

EOCAS SURVEY ADMINISTRATION AND INTERPRETATION

I. ADMINISTRATIVE PROCEDURES

1. Survey Cycle Requirements

a. IAW USAREUR Consideration of Others (CO2) Program, company/detachment commanders will administer an EOCAS within 90 days of the company/ detachment change of command. Brigade commanders should report the date the last survey was conducted, and next survey is scheduled, on the quarterly (or yearly) training brief (QTB/YTB). We recommend that the survey be administered as closely as possible to the actual change of command (from 30 days prior to the change of command to 60 days after the change of command). The battalion commander and the new company commander should use the results of this survey, along with the results of the initial command inspection, to establish major performance objectives during the initial face-to-face OER counseling session.

b. Company/detachment-level surveys may be also be conducted when—

- (1) The company/detachment commander requests it.
- (2) A senior commander directs a subordinate company to administer a survey.

c. Commanders above company-level may also administer this survey when—

- (1) The commander requests it.
- (2) A senior commander directs a subordinate commander to administer a survey.

e. Within one year (recommended at the command mid-point 6-8 months depending on command tour length) the company/detachment commander will conduct a follow-on survey. Multitudes of survey documents are available for this follow-on requirement. Commanders should compare the results of their follow-on survey with their initial survey to determine areas where adjustments are required.

2. Survey Administration

a. Sample size

(1) Company -size surveys. The survey sample size is critical to an accurate survey. The more soldiers surveyed, the more accurate the survey results. The best results are achieved when all members of a unit or staff are surveyed; units are urged to meet this goal. When surveying all soldiers is not practical (personnel on leave, hospitalized, TDY, etc.), a certain number (sample size) of soldiers must nevertheless take part in the survey for results to be accurate. This sample size varies depending on the size of the total unit population to be sampled. Appendix A prescribes minimum sample sizes for units with up to 250 personnel. Again, units should be encouraged to survey everyone to achieve the best results.

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(2) The minimum survey size for battalion and higher level surveys, along with procedures for drawing samples, may be obtained from ORSA, SSD, HQ USAREUR (DSN 370-7087/8640) or by email to analysis@hq.hqusareur.army.mil

b. Distribution of EOCAS question booklet and answer sheets (DA Form 3421)

(1) The EOCAS question booklet is reusable. EOAs should maintain a stock of the EOCAS question booklet on hand. Respondents should be directed not to mark in the EOCAS booklets. For copies of EOCAS booklets, go through your EO chain.

(2) There are two standard DA mark sense answer sheet forms. The **incorrect** form is the DA 3421-1; do not use it. The **correct** form is DA Form 3421; make sure you are using it. EOAs have these forms on hand. Order new forms through your unit publications clerk. Do not xerox copies of the answer sheet, as the copies will not work.

c. Administering the survey

(1) Preparation actions prior to actual administration of the survey, which the unit should complete not earlier than (NET) 15 days before, survey administration. A unit leader (Commander, 1SG) should tell the soldiers why it is important to take this survey. The leader should explain that the survey would take about 30 minutes and that it is important to answer all of the questions as honestly as possible. The leader should mention the sorts of questions that are in the survey. Lastly, the unit should have a feedback plan. The leader should also explain how the unit would discuss and use the survey results to the soldiers.

(2) Units should administer the survey in an open unit area; such as the training room or day room. This area should have desks or tables on which the soldiers can write and chairs. This area should be quiet and clean.

(3) The unit prints an alpha roster of available personnel that the survey administrator uses to track who has taken the survey. No one can be forced to complete the survey. However, the unit needs to know who took the survey and who did not take the survey. If an insufficient number of personnel take the survey and you need more respondents, then you know whom you can ask to take the survey. The unit should attempt to have all personnel take the survey for best results.

(4) The administrator should be someone other than the unit commander, first sergeant, or other leader in the chain of command. Ideally, an EOA should administer the survey. The administrator should explain to the soldiers that they should not talk to each other while taking the survey and be quiet so as to not disturb others. The selected administrator gives each soldier a pencil, answer sheet, and EOCAS booklet. The administrator should give the soldier a short explanation about the survey and the types of questions that are found in it. The administrator should encourage all soldiers to completely fill out the survey. When finished, the soldier returns the pencil, answer sheet, and EOCAS booklet to the administrator before leaving the room. The administrator should have an inbox or envelope into which respondents can place their completed answer sheets. Check to ensure the bubbles are filled in completely with a number two pencil. A

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member of the unit chain of command should be quickly available but not actually in the room when the survey is administered to handle any disruptions which may occur.

d. When all personnel in the unit who can take the survey have taken the survey, then the administrator turns all completed survey sheets and booklets in to the EOA for the unit.

e. The EOA will –

(1) Attach a transmittal memorandum (appendix B) with the information listed below and submit the forms to:

HQUSAREUR/7th Army
 Unit #29351
 ATTN: AEAE0 (SFC Dixon)
 APO AE 09014

(2) A sample form is attached at Appendix B which the EOA can fill in using a pen and include in submission of survey answer sheets. Include the following information:

(a) The full unit designations with parent battalion, brigade, division, and corps chain-of-command, as well as type of unit, i.e. combat arms, combat support, combat service support. For example, A Co, 2/2 Infantry, 3rd Brigade, 1st Infantry Division, V Corps; HHC, 293rd Base Support Battalion, 26th Area Support Group; or 5th Maintenance Company, 72nd Maintenance Battalion, 29th Support Group, 21st TAACOM should look as follows within the body of the memorandum before submission :

CORPS DIV BDE BN CO TYPE UNIT # OF SURVEYS ORG MAILING ADDRESS/POC

V	1ID	3	2/2	A	CA	63	Cdr, V Corps	ATTN: AREA EOA Unit #2345 CMR # 234 APO AE 09121 EOA: SFC PARR DSN 432-7893
ASG	N/A	26	293	HHC	CSS	189	Cdr, HHC, 293 BSB, 26 ASG ATTN: AREA EOA Unit #3210 CMR# 567 APO AE 09131 EOA: SFC JOHNS DSN 373-8745	

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<u>CORPS</u>	<u>DIV</u>	<u>BDE</u>	<u>BN</u>	<u>CO</u>	<u>TYPE UNIT</u>	<u># OF SURVEYS</u>	<u>ORG MAILING ADDRESS/POC</u>
SUP	SEP	29	72	5	CSS	42	Cdr, 21 st TAACOM ATTN: AREA EOA Unit # 4231 CMR 443 APO AE 090451 POC: SFC AGGEMAL DSN 432-0989

NOTE: Ensure all information is accurate BEFORE forwarding documents!

(b) Unit telephone number.

(c) EOA name, telephone number and organization.

(d) Number of answer sheets (data records) in submission.

(e) Special Instructions if “Unit ID” field (Column L) on the front part of answer sheet was utilized.

(3) Assist the commander in interpreting survey results and developing courses of action to address areas of concern.

f. EOCAS surveys not submitted by an EOA will be returned unprocessed to sender.

II. INTERPRETING SURVEY RESULTS (EOA)

1. When analyzing survey results, one should remember that this information represents soldiers’ perceptions about various unit characteristics. It is important to understand that for most people, reality is their perception of the situation (right, wrong, or somewhere in the middle). Consider a leader trying to sort out a problem between two individuals. When the leader tries to learn what actually occurred, the leader usually finds that there are at least two different versions (realities) of the situation. If the leader checks with other witnesses of the incident, they may find more than two views. Appendix C is for commander’s use in interpreting results.

2. How does a leader most effectively and productively use this information of soldier perceptions? You should view this in two ways.

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a. First, do different groups see the unit differently? That is, do males see the unit differently than females or do whites see the unit differently than minority groups? In other words, do white males perceive everything is fine while minority males perceive things as bad? You (your subordinates or EOL or soldiers) can use this information in focus groups to start a conversation on the topic. You begin, “The survey says

Two important things happen when you use this approach. Your soldiers see you using the results of their survey input. Secondly, you most likely will get valuable feedback about why the soldiers have responded to the survey questions in different ways.

b. Second, do the perceptions line up with the reality about the unit? Reality about the unit can be either based on actual records (e.g. per capita Article 15, promotion, and awards rates, etc.) or on the commander’s or the unit leaders’ perceptions/gut feelings about the unit. When comparing perception data with reality (either defined by records or by the chain of command), the following table provides four possible outcomes. In assessing the state of equal opportunity in the unit, the commander should be aware of where his/her organization fits in relation to the following matrix, question by question. If any misperception exists, then take appropriate actions as required.

		REALITY (hard data* or Cdr.’s perception/gut feel)	
		GOOD/FAIR	BAD/UNFAIR
SOLDIER PERCEPTION	GOOD/FAIR	1. Reality and Perception are consistent . 2. Situation is okay	1. Reality and Perception are inconsistent . 2. Situation is not okay . Disconnect -- soldiers perceive good/fairness, but in reality, situation is bad.
	BAD/UNFAIR	1. Reality and Perception are inconsistent . 2. Situation is okay . Disconnect -- soldiers perceive bad/unfairness, but in reality, situation is good.	1. Reality and Perception are consistent . 2. Situation in not okay .

* *Hard Data*: An example of hard data that the commander can compare to the perception data (the survey results) is the actual number of article 15s given to majority/minority soldiers. Hard data does not exist in some situations and the commander must make a comparison with his/her own perception/gut feeling.