Overview
• Definitions and Directives
• Purpose and Requirements
• UCA Process
• Practical Exercise

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

DoD Directive (DoDD) 1356.2, Department of Defense Military Equal Opportunity (MEO) Program, 18 August 1995

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

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

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

Purpose and Requirements

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

AREAS ASSESSED:

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

- Must conduct UCAs on units with 50 or more personnel every two years or upon a unit commander’s request

- Unit CCs can delay the start of their UCA due to mission requirements

- Participation for military members and civilian employees is strictly voluntary

**Purpose and Requirements**

- Upon written request of the unit commander, NAF and bargaining unit AF civil service employees may participate in the UCA

- Contractor employees and host country nationals will not be included in the UCA

- Must use the AF approved survey and program

- The unit CC has option to suspend UCA if EO complaint is filed

**Purpose and Requirements**

**Types of Climate Assessments (UCA)**

1. **Type I UCA**: Primary assessment method - includes trend analysis, access code distribution, survey analysis, interviews, focus groups, and a final report

2. **Type II UCA**: Includes trend analysis, survey analysis, access code distribution, and a final report (completed within 30 duty days)

3. **Type III UCA**: Includes interviews only and a final report
Purpose and Requirements

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

UCA Process

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

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

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

**UCA Process**

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

**UCA Process**

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

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

UCA Process

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

UCA Process

Survey Administration and Analysis cont.:
- Unit commanders may, at their discretion, include up to 10 additional questions to the survey
- Survey typically runs two weeks, but can be extended at commander’s discretion
- Sample size - Survey responses must include a sufficient number of participants
- Review the “Assigned” value against the “Surveyed” value for each demographic to make sure you have proper representation
UCA Process

Survey Administration and Analysis cont:

- Upon survey termination date, the team will analyze survey results.
- It is the responsibility of the EO office to tabulate and analyze survey data prior to briefing the commander.
- Each question is analyzed based on demographic factors.
- Verbatim comments should be analyzed for trends/results.
- Written comments made by survey respondents will be provided to the commander as part of the survey analysis.

Analysis Example

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UCA Process

Post Survey Brief:

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

Interviews:

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

UCA Process

Interviews cont.:

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

UCA Process

Interviews cont.: Techniques

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

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

**UCA Process**

**Out-Brief**
The out-brief is required after all UCA information has been analyzed, evaluated and administratively processed
- Highlight relevant findings
- Present relevant positive and negative findings
- Provide rationale and support for conclusions
- Be prepared to conduct additional research
- Be straightforward and direct. Avoid condescending, defensive, or apologetic behavior
- Discuss recommendations and strategies for problem resolution
- Offer follow-up services to help resolve EO or managerial related problems

**UCA Process**

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

Final Report Content:

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

UCA Process

Final Report Content:

- Each paragraph must incorporate findings from analysis of unit trends, surveys, and interviews
- The primary topics are:
  - Cohesion and Pride
  - Motivation and Morale
  - Supervisory Support
  - Perceived Discrimination
  - Overt Discriminatory Behaviors
  - Command Military/Civilian EO Policies
  - Locally Developed Questions

UCA Process

Final Report Content:

- The final paragraph must include team recommendations, if appropriate
- The report should close with a statement expressing appreciation for the liaison representative’s support and unit member’s cooperation and participation in the UCA
  - Include a request for the unit commander to complete the UCA critique
  - Any other analysis gathered by the UCA team
**UCA Process**

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

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**Summary**

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

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**Practical Exercise**

- Exercise time