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?

Always Agree
Strongly Agree
Agree
Disagree
Strongly Disagree
Always Disagree

1 2 3 4 5 6

1. The focal leader of this unit cares about what happens to their followers.
2. Followers in this unit care about what happens to each other.
3. It is easy for followers in this unit to communicate with the focal leader about a problem.
4. It is easy for followers in this unit to meet with the focal leader about a problem.
5. Members in my work unit work well together as a team.
6. I receive the counseling and coaching needed to advance in my career.
7. I receive the training needed to perform my job well.
8. My Focal Leader sets clear goals and objectives
10. My focal leader demonstrates job competency
11. My focal leader admits errors and mistakes
12. My focal leader seeks input from followers
13. My focal leader acts on follower input and feedback
14. My focal leader's behaviors and communications are congruent
15. My focal leader's behaviors are consistent with organizational mission, vision, and values
16. I consider my focal leader a role model
17. My focal leader leads from the front sharing hardship and success
18. My focal leader communicates frequently and corrects misperceptions by informing followers of organizational matters.
19. My focal leader role models leading up to their focal
leader.

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

21. Followers in my unit are continually learning.

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

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

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

25. Followers in my unit resolve conflict among themselves.

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

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

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

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

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.

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.

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

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?

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

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

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

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

2.______________________________________________
   _______________________________________________
   _______________________________________________

3.______________________________________________
   _______________________________________________
   _______________________________________________

List 3 things that your unit/group can improve on to increase group outputs.
1.___________________________________________
   _______________________________________________
   _______________________________________________

2.___________________________________________
   _______________________________________________
   _______________________________________________

3.___________________________________________
   _______________________________________________
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List 3 things that your organization can do to more effectively accomplish its mission and reach its vision.
1._____________________________________________
   ______________________________________________
   ______________________________________________

2._____________________________________________
   ______________________________________________
   ______________________________________________

3._____________________________________________
   ______________________________________________
   ______________________________________________
List 3 things that you as a **follower** can do to partner with your peers, your focal leader and your organization to achieve the stated organizational vision.

1. 

______________________________________________

______________________________________________

______________________________________________

2. 

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3. 

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Any additional comments?

______________________________________________

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<th>Always Agree</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>Always Disagree</th>
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<td>Q5: Work well together</td>
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<td>Q8: Clear Goals &amp; Objects.</td>
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<td>Q29: Follower confident FL</td>
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<td>Q32: Stress &amp; Competition</td>
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<td><strong>MORALE</strong></td>
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<td>Q38: Been sexually harassed?</td>
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<td>Three things your Focal Leader can do to increase your Motivation, Satisfaction, and Performance</td>
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<td>Three things your Organization can do to effectively accomplish its mission and reach its vision</td>
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<td>Three things that you as a follower can do to partner with your peers, focal leader, and organization to achieve the org. vision</td>
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