



WEASEL NOTAM – 35FW-18-01  
DEOCS Planning Cycle  
13 Jul 20



**PURPOSE:** Define the 35th Fighter Wing's (FW) process for executing the annual Defense Equal Opportunity Climate Survey (DEOCS) and explain the Wing's 5-step process for utilizing the survey results to address Quality of Life and organizational climate challenges at Misawa AB (MAB).

**COMMANDER'S INTENT:** Fostering a positive organizational climate is fundamental to creating a healthy and successful organization – and is directly related to a unit's ability to be mission ready and effective in combat. The annual DEOCS survey provides a trusted means of providing the 35 FW Chain of Command at all levels a better understanding of where organizational climate concerns exist, and also allows 35 FW Airmen to provide leadership with anonymous but actionable comments. Once interpreted, these survey results allow the development of actionable objectives to address concerns and reinforce team strengths. When executed properly, this process will lead to more effective 35 FW teams, assist in the development of exceptional leaders, and ultimately increase the lethality of the Wild Weasels while cultivating a more positive living and working climate.

**BACKGROUND:** In accordance with USAF DEOCS Implementing Instructions dated 21 Oct 15, DEOCS assessments are required to be completed NLT 120 days after the assumption of command and are mandatory every year after initial completion. Summer change of command cycle allows the Wing to align efforts across the groups to maximize lessons learned and share improvements amongst the various Wing teams.

**IMPLEMENTATION:** The annual DEOCS assessment process will occur in a reiterative five-phase cycle in which the 5<sup>th</sup> phase (EXECUTE) will overlap with the first three phases (PREPARE/CONDUCT/INTERPRET) each year allowing concurrent policy and program implementation as data is gathered and analyzed. The implementation of this process does not and should not preclude commanders and supervisors from solving unit organizational challenges as they present themselves; it is designed to provide a wing structure to support and formalize commander initiatives.

Phase 1 – PREPARE (September) Wing Equal Opportunity (EO) office reaches out to Group/Squadrons to establish DEOCS survey timelines and unit POCs. Commanders will coordinate with 35 FW/EO to develop engaging and critical questions for the upcoming survey based on execution of previous year's action plan. Wing EO will also perform outreach to 35 FW Airmen to advertise and promote participation in the upcoming year's survey.

Phase 2 – Conduct (October) 35 FW/EO Office leads execution of DEOCS survey working directly with the Wing's Squadrons to ensure all Airmen have the proper access to the survey and help troubleshoot any issues. The goal during this phase is to ensure that all 35 FW Airmen have the opportunity to be heard.

Phase 3 – INTERPRET (December-January) Defense Equal Opportunity Management Institute (DEOMI) gathers, tabulates, and formats survey results which are returned to the 35 FW/EO Office in mid-December. The results are specifically organized to provide commanders a gauge

of the incidence of perceived discrimination and sexual harassment in the workplace over the preceding 12 months, assess equal opportunity and organizational effectiveness climate factors, and finally characterize the organization's sexual assault prevention and response climate. Commanders analyze these results, compared with analysis of the previous year's action plan execution to implement Phase 4.

Phase 4 – DEVELOP (February-March) Commanders use results from Phase 3 to develop Squadron, Group, and Wing-level action plans to address issues that were raised in the DEOCS. Plans will be written and published to promote transparency; anonymity from DEOCS comments will be protected and individual identities will not be included in plans. Action plans will focus on unit level actions to address climate concerns. Commanders are required to share their action plans with unit members via briefings in Commander's Calls or similar venues to ensure Airmen at all levels are familiar with the unit's plan and goals.

Phase 5 – EXECUTE (April-April concurrent) This phase is focused on action plan execution and continual process improvement. During this time, plans will be set into motion and Commanders will monitor their plans for opportunities to improve. Informal feedback on the fixes will be solicited from Airmen at all levels in order to verify intended changes in climate and QoL are being achieved.

**POC:** Contact the 35 FW Executive Officer at DSN 226-3501 or via email at 35fw.cce@us.af.mil for specific questions about this NOTAM. Questions concerning the DEOCS can be directed to the 35 FW/EO Office at DSN 226-3669.

JESSE J. FRIEDEL, Colonel, USAF  
Commander, 35th Fighter Wing