



# The Command Stress Assessment

## A New Tool for Leaders

**LCDR Bonnie Chavez**  
OPNAV N135 Behavioral Health

**Geoff Patrissi**  
NPRST

21 JUNE 2012

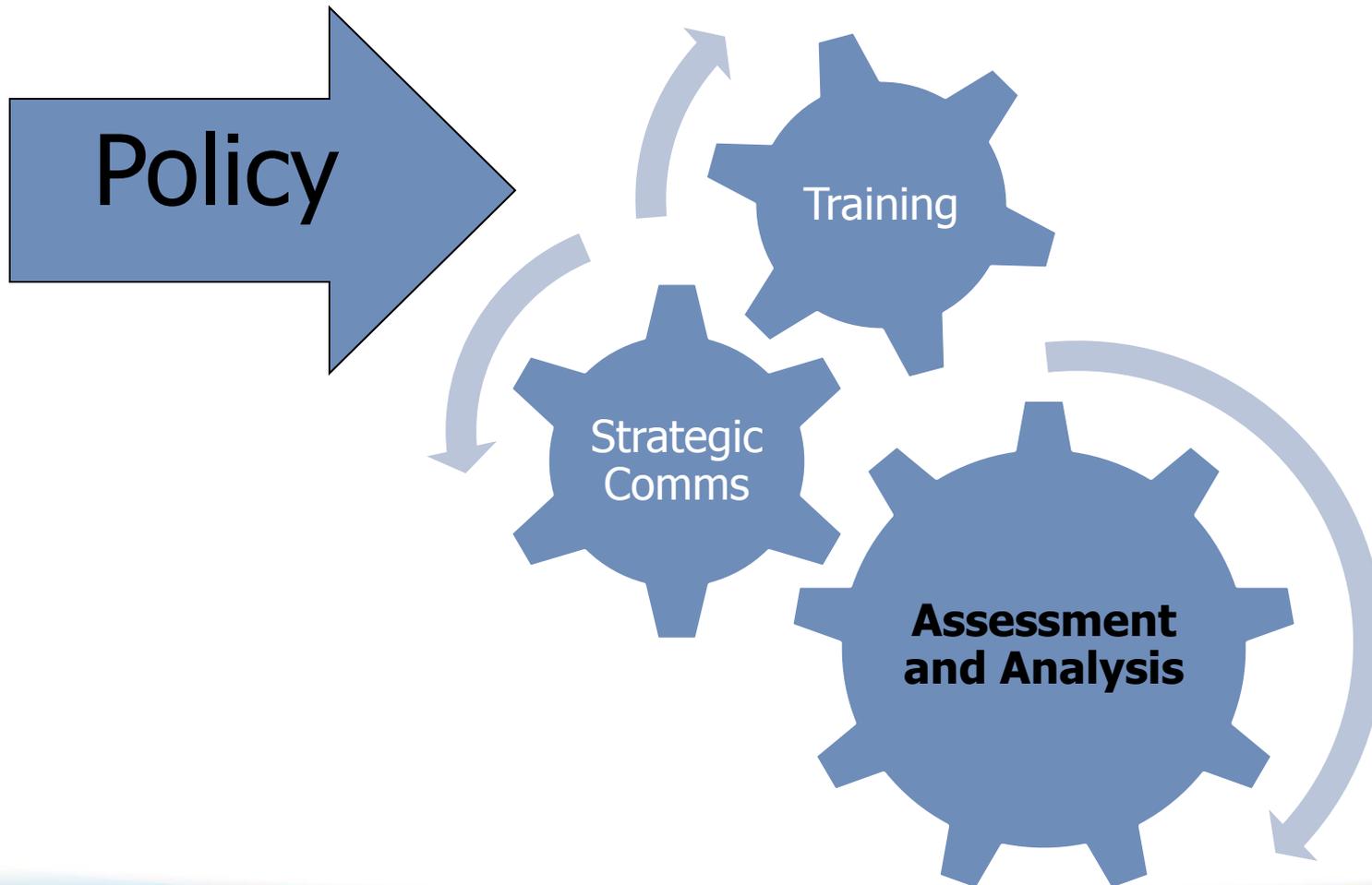
# Learning Objectives

- Participants will gain an understanding of the Command Level Stress Assessment and how to conduct and interpret at their commands.
- Participants will learn steps they can take to address stress issues within their command.



***Note: The opinions expressed are those of the presenter. They are not official and do not represent the views of the Navy Department. Special thanks to Dr. Paul Rosenfeld, Dr. David Alderton, Ms. Leanne Braddock, Dr. Stephan Truhon and Mr. Mark Dallaire.***

# Operational Stress Control Program Functions



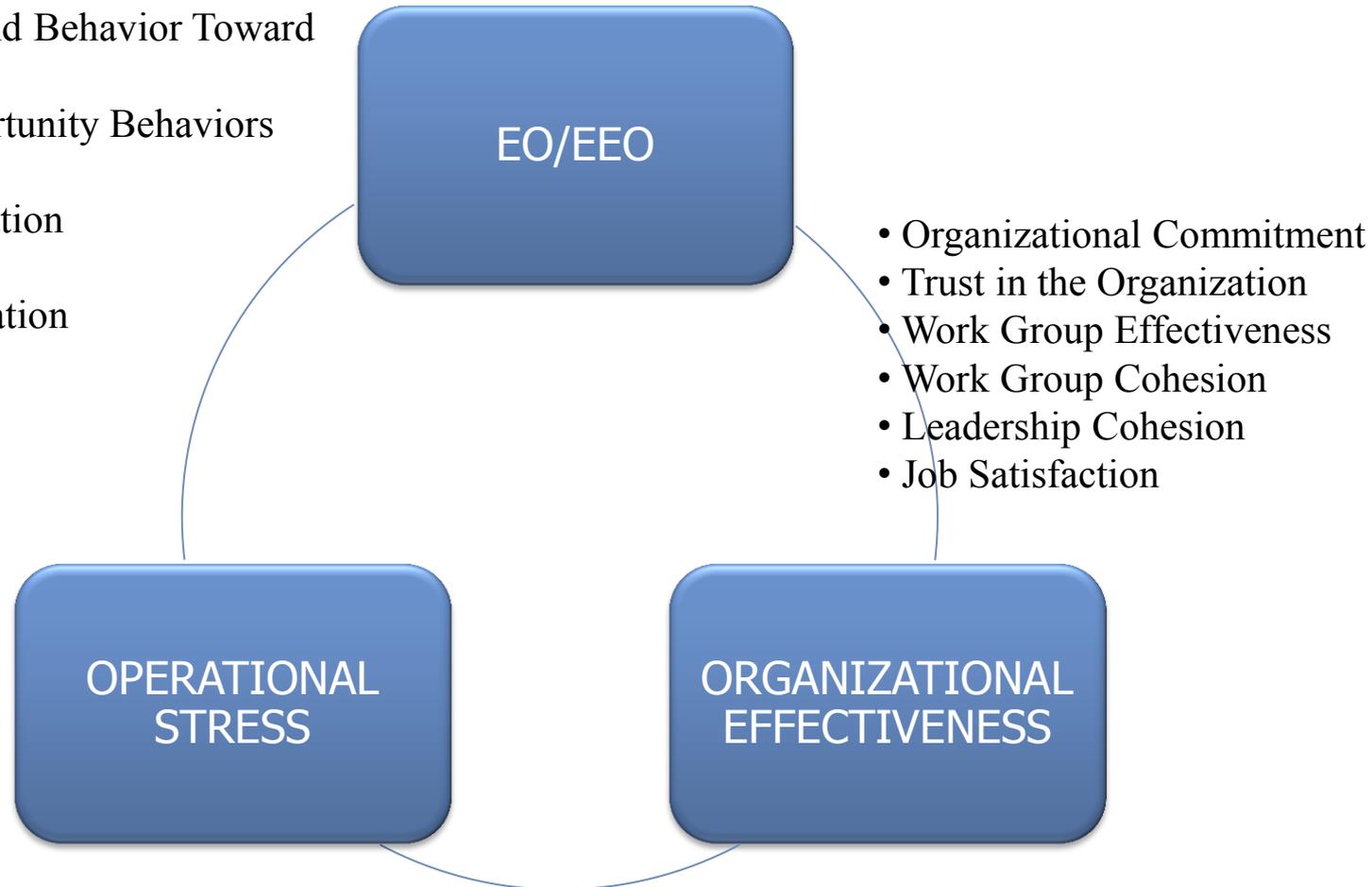
# Workforce/Operational Stress Assessments

- Stress Focus Groups
  - 2008-2011
- Behavioral Health Quick Poll
  - 2009, 2010, 2011 complete; 2012 planned for June
- Lightning Poll
  - Recruiter study complete; 2013 study planned
- Communication Strategies Focus Groups (2010)
- OSC Awareness Training Survey
  - Over 50K collected and analyzed
- Organizational Resilience measures
  - Survey tested on Navy ships (In progress)
- Sleep and Stress survey
  - Two surface ships studied (In progress)
- Navy-wide Leadership Survey
  - Stress questions included
- Navy OSC Leader Training
  - Over 6K pre- and post-training questionnaires
- ***Command Stress Assessment***

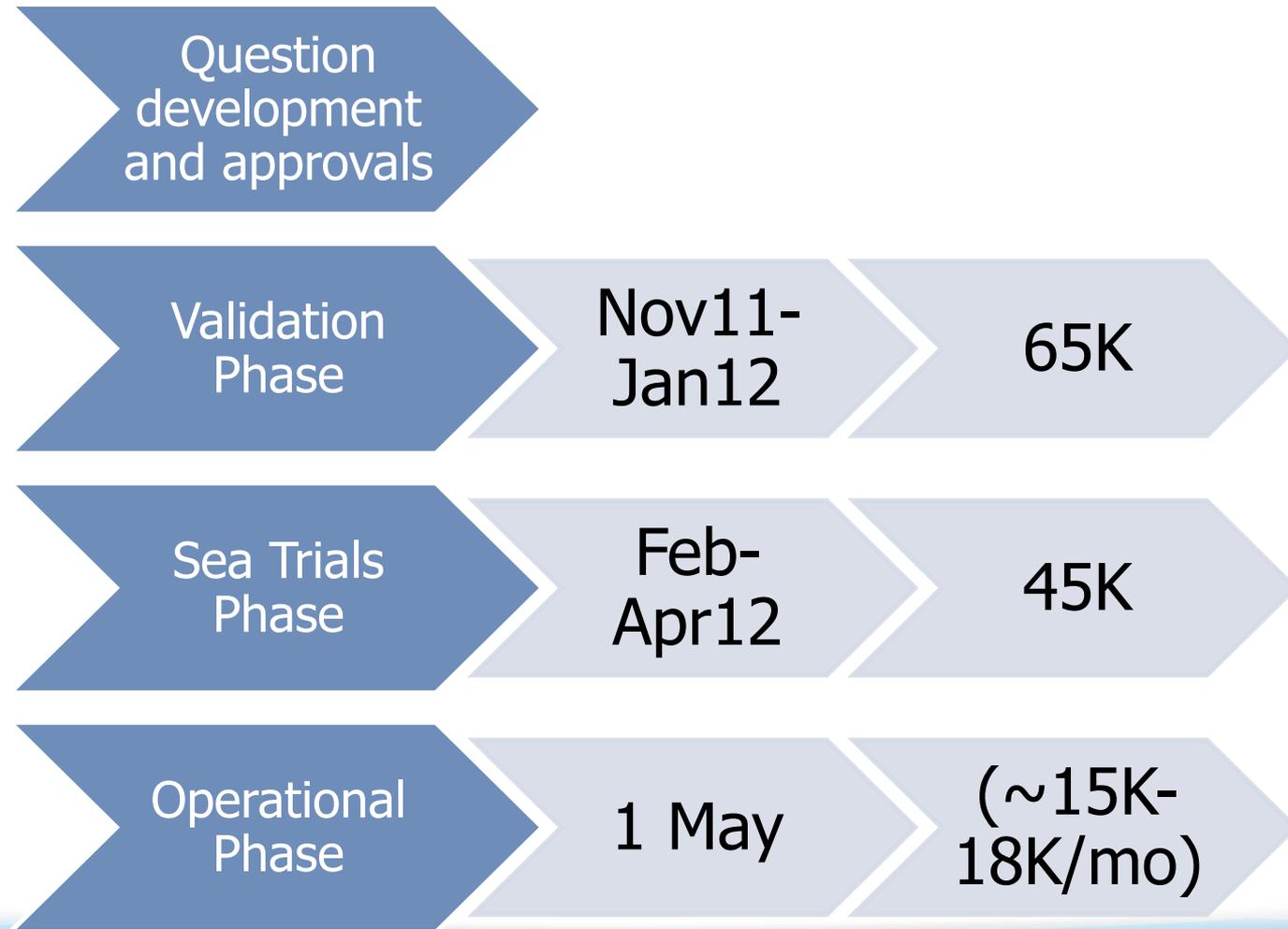
# DEOCS

## Defense Equal Opportunity Climate Survey

- Sexual Harassment and Sex Discrimination
- Differential Command Behavior Toward Minorities
- Positive Equal Opportunity Behaviors
- Racist Behaviors
- Religious Discrimination
- Age Discrimination
- Disability Discrimination

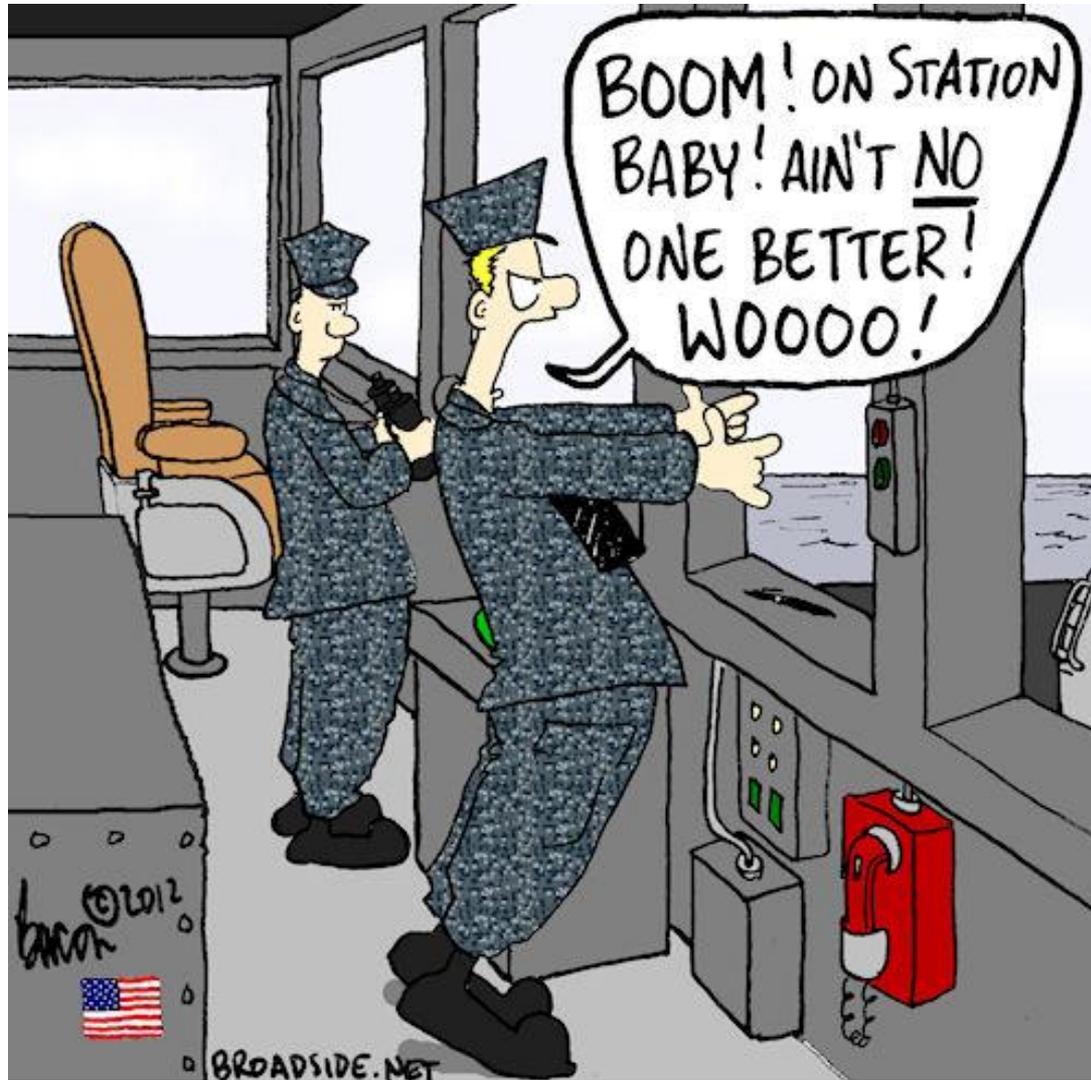


# Command Stress Assessment



# What does this mean for Navy leaders?

- CO's will be able to
  - Assess command stress level every time DEOCS done
  - Identify groups of Sailors who are the most stressed
  - Identify causes of stress and take specific actions to mitigate
  - Compare own unit/platforms with similar units/platforms and with the Navy as a whole



**To Bob, it was enthusiasm.  
To everyone else it was downright annoying.**



# DEOMI

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE

## Organizational Climate Survey (DEOCS)

### REQUEST FORM

*(All areas must be completed to process your request)*

#### SERVICE INFORMATION (NOTE: Select the correct "Branch of Service" prior to selecting "Service Component")

BRANCH OF SERVICE ():

SERVICE COMPONENT:

#### CHAIN OF COMMAND INFORMATION

NAVY UNIT:

Is your unit currently deployed?  Yes  No

What type of ship/activity are you currently assigned?  
(Choose the option that BEST applies)

- Aircraft carrier
- Amphibious craft (i.e., LCAC, etc.)
- Amphibious ship (i.e., LSD, LST, LHD, LHA, etc.)
- Aviation squadron/detachment (sea deployed)
- Aviation squadron/detachment (shore deployed)
- Cruiser
- Destroyer types (includes frigates)
- Minecraft
- Reserve unit
- Service force ship (i.e., USNS, auxiliaries, medical, etc.)
- Shore based deployable unit (i.e., Seabees, EOD, etc.)
- Shore or staff command
- Special warfare unit
- Submarine
- Tender/repair ship
- Training command
- IA/GSA
- Other \_\_\_\_\_



# Operational Stress Control

1. What is your current billet type?

- Shore Duty, CONUS
- Shore Duty, OCONUS
- Sea Duty , CONUS
- Sea Duty OCONUS
- Other

2. What is your current community?

- Surface
- Submarine
- Aviation
- Medical
- Expeditionary
- Special Warfare
- Other



# Operational Stress Control

3. In the PAST 30 DAYS, how often have you felt unable to control important things in your life?

- Very often
- Fairly often
- Sometimes
- Almost never
- Never

4. In the PAST 30 DAYS, how often have you felt difficulties were piling up so high that you could not overcome them?

- Very often
- Fairly often
- Sometimes
- Almost never
- Never

Questions 3-6 are  
Factors in the Cohen  
Perceived Stress Scale

5. In the PAST 30 DAYS, how often have you felt confident about your ability to handle your personal problems?

- Very often
- Fairly often
- Sometimes
- Almost never
- Never





# Operational Stress Control

6. In the PAST 30 DAYS, how often have you felt things were going your way?

- Very often
- Fairly often
- Sometimes
- Almost never
- Never

7. How familiar are you with the Stress Continuum Model (Green, Yellow, Orange, Red stress zones)?

- Feel confident I understand it and could teach the concepts to someone else
- Understand and can apply the basic concepts
- Understand the basic concepts
- Slightly familiar (heard of or seen it before today)
- Not at all

Questions 7-9 pertain to the Stress Continuum

8. During the PAST 30 DAYS, which stress zone most accurately describes your command?

- Green
- Yellow
- Orange
- Red
- Do not know

**STRESS CONTINUUM MODEL**



|              | READY   | REACTING   | INJURED  | ILL   |
|--------------|---|--|--|---|
| Command/Unit | <ul style="list-style-type: none"><li>• High morale</li><li>• Strong cohesion</li><li>• Good order and discipline</li><li>• Deglamorization of alcohol and tobacco</li><li>• Attention to detail</li><li>• Clear sense of mission</li></ul> | <ul style="list-style-type: none"><li>• Falling morale</li><li>• Split groups</li><li>• Deferred maintenance</li><li>• Minor discipline problems</li><li>• Increased alcohol incidents</li><li>• Decreased attention to detail</li></ul> | <ul style="list-style-type: none"><li>• Low morale</li><li>• Divided camps</li><li>• Equipment out of service</li><li>• Significant discipline issues</li><li>• Significant alcohol incidents</li><li>• Multiple drug incidents</li><li>• Vigilante missions</li></ul> | <ul style="list-style-type: none"><li>• Not mission capable</li></ul> |





# Operational Stress Control

9. During the PAST 30 days, which stress zone most accurately describes yourself?

- Green
- Yellow
- Orange
- Red
- Do not know

| READY (Green)  | REACTING (Yellow)   | INJURED (Orange)  | ILL (Red)   |
|--|---|---|---|
| <ul style="list-style-type: none"><li>Good to go</li><li>Well trained</li><li>Prepared</li><li>Fit and focused</li><li>Cohesive units &amp; ready families</li></ul> | <ul style="list-style-type: none"><li>Distress or impairment</li><li>Mild and temporary</li><li>Anxious, irritable, or sad</li><li>Physical or behavioral changes</li></ul> | <ul style="list-style-type: none"><li>More severe or persistent distress or impairment</li><li>Anxious, irritable, or sad</li><li>May leave lasting memories, reactions, and expectations</li></ul> | <ul style="list-style-type: none"><li>Stress injuries that don't heal without help</li><li>Symptoms persist, get worse, or initially get better and then return worse</li></ul> |
| Unit Leader Responsibility   | Individual, Shipmate, Family Responsibility   | Individual, Shipmate, Family Responsibility   | Organizational Responsibility   |

10. During the PAST 12 MONTHS, (or since you reported to current command) how much stress did you experience from each of the following?

### Response Options

- 1: A lot
- 2: Some
- 3: A little
- 4: None at all

- 10.1. Unpredictability of operations or job duties
- 10.2. Communication within my organization
- 10.3. Competing tasking from the chain of command
- 10.4. Increase in my work load
- 10.5. Working long hours pre- or post-deployment
- 10.6. Conflicts between my military duties and family responsibilities

Question 10:  
Potential sources of stress

1

1  2  3  4

1  2  3  4

1  2  3  4

1  2  3  4

1  2  3  4





# Operational Stress Control

11. My shipmates will see me as weak if I seek help for stress problems.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

Questions 11-12  
pertain to  
attitudes or stigma

12. Military attitudes create barriers to seeking help for stress problems.

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree

13. Thinking about stressful situation(s) that you experienced at work in the past 12 months, (or since reporting to your current command) please indicate how much you agree or disagree with the following statements:

Answer Options

- 1: Strongly Agree
- 2: Agree
- 3: Neither agree nor disagree
- 4: Disagree
- 5: Strongly disagree
- 6: Not Applicable, did not experience stress in the past 12 months

Question 13  
looks at some of the  
positive effects of stress

- 13.1 I feel pride from my accomplishments
- 13.2. I am more confident in my abilities to deal with stressful situations in the future





# Operational Stress Control

**14. On average, how many hours did you sleep per night in the last 30 days?**

- 3 hours or less
- 4 hours
- 5 hours
- 6 hours
- 7 hours
- 8 hours
- 9 hours
- 10 or more hours

Question 14  
asks about  
sleep



# Operational Stress Control

15. What three things could your command do to reduce your stress levels?

Characters left: 1000

Question 15 asks respondents what commands could do to reduce stress

submit

# Cohen Perceived Stress Scale (PSS)

3. In the PAST 30 DAYS, how often have you felt unable to control important things in your life?
4. In the PAST 30 DAYS, how often have you felt difficulties were piling up so high that you could not overcome them?
5. In the PAST 30 DAYS, how often have you felt confident about your ability to handle your personal problems?
6. In the PAST 30 DAYS, how often have you felt things were going your way?

Items reported in terms of a numeric scale. The higher the number, the higher the perceived stress.

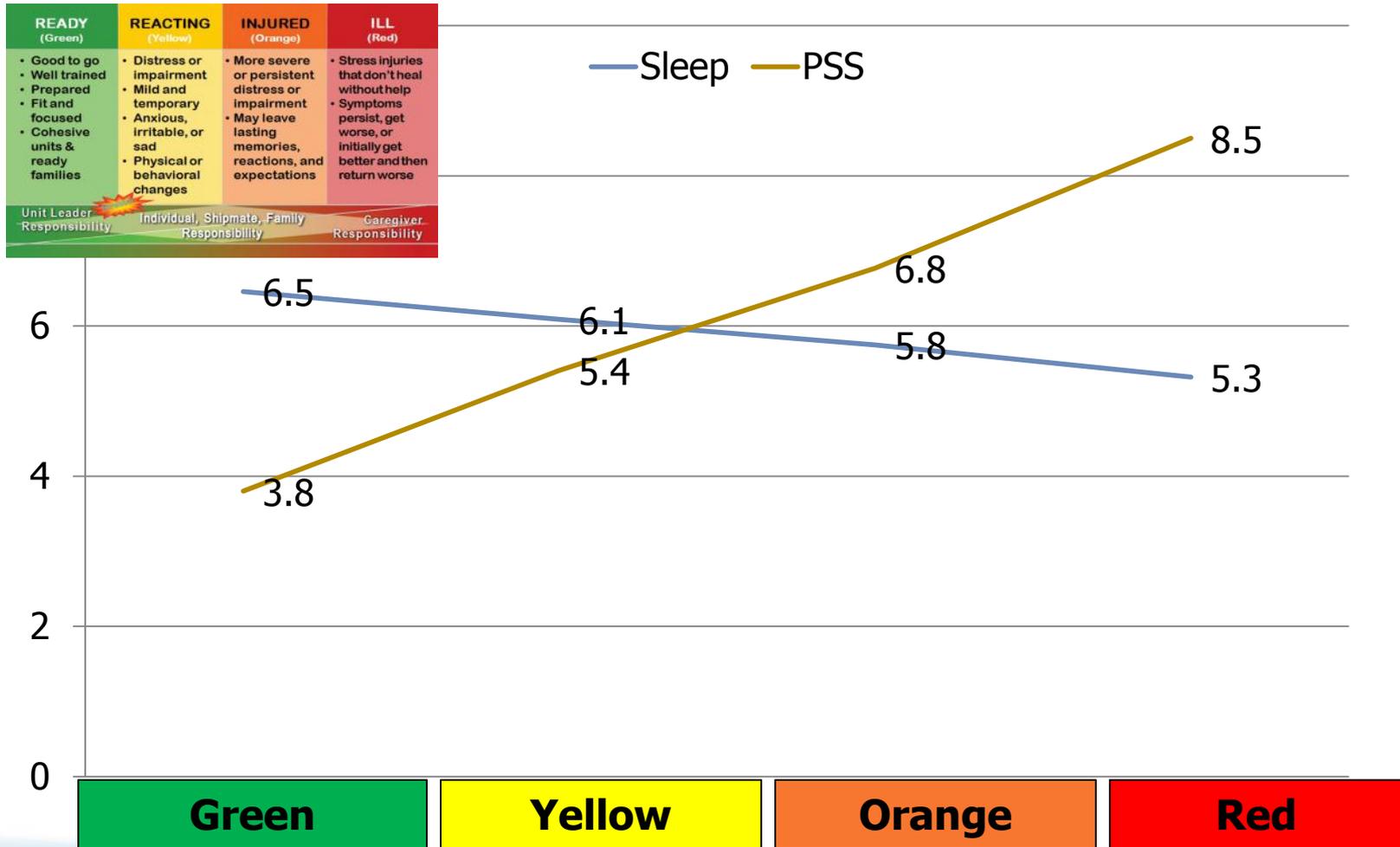
*PSS widely used for 40+ years  
Has proven **predictive** value*

*High reliability, validity  
Used to measure Sailor stress level*

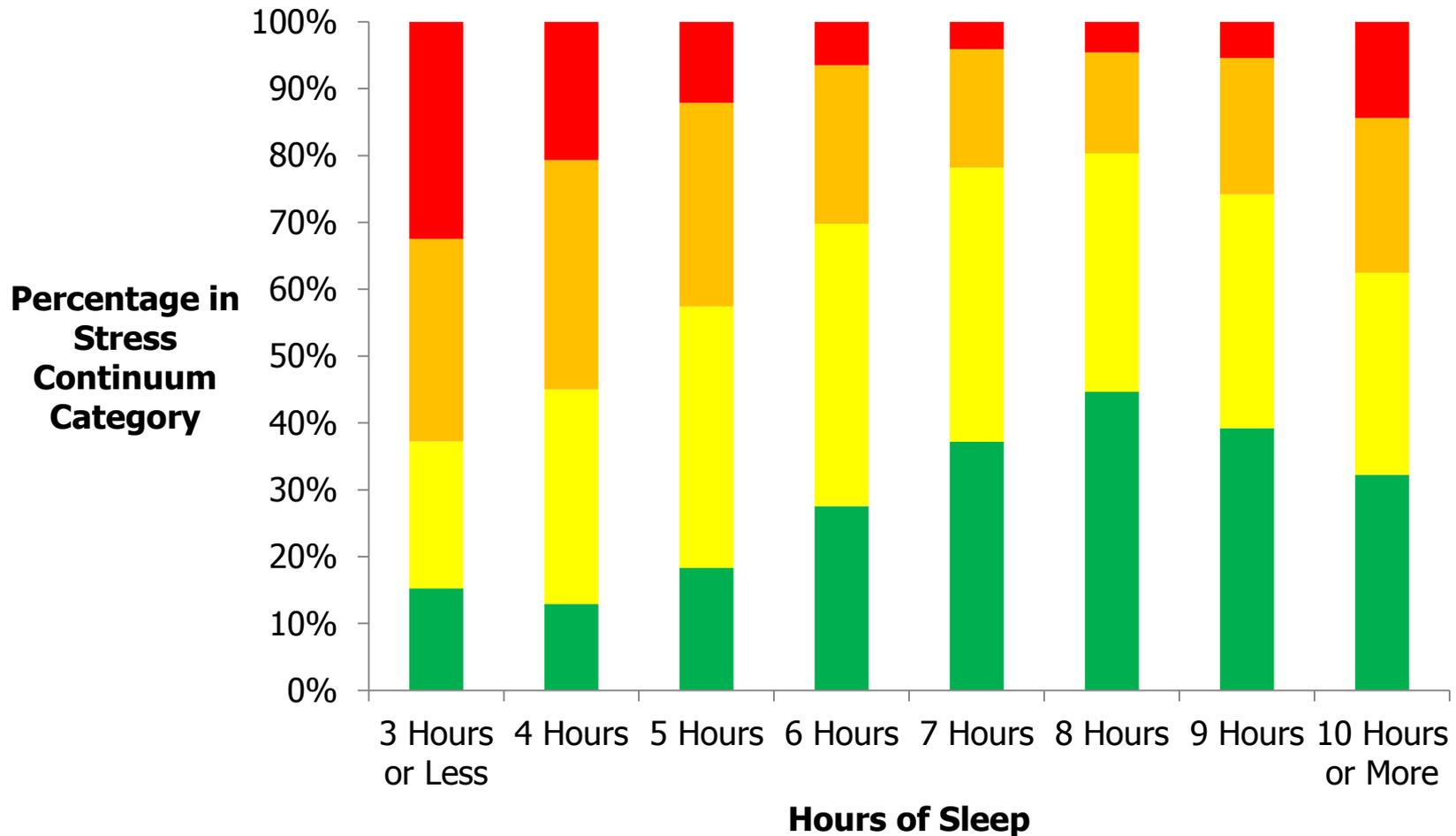
# What have we learned to date from the stress assessment?

- Stress in Surface Navy is the highest; Special Ops the lowest
- Junior Sailors and Junior Officers are more stressed
- Work stress and home stress are weakly correlated
- There is a negative correlation between stress and sleep
- There are correlations between stress and other DEOCS factors
- Self-report in stress zones is highly correlated to PSS

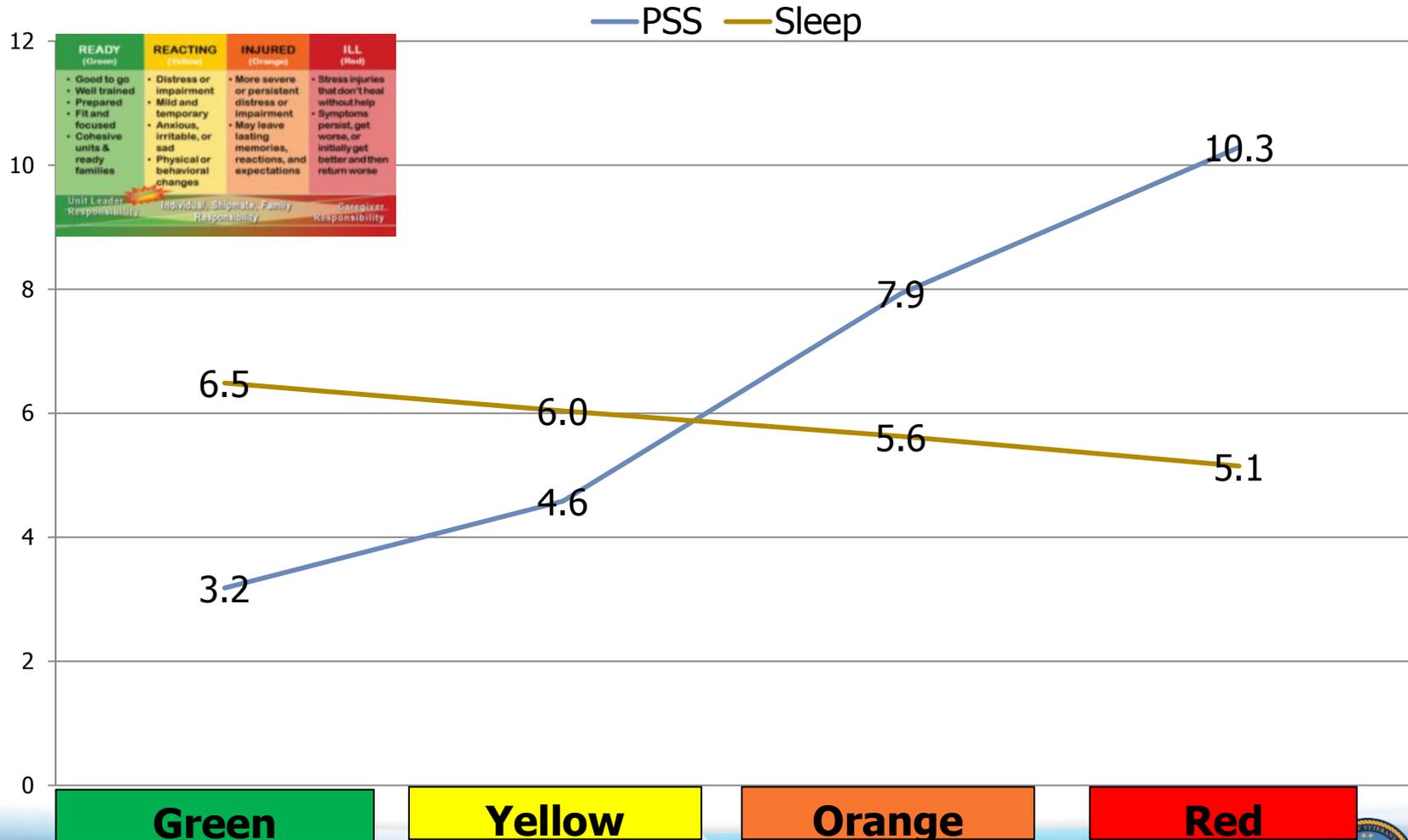
# Zone (Command), PSS, and Sleep



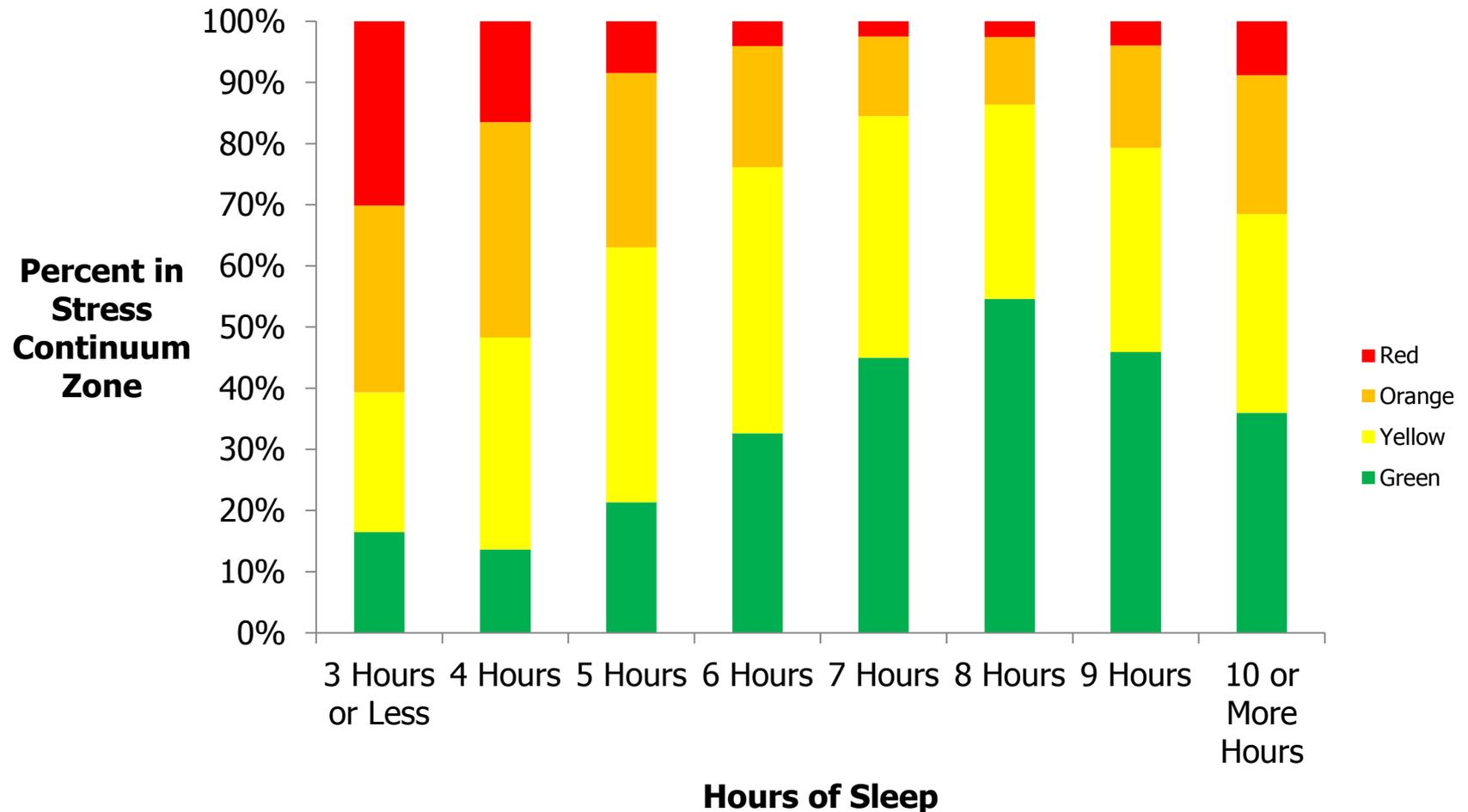
# Zone (Command) and Sleep



# Zone (Self), PSS, and Sleep



# Zone (Self) and Sleep



# PSS by Community

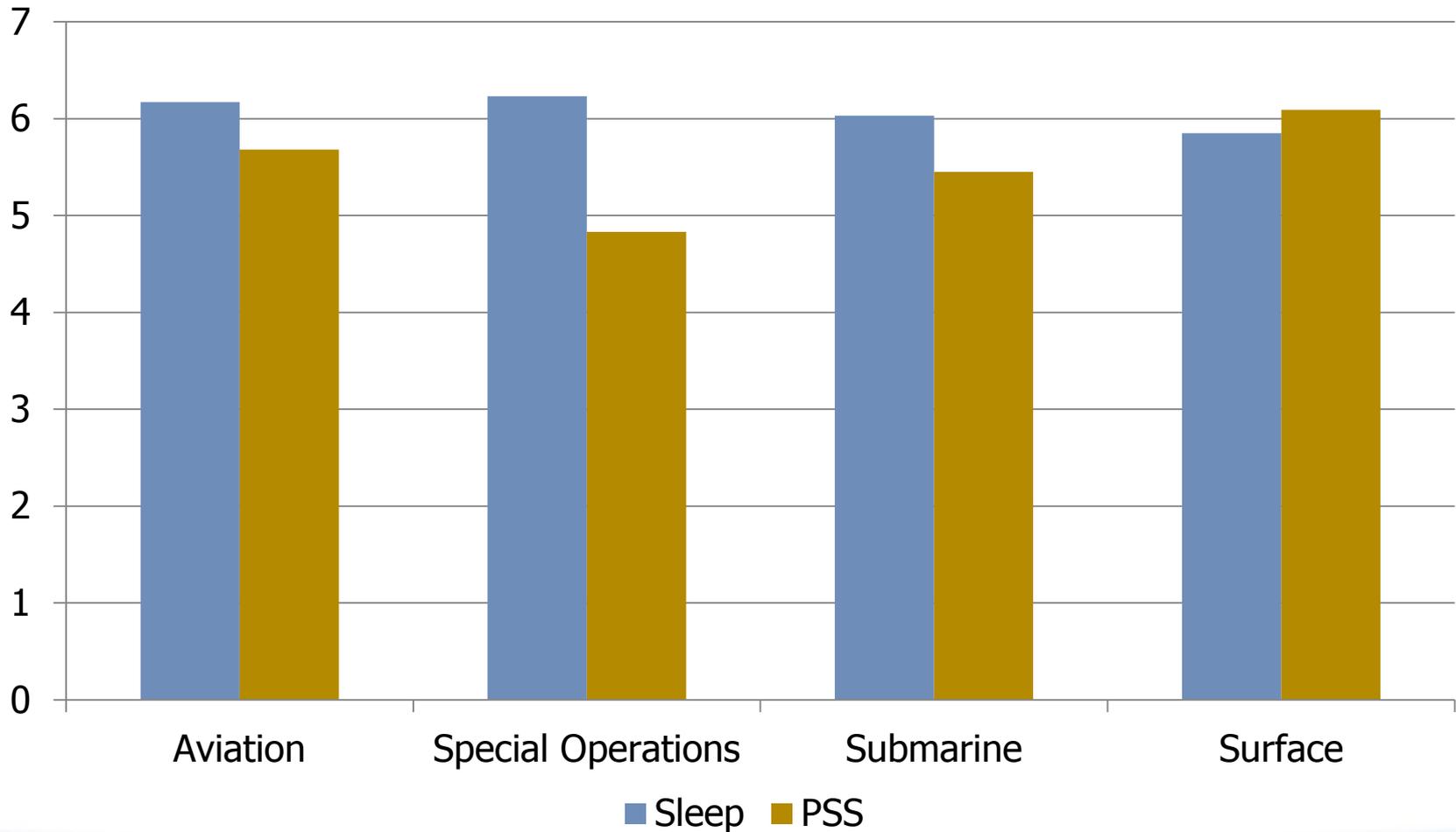
| COMMUNITY     | PSS MEAN |
|---------------|----------|
| SURFACE       | 6.1      |
| AVIATION      | 5.7      |
| SUBMARINE     | 5.5      |
| EXPEDITIONARY | 5.4      |
| INTELLIGENCE  | 5.3      |
| MEDICAL       | 5.2      |
| OTHER         | 5.1      |
| SPECIAL OPS   | 4.8      |

*Some validated by other studies*

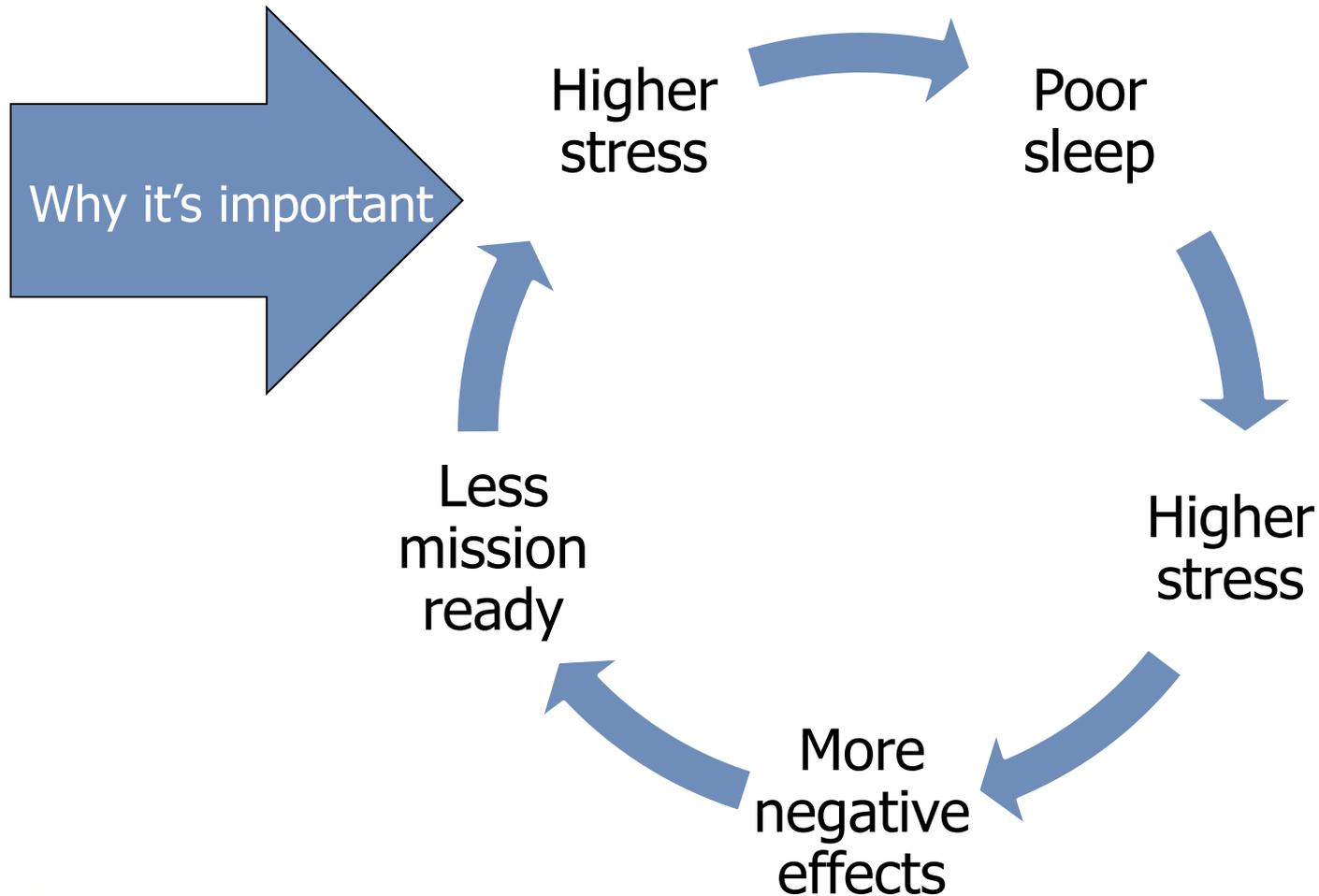
# Sleep by Community

| COMMUNITY     | MEAN HRS |
|---------------|----------|
| SURFACE       | 5.9      |
| AVIATION      | 6.2      |
| SUBMARINE     | 6.0      |
| EXPEDITIONARY | 6.1      |
| INTELLIGENCE  | 6.1      |
| OTHER         | 6.2      |
| MEDICAL       | 6.2      |
| SPECIAL OPS   | 6.2      |

# Sleep and Stress (by Community)

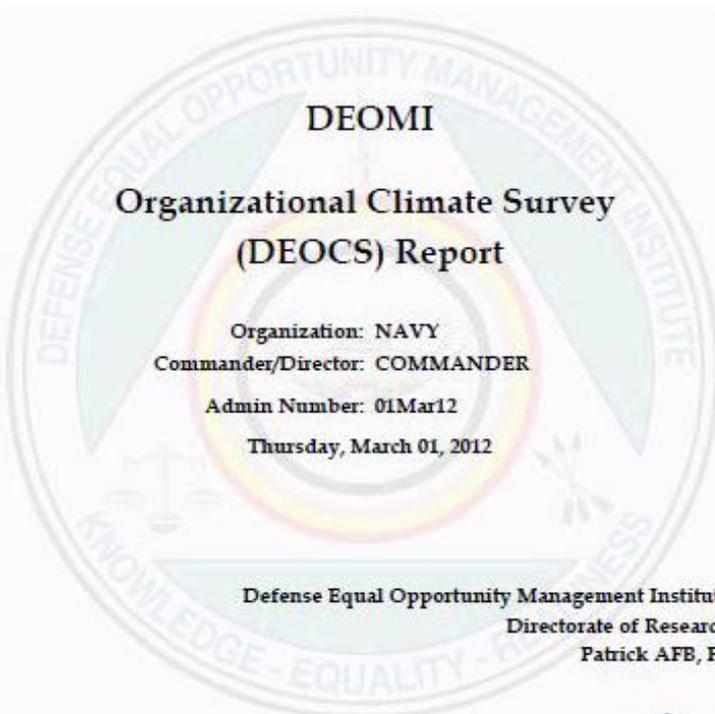


# Stress, sleep, and mission effectiveness



# Command Stress Assessment Report

FOR OFFICIAL USE ONLY



**DEOMI**

**Organizational Climate Survey  
(DEOCS) Report**

Organization: NAVY  
Commander/Director: COMMANDER  
Admin Number: 01Mar12  
Thursday, March 01, 2012

Defense Equal Opportunity Management Institute  
Directorate of Research  
Patrick AFB, FL



RCS: DD-P&R (AR) 2338

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Commander/Director Eyes Only

## Appendix E: Operational Stress Control (OSC) Report

The Navy Operational Stress Control program works to help build resilient Sailors, families, and commands. Some stress is good because it can push a Sailor to do his/her personal best. However too much stress can harm both Sailors and commands and negatively impact mission effectiveness. This report gives you, the Commander/Commanding Officer, insight into the level of stress within your command and what some of the perceived reasons for that stress may be. We also offer you the chance to see how your command compares to the rest of the Navy by community. While it is impossible to remove every stressor faced in Navy life, we offer some recommendations for actions you can take to mitigate stress as well as strengthen or build command resilience. On the last page of this report, you will find a complete copy of the Stress Continuum, which describes each of the stress zones and actions that individuals, leaders, and family members can take to return to the Ready "green" zone. Please take a few minutes to review the chart and refer to it during your review of your command report. If you have any questions or would like additional information about OSC, please visit our website [www.navynavstress.com](http://www.navynavstress.com). If you have questions concerning the OSC survey or report, please call (901) 874-2256 (DSN 882).

### PART I: Overall Stress Assessment

#### A. Stress Continuum Model

##### 1. How familiar are you with the Stress Continuum Model?

|                   | Frequency | Percent (%) |
|-------------------|-----------|-------------|
| Confident         | 15,874    | 19.98       |
| Can Apply         | 20,988    | 25.90       |
| Understand        | 16,670    | 21.25       |
| Slightly familiar | 10,135    | 12.92       |
| Not at all        | 15,575    | 19.86       |
| Total             | 78,442    | 100.00      |

##### 2. During the PAST 30 DAYS, which stress zone most accurately describes your command?

|             | Frequency | Percent (%) |
|-------------|-----------|-------------|
| Green       | 15,853    | 20.21       |
| Yellow      | 22,097    | 28.17       |
| Orange      | 13,860    | 17.68       |
| Red         | 5,005     | 6.38        |
| Do Not Know | 21,821    | 27.58       |
| Total       | 78,442    | 100.00      |

ADMN#: 01Mar12

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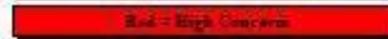
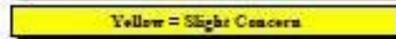
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## PART II: FACTOR ANALYSIS BY DEMOGRAPHIC

### NAVY

The following provides an analysis of the six factors by individual demographic groups. Results displayed are derived by averaging responses from each question/item. This allows quick identification of specific high and low points by each demographic group. An asterisk (\*) represents a demographic with five or less respondents.

|                 | Command Level | Individual Level | Individual Stress - 30 Days | Work Related Stress - 12 Mon | Other Stress - 12 Mon | Seeking Assistance |
|-----------------|---------------|------------------|-----------------------------|------------------------------|-----------------------|--------------------|
| Military        | Orange        | Orange           | Green                       | Yellow                       | Yellow                | Yellow             |
| Civilian        | Red           | Orange           | Green                       | Yellow                       | Orange                | Green              |
| Officer         | Yellow        | Yellow           | Green                       | Yellow                       | Yellow                | Yellow             |
| Enlisted        | Orange        | Orange           | Yellow                      | Yellow                       | Yellow                | Green              |
| Junior Officer  | Orange        | Yellow           | Green                       | Yellow                       | Yellow                | Yellow             |
| Senior Officer  | Yellow        | Yellow           | Green                       | Yellow                       | Yellow                | Yellow             |
| Junior Enlisted | Orange        | Orange           | Yellow                      | Yellow                       | Yellow                | Green              |
| Senior Enlisted | Orange        | Yellow           | Green                       | Yellow                       | Yellow                | Green              |
| Junior Civilian | Red           | Orange           | Green                       | Yellow                       | Orange                | Green              |
| Senior Civilian | Red           | Orange           | Green                       | Yellow                       | Orange                | Green              |
| Men             | Orange        | Orange           | Green                       | Yellow                       | Yellow                | Green              |
| Women           | Orange        | Orange           | Green                       | Yellow                       | Yellow                | Green              |
| Minority        | Orange        | Orange           | Green                       | Yellow                       | Yellow                | Green              |
| Majority        | Orange        | Orange           | Green                       | Yellow                       | Yellow                | Green              |
| Total           | Orange        | Orange           | Green                       | Yellow                       | Yellow                | Green              |



# So what can you do?

- Actions in trifold
- Five Principles of Resilience:
  - Predictability
  - Controllability
  - Trust
  - Relationships
  - Meaning
- Five Core Leader Functions
  - Strengthen
  - Mitigate
  - Identify
  - Treat
  - Reintegrate



- Navy OSC Leader Training (NAV OSC LEAD)

# Resources

- Navy Operational Stress Control [navynavstress.com](http://navynavstress.com)
- Navy Marine Corps Public Health
- Navy Center for Combat and Operational Stress Control
- Fleet and Family Support Centers
- Chaplains





ENSIGN BRAGG...YOU'VE BEEN TAKING NOTES ALL MEETING LONG. WHY DON'T YOU SUMMARIZE WHAT WE TALKED ABOUT.

**A bad time for Sudoku**

# Backup

# Stress Continuum Zones: Command

- ZONES – Command

| COLOR  | PERCENT* |
|--------|----------|
| Green  | 28%      |
| Yellow | 39%      |
| Orange | 24%      |
| Red    | 9%       |

- \* Do not know excluded

# Stress Continuum Zones: Self

- ZONES – Home

| COLOR  | PERCENT* |
|--------|----------|
| Green  | 34%      |
| Yellow | 40%      |
| Orange | 21%      |
| Red    | 6%       |

- \* Do not know excluded

# DEOCS FACTORS

- 1. SEXUAL HARRASSMENT & DISCRIMINATION (SH)
- 2. DIFFERENTIAL COMMAND BEHAVIOR (DCB)
- 3. POSITIVE EO BEHAVIOR (PEO)
- 4. RACIST BEHAVIOR (RB)
- 5. AGE DISCRIMINATION (AD)
- 6. RELIGIOUS DISCRIMINATION (RD)
- 7. DISABILITY DISCRIMINATION (DD)
- 8. ORGANIZATIONAL COMMITMENT (OC)
- 9. TRUST in ORGANIZATION (TO)
- 10. WORG GROUP EFFECTIVENESS (WGE)
- 11. WORK GROUP COHESION (WGC)
- 12. LEADERSHIP COHESION (LC)
- 13. JOB SATISFACTION (JS)

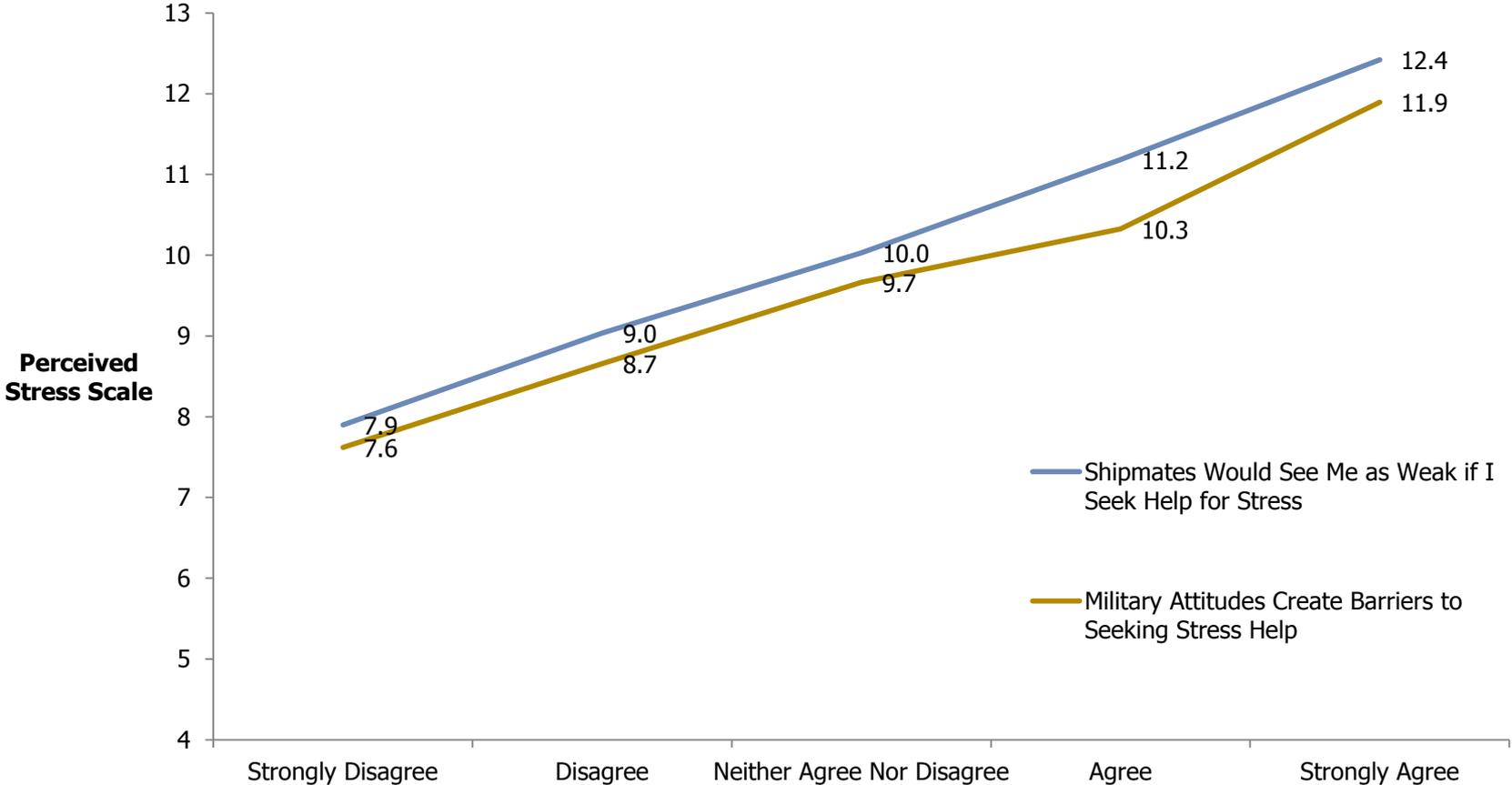
# Zone Comparisons (Command), DEOCS, PSS, Sleep

| SCORES / FACTORS | GREEN | YELLOW | ORANGE | RED |
|------------------|-------|--------|--------|-----|
| PSS              | 3.8   | 5.4    | 6.8    | 8.5 |
| SLEEP            | 6.5   | 6.1    | 5.7    | 5.3 |
| SH               | 1.5   | 1.7    | 2.1    | 2.5 |
| DCB              | 1.3   | 1.4    | 1.6    | 1.9 |
| PEO              | 4.3   | 4.2    | 4.1    | 3.9 |
| RB               | 1.7   | 1.9    | 2.3    | 2.7 |
| TO               | 3.9   | 3.6    | 3.0    | 2.5 |
| WGC              | 4.4   | 4.1    | 3.7    | 3.4 |
| JS               | 4.3   | 4.0    | 3.7    | 3.2 |

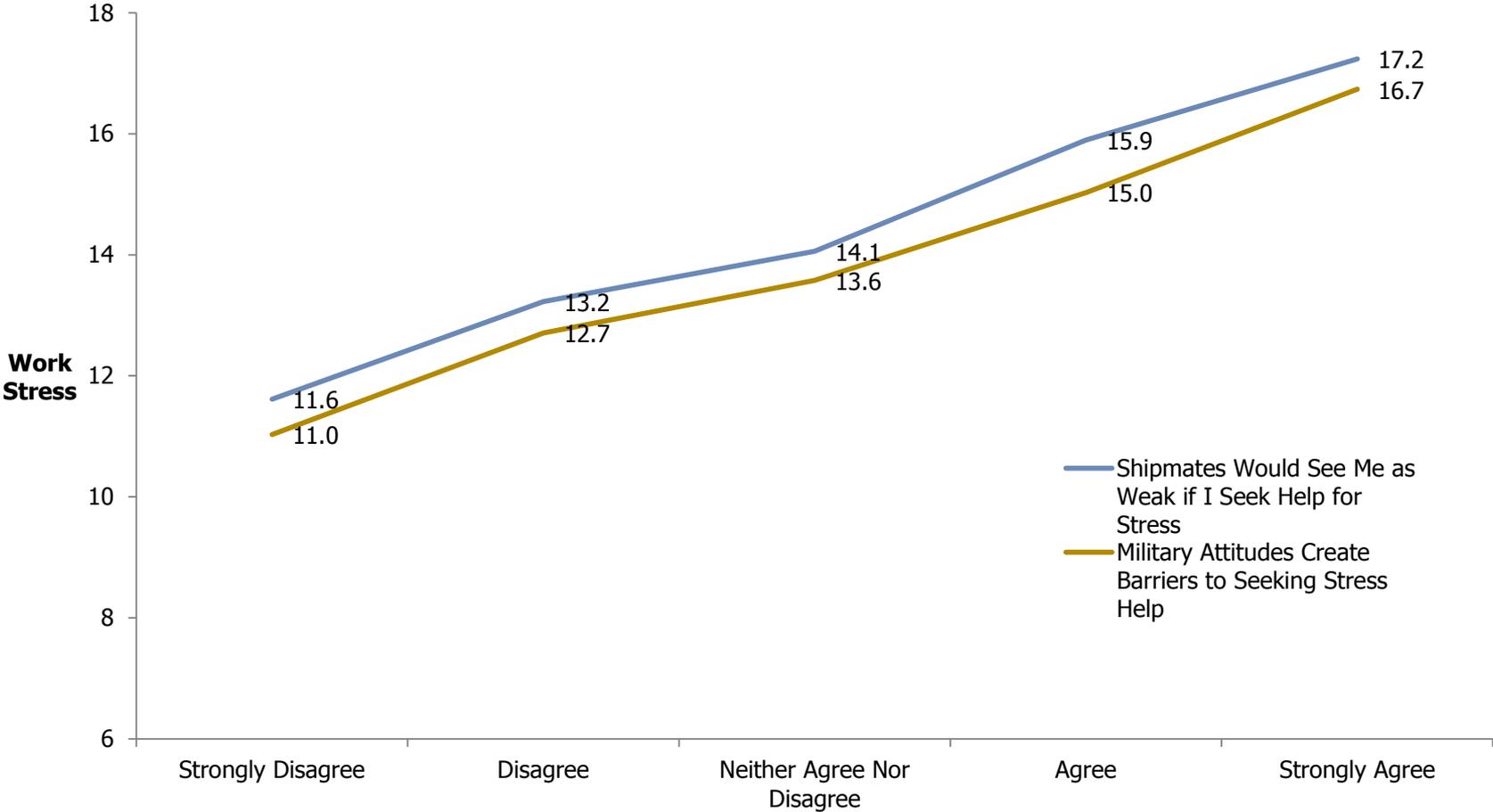
# Zone Comparisons (Self), DEOCS, PSS, Sleep

| SCORES / FACTORS | GREEN | YELLOW | ORANGE | RED  |
|------------------|-------|--------|--------|------|
| PSS              | 3.2   | 4.6    | 7.9    | 10.3 |
| SLEEP            | 6.5   | 6.0    | 5.6    | 5.1  |
| SH               | 1.6   | 1.8    | 2.0    | 2.4  |
| DCB              | 1.3   | 1.4    | 1.6    | 1.9  |
| PEO              | 4.2   | 4.2    | 4.1    | 4.0  |
| RB               | 1.7   | 2.0    | 2.8    | 3.3  |
| TO               | 3.9   | 3.5    | 3.2    | 2.7  |
| WGC              | 4.3   | 4.0    | 3.8    | 3.4  |
| JS               | 4.3   | 4.0    | 3.6    | 3.2  |

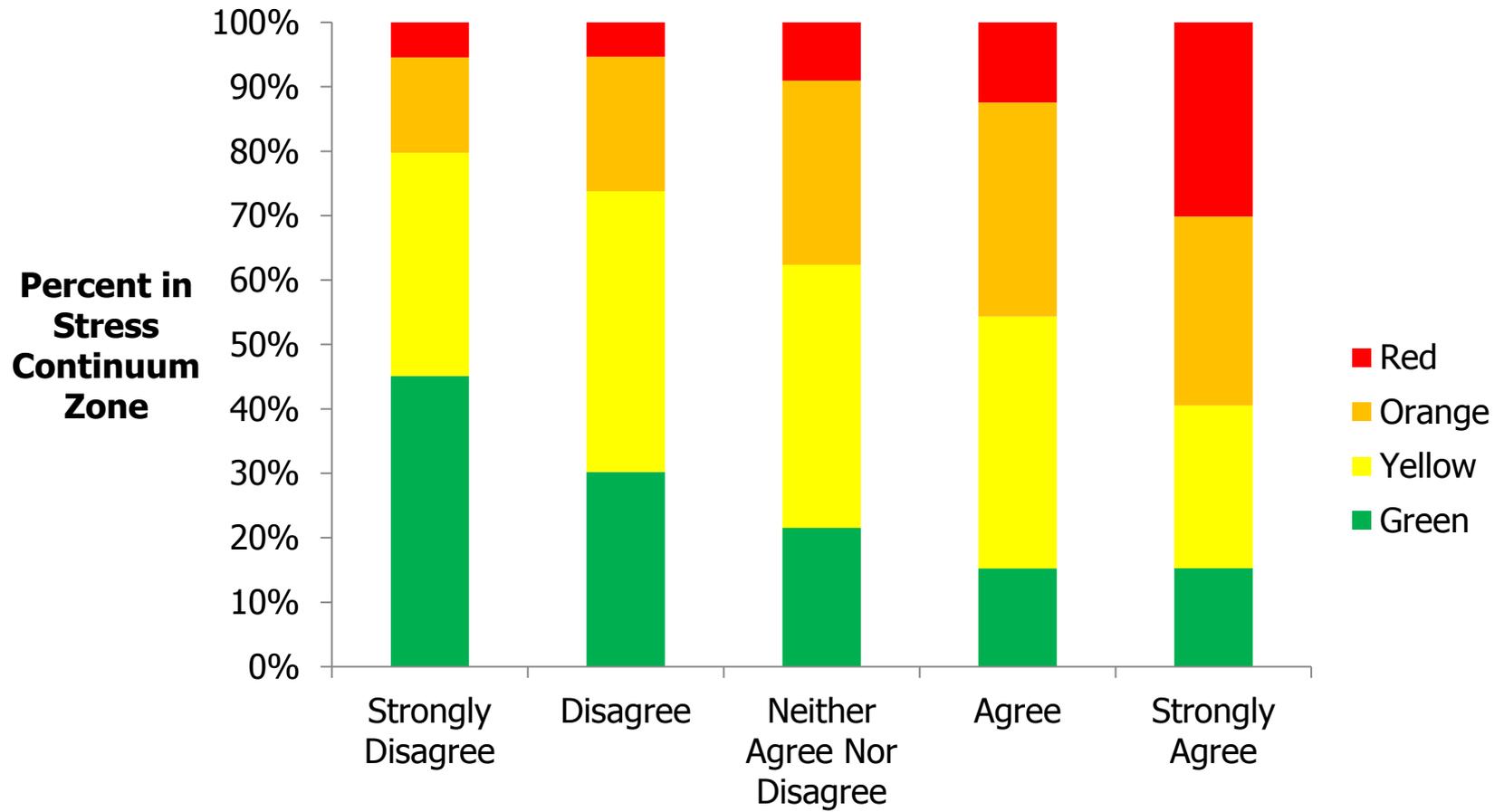
# Perceived Stress Scale by Stigma Attitudes



# Work Stress by Stigma Attitudes

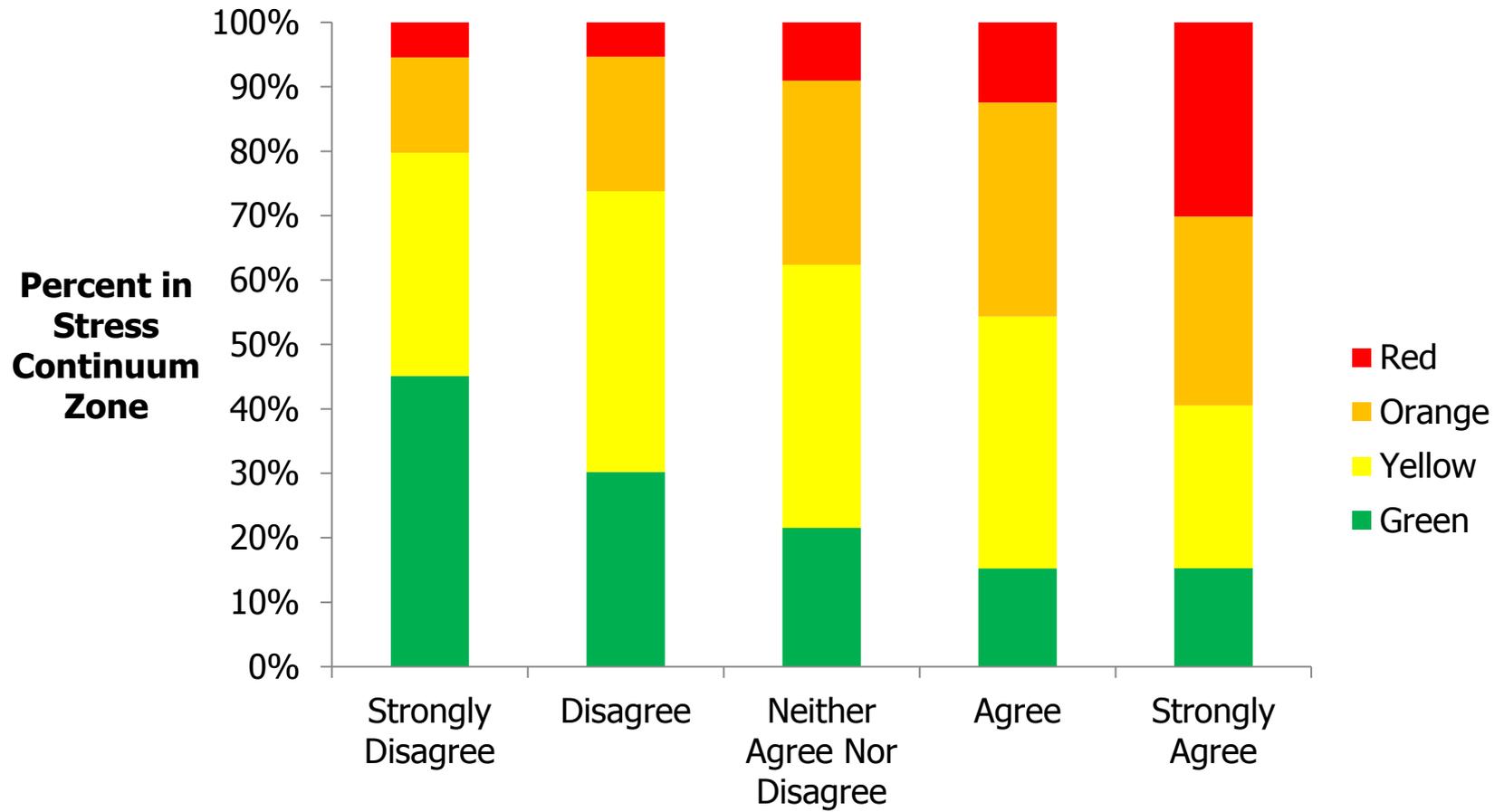


# Stress Zone (COMMAND) by Stigma Attitude



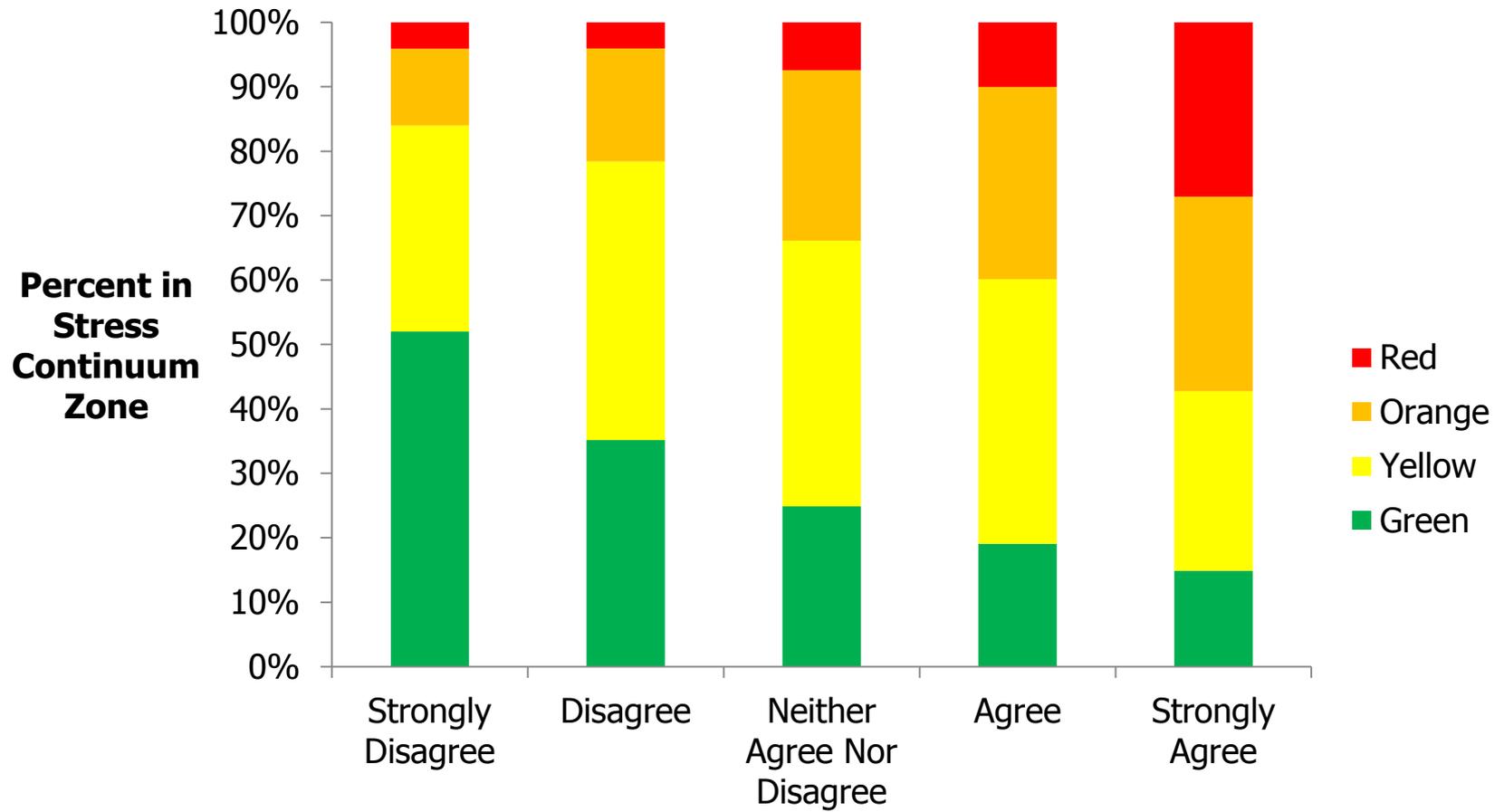
**Shipmates Would See Me as Weak if I Seek Help for Stress**

# Stress Zone (SELF) by Stigma Attitude



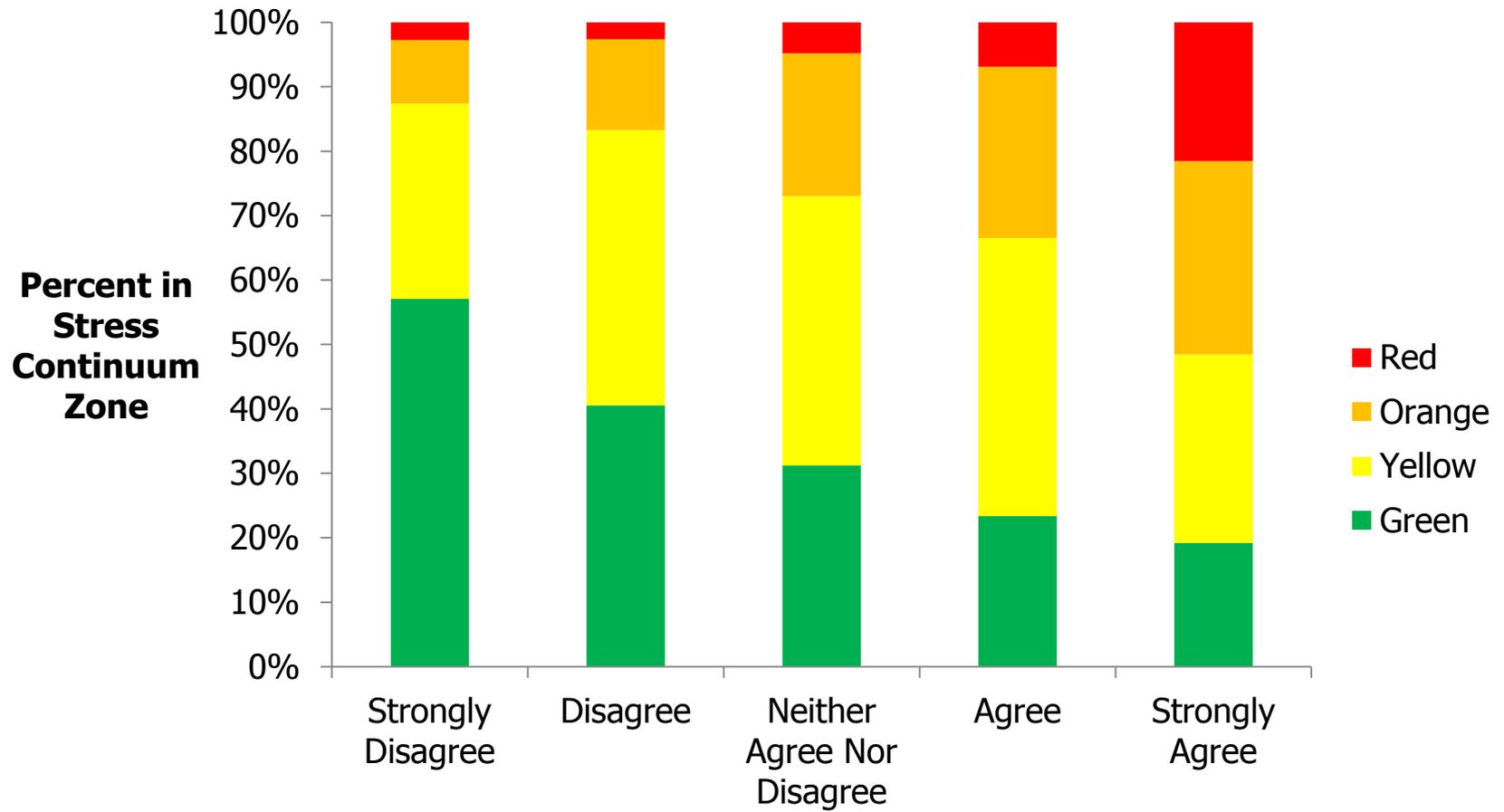
**Shipmates Would See Me as Weak if I Seek Help for Stress**

# Stress Zone (COMMAND) by Stigma Attitude



**Military Attitudes Create Barriers to Seeking Stress Help**

# Stress Zone (SELF) by Stigma Attitude



**Military Attitudes Create Barriers to Seeking Stress Help**