# Background:

On (date) the Commanding Officer (unit) requested a Command Assessment & Consultation in order to evaluate the morale, mood, and concerns of the command as a whole – from Commanding Officer and senior officer and enlisted leadership to junior officers and leadership.

# Purpose:

Conduct a brief (single day) unit assessment to evaluate the morale, mood, and concerns of the (unit) personnel.

# Process:

Meeting/discussion with Command TRIAD at (unit). Conducting the Unit Assessment using the sample questions **enclosure (1)** as either a focus group or survey to junior and SNCO/PO level, Senior Enlisted and Junior Officers 01-03, to evaluate if there is need for further services/support.

|  |
| --- |
| **PARTICIPANTS BY RANK** |
|  | **O1-O3** | **E7-E8** | **E5-E6** | **E1-E4** | *TOTAL* |
| **USN** |  |  |  |  |  |
| **USMC** |  |  |  |  |  |
| *TOTAL* |  |  |  |  |  |

The (focus groups/surveys) were compiled by key themes and categorized into strengths and vulnerabilities and morale. The themes were furthered categorized into *the Combat and* Operational Stress Control *(*COSC) *“Four Sources of Stress Injury”* ***(Trauma, Loss, Inner Conflict, and Wear & Tear***) to highlight the main stress injury source of concern.

***Trauma***- due to traumatic life threatening events or other situations provoking terror, horror, or helplessness (being serious injured, seeing someone else die or nearly being killed in a disaster)

***Loss*-** grief due to the loss of close comrades, leaders, valued possessions, or other cared-for individuals

***Inner conflict*-** a beliefs injury due to conflict between moral/ethical beliefs, leaders failing to live up to core values, betrayal of trust, violating trust and current experiences such as taking action outside of the rules of engagement; where there is harm to an innocent life; not preventing harm to a buddy

***Wear & Tear***- due to fatigue and accumulation of prolonged stress, including from non-operational sources, without sufficient sleep, rest, and restoration

The information that was derived from the Unit Assessment Questions was categorized accordingly as noted below.

# General Comments:

* Everything noted and reported was taken directly from the Unit Assessment Questions
* Unable to discern specific level of rank for comments of some of the questions asked
* Some of the responses to questions were generalized and sometimes contradictory

There were no stressors indicated requiring an immediate interaction from leadership. In general, leadership was reported to be supportive, approachable and highly receptive to their Sailors/Marines. However, there were multiple, expected stressors consistently noted causing Wear & Tear and Inner Conflict that overtime could potentially result in negative outcomes.

|  |
| --- |
| **SOURCE OF INJURY** |
| **Trauma** | **Loss** | **Inner Conflict** | **Wear & Tear** |
|  |  | **Manpower****Access to Health & Wellness Resources Quality of Life, Morale** | **Training Manpower Resources Communication Time Management Quality of Life****Administration Concerns Access to Health & Wellness Resources Leadership****Morale** |

|  |  |
| --- | --- |
|  |  **DESCRIBE THE MORALE OF YOUR UNIT** |
| *RANK* | **01-03** | **E7-E8** | **E5-E6** | **E1-E4** | **TOTAL** | **TOTAL %** |
|  | **USN** | **USMC** | **USN** | **USMC** | **USN** | **USMC** | **USN** | **USMC** |
| *MORALE* | **LOW** | 3 |  |  | 1 | 1 | 2 | 8 | 2 | 17 | **30.4%** |
| **MEDIUM** |  | 2 | 3 |  | 7 | 2 | 5 | 7 | 26 | **46.4%** |
| **HIGH** |  | 1 | 1 | 1 | 3 | 3 | 3 | 1 | 13 | **23.2%** |
|  |  |  |  |  |  |  |  |  |  |  | **100%** |

|  |  |
| --- | --- |
|  |  **DESCRIBE THE MORALE OF YOUR UNIT (PERCENTAGE BY RANK)** |
| *RANK* | **01-03** | **E7-E8** | **E5-E6** | **E1-E4** |
| *MORALE* | **LOW** | **50%** | 17% | 17% | 39% |
| **MEDIUM** | 33% | **50%** | **50%** | **46%** |
| **HIGH** | 17% | 33% | 33% | 15% |
|  |  | **100%** | **100%** | **100%** | **100%** |

|  |
| --- |
| **Unit Assessment & Consultation – (Unit)** |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Wear & Tear** | **Training** | E1-E4 | * Majority of all ranks reported to be well trained and confident to perform their job competently
 | * **No significant vulnerabilities reported**
 |
| E5-E6 | * A few SVMs suggested unit follow

in downgrading requirement for ranges, as this results in nearly 6 continuous weeks of being away from family (2 behind wire, 2 in training a , 2 behind wire) |
| E7-E8 | * **No significant vulnerabilities reported**
 |
| O1-O3 | * Low percentage of officers expressed:
	+ Training to be very complex
	+ Taking a long time to thoroughly understand all aspects of the job with expectations to “Self- Educate” in order to fill watch billets
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Inner Conflict Wear & Tear** | **Manpower** | E1-E4 |  | * A moderate amount of Sailors/Marines believe:
	+ Manpower shortages prevent them from being able to take leave/schedule medical appointments, etc.
	+ Resistance from E5/E6 going to medical for concerns of being PRP down
	+ Preventative issues getting out of control due to fears of being PRP down
	+ Understaffed, lack manpower and do not get adequate time off
 |
| E5-E6 |  | * Universal Concern:
	+ Getting individuals initially certified, then back up after going down takes too long, creates major manpower and administrative issues
	+ Under-representation of mid-level leadership
	+ Feel overworked, lack manpower and feel they do not have enough down time or time to decompress
 |
| E7-E8 |  | * Universal Concern:
	+ The amount of time PRP certification takes
	+ Marines and Sailors arriving to this duty station unable to become PRP certified
	+ Challenges to grant leave due to limited personnel
	+ Concerns with their Sailors/Marines being hesitant to seek help due to impact on watch schedule
 |
| O1-O3 |  | * Universal Concern:

o The amount of time PRP certification takes |
|  |  |  |  | * Marines and sailors arriving to this duty station unable to become PRP certified
* Concerns with their Sailors/Marines being hesitant to seek help in a timely manner to minimize crisis
* Some reports of manpower issues being problematic when in high OPTEMPO
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Wear & Tear** | **Resources** | E1-E4 |  | * Majority of all ranks expressed having old equipment and lack of office space, computers, printers, and chairs making it difficult to perform job duties correctly
 |
| E5-E6 |
| E7-E8 |
| O1-O3 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Wear & Tear** | **Communication** | E1-E4 | * A moderate percentage of all ranks reported good communication between peers
 | * General concerns with communication from leadership
 |
| E5-E6 |
| E7-E8 | * General effective communication with leadership
 | * **No significant vulnerabilities reported**
 |
| O1-O3 | * A moderate percentage of all ranks reported good communication between peers
 | * Inconsistent concerns with information dissemination and communication
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Wear & Tear** | **Time Management** | E1-E4 | * Most reported having adequate time for breaks
 | * **No significant vulnerabilities reported**
 |
| E5-E6 |  | * Most reported added posts make it difficult to find enough time for breaks ( Lunch/PT)
 |
| E7-E8 | * All reported having adequate time for breaks
 | * Many expressed issues of last minute meetings/meetings running late
 |
|  |  | O1-O3 |  | * **No significant vulnerabilities reported**
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Wear & Tear Inner Conflict** | **Quality of Life*** Personal
* Watch Standing
 | E1-E4 |  | * Universal concern of insufficient time to get sleep
* Majority reported leave is often approved late, sometimes day of travel
* Perception that there are more NJPs here than previous command (“Rave Drugs”-LSD, Ecstasy, etc.)
 |
| E5-E6 | * There was some discussion of moving Navy to a 2-week behind the wire
 | * Some report lack of sleep due to no A/C in barracks
 |
| E7-E8 |  | * **No significant vulnerabilities reported**
 |
| O1-O3 |  | * Living location is not conducive to team building
* Concerns that sailors are in tower too long (6 hours), could be especially dangerous when sailor is under stress at home
* Majority expressed high OPTEMPO work environment causes stress for overall unit
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Wear & Tear** | **Administration Concerns** | E1-E4 |  | * Sailors/Marines report paperwork is often lost, getting paperwork routed is inconsistent
 |
| E5-E6 |  | * **No significant vulnerabilities reported**
 |
| E7-E8 |  | * Majority reported having issues with last minute meetings/taskers/requirements taking up too much time
* Several expressed civilian screeners may be too strict in interpretation of PRP policy, resulting in unnecessary difficulty certifying/PRP up/PRP down
 |
|  |  | O1-O3 |  | * This group identified that the leave approval matrix may have too many steps
* Inconsistent practices with retention of decertified service members
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Wear & Tear Inner Conflict** | **Access to Health & Wellness Resources** | E1-E4 |  | * Sailors/Marines discouraged from seeking help by peers/immediate supervisors due to PRP implications
 |
| E5-E6 |  | * Sailors/Marines discouraged from seeking help (physical and psychological) by peers/immediate supervisors due to PRP implications
 |
| E7-E8 |  | * These leaders identified concerns about the amount of time it takes to be seen, diagnosed, and separated if necessary. Additionally, they believe that some Marines/Sailors are over-diagnosed and encouraged to separate. They recommend having more exposure to the command by the behavioral health providers not embedded in the (unit)
* Concerns with lack of resiliency training/expectation management upon reporting to (unit)
 |
| O1-O3 |  | * **No significant vulnerabilities reported**
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Wear & Tear** | **Leadership** | E1-E4 | * Supportive, led by example and they get the job done
 | * Many believe leadership is only recognizing the negatives and the willingness to listen needs improvement
* Some concerns with trust and support
 |
| E5-E6 | * Majority agree that with the changes from new leadership, they feel much more supported and has brought on positive change
 | * **No significant vulnerabilities reported**
 |
|  |  | E7-E8 | * Most report leadership to be active listeners
 | * **No significant vulnerabilities reported**
 |
|  |  | O1-O3 | * Expressed leadership to be empathetic, honest, trustworthy, reliable, and willing to listen
 | * Some leaders do not feel they are being adequately involved
* Perception of limited support by senior leadership
* Over stressed leadership with managing junior personnel
* Concerns with leadership to led ratio is too high
 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Source of Injury** | **Key Themes** | **Rank** | **Strengths** | **Vulnerabilities** |
| **Inner Conflict Wear & Tear** | **Morale** | E1-E4 |  | * Half reported extremely low unit morale, lack of motivation and are uninspired to go to work
* Many feel there is a “Suck it up” attitude and a general disregard for personal well being
 |
| E5-E6 | * Majority felt respected by sister service role and many friendships between services
 | * General consensus of low unit morale due to nature of the mission, OPTEMPO, manning issues and lack of time off
 |
| E7-E8 | * Majority reported having good/high unit & personal morale
 | * **No significant vulnerabilities reported**
 |
| O1-O3 | * Few expressed having high personal morale
 | * Half reported to have low unit morale with discipline and battle rhythm as triggers
* Some expressed having low personal morale experiencing burnout and ready to transfer
 |

Recommendations are provided using the COSC “*Core Leader Functions*” of ***Strengthen, Mitigate, Identify, Treat and Re-integrate*** as a guide.

|  |
| --- |
| **RECOMMENDATIONS** |
| **Strengthen:** | * Positive, supportive, encouraging leadership that is firm, confident, fair
* Openly praising accomplishments to recognize effort that induces self-confidence and augments sense of pride and importance in the mission
* Allocate time towards required training
* Create team building activities to build unit morale and look for opportunities to build trust
* Full disclosure on arduous nature of assignment
 |
| **Mitigate:** | * Implement Resilience (Optimism, flexible thinking, positive coping, values, Control and Acceptance) and Operational Stress Control (OSC) training at INDOC
* Promote the use of Mental Toughness techniques (Diaphragmatic breathing, Progressive muscle relaxation, Mindfulness) to enhance performance focus and capitalize on the benefits of stress
* Recommend the Internal behavioral health counselor conduct regular outreach and engagement with leadership and at the deck plate with Sailors/Marines
* Evaluate PRP certification process at command
* Evaluate screening process for duty assignment to [unit] (pre-PCS)
* Investigate opportunities to consolidate redundant meetings
* Education on sleep hygiene and evaluate opportunities for better sleep for watch sections
 |
| **Identify:** | * De-stigmatize using health and wellness services when needed
 |
| **Treat:** | * Promote utilizing healthcare services when needed
 |
| **Reintegrate:** | * Ensure fair and consistent practices with decertified personnel
 |

# Final Remarks:

Stress is good, stress is needed for consistent performance. Discussions should be about cultivating the mindset to embrace stress that can provide the support and energy need to do this important job.

You will not get rid of the stress associated with this important and critical “job.” So, get better at understanding stress, embracing stress, and using it for an advantage.

This requires:

Positive supportive leadership, effective communication, and forthright expectation management at all levels of leadership. Address toughness from a physical, mental, social, spiritual perspective. All four of those domains are pertinent. This also requires the inculcation of mindfulness techniques as a daily practice. Equally important is the evaluation and removal of unnecessary stressors. Lastly, heed the significance of sleep (command and individual responsibility), both the value when a service member gets adequate sleep, and the negative impact when they do not.

#  enclosure (1)

# Unit Assessment Sample Questions:

1. Do you feel well trained and can do your job competently and confidently? (To assess work competence and confidence)
2. Are you getting enough sleep to function in your job? Do you feel restored to return to work? (To assess rest and restoration are being met)
3. What activities do you do at home to take care of yourself? (To assess self-care at home)
4. What activities do you do at work to take care of yourself? (To assess self-care at work)
5. Do you feel you are getting enough breaks for example for meals, PT, to make a head call? (To assess restoration at work)
6. Describe any environmental stressors, such as noise, smells from chemical, weather, computer supplies etc. (To assess external stressors)
7. Describe the morale of your unit. (To assess unit morale)
8. Describe your personal morale in the workspace. (To assess personal morale)
9. Describe the communication with your peers, with other disciplines, those you commonly come in contact with. (To assess directorate and cross departmental communication)
10. Describe the great things about your job; what are the strengths? (To identify the positives in the workplace)
11. Describe your leadership; communication; are they supportive; do you receive recognition for your accomplishments, say thank you; are they approachable; do they provide opportunities for advancement, do they encourage and listen to ideas, etc. (To assess perception of leadership)
12. Describe your leadership's strengths. (To assess staff perception of what leadership is doing well)
13. What would you say are the negative effects of your job? (To assess potential weaknesses at the workplace) **Note:** This one may not be necessary
14. Other questions from the unit/command leaders. Make these questions a normal part of the meeting. (Do not say, "Your leaders asked me to ask this..." or "this is what your leaders want to know" as this shifts the dynamics).