

**1. PURPOSE.** The attached Climate Survey provides you with a tool for reviewing the climate of your unit. Unit “climate” factors such as leadership, cohesion, morale, and the human relations environment have a direct impact on the effectiveness of your unit.

**2. SCOPE.** Questions 1-19 are focused on the follower’s perceptions about their focal leader. The intent is to provide the focal leader with a collective assessment of their affect and relationships with their direct reports. Questions 20-33 are focused on the follower’s unit, its effectiveness and the relationships among peers. This assessment provides the focal leader with insight from peers, about peers and about the working relationships present in the working group. Questions 33-42 are assessments of the working climate and environment itself. This input assists the focal leader in producing and protecting a positive work climate free of offensive and degrading affects. Space is provided for comments on unit strengths and areas most needing improvement.

**3. USE.** The survey is designed as a self-contained, stand-alone tool for you as a focal leader. You will administer the survey, score or tally the results, and conduct your own analysis to assess your unit’s current climate. The survey results may provide indicators of strengths and issues in your unit. As a focal leader, you should use additional methods to assess the unit climate, such as observations, personal interviews, reports, and other unit data.

#### **4. ADDITIONAL INSTRUCTIONS.**

a. Administration Procedures. All basic steps are performed at the unit/small group level:

- (1) Make copies of the questionnaire which is attached. Staple the pages, if necessary.
- (2) Use a roster to ensure all members of the unit complete the survey.
- (3) Arrange for a time and place for followers to complete the 10- to 15-minute questionnaire, ensuring:
  - the individual’s privacy is protected so responses are anonymous, and
  - there should be no interruptions.
- (4) Explain to your followers why the survey is being conducted and how the results will be used.
- (5) Distribute a copy of the survey and a blank envelope

to each follower. Instruct the followers to complete the survey and place the completed survey in an envelope,  
 (6) Provide a drop box to facilitate further the anonymity of respondents.

(7) Score/tally the responses, using the worksheet on the following page.

(8) Analyze the data and summarize the findings.

(9) Report the findings to the unit.

(10) Report with findings and a specific leader action plan to YOUR focal leader.

**b. Scoring.** Use the scoring worksheet to score/tally the responses for the questionnaire.

(1) For each question, place a mark in the appropriate box on the worksheet that corresponds to the individual’s response. Repeat the process for all questions and for all completed questionnaires.

(2) Count the NUMBER OF RESPONSES for each of the response categories for a question and enter that counts in the appropriate response category column on the worksheet.

(3) Add the NUMBER OF RESPONSES for all response categories for the question. Enter this number--the TOTAL NUMBER OF RESPONSES for the question--in the column labeled “Total.”

(4) Divide the NUMBER OF RESPONSES for each response category by the TOTAL NUMBER OF RESPONSES, yielding a PERCENT figure for each response category. Enter the PERCENT figure in the appropriate column on the worksheet.

(5) For Question 35, which allow multiple responses, count the number of persons who answered the question, and use that number for the TOTAL NUMBER OF RESPONSES.

#### **c. Analysis.**

Use methods such as rank-ordering from highest to lowest to compare the percent figures for similar questions. Do this for both the “positive” (such as Always Agree/Strongly agree/Agree) and “negative” responses (such as Disagree/Strongly disagree/Always Disagree).

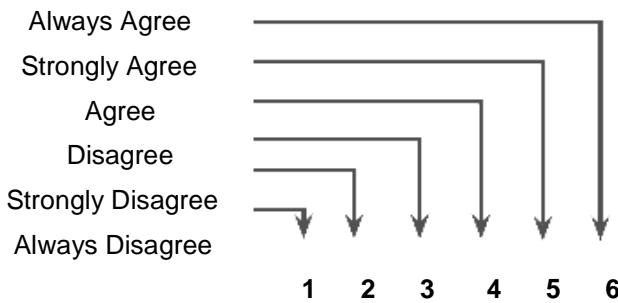
**INSTRUCTIONS**

YOUR OPEN, HONEST RESPONSES ARE NEEDED TO PROVIDE INFORMATION FOR DECISIONS AFFECTING YOUR UNIT OF ASSIGNMENT.

- The survey is anonymous.
- Only group statistics will be reported.
- Circle the number to indicate your response for each question.
- Put the completed survey in the envelope provided.
- Place the survey/envelope in the drop box or return it to the person who gave it to you.

THANK YOU FOR YOUR TIME, COOPERATION AND INPUT!

**Do you agree or disagree with the following statements about you and your unit?**



1. The focal leader of this unit cares about what happens to their followers.

1 2 3 4 5 6

2. Followers in this unit care about what happens to each other.

1 2 3 4 5 6

3. It is easy for followers in this unit to communicate with the focal leader about a problem.

1 2 3 4 5 6

4. It is easy for followers in this unit to meet with the focal leader about a problem.

1 2 3 4 5 6

5. Members in my work unit work well together as a team.

1 2 3 4 5 6

6. I receive the counseling and coaching needed to advance in my career.

1 2 3 4 5 6

7. I receive the training needed to perform my job well.

1 2 3 4 5 6

8. My Focal Leader sets clear goals and objectives

1 2 3 4 5 6

9. My focal leader effectively uses a systems of recognition, rewards and punishments.

1 2 3 4 5 6

10. My focal leader demonstrates job competency

1 2 3 4 5 6

11. My focal leader admits errors and mistakes

1 2 3 4 5 6

12. My focal leader seeks input from followers

1 2 3 4 5 6

13. My focal leader acts on follower input and feedback

1 2 3 4 5 6

14. My focal leader's behaviors and communications are congruent

1 2 3 4 5 6

15. My focal leader's behaviors are consistent with organizational mission, vision, and values

1 2 3 4 5 6

16. I consider my focal leader a role model

1 2 3 4 5 6

17. My focal leader leads from the front sharing hardship and success

1 2 3 4 5 6

18. My focal leader communicates frequently and corrects misperceptions by informing followers of organizational matters.

1 2 3 4 5 6

19. My focal leader role models leading up to their focal

leader.

1 2 3 4 5 6

20. Followers in my unit are able to reach their full potential.

1 2 3 4 5 6

21. Followers in my unit are continually learning.

1 2 3 4 5 6

22. Followers in my unit are effectively serving our citizens.

1 2 3 4 5 6

23. Followers in my unit are striving to achieve the organizational mission.

1 2 3 4 5 6

24. Followers in my unit change with ease and grace.

1 2 3 4 5 6

25. Followers in my unit resolve conflict among themselves.

1 2 3 4 5 6

26. Followers in my unit have confidence in their own abilities.

1 2 3 4 5 6

27. Followers in my unit have confidence in the abilities of their unit peers.

1 2 3 4 5 6

28. Followers in my unit have confidence in their weapons and equipment.

1 2 3 4 5 6

29. Followers have confidence in our focal leader's abilities.

1 2 3 4 5 6

30. Followers in my unit have confidence that our focal leader is properly using influence to achieve individual, group, and organizational goals. This influence is focused on better serving the public.

1 2 3 4 5 6

31. In the absence of orders or direction from the focal

leader, followers in my group have authority and direction to make decisions consistent with the focal leader's intent.

1 2 3 4 5 6

32. Followers in my unit positively deal with high levels of organizational stress and competition.

1 2 3 4 5 6

**The following questions involve the workplace relationship of dignity and respect in which you, your peers and your focal leader function each day.**

33. Are racist material(s) or behaviors displayed by members of this unit?

4. No
3. Yes, once in a while
2. Yes, frequently
1. Yes, very frequently

34. Are sexually offensive material(s) or behaviors displayed by members of this unit?

4. No
3. Yes, once in a while
2. Yes, frequently
1. Yes, very frequently

35. To what extent do the persons in your chain of command treat you with respect?

5. Highest respect
4. Great respect
3. Moderate respect
2. Slight respect
1. No respect

36. Describe how well prepared your group is to perform its mission/responsibilities?

5. Very well prepared
4. Well prepared
3. Moderately prepared
2. Not well prepared
1. Not at all prepared

37. How would you rate your current level of morale?

5. Very high
4. High
3. Moderate
2. Low

1. Very low

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

38. During the last 12 months, have YOU been sexually harassed by someone in this unit?

- 1. No
- 2. Yes, but it really didn't affect/bother me.
- 3. Yes, and it did affect/bother me.

**Equal Opportunity refers to the fair, just, and equitable treatment of all employees regardless of race, color, religion, gender (sex), or national origin.**

39. During the last 12 months, have YOU been subjected to discrimination in this unit?

CIRCLE ALL THAT APPLY.

- 1. No
- 2. Yes, racial
- 3. Yes, religious
- 4. Yes, gender (sex)
- 5. Yes, national origin

40. I am comfortable reporting an incident of sexual harassment or discrimination to my chain of command.

- 1. No
- 2. Yes

41. Are you male or female?

- 1. Male
- 2. Female

42. What is your racial/ethnic background?

- 1. Black
- 2. White
- 3. Other (Hispanic, Asian or Pacific Islander, Native American, Eskimo or Aleut)

**The following four inquiries relate to your recommendations for personal, unit, organizational and focal leader improvement. Your honesty and professionalism are valued as we work toward collective improvement and effective performance.**

List 3 things that your **focal leader** can improve on to increase your motivation, satisfaction and performance.

1.

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2.

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3.

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List 3 things that your **unit/group** can improve on to increase group outputs.

1. \_\_\_\_\_

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2. \_\_\_\_\_

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3. \_\_\_\_\_

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List 3 things that your **organization** can do to more effectively accomplish its mission and reach its vision.

1.

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2.

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3.

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**LEADERSHIP CLIMATE SURVEY SCORING WORKSHEET**

<b>QUESTION NUMBER</b>	<b>Always Agree</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Always Disagree</b>	<b>TOTAL</b>
Q1: Focal Leader care (FL)							
Q2: Followers care							
Q3: Followers communicate							
Q4: Easy to meet FL							
Q5: Work well together							
Q6: Counsel & Coaching							
Q7: Training Material							
Q8: Clear Goals & Objects.							
Q9: Recognition/Rewards							
Q10: FL Competency							
Q11: FL admits errors							
Q12: FL seeks input							
Q13: FL acts on input							
Q14: FL acts congruent							
Q15: FL acts on MVV							
Q16: FL is role model							
Q17: FL leads & shares							
Q18: FL informs followers							
Q19: FL leads up							
<b>FOLLOWERSHIP ROLES</b>							<b>TOTAL</b>
Q20: Follower reach potential							
Q21: Follower learn							
Q22: Follower effective serve							
Q23: Follower strive achieve							
Q24: Follower change							
Q25: Follower resolve conflict							
Q26: Follower confidence							
Q27: Follower peer confident							
Q28: Follower equip confident							
Q29: Follower confident FL							
Q30: Follower/FL service							
Q31: Follower dec. confident							
Q32: Stress & Competition							
<b>WORK RELATIONS</b>	<b>No</b>	<b>Yes, Inf.</b>	<b>Yes, Freq</b>	<b>Yes, Very</b>			<b>TOTAL</b>
Q33: Racist materials?							
Q34: Sexual Materials?							
<b>GROUP DYNAMICS</b>	<b>H respect</b>	<b>G respect</b>	<b>M respect</b>	<b>S respect</b>	<b>N respect</b>		<b>TOTAL</b>
Q35: COC treatment?							
<b>GROUP PREPARATION</b>	<b>VW prep</b>	<b>W prep</b>	<b>M prep</b>	<b>NW prep</b>	<b>No prep</b>		<b>TOTAL</b>
Q36: Prepared to perform?							
<b>MORALE</b>	<b>VH</b>	<b>High</b>	<b>Moderate</b>	<b>Low</b>	<b>Very Low</b>		<b>TOTAL</b>
Q37: Level of Morale							
<b>HARASSMENT / EEO</b>	<b>No</b>	<b>Yes, NAff</b>	<b>Yes, Aff</b>				
Q38: Been sexually harassed?							
Q39: Subject discrimination?							
Q40: Comfort reporting?							
<b>EEO Classification</b>	<b>Male</b>	<b>Female</b>	<b>Black</b>	<b>White</b>	<b>Other</b>		
Q41: Gender							
Q42: Ethnicity							

**Three things your Focal Leader can do to increase your Motivation, Satisfaction, and Performance**


**Three things your Unit / peers can do to increase group outputs**


**Three things your Organization can do to effectively accomplish its mission and reach its vision**


**Three things that you as a follower can do to partner with your peers, focal leader, and organization to achieve the org. vision**
