCOL

_____ **Group Status**
_____ **Gender of group**
_____ **Note taker**
_____ **Date**
_____ **# of group members**
_____ **Facilitator**

1. As civilians working at this installation, how satisfied are you, overall, with your employment situation?

2. Do merit promotion procedures at this installation operate so that all employees have an equal chance for advancement?

Probes: Why or why not?

3. When you think about the training and developmental opportunities you have received in the Army, do you think that you have gotten a fair deal?

Probes: Why or why not?

4. We want to now talk about the environment in your organization. Tell us about the positive and negative aspects of your organization.

**Probes: Do people in your organization treat each other with respect?
Can you think of a time when you/a coworker was not treated with respect? What happened? How could it have been avoided?**

5. In your organization, do managers maintain fair standards?

**Probes: Do leaders treat subordinates with respect?
Can you think of a time where you/a coworker was not treated with respect? What happened?**

6. Does your immediate supervisor make honest and reasonable efforts to stop any discrimination or harassment? Examples?

Probe: Second Line Supervisor?

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

Probes: Why or why not?

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

8. If you experienced any discrimination or harassment, to whom would you report the incident?

Probes: If they would not report, why not?

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

READ DEFINITION: Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature when such conduct is used as a basis for employment decisions or creates an intimidating, hostile, or offensive working environment.

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

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

(CAUTION TO FACILITATORS: DO NOT TAKE SPECIFIC EEO COMPLAINTS FROM CIVILIANS, RATHER REFER INDIVIDUALS TO THE EEO OFFICER OR ANNOUNCE THAT THEY MAY SPEAK PRIVATELY WITH A MEMBER OF THE TEAM)

11. Have you had training in prevention of sexual harassment in the last 12 months?

Probes: What kind of training? Who conducted the training?

12. How effective was the training you received in helping you recognize sexually-harassing behavior?

Probes: Helping you recognize sex discrimination?

13. How effective was the training in actually preventing/reducing behaviors that might be viewed as discrimination or harassment?

14. What are some practical solutions to the problems and issues that you have raised today?

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

CIVILIAN FOCUS GROUP PROTOCOL

SAMPLE INFORMATION:

- Number of protocols: 104 (56 women; 48 men)
- Number of respondents: 1,007

- Number of women: 547 (54.3%)
- Number of men: 460 (45.7%)

Question 1: How satisfied are you, overall, with your employment situation?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- ALL RESPONDENTS SAID THEY WERE "MOSTLY SATISFIED" ALTHOUGH DRAWDOWN AND AND RIFS AFFECTED MORALE AND PERFORMANCE
- MALE COMMENTS: MORE DISSATISFIED WITH EMPLOYMENT
HEAVIER WORKLOAD SINCE DRAWDOWN
SEE LACK OF RESPECT FROM MILITARY PERSONNEL
LACK OF COMMUNICATION FROM MANAGERS
- FEMALE COMMENTS: SUPERVISORS TREAT MEN AND WOMEN DIFFERENTLY
GLAD TO HAVE A JOB, BUT SEE LITTLE OPPORTUNITY FOR
ADVANCEMENT
ENJOY WHERE THEY WORK
FEEL THEY ARE NOT RECOGNIZED FOR THEIR WORK

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q1: F=326 M=249

Question 1: CONTINUED

QUOTES:

- MALE QUOTES: "IF WE SHARE INFORMATION, WE BECOME EXPENDABLE"
"LUCKY TO HAVE A JOB; DON'T MAKE WAVES"
"CIVILIANS SHOULD BE TAKEN CARE OF EVERY BIT AS GOOD AS SOLDIERS"
"MILITARY NCOS HAVE NO RESPECT FOR US"
"GREEN SUITERS GO OFF, GET ANOTHER JOB; CIVILIANS WILL BE OUT OF A JOB"
- FEMALE QUOTES: "NO ONE RESPECTS HOW YOU FEEL; MEN ALWAYS GET THE JOBS"
"SPECIAL FORCES HAS A PROBLEM WITH WOMEN, NO DOUBT ABOUT IT"
"FEEL AS IF I'M DOING SOMETHING FOR MY COUNTRY"
"MILITARY VERY DEMANDING AND ALWAYS PULLING RANK ON YOU"
"DOWNSIZING-NO PEACE OF MIND. PEOPLE HERE SAY YOU SHOULD BE HAPPY TO HAVE A JOB"

CIVILIAN FOCUS GROUP PROTOCOL

Question 2: Do merit promotion procedures at this installation operate so that all employees have an equal chance for advancement?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MOST DO NOT BELIEVE THE MERIT SYSTEM OPERATES FAIRLY.**
- **MALE COMMENTS:** FRUSTRATED BY LACK OF PROMOTION OPPORTUNITY
BELIEVE THERE IS A GOOD OLD BOY SYSTEM IS IN EFFECT
LEADERS PRESELECT INDIVIDUALS THEY WANT
THE RATING SYSTEM IS BIASED
SELECTIONS ARE NOT BASED ON MERIT
- **FEMALE COMMENTS:** SEE LITTLE UPWARD MOBILITY
BELIEVE PROMOTIONS ARE BASED ON WHO YOU KNOW
JOB NOTICES ARE NOT ALWAYS POSTED
SOME JOBS ARE NOT ADVERTISED; QUALIFIED INTERNAL
CANDIDATES ARE OVERLOOKED

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q2: F=340 M =264**

Question 2: CONTINUED

QUOTES:

- MALE QUOTES:
 - "SEE PEOPLE GET PROMOTED WITH LESS TIME/SKILLS OR CREDENTIALS. THAT REALLY LOOKS SUSPICIOUS"
 - "IT'S A JOKE, THERE IS A GOOD OLD BOY SYSTEM"
 - "THERE IS NO MERIT PROMOTION PROGRAM HERE"
 - "LEADERS HERE PRESELECT INDIVIDUALS FOR JOBS"

- FEMALE QUOTES:
 - "THERE ARE NO PROMOTIONS OR UPWARD MOBILITY HERE. DON'T THINK THE SUPERVISOR CARES ABOUT HIS PEOPLE"
 - "DOWNSIZING TOOK CARE OF THE MERIT PROMOTION PROCEDURE"
 - "JOB ANNOUNCEMENTS AREN'T DONE IN A TIMELY FASHION, IT DOESN'T MATTER WHETHER YOU APPLY OR NOT, THEY HAVE ALREADY DETERMINED WHO'S GETTING THE JOB"

Question 3: When you think about the training and developmental opportunities you have received in the Army, do you think you have gotten a fair deal?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **BOTH MALES AND FEMALES REPORT RECEIVING APPROXIMATELY SAME LEVEL OF TRAINING (33% WOMEN'S COMMENTS AND 35.6% OF MEN'S COMMENTS)**
- **MILITARY MEMBERS GET AVAILABLE TRAINING BEFORE CIVILIANS (5%)**
- **MALE COMMENTS:**
 - LACK OF FUNDING CITED MORE OFTEN THAN IN FEMALE RESPONSES (17.5% V 10%)**
 - WORKLOAD PREVENTS THEIR ATTENDING TRAINING (8.6%)**
- **FEMALE COMMENTS:**
 - TRAINING OPPORTUNITIES BASED ON FAVORITISM AND SUPERVISORY BIAS**

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q3: F=256 M=205**

Question 3: CONTINUED

QUOTES:

- MALE QUOTES:
 - "THEY HAVE MONEY TO SEND SOLDIER OF THE QUARTER TO HAWAII, BUT NOTHING FOR CIVILIANS"
 - "UNFAIR THAT EMPLOYEES ARE HELD ACCOUNTABLE FOR MISTAKES MADE ON THE JOB THAT ARE RESULT OF LACK OF TRAINING"
 - "CIVILIAN TRAINING DOLLARS HERE ARE SACRIFICED FOR MISSION"
- FEMALE QUOTES:
 - "MANAGEMENT SAVES TRAINING FOR THEMSELVES, NOT SHARING..."
 - "SEEMS LIKE THE SAME INDIVIDUALS GO TO TRAINING ALL THE TIME"

CIVILIAN FOCUS GROUP PROTOCOL

Question 4: Tell us about the positive and negative aspects of your organization?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **FEMALES GENERALLY MORE POSITIVE ABOUT THE ORGANIZATIONAL CLIMATE THAN MALES (38% V 23.7%)**
- **MALE RESPONSES:** **LOW MORALE BECAUSE OF LACK OF JOB SECURITY
SOME SUPERVISORS DO MAKE AN HONEST EFFORT
MANY SUPERVISORS LACK LEADERSHIP SKILLS**
- **FEMALE RESPONSES:** **CLIMATE OF DISRESPECT TOWARD WOMEN (12.%) OF
RESPONSES
SUPERVISORS SHOW FAVORITISM IN DEALINGS
STRAINED RELATIONS WITH MILITARY
MOSTLY A PLEASANT ENVIRONMENT**

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q4: F=243 M=202**

Question 4: CONTINUED

QUOTES:

- MALE QUOTES:
 - "CIVILIANS ARE SECOND CLASS CITIZENS--IGNORED"
 - "WE GET 10 HOURS OF WORK TO DO IN A DAY, BUT ONLY 8 HOURS TO DO IT IN"
 - "I GET A LOT OF INCONSIDERATION AND DISRESPECT"
 - "MOST MILITARY SUPERVISORS FEEL LIKE CIVILIANS ARE JUST IN THE WAY. THEY HATE US. IF THEY USED US THEY COULD SUCCEED"
- FEMALE QUOTES:
 - "HAVE TO REALLY BE TOUGH AND IT ADDS TO MY STRESS LEVEL"
 - "COWORKERS GENERALLY RESPECT EACH OTHER"
 - "BEEN IN THE ORGANIZATION 26 YEARS, ..NOT SEEN MORALE AS BAD AS IT IS NOW"

Question 5: In your organization, do managers maintain fair standards?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:**
MORE RESPONSES OF "NO" (23%) THAN "YES" (16%)
MILITARY SUPERVISORS IMPOSE A DOUBLE STANDARD
TOWARD CIVILIANS
PREFERENTIAL TREATMENT BY MANAGERS GENERALLY (5.2%
OF COMMENTS)
- **FEMALE COMMENTS:**
YES (23.7% OF COMMENTS). DO NOT MAINTAIN FAIR
STANDARDS (21.5% OF COMMENTS)
MANAGERS IMPOSE A DOUBLE STANDARD TOWARD WOMEN
(13.4% OF COMMENTS)
MILITARY SUPERVISORS DISRESPECT CIVILIANS (8.5% OF
COMMENTS)

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q5: F=223 M=153**

Question 5: CONTINUED

QUOTES:

- MALE QUOTES:
 - "BACKGROUND PEOPLE DON'T GET RECOGNITION FOR HARD WORK
 - "PRETTY FAIR OVERALL"
 - "I HAVE PREJUDICE AGAINST ME BECAUSE I AM A CIVILIAN"
 - "MOST MILITARY WANT TO TALK TO A GREEN SUITER, NOT A 'GOD DAMN CIVILIAN'"
- FEMALE QUOTES:
 - "MY BOSS DOES, BUT NOT MORE SENIOR LEADERS"
 - "I'D SAY SO IN MY SECTION, AS FAIR AS THEY CAN"
 - "THEY HOLD MEN IN HIGHER ESTEEM..WOMEN DON'T GET SAME TREATMENT"
 - "CHAIN OF COMMAND IS AFRAID TO DO SOMETHING BECAUSE THEY DON'T WANT ANYONE COMPLAINING"
 - "NO, MILITARY DON'T TREAT THE PEOPLE WHO WORK FOR THEM FAIRLY"
 - "THE SYSTEM HAS FAILED TO TRAIN MILITARY TO WORK WITH CIVILIANS"

CIVILIAN FOCUS GROUP PROTOCOL

Question 6: Does your supervisor make honest and reasonable efforts to stop any discrimination or harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MANY WOMEN BELIEVE THEY DO (55% OF COMMENTS)
- SOME MEN SAID THEY DO (42% OF COMMENTS)
- ALL BELIEVE SUPERVISORS DON'T WANT TO GET INVOLVED.
- MEN AND WOMEN BELIEVE SUPERVISOR IS INSENSITIVE TO ISSUES OF DISCRIMINATION/HARASSMENT
- MORE MEN SAID DISCRIMINATION WAS NOT A PROBLEM AT THEIR LOCATION.

CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q6: F=203 M=162

Question 6: CONTINUED

QUOTES:

- MALE QUOTES: "COULD NOT FIND A BETTER SUPERVISOR THAN MINE"
"LEADERS KNOW WHAT IT IS, BUT DON'T STOP IT UNLESS IT AFFECTS THEM"
"HE'S FAIR, HE DISCRIMINATES AGAINST EVERYBODY"
"ARMY IS BETTER THAN CIVILIAN WORLD, BUT HAVE A LONG WAY TO GO, HAS TO START AT THE TOP"
- FEMALE QUOTES: "MY SUPERVISOR IS OPEN AND DIRECT; WILL HANDLE THINGS AS THEY COME UP"
"MY SUPERVISOR IS NOT SENSITIVE TO ISSUES"
"MY SUPERVISOR'S ATTITUDE IS DON'T MAKE A BIG DEAL OF IT"
"MY SUPERVISOR SAID "YOU SHOULD BE HOME HAVING BABIES"

CIVILIAN FOCUS GROUP PROTOCOL

Question 7: Do you feel free to report any discrimination or harassment without fear of reprisal?

FINDINGS: MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** 46% OF COMMENTS WOULD REPORT WITHOUT FEAR OF REPRISAL

SOME WOULD NOT REPORT BECAUSE THEY WOULD HANDLE IT ON THEIR OWN OR BECAUSE THEY DON'T TRUST THE SYSTEM TO WORK
- **FEMALE COMMENTS:** ALMOST 50% OF COMMENTS INDICATED THEY WOULD REPORT WITHOUT FEAR OF REPRISAL A FEW WERE AFRAID BUT WOULD REPORT ANYWAY

SOME WOULD NOT REPORT BECAUSE NOTHING WOULD BE DONE

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q7: F=234 M=167**

Question 8: To whom would you report?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** MANY WOULD USE THE CHAIN OF COMMAND
FEW WOULD USE EEO CHANNELS
FEW WOULD NOT REPORT, BUT CONFRONT THE PERSON
AND HANDLE THEMSELVES
A SMALL NUMBER WOULD GO OUTSIDE THE ORGANIZATION
- **FEMALE COMMENTS:** CHAIN OF COMMAND
EEO CHANNELS
NOT REPORT-HANDLE THEMSELVES

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q8: F=224 M=139**

Question 10: In the last 12 months have you witnessed or experienced sexual harassment in the workplace?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

MALE COMMENTS: 123 "NO" COMMENTS; 27 "YES" COMMENTS; 26 "WITNESSED

**FEMALE COMMENTS: 290 "NO" COMMENTS; 81 "EXPERIENCED"; 17 "WITNESSED"
SOME WOMEN COMMENT ON WORKING IN AN OFFENSIVE
ENVIORNMENT**

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q10: F=390 M=219**

Question 10: CONTINUED

QUOTES:

- MALE QUOTES:
 - "PEOPLE WHO ARE OFFENDED NEED TO LET PEOPLE KNOW--NOT ALWAYS RUN TO EEO"
 - "MALES MAKE COMMENTS--FEMALES CALL IT SEXUAL HARASSMENT!"
 - "I HAD A CHARGE AGAINST ME, FORTUNATELY I HAD A WITNESS"
 - "NOW YOU SEE A LADY COME IN AND YOU'RE SUPPOSED TO CLEAR THE HALL"
 - "WOMEN NEED TO LEARN HOW TO DEAL WITH MALES BETTER"
 - "PEOPLE HAVE A FEAR OF SEXUAL HARASSMENT"
- FEMALE QUOTES:
 - "I HAVE NO NEED TO REPORT-STOP IT RIGHT THERE"
 - "I WOULDN'T PUT UP WITH IT NOW"
 - "THERE IS A HIGH TOLERANCE"
 - "GUYS SAY IT'S NOT SEXUAL HARASSMENT UNLESS THE GUY'S UGLY"
 - "THE MORE WOMEN IN THE OFFICE, THE LESS OF A PROBLEM"
 - "A MSG ALWAYS TOUCHING..ASKED TO STOP, WANTS TO KNOW WHY"
 - "I CONFRONT INDIVIDUALS AND IT STOPS"

CIVILIAN FOCUS GROUP PROTOCOL

Question 11: Have you had training in prevention of sexual harassment in the last 12 months?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

• **MALE COMMENTS: 77% REPORTED RECEIVING TRAINING**

**CONDUCTED BY: EEO OFFICE
SUPERVISORS
COMMANDERS (CHAIN TEACHING)**

• **FEMALE COMMENTS: 71% REPORTED RECEIVING TRAINING**

**CONDUCTED BY: EEO OFFICE
DIRECTORS (CHAIN TEACHING)**

**CIVILIAN FOCUS GROUP PROTOCOL
NUMBER OF COMMENTS FOR Q11: F=294 M=223**

Question 12: How effective was the training in helping you recognize sexually-harassing behavior?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS: 52% OF THE COMMENTS INDICATED THE TRAINING WAS EFFECTIVE**

SOME OF THE NEGATIVE COMMENTS INDICATED THAT THE CHAIN TEACHING TRAINING WAS NOT EFFECTIVE FOR CIVILIANS

- **FEMALE COMMENTS: 60% OF THE COMMENTS INDICATED THE TRAINING WAS EFFECTIVE**

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q12: F=151 M=125**

Question 12: CONTINUED

QUOTES:

- MALE QUOTES: "IT WOKE UP A FEW PEOPLE TO BEHAVIOR"
"EFFECTIVE..REINFORCES WHAT YOU ALREADY KNOW"
"IT'S LIKE THEY TEACH THE GUYS WHAT NOT TO DO AND THE FEMALES HOW TO COMPLAIN"
- FEMALE QUOTES: "VERY EFFECTIVE"
"HELPED ME PERSONALLY, BUT STILL BELIEVE THAT WOMEN ARE AT A COMPLETE DISADVANTAGE BECAUSE MEN COMPLETELY MISREAD OUR BEHAVIOR"
"BECAME AN EYE OPENER FOR US"
"IT WAS EFFECTIVE BUT OVER EMPHASIZED"

CIVILIAN FOCUS GROUP PROTOCOL

Question 13: How effective was the training in actually preventing/reducing behaviors that might be viewed as discrimination or harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **POSITIVE RESPONSES FROM BOTH MALES AND FEMALES (OVER 50% OF THE COMMENTS) COMMENTS ARE SIMILAR TO QUESTION 12**
- **SOME NEGATIVE COMMENTS THAT THERE IS TOO MUCH TRAINING AND OVERREACTION TO THIS ISSUE**
- **MORE OF THE COMMENTS FROM MALES SPEAK TO THEIR FEAR OF BEING ACCUSED**

**CIVILIAN FOCUS GROUP PROTOCOL
N OF COMMENTS FOR Q13: F=151 M=74**

Question 14: What are some practical solutions to the problems and issues you have raised?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **NEED STANDARD PUNISHMENT FOR OFFENSES**
- **PEOPLE TREAT SEXUAL HARASSMENT AS A JOKE**
- **STOP OVERREACTING; MOST PEOPLE KNOW THE DIFFERENCE BETWEEN RIGHT AND WRONG**
- **THE INVESTIGATIVE PROCEDURE IS NOT EFFECTIVE**
- **PUT A PRICE TAG ON WHAT SEXUAL HARASSMENT IS COSTING THE MILITARY IN ORDER TO GET PEOPLE'S ATTENTION.**
- **LEADERS NEED TO TAKE THE TIME TO PROPERLY HANDLE VIOLATORS**
- **MILITARY AND CIVILIAN NEED MORE EDUCATION ABOUT EACH OTHER**

CIVILIAN FOCUS GROUP PROTOCOL

Annex N
Civilian Manager Interviews

CIVILIAN MANAGER INTERVIEW PROTOCOL

Interviewer
Subject's Title, Series, Grade
Subject's Gender
Activity/Organization
No. of Employees Supervised
Civilian____ Military____
Date

**1. We will begin with your assessment of the climate on this installation. How would you rate the current "climate" for equal employment opportunity?
Probes: What are positive/negative aspects?**

2. Do you believe that management at this installation has visibly and adequately demonstrated its support of EEO principles? If yes, how? Examples?

3. How well do women and men get along in your organization? On the installation?

**4. Have you had any training in EEO or Affirmative Employment Planning?
What? When?**

5. How do you support EEO in your organization? Give examples.

6. Now I want to talk about sexual harassment in the Army. What steps have you taken to ensure that sexual harassment is not occurring in your organization?

7. In your judgment, what is the proper course of action once a supervisor becomes aware that inappropriate behavior is occurring in the organization?

8. Have you had training in the last 12 months in prevention of sexual harassment? What kind of training? Who conducted?

9. How effective was the training in making you aware of sexually-harassing behavior and your responsibilities as a supervisor to deal with this issue?

10. In your view, what needs to be done to reduce incidents of sexual harassment in the Army?

THANK YOU FOR TAKING THE TIME FOR THIS INTERVIEW

CIVILIAN MANAGER INTERVIEWS

SAMPLE INFORMATION:

- Number of Interviews: 20
- Number of Women: 8
- Number of Men: 12
- GRADE LEVELS:
 - GS 12 (4)
 - GS 13 (11)
 - GS 14 (3)
 - GS 15 (2)

Question 1: We will begin with your assessment of the climate on this installation. How would you rate the current "climate" for equal employment opportunity? Probes: what are positive/negative aspects?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

• MALE COMMENTS:

POSITIVES

GOOD CLIMATE/PROBLEMS INVESTIGATED AND DEALT WITH QUICKLY/OPPORTUNITY FOR ADVANCEMENT

NEGATIVES

DOWNSIZING HAS HURT/PEOPLE ARE OVERWHELMED

• FEMALE COMMENTS:

POSITIVES

OVERALL POSITIVE CLIMATE/COMMAND HAS DONE A GOOD JOB

NEGATIVES

DRAWDOWN IS A PROBLEM/MALE DOMINATED CULTURE/AT TIMES HAVE PROBLEMS WITH THE MILITARY

**CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q1: F=32 M=33**

**Question 2: Do you believe that management at this installation has visibly and adequately demonstrated its support of EEO principles?
How? Examples?**

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALES HAD FAR MORE POSITIVE COMMENTS THAN FEMALES**
- **MALE COMMENTS: CHAIN OF COMMAND IS SUPPORTIVE/VERY POSITIVE ABOUT TRAINING/FREQUENT TOWN MEETINGS/ISSUES INVESTIGATED AND DEALT WITH FAIRLY/MENTOR PROGRAMS ESTABLISHED/EDUCATION AND TRAINING PROVIDED**
- **FEMALE COMMENTS: COMMAND SHOWS CONCERN/OFFER PROGRAMS ON DIVERSITY/SPECIAL EMPHASIS PROGRAMS**

**CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q2: F=16 M=23**

Question 3: How well do women and men get along in your organization? On the installation:

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- 100% OF MALE COMMENTS WERE POSITIVE
- FEMALE COMMENTS: OVERALL WELL
SOME MALE/FEMALE CONFLICT CREATING
DIVISIVE CLIMATE
WOMEN CHIEFS TREATED DIFFERENTLY THAN MALE CHIEFS

**CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q3: F=16 M=19**

Question 4: Have you had any training in equal employment opportunity, affirmative employment planning, or prevention of sexual harassment (POSH)? What kind? Who conducted? Effectiveness of POSH training?

FINDINGS:

- **MALE COMMENTS:**
CONDUCTED BY:
EFFECTIVENESS
OF POSH TRAINING

81% HAVE BEEN TRAINED IN EEO AND IN PREVENTION OF SEXUAL HARASSMENT
CPO, EEO OFFICE, COMMANDER

SOMEWHAT/VERY/NO ANSWER

- **FEMALE COMMENTS:**
CONDUCTED BY:
EFFECTIVENESS
OF POSH TRAINING:

90% HAVE BEEN TRAINED IN PREVENTION OF SEXUAL HARASSMENT
EEO OFFICE, CONTRACTOR, COMMANDER

VERY/NO/NO ANSWER

FEW HAVE HAD EEO TRAINING

CIVILIAN MANAGER INTERVIEW

Question 5: How do you support EEO in your organization? Give examples.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:**
 - PERSONALLY PROVIDES TRAINING**
 - TREATS EMPLOYEES FAIRLY**
 - WILL NOT TOLERATE INAPPROPRIATE BEHAVIOR**
 - HAS OPEN DOOR POLICY**
 - ATTENDS PROGRAMS AND SUPPORTS EEO ACTIVITIES**

- **FEMALE COMMENTS:**
 - SMALL GROUP SESSIONS WITH EMPLOYEES TO DISCUSS**
 - TRIES TO TREAT ALL EQUALLY**
 - ATTENDS ETHNIC OBSERVANCES AND ENCOURAGES OTHERS TO ATTEND**
 - BASE SELECTIONS ON QUALIFICATIONS**
 - STRIVES TO ACHIEVE A DIVERSE WORK FORCE**

**CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q5: F=22 M=22**

Question 6: Now I want to talk about sexual harassment in the Army. What steps have you taken to ensure that sexual harassment is not occurring in your organization?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** DISCUSSES POLICY WITH EMPLOYEES
WILL NOT TOLERATE ANY FORM OF SEXUAL HARASSMENT
MODIFIED HIS OWN BEHAVIOR
INVESTIGATES ANY INCIDENT AND TAKES UP THE CHAIN
HANDLES PROBLEMS IMMEDIATELY
VISITS WORK SITE DAILY
- **FEMALE COMMENTS:** DISCUSSES POLICY AT DIVISION MEETINGS
DISTRIBUTES COPY OF POLICY STATEMENT TO EMPLOYEES
AND ENFORCES POLICY
HAS OPEN DOOR POLICY
ACTS AS A ROLE MODEL
MONITORS BEHAVIOR AND MAKES CORRECTIONS

CIVILIAN MANAGER INTERVIEW
N OF COMMENTS FOR Q6: F=19 M=25

Question 7: In your judgment, what is the proper course of action once a supervisor becomes aware that inappropriate behavior is occurring in the organization?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MALE COMMENTS:** GET FACTS FROM BOTH PARTIES
GET ASSISTANCE FROM THE EQUAL EMPLOYMENT OPPORTUNITY OFFICE
RESOLVE AT THE LOWEST LEVEL
TAKE DISCIPLINARY ACTION
- **FEMALE COMMENTS:** TALK WITH BOTH PARTIES
DEFINE BEHAVIOR EXPECTED
TAKE UP THE CHAIN OF COMMAND

CIVILIAN MANGER INTERVIEW

Question 10: In your view, what needs to be done to reduce incidents of sexual harassment in the Army?

FINDINGS:

- MALE COMMENTS:
 - "QUICK INVESTIGATION AND ACTION WHEN NECESSARY"
 - "GET THE MESSAGE TO LEADERS OF TROOPS--THEIR BEHAVIOR WILL NOT BE TOLERATED"
 - "LEADERS MUST SPEAK PUBLICLY...EXPRESS POSITION"
 - "IF MANAGERS OBSERVE ...MUST DO SOMETHING"
- FEMALE COMMENTS:
 - "TIE LEADER DEVELOPMENT TO PROMOTIONS"
 - "...DON'T SEE THE ARMY AS MACHO...SEE AS PROFESSIONALS, SO DON'T FIDDLE WITH MILITARY CULTURE..."
 - "PUT TRAINING IN ARMY INSTITUTIONS...IN-DEPTH... IN FIRST YEAR FOR MILITARY AND CIVILIAN"
 - "INCORPORATE PREVENTION IN OERS"
 - "...SHOW CONSEQUENCES/PUNISHMENT FOR S.H. VIOLATIONS; I.E. CAN GO TO LEAVENWORTH"
 - "MORE FEMALE LEADERSHIP"

CIVILIAN MANAGER INTERVIEW

Annex O
Equal Employment Opportunity Officer Interviews

EEO OFFICER INTERVIEW PROTOCOL

_____ Interviewer (Senior Panel Member)

_____ Date

1. Do you believe that top management supports the principles of equal employment opportunity and affirmative employment? Give examples.

2. Do you believe that lower level managers and supervisors support the principles of equal employment opportunity and affirmative employment? Give examples.

3. What is the relationship between military and civilian employees at this installation? Between men and women?

4. Are managers and supervisors equipped to supervise employees with diverse backgrounds? How were they prepared?

5. Do you provide training in equal employment opportunity for managers and supervisors? How often and what is the content?

6. Do you provide training in prevention of sexual harassment for the work force?

Probes: How often?

Percentage of work force trained?

Inclusion of military supervisors of civilians?

7. What additional steps do you take to assist the Commander in dealing with complaints of sexual harassment?

8. Does the chain of command take quick action to deal with sexual harassment complaints? Explain.

9. Is the corrective action taken by the command effective? Explain.

THANK YOU FOR YOUR PARTICIPATION

EEO OFFICER INTERVIEWS

SAMPLE INFORMATION:

NUMBER OF EEO OFFICERS INTERVIEWED: 34

Question 1: Do you believe that top management supports the principles of EEO and affirmative action? Give examples.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST RESPONDED "YES"

GOOD SUPPORT

VERY ATTUNED TO PROBLEMS

DEMONSTRATED COMMITMENT

APPLIES STANDARDS TO MILITARY AND CIVILIAN ALIKE

- VERY PROACTIVE AND AHEAD OF THE GAME

- VERY FEW RESPONDED "NO"

SEES LOTS OF "OLD ATTITUDES"

EEO OFFICER INTERVIEW PROTOCOL

Question 2: Do you believe that lower level managers and supervisors support the principles of equal employment opportunity and affirmative employment? Give examples.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MAJORITY RESPONDED "YES"

POSITIVE INTERACTION AND PARTICIPATION IN PROGRAMS

TRY TO RESOLVE ISSUES

THEY ASK FOR TRAINING/ESTABLISH MENTOR PROGRAMS

- FEW RESPONDED "NO"

NO COMMITMENT

FORGET PEOPLE AND FOCUS ON MISSION

NEED TO HAVE MORE TRAINING

EEO OFFICER INTERVIEW PROTOCOL

Question 3: What is the relationship between military and civilian employees at this installation? Between men and women?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **MANY BELIEVE MILITARY AND CIVILIANS WORK WELL TOGETHER (67%)**

SOME BELIEVE IT IS NOT GOOD

"..MILITARY TREAT CIVILIANS LIKE THEY ARE IN THE MILITARY"

"CIVILIANS ARE HELD TO A STRICTER STANDARD

"CIVILIANS MUST FIGHT TO BE ACCEPTED"

- **MOST BELIEVE MEN AND WOMEN WORK WELL TOGETHER (75%)**

EEO OFFICER INTERVIEW PROTOCOL

Question 4: Are managers and supervisors equipped to supervise employees with diverse backgrounds? How were they prepared?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- ONE HALF BELIEVE THEY ARE BECAUSE OF TRAINING, COMMAND EMPHASIS, AND THE DIVERSITY OF THE WORK FORCE
- THOSE WHO SAID "NO" ATTRIBUTED TO LACK OF RESOURCES TO CONDUCT TRAINING, AND MILITARY SUPERVISORS NOT TRAINED IN CIVILIAN PERSONNEL ISSUES.

Questions 5 and 6: Do you provide training in equal employment opportunity for managers and supervisors? Do you provide training in prevention of sexual harassment for the work force?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- TRAINING IN EQUAL EMPLOYMENT OPPORTUNITY (80%)
- TRAINING IN PREVENTION OF SEXUAL HARASSMENT (95%)
- 50% REPORTED THAT BETWEEN 80-100% OF THEIR WORK FORCE HAD BEEN TRAINED
- 20% REPORTED THAT BETWEEN 60 AND 70% OF THE WORK FORCE TRAINED

EEO OFFICER INTERVIEW PROTOCOL

Question 7: What additional steps do you take to assist the Commander with complaints of sexual harassment?

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- **KEEPS COMMANDER INFORMED ON A REGULAR BASIS**
- **IMMEDIATELY REPORTS COMPLAINTS TO COMMANDER**
- **ADVISES COMMANDER ON RECOMMEND ACTIONS**
- **TRIES TO RESOLVE AT LOWEST LEVEL**
- **TRAINS WHERE THE PROBLEMS ARE**

EEO OFFICER INTERVIEW PROTOCOL

Questions 8 and 9: Does the chain of command take quick action to deal with sexual harassment complaints? Is the corrective action taken by the command effective? Explain.

FINDINGS: THE MOST FREQUENTLY MENTIONED COMMENTS ARE:

- MOST RESPONDED "YES" TO BOTH QUESTIONS
- FEW SAID THERE WERE NO COMPLAINTS AT THEIR INSTALLATIONS
- ACTION TAKEN IS EFFECTIVE
- COMMANDER VERY PROACTIVE

EEO OFFICER INTERVIEW PROTOCOL

Questions 8 and 9: CONTINUED

QUOTES:

"ORGANIZATIONS ARE QUICK TO INVESTIGATE AND/OR CORRECT THE PROBLEM"

"COMMANDER EXPEDITES THE COMPLAINTS"

"NOT EFFECTIVE BECAUSE OUTCOME IS NOT WIDELY KNOWN

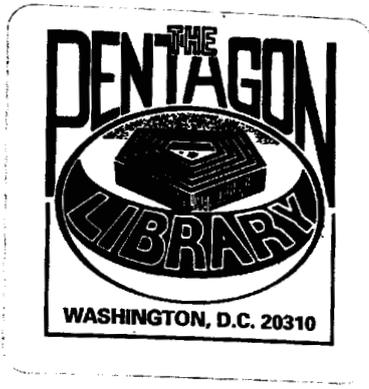
WORKFORCE ACTS ON WHAT THEY THINK TOOK PLACE..."

"OCCASIONALLY CORRECTION IS EFFECTIVE, OFTEN THEY PROTECT THE STATUS QUO"

"MOST SUPERVISORS DON'T UNDERSTAND THE HOSTILE ENVIRONMENT PART OF OF THE DEFINITION...YOU HEAR MEN WILL BE MEN"

"TOO OFTEN, VICTIM IS MOVED"

EEO OFFICER INTERVIEW PROTOCOL



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