



DEPARTMENT OF THE ARMY  
HEADQUARTERS, UNITED STATES ARMY 5<sup>TH</sup> RECRUITING BRIGADE  
2503 DUNSTAN ROAD  
SAN ANTONIO, TX 78234-5061

(b)(6)

12 July 2008

MEMORANDUM FOR RECORD

SUBJECT: Houston Recruiting Battalion Sensing Session Results

1. Sensing sessions were conducted with (b)(6) Companies 9-10 July 08. The Recruiting Companies were asked to participate in voluntary sensing sessions by sharing their concerns (positive and negative) in a verbal form. Soldier and leader responses were copied into this document, exactly as they were received:

What's positive about the unit?

- Battalion Commander's Open Door Policy
- Soldiers/Recruiters of West Company felt their Commander was the best in Houston Battalion
- Solid Support from Battalion Staff
- Much leadership improvement from Battalion CSM in comparison to previous CSM

What's negative about the unit?

- Soldiers/Recruiters report Station Commanders and CLTs abuse Bn Commander's Work Hour/Time off Policy
- Station Commanders felt Soldiers/Recruiters were not held accountable for mission accomplishment
- CLTs felt Soldiers/Recruiters only focus on not working past thirteen hours per day and do not take ownership of the mission
- CLTs felt the Bn Commander's Open Policy adversely impacts the order of discipline within their units
- Some Soldiers/Recruiters feared reprisals for raising negative issues within their companies to the BLT
- In two companies "time cards" were being used to track Soldier/Recruiter's work hours
- In one company Soldiers/Recruiters reported production incentives were promised, but then taken away after being earned
- No FRG existed in one company
- No evidence of EO training conducted or documented

"ARMY STRONG"

RCSW-EO

SUBJECT: Houston Recruiting Battalion Sensing Session Results

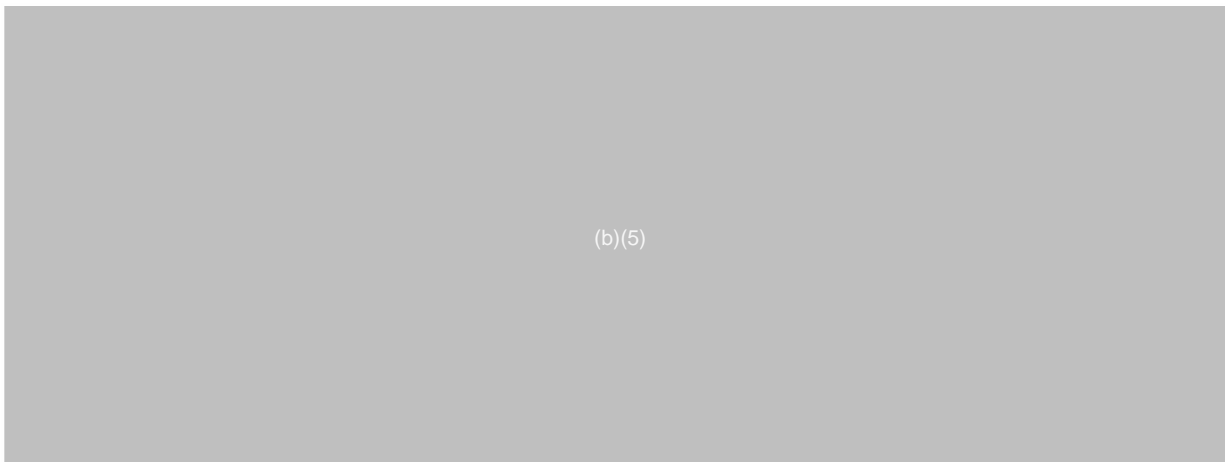
2. EOA Assessment:

There are no signs of discrimination or sexual harassment within the companies participating in the sensing sessions. There are concerns of human relations.

This office recommends the BLT adjust the confines of the Work Hour/Time off Schedule to better accommodate CLTs to accomplish daily tasks in support of mission accomplishment and allow them to mend reliance from the BLT for calamity resultant of former CLTs. This may also give the CLTs the opportunity to instill ownership of the mission to the Soldiers/Recruiters. This has already been addressed and the BLT is reviewing their work day policy and plans to make necessary changes.

I would rate the overall morale of this unit moderately low. This is supported by responses of the Soldiers/Recruiters who took part in the sensing session.

This office also recommends the following to improve morale:



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3. Any questions pertaining to this document should be addressed to the undersigned at

(b)(6)

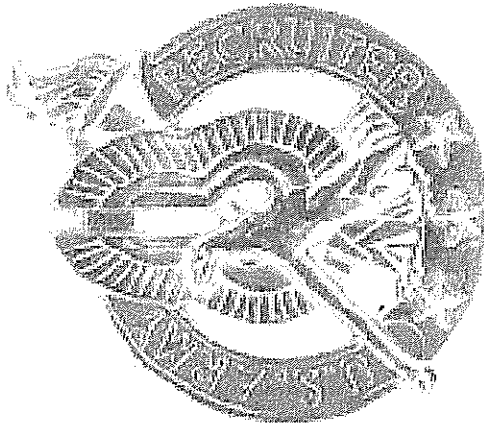
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# **Command Climate Survey Results**

**Houston Recruiting Battalion**

**Baybrook Rctg. Company**

**19 Oct 2007**

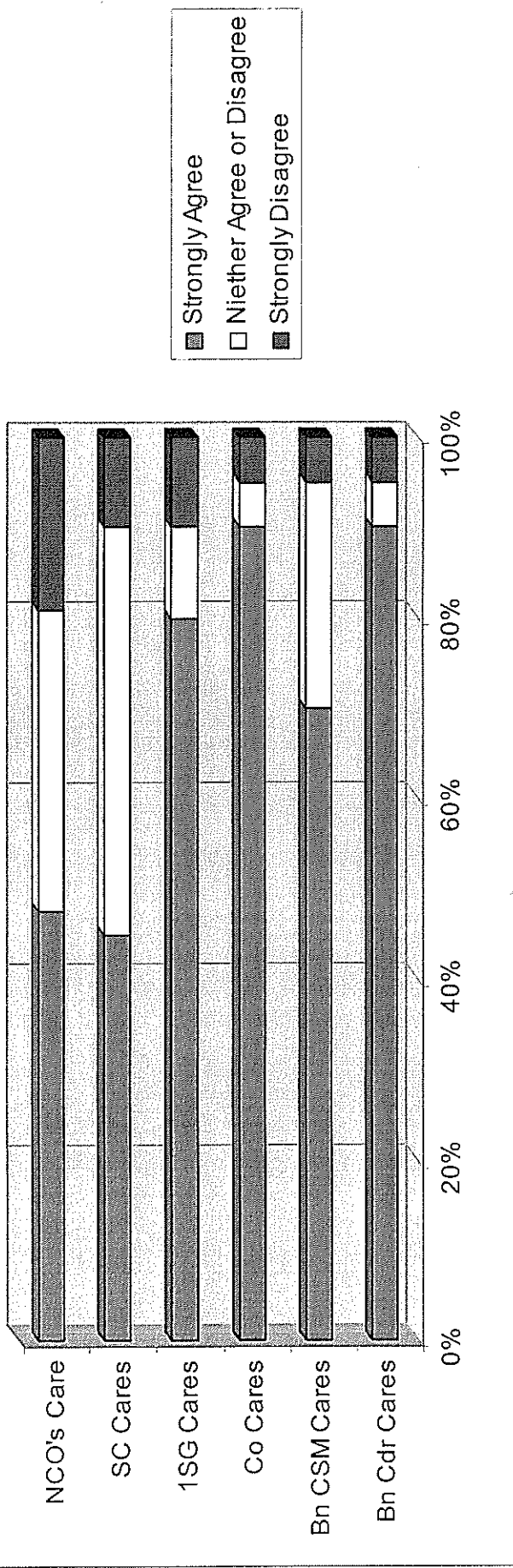


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# **Overview**

- **Results of Survey**
  - Leadership Issues**
  - Leadership Communications**
  - Morale**
  - Equal Opportunity**
  - Incident Reporting**
  - Chain of Command**
  - Training**
- **Next Survey**

# Leadership Concerns

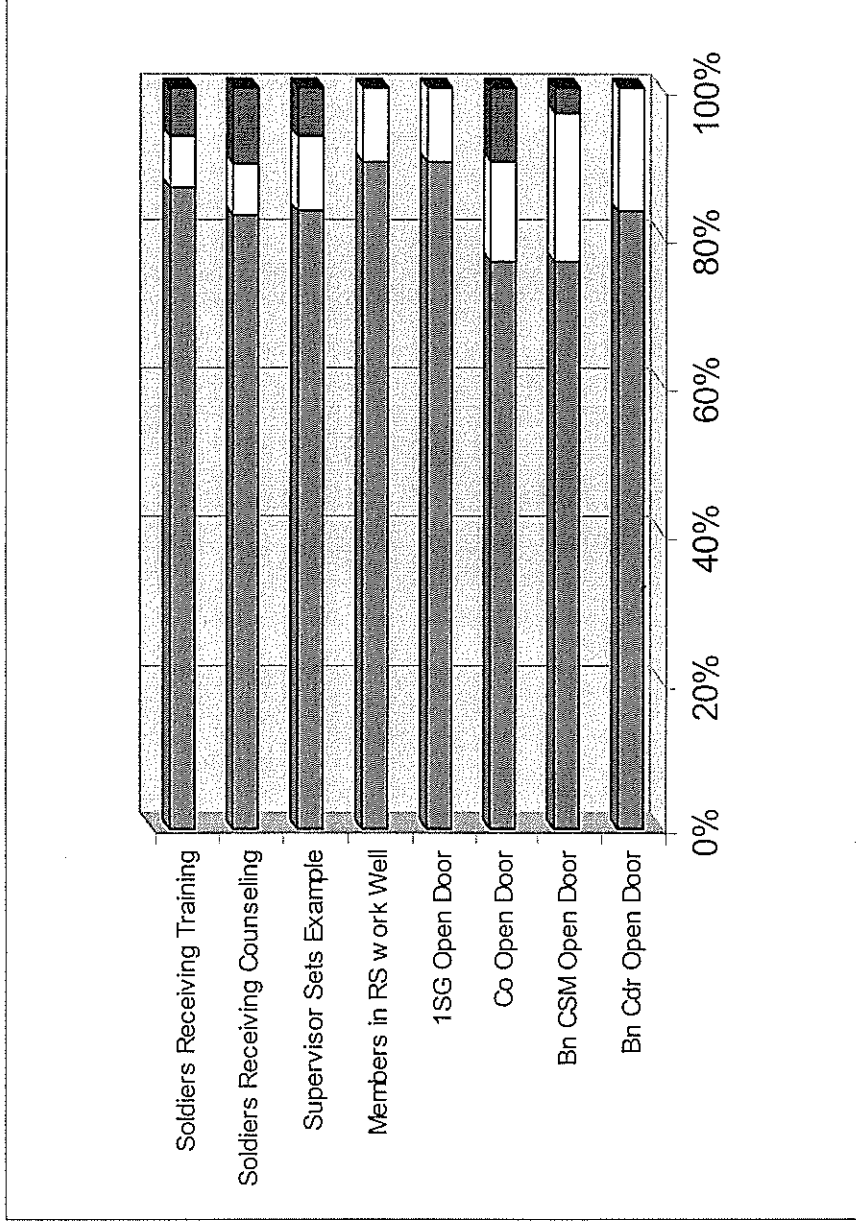


*42 % (< 50%) of soldiers surveyed believe the station commander cares about what happens to them.*

*80 % of soldiers surveyed believe the BLT cares what happens to them.*

*70% of soldiers surveyed believe the leaders in this BN cares about their well being.*

# Communication, Counseling and Training

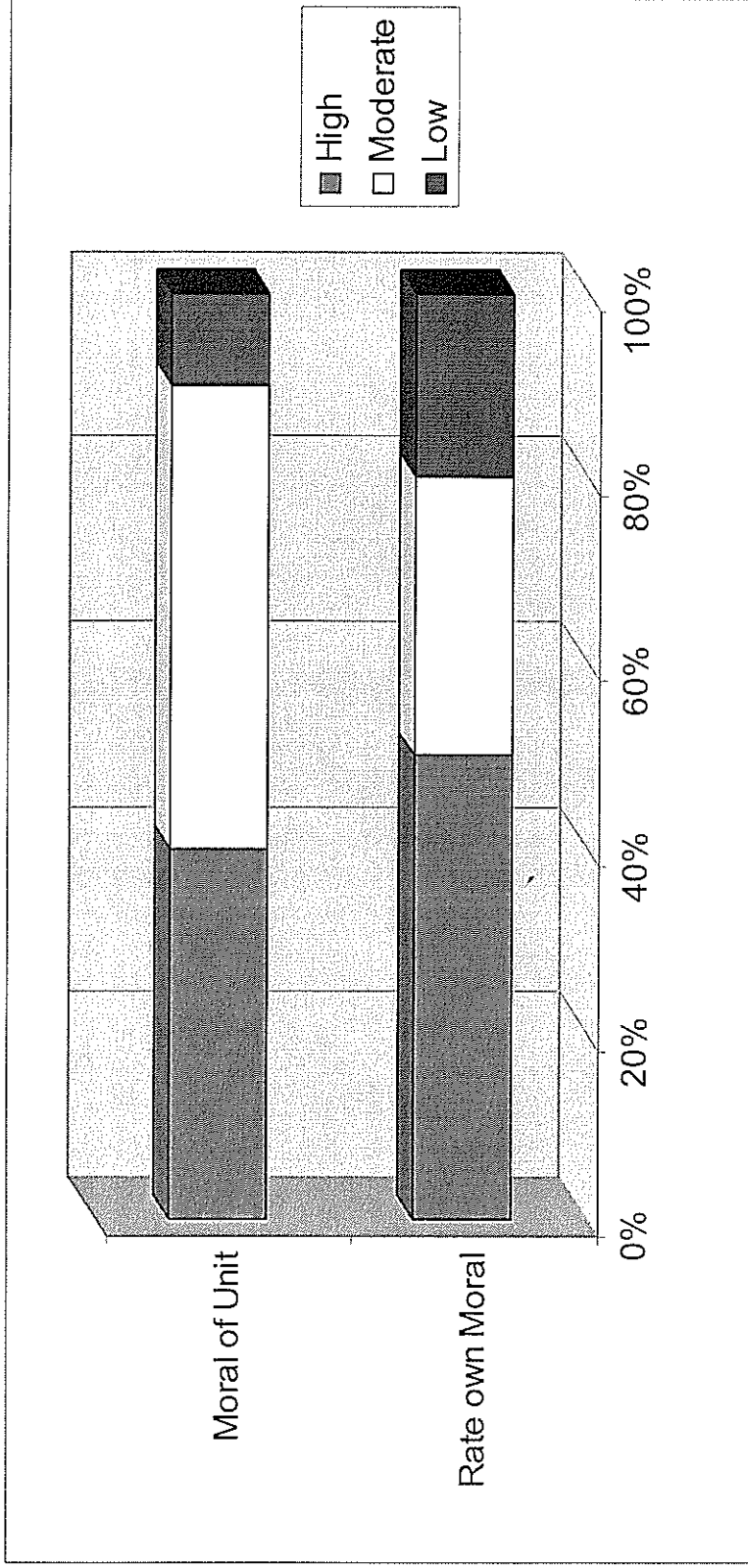


*82 % of soldiers surveyed stated there immediate supervisor sets the right example.*

*81 % of soldiers surveyed stated it is not easy to see the BN commander.*

*Communication, Counseling and Training is definitely being done.*

# Morale Assessment



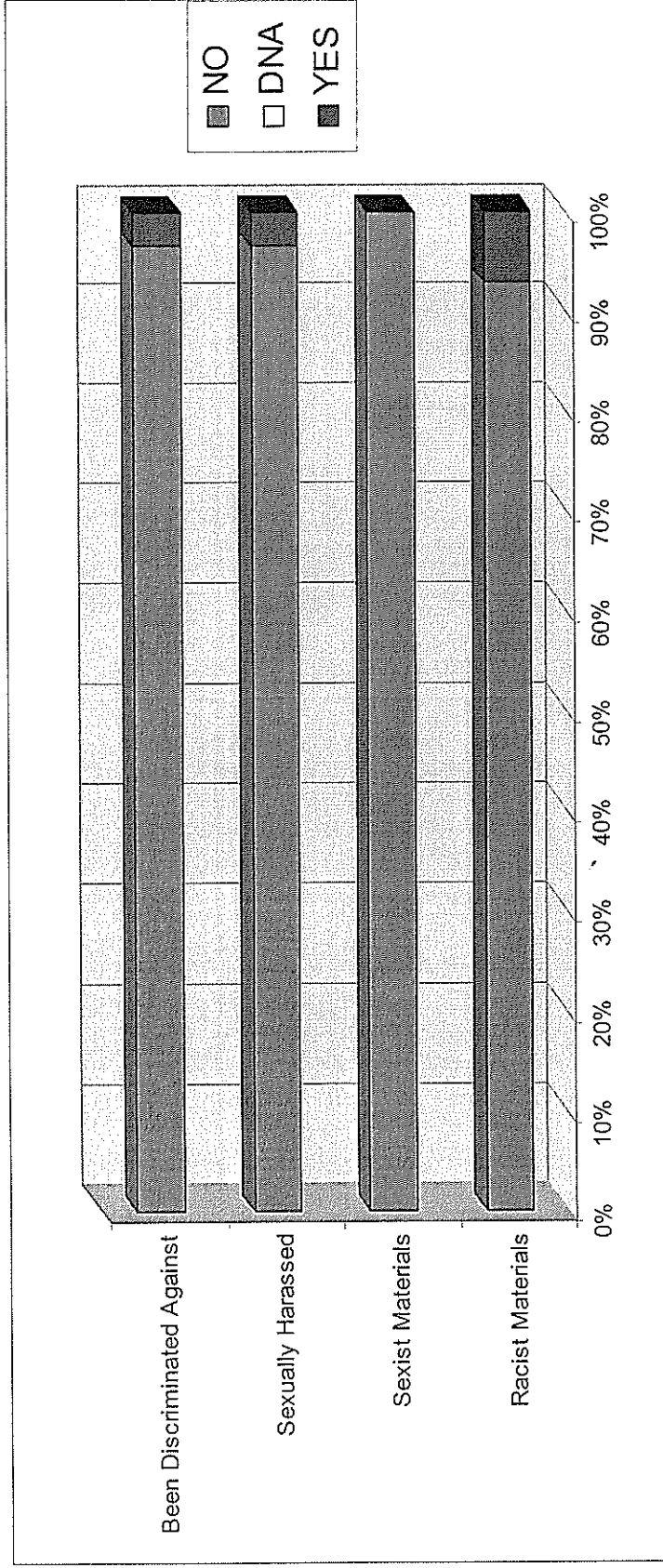
*“Moral of the Unit” is a perceptual gauge of the soldier responding to the question”*

*44% of soldiers are experiencing moderate to high morale.*

## Reporting Harassment or Discrimination

**18% (six) of soldiers surveyed would “not” report an incident of sexual harassment or other forms of discrimination to their chain of command**

# Equal Opportunity Assessment

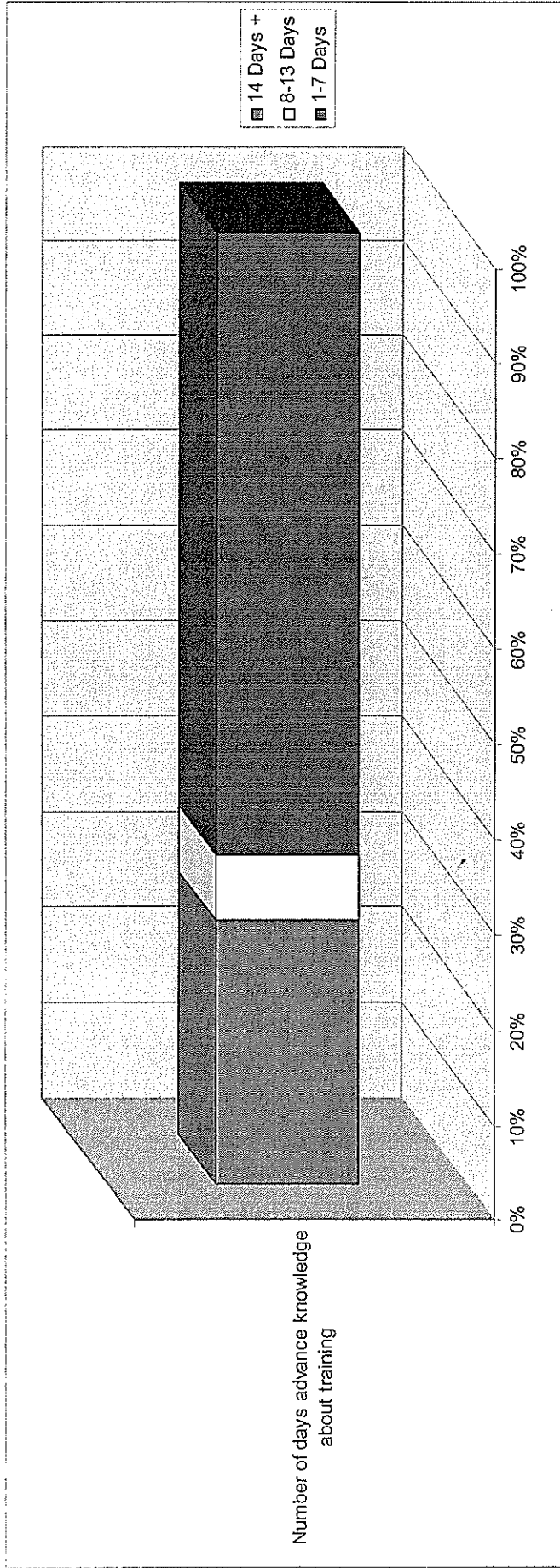


- *10% (one) soldiers believe they (he or she) have been discriminated against. (2 – Racial based)*
- *5% (one) soldiers believe they have been sexually harassed*

## **Chain of Command**

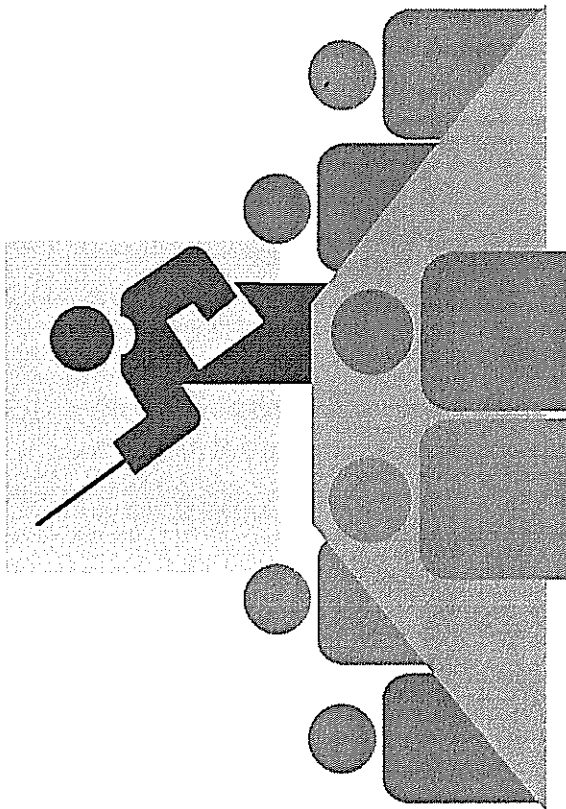
**16% (*five*) of soldiers surveyed  
“would not” go to the chain of  
command to present a problem**

# Training Notification



*19% of the soldier's surveyed received 14 or more days notice of training.*

# Recommendations



(b)(5)

DEPARTMENT OF THE ARMY  
US ARMY RECRUITING COMPANY

(b)(6)

(b)(6)

13 November 2007

MEMORANDUM FOR BRIGADE EQUAL OPPORTUNITY ADVISOR

SUBJECT: Command Climate Survey Feedback

1. (b)(6) Company conducted its command climate survey on 19 Oct 07. Feedback was provided to the individuals surveyed on 13 November 2007. All concerns were discussed.
2. All individuals in attendance have been recorded and on file at the Company Headquarters.
3. The point of contact for this memorandum is (b)(6), or e-mail (b)(6)

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# Command Climate Survey Results

Houston Recruiting Battalion

Huntsville Recruiting Company

16 November 2007

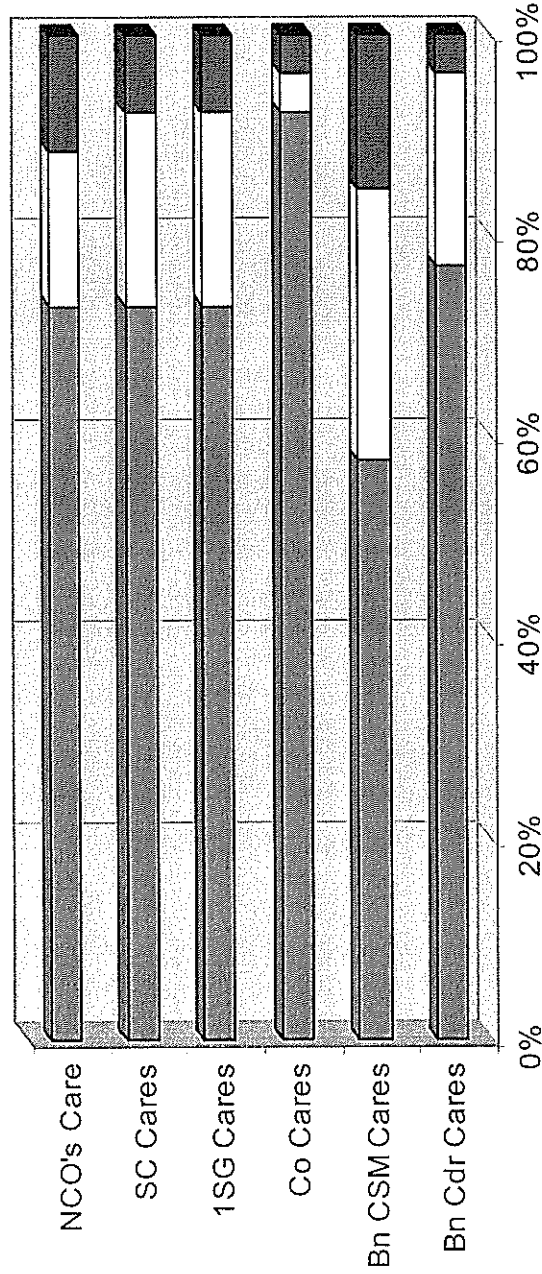


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# **Overview**

- **Results of Survey**
  - Leadership Issues**
  - Leadership Communications**
  - Morale**
  - Equal Opportunity**
  - Incident Reporting**
  - Chain of Command**
  - Training**
- **Next Survey**

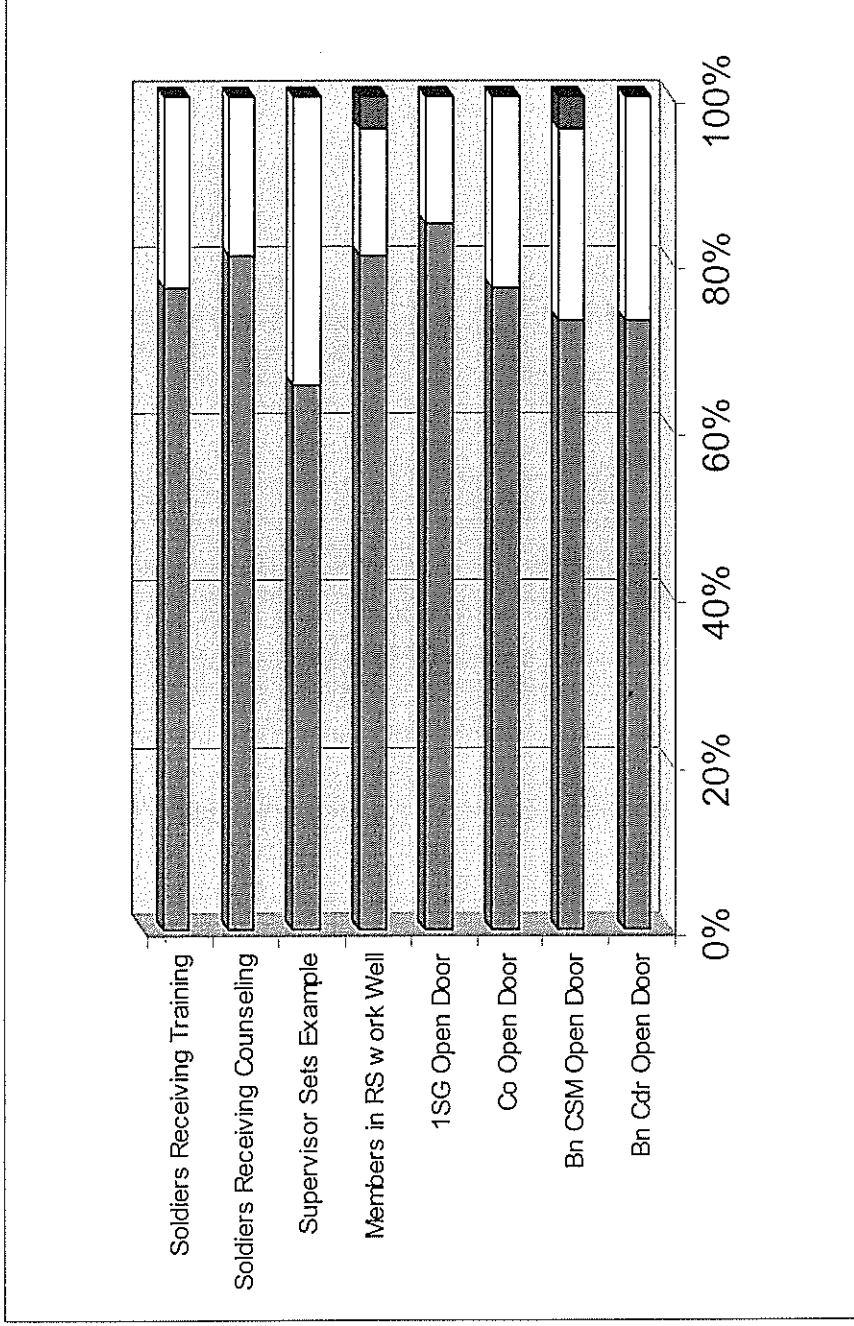
# Leadership Concerns



*95 % of soldiers surveyed believe the station commander cares about what happens to them*

*18% of soldiers surveyed believe the BN CSM does not care what happens to them.*

# Communication, Counseling and Training

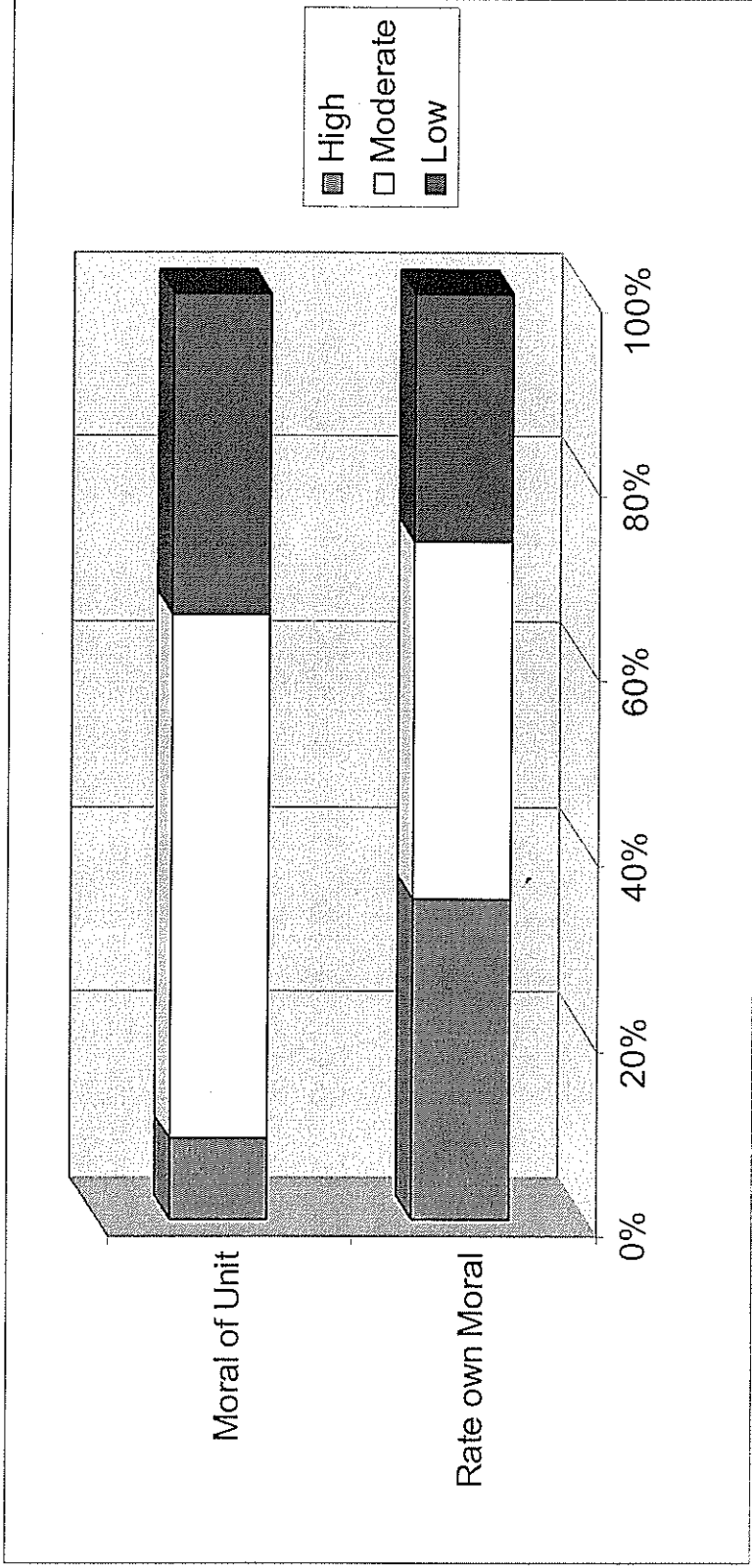


*77 % of soldiers surveyed stated they are receiving Counseling*

*61 % of soldiers surveyed stated there immediate supervisor sets the right example.*

*70 % of soldiers surveyed stated it is easy to see the BN commander.*

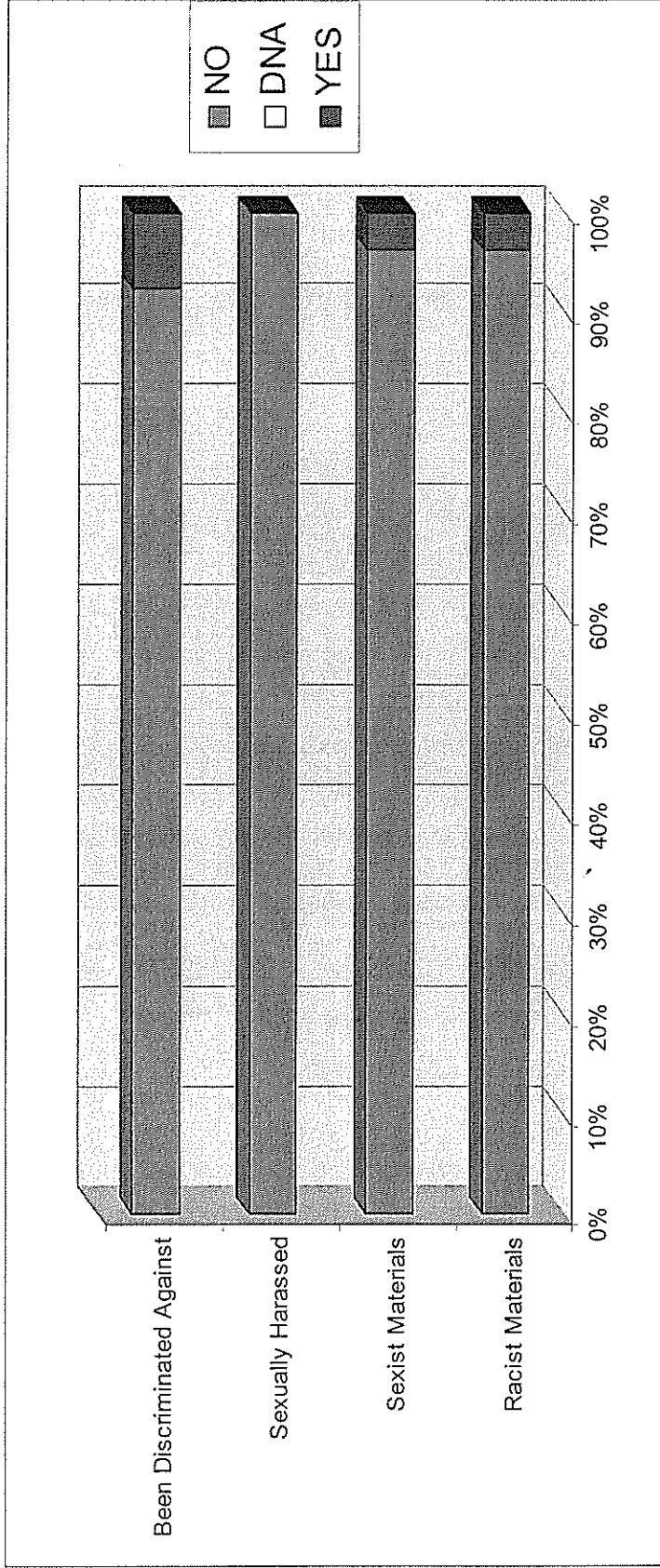
# Morale Assessment



*“Morale of the Unit” is a perceptual gauge of the soldier responding to the question”*

*75% of soldiers are experiencing low to moderate morale.*

# Equal Opportunity Assessment



- *15% (two) soldiers believe they (he or she) have been discriminated against. (2 Racial based)*
- *0% (none) soldiers believe they have been sexually harassed*

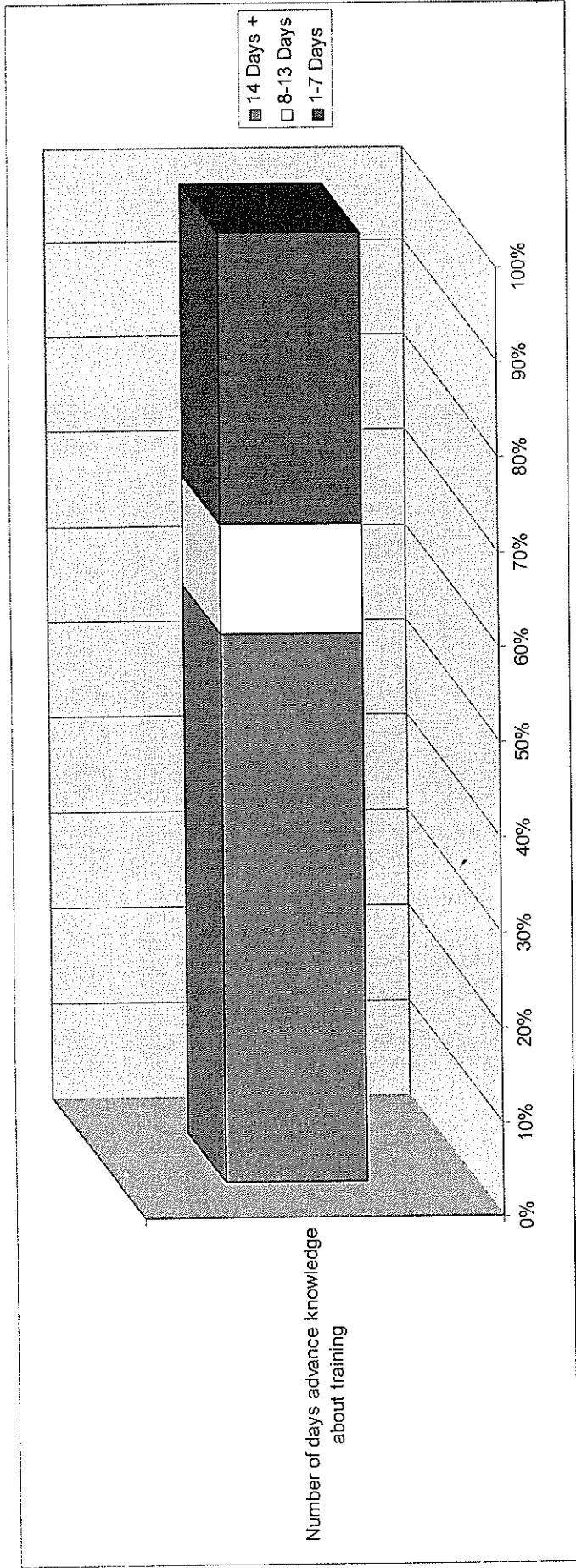
## Reporting Harassment or Discrimination

**73% of soldiers surveyed “would”  
report an incident of sexual  
harassment or other forms of  
discrimination to their chain of  
command**

## **Chain of Command**

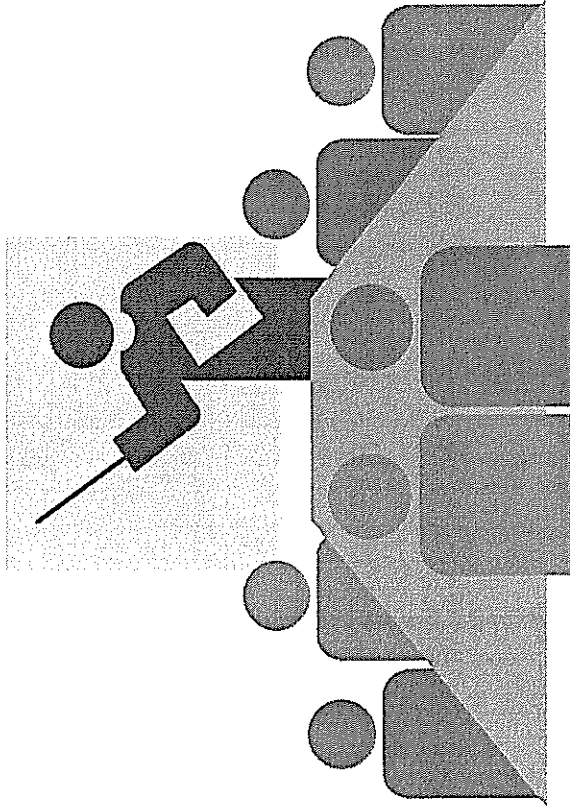
**70% of soldiers surveyed “would”  
go to the chain of command to  
present a problem**

# Training Notification



*54% of the soldier's surveyed received 14 or more days notice of training.*

# Recommendations



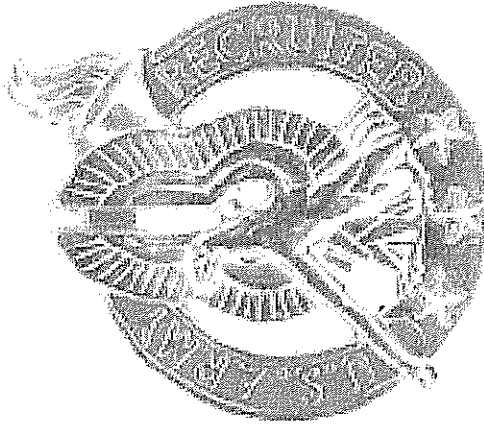
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# Command Climate Survey Results

Houston Recruiting Battalion

North Recruiting Company

4 April 2007

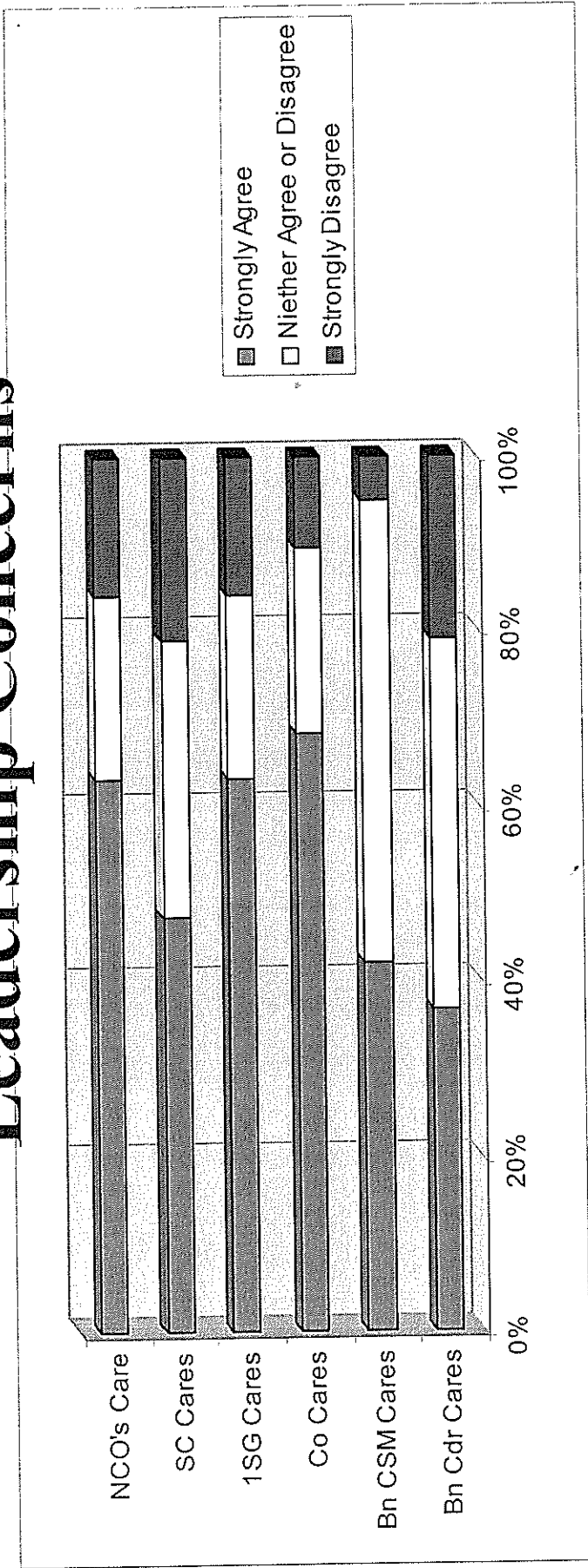


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# **Overview**

- **Results of Survey**
  - Leadership Issues**
  - Leadership Communications**
  - Morale**
  - Career Progression**
  - Counseling**
  - Training**
- **Next Survey**

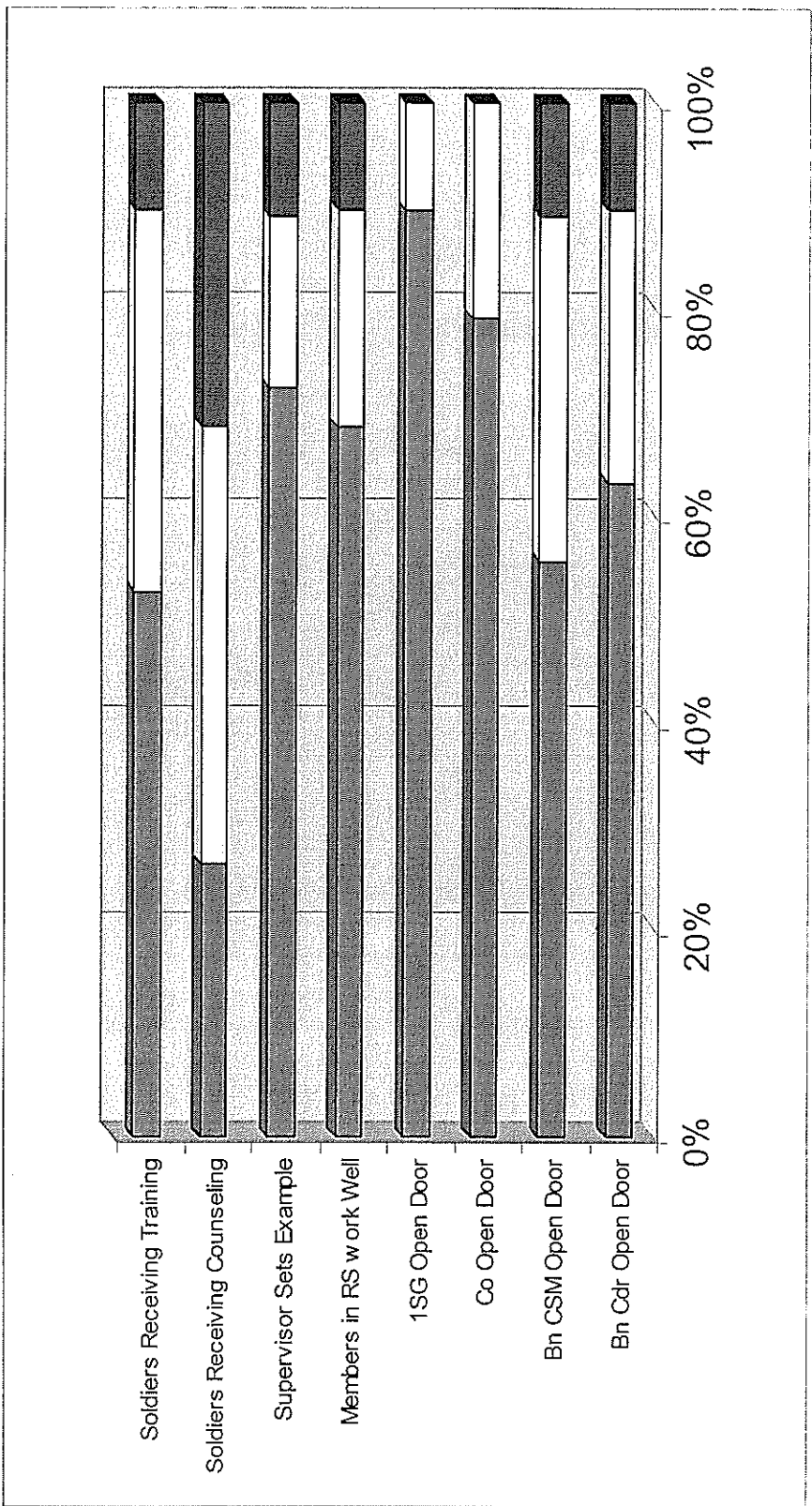
# Leadership Concerns



*64 % of soldiers surveyed believe the company commander cares about what happens to them*

*38 % of soldiers surveyed believe the BN CDR does not care what happens to them.*

# Communication, Counseling and Training

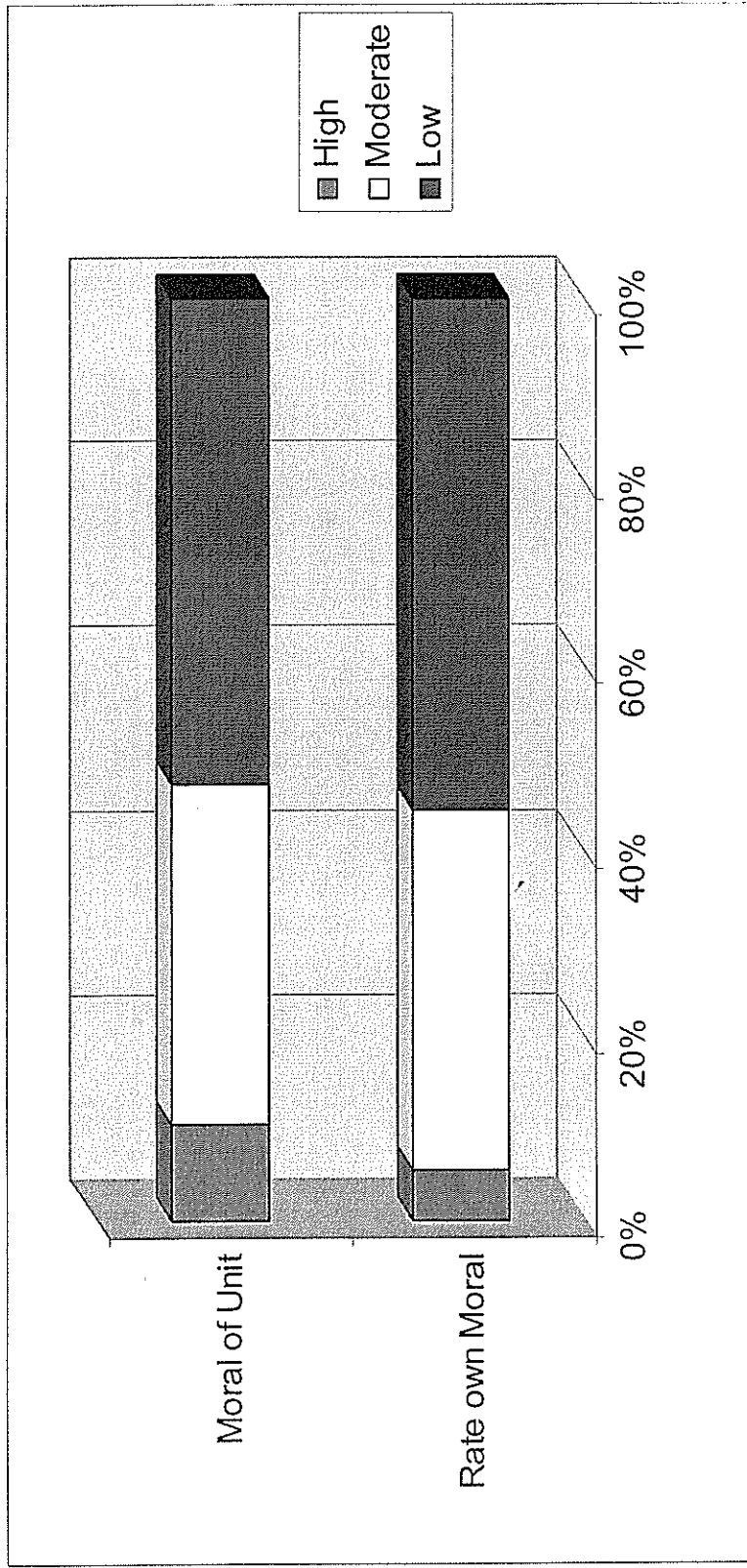


*23 % of soldiers surveyed stated they are NOT receiving counseling from their supervisor.*

*90 % of soldiers surveyed stated it is easy to see the 1SG.*

*60% of soldiers surveyed stated that there is not career progression opportunities.*

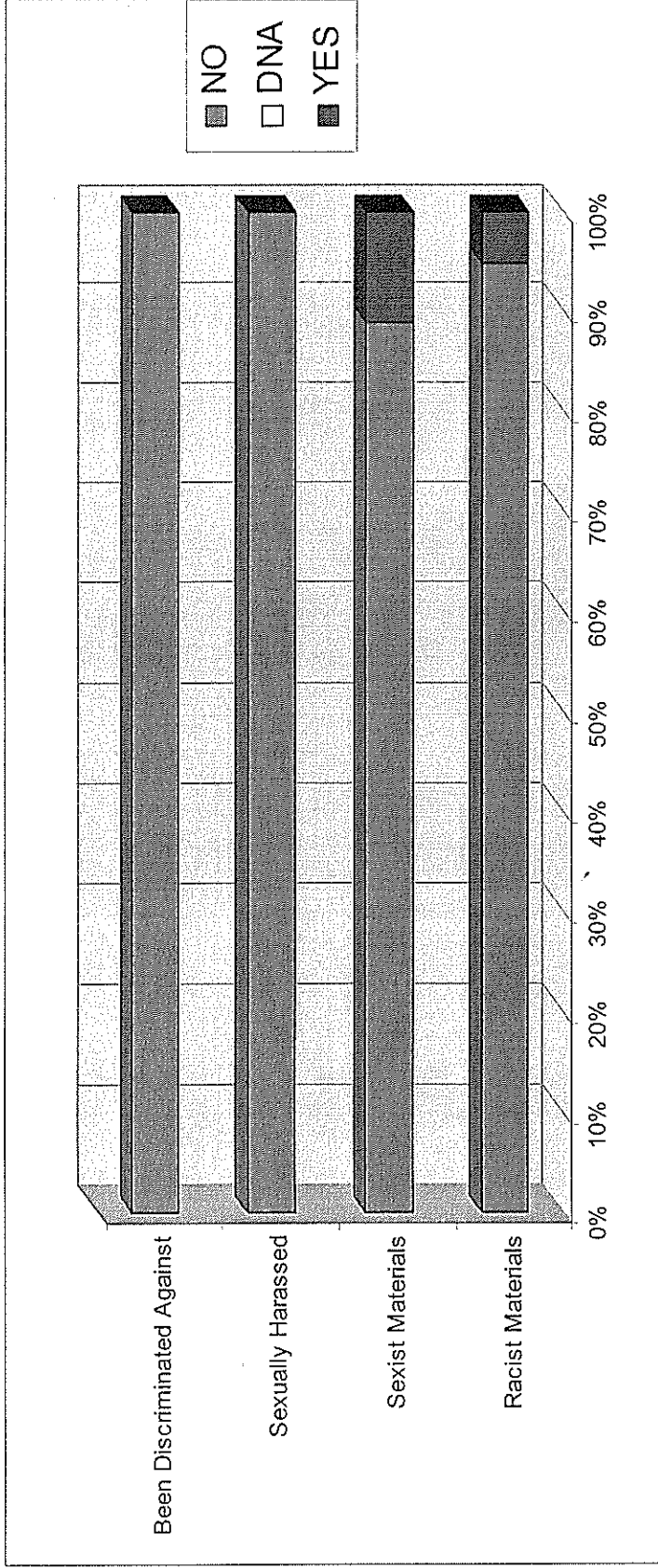
# Morale Assessment



*“Moral of the Unit” is a perceptual gauge of the soldier responding to the question”*

*95% of soldiers surveyed are experiencing low to moderate morale.*

# Equal Opportunity Assessment



• 12% (one) soldiers believe that sexist material is displayed.

• 8% (one) soldiers believe that racist material is displayed.

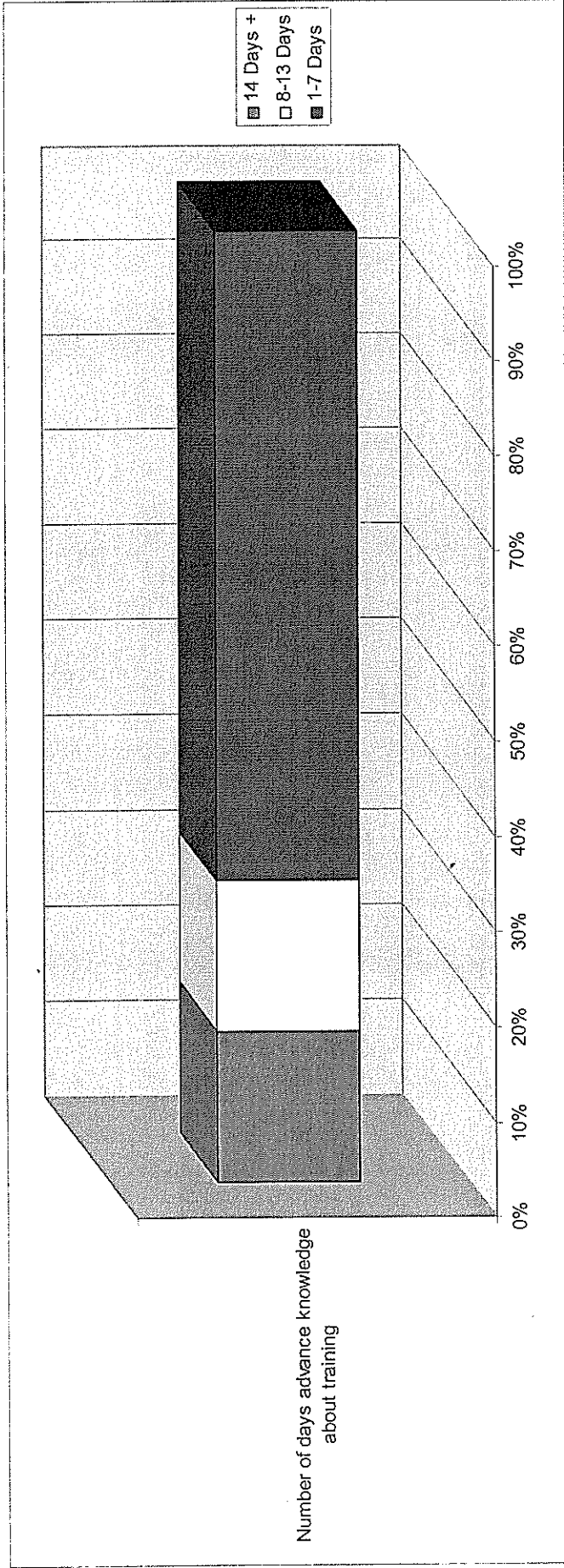
## Reporting Harassment or Discrimination

**20% (six) of soldiers surveyed  
would “not” report an incident  
of sexual  
harassment or other forms of  
discrimination to their chain of  
command**

## **Chain of Command**

**12% (*four*) of soldiers surveyed  
“would not” go to the chain of  
command to present a problem**

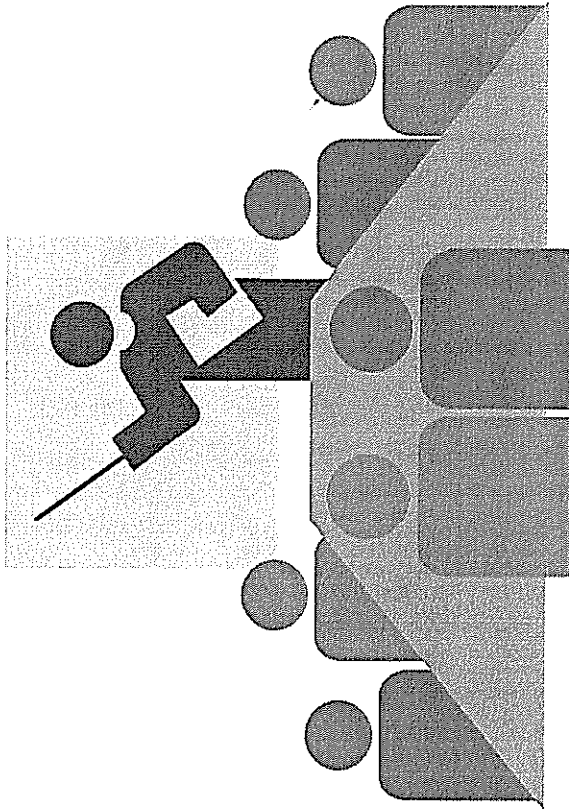
# Training Notification



*75% of the soldier's surveyed received 1-7 days notice of training.*

*55% of soldiers surveyed stated that there is not enough to no training provided.*

# Recommendations



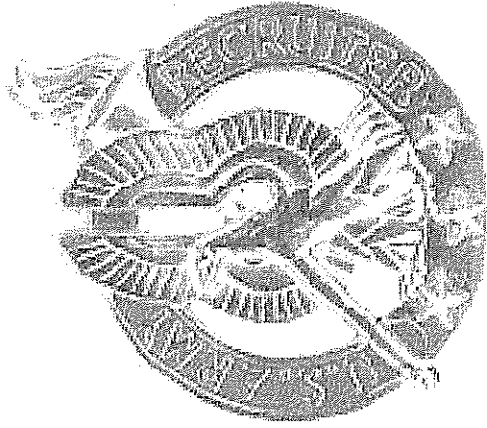
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# Command Climate Survey Results

Houston Recruiting Battalion

South Recruiting Company

17 August 2007

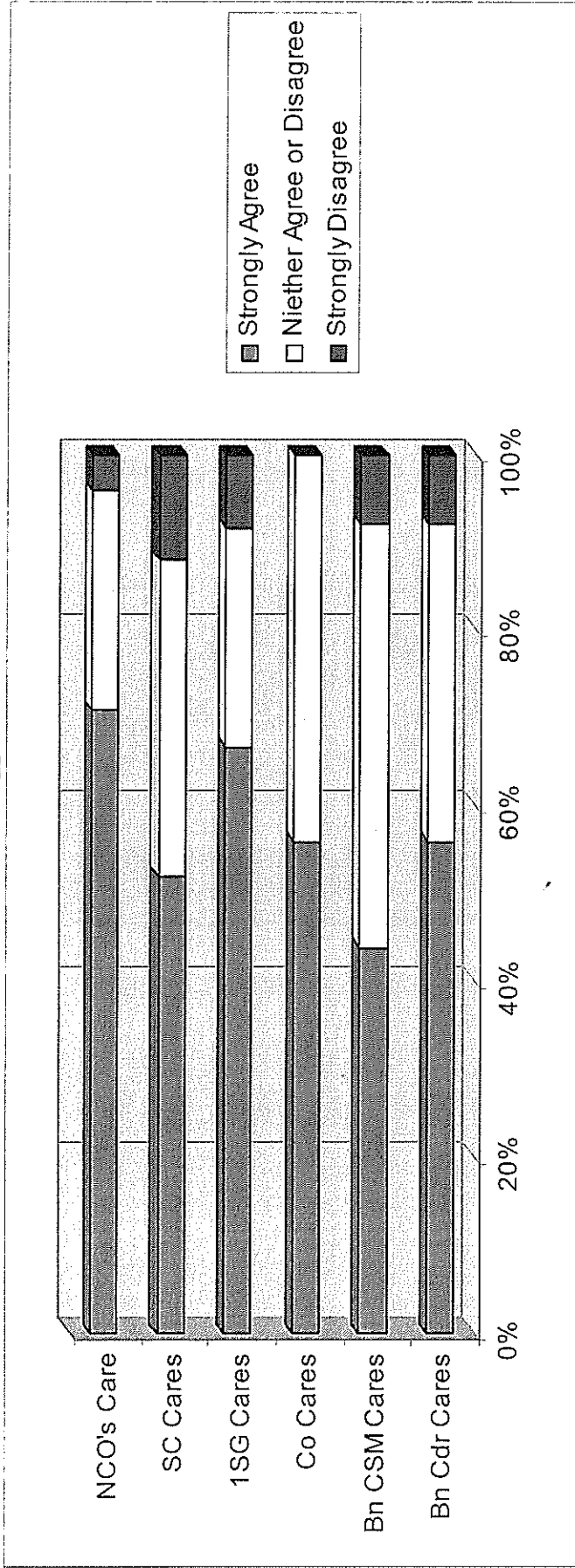


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# **Overview**

- **Results of Survey**
  - Leadership Issues**
  - Leadership Communications**
  - Morale**
  - Equal Opportunity**
  - Incident Reporting**
  - Chain of Command**
  - Training**
- **Next Survey**

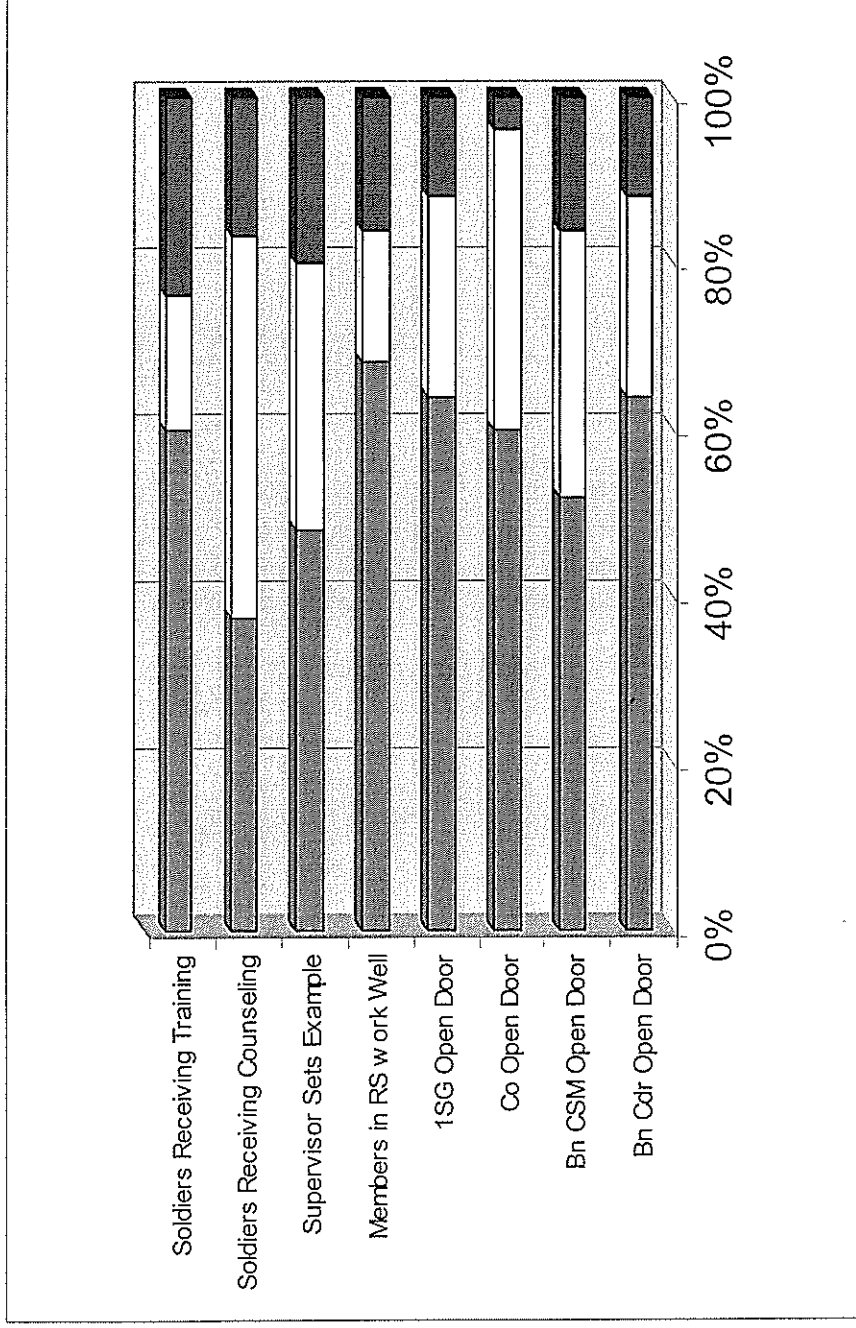
# Leadership Concerns



*49 % of soldiers surveyed believe the station commander cares about what happens to them*

*43% of soldiers surveyed believe the BN CSM does not care what happens to them.*

# Communication, Counseling and Training

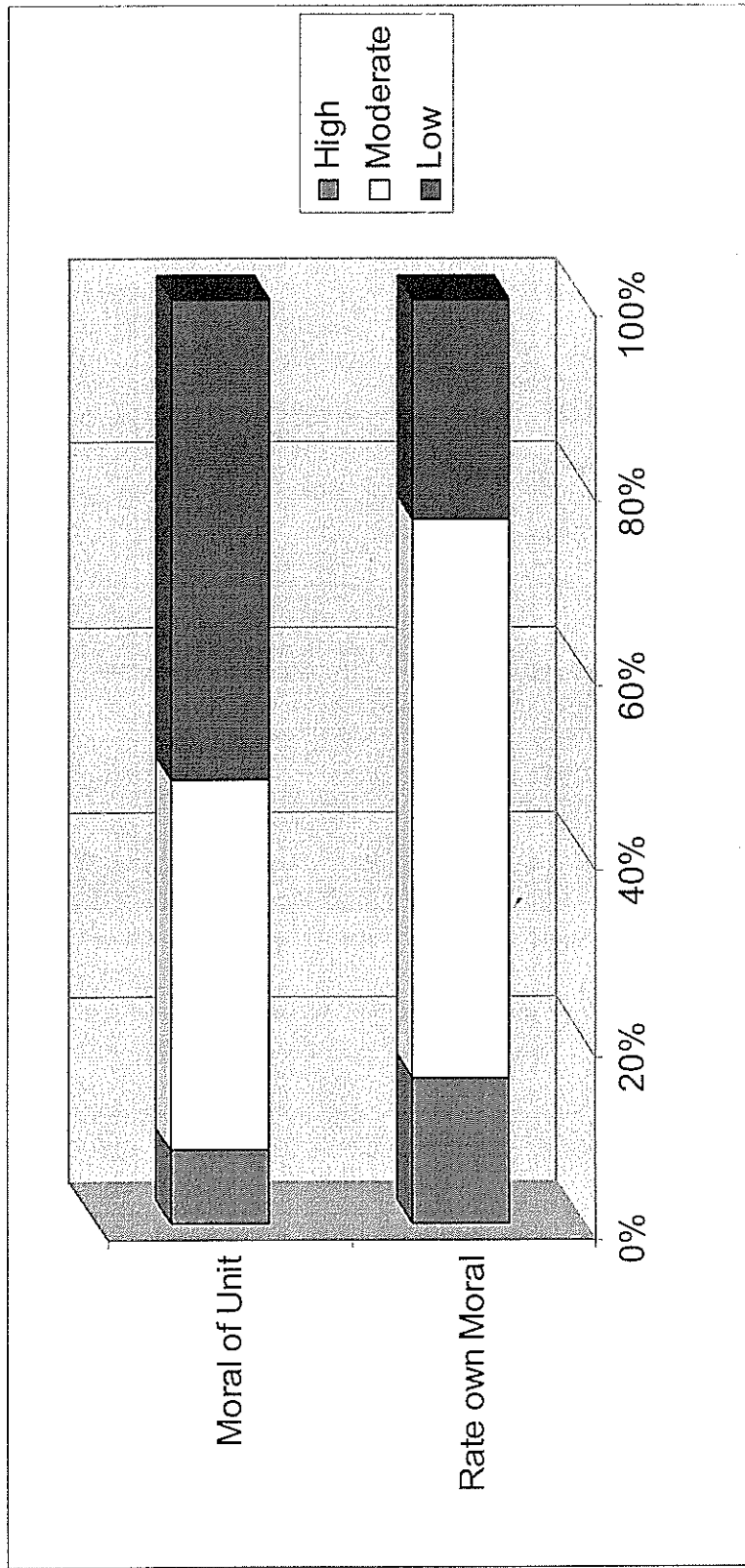


*37 % of soldiers surveyed stated they are not receiving Counseling*

*46 % of soldiers surveyed stated there immediate supervisor sets the right example.*

*50 % of soldiers surveyed stated it is not easy to see the BN commander.*

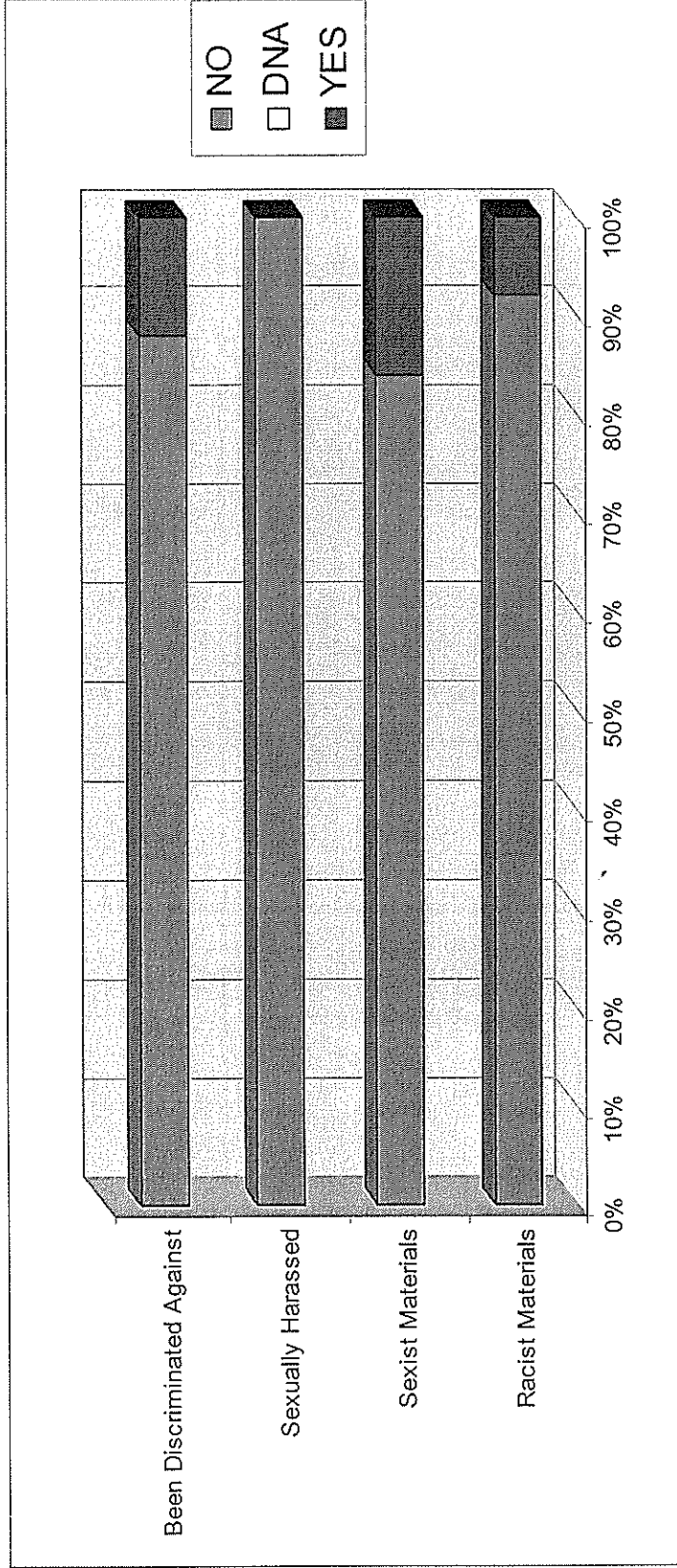
# Morale Assessment



*“Morale of the Unit” is a perceptual gauge of the soldier responding to the question”*

*90% of soldiers are experiencing low to moderate morale.*

# Equal Opportunity Assessment



- 15% (three) soldiers believe they (he or she) have been discriminated against. (1 – Religious based, 1 – Gender based, 1 National Origin based, 1 Racial based)
- 0% (none) soldiers believe they have been sexually harassed

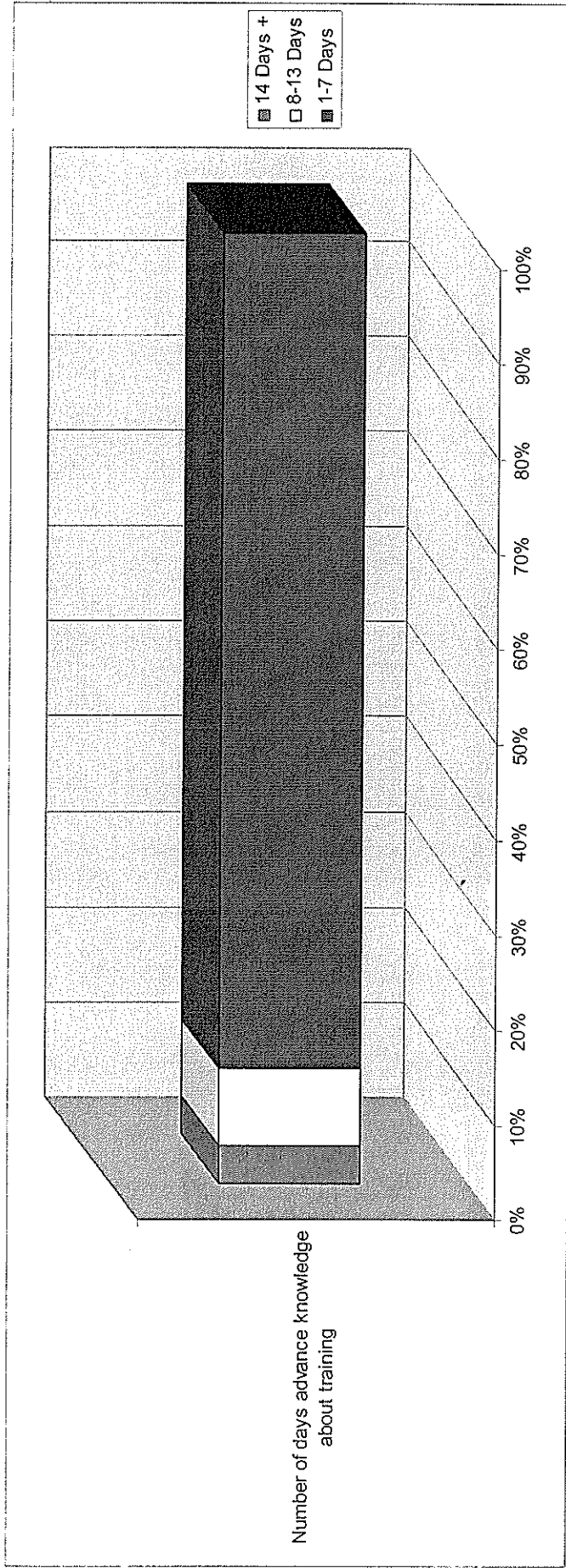
## Reporting Harassment or Discrimination

**34% (nine) of soldiers surveyed would “not” report an incident of sexual harassment or other forms of discrimination to their chain of command**

## **Chain of Command**

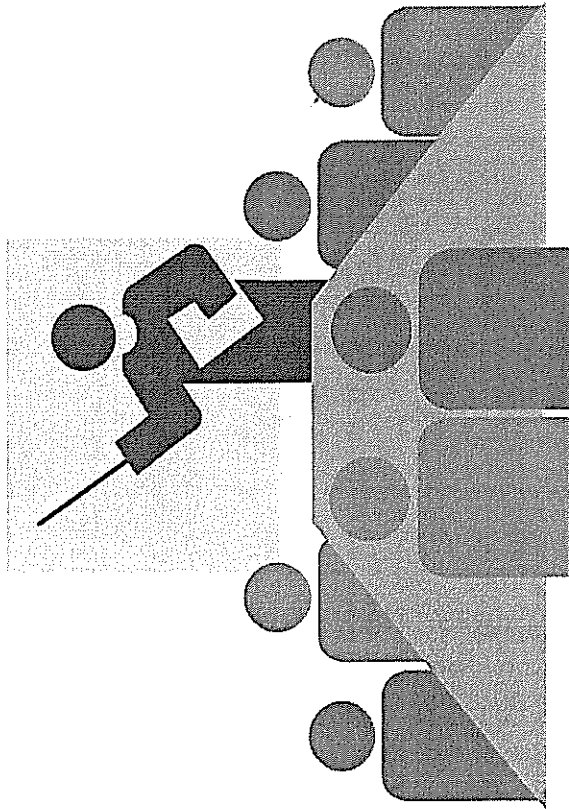
**34% (*nine*) of soldiers surveyed  
“would not” go to the chain of  
command to present a problem**

# Training Notification

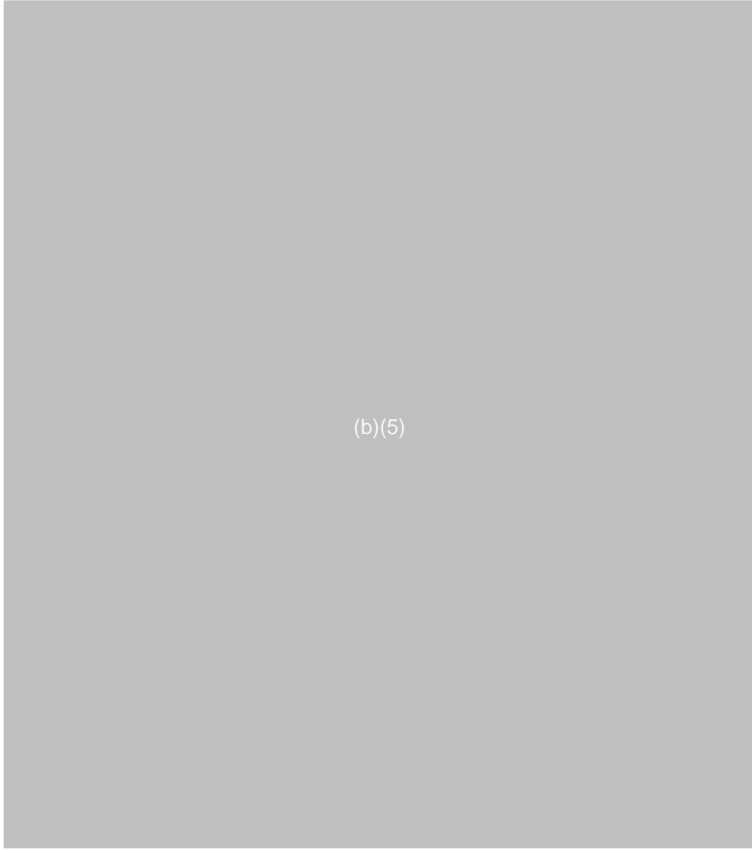


*25% of the soldier's surveyed received 14 or more days notice of training.*

# Recommendations



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# COMMAND CLIMATE SURVEYS

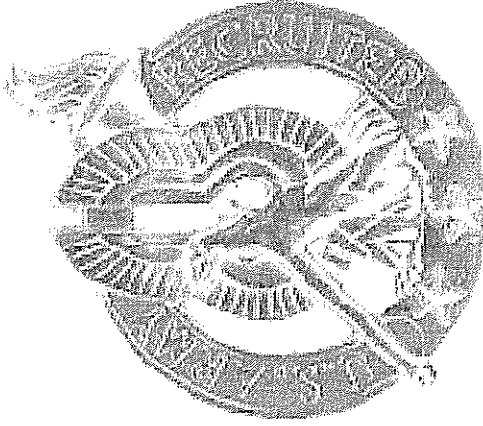
COMPANY	DATE COMPLETED LAST CCS	DATE NEXT CCS DUE
BEAUMONT COMPANY	28 Jul 07	27 Jul 08
SOUTH COMPANY	17 Aug 07	16 Aug 08
NORTH COMPANY	4 Apr 08	26 Apr 08
WEST COMPANY	11 Aug 07	10 Aug 08
HUNTSVILLE COMPANY	21 Nov 06	16 Nov 08
TYLER COMPANY	04 May 07	3 May 08
BAYBROOK COMPANY	15 Sep 06	19 Oct 08



# Command Climate Survey Results

Houston Recruiting Battalion

28 August 2008

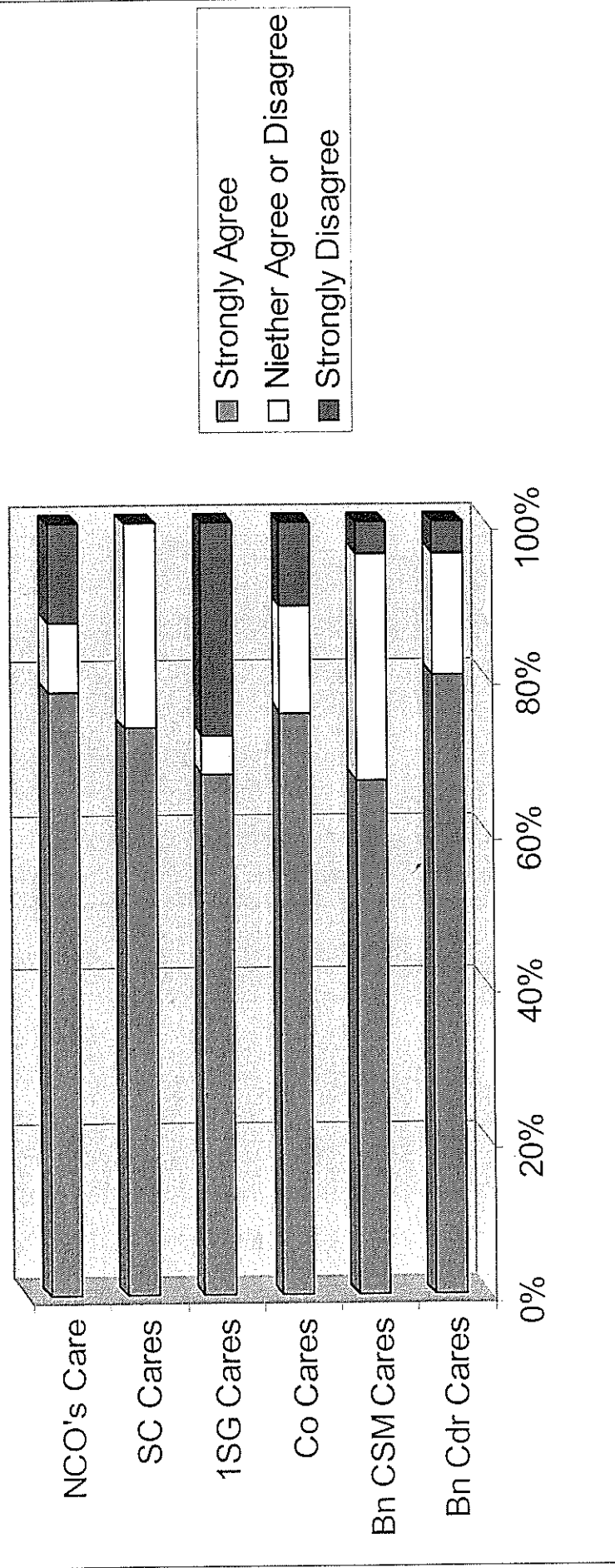


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# **Overview**

- **Results of Survey**
  - Leadership Concerns**
  - Leadership Communications**
  - Morale**
  - Equal Opportunity**
  - Incident Reporting**
  - Chain of Command**
  - Training**
- **Recommendations**

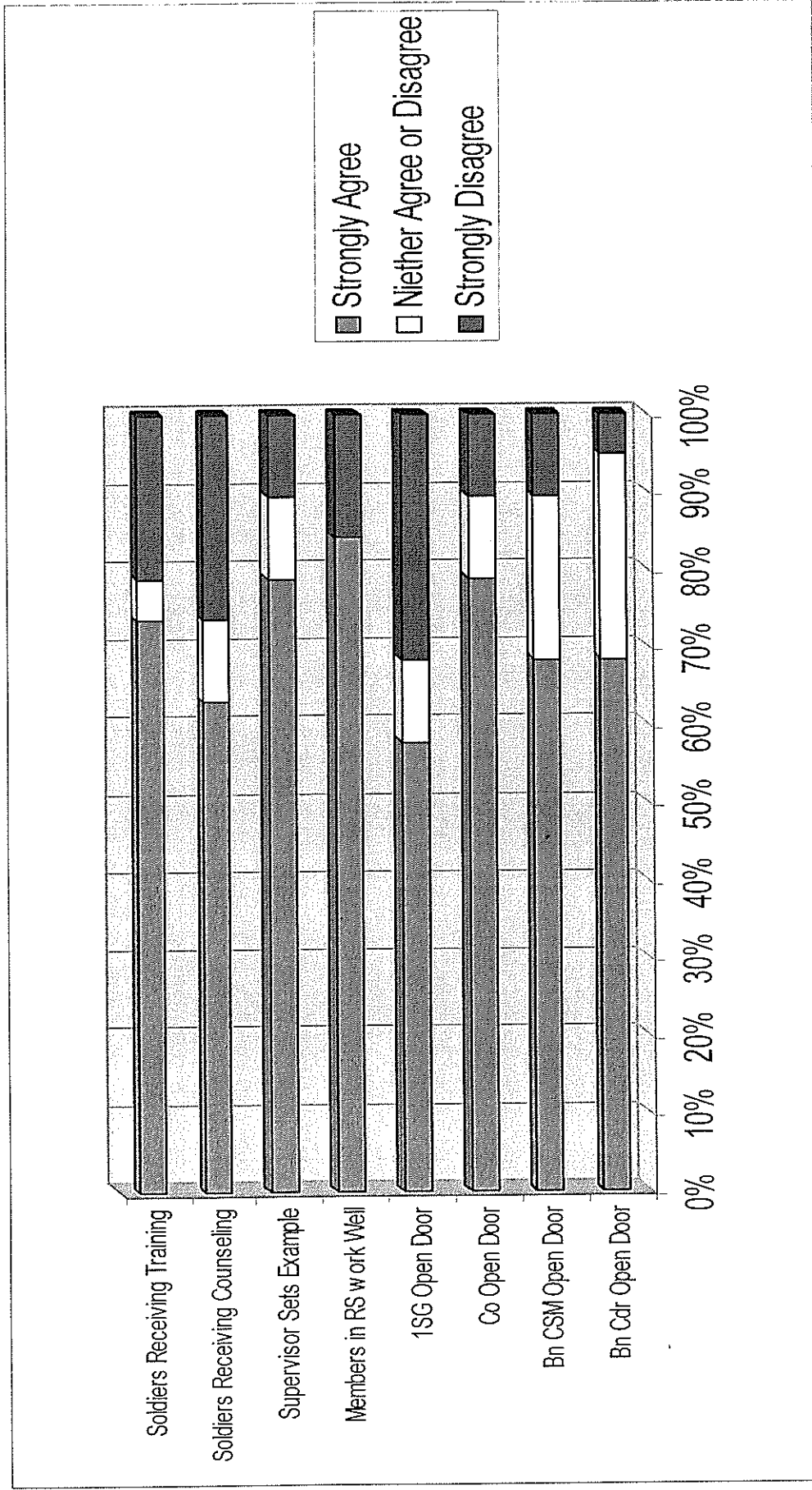
# Leadership Concerns



*78 % of soldiers surveyed believe the Bn Commander cares about what happens to them*

*34% of soldiers surveyed believe the First Sergeant does not care what happens to them*

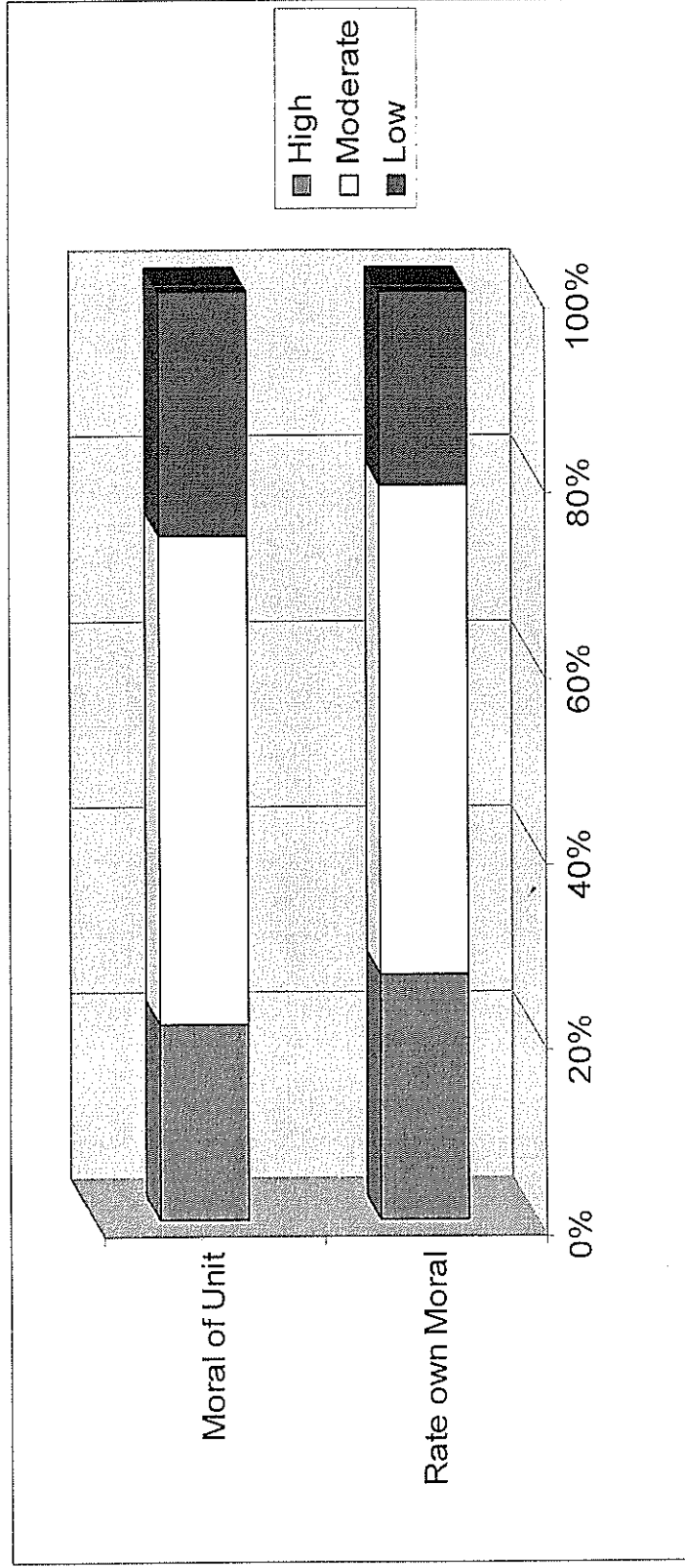
# Communication, Counseling, and Training



*82 % of soldiers surveyed stated they work well together in the recruiting station*

*32% of soldiers surveyed stated it is not easy to see the first sergeant*

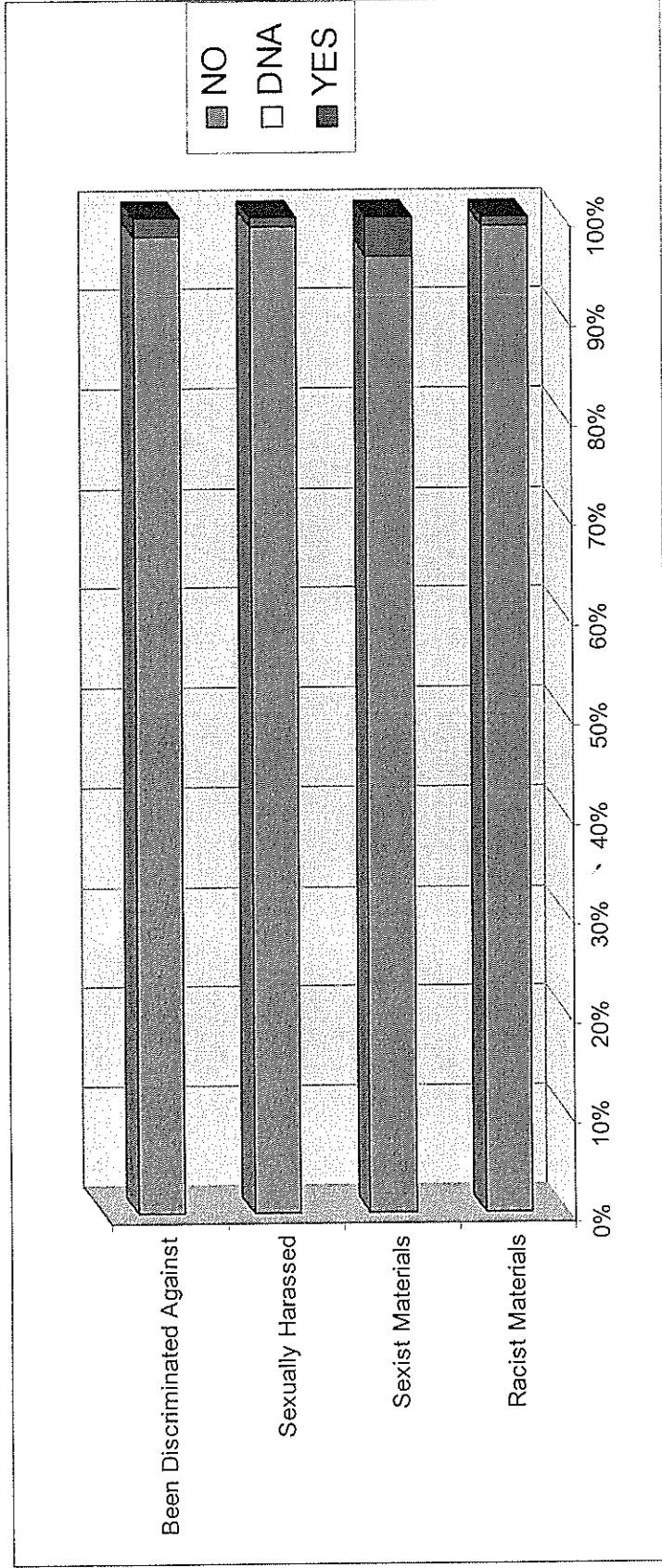
# Morale Assessment



*“Moral of the Unit” is a perceptual gauge of the soldier responding to the question”*

*88% of soldiers are experiencing low to moderate morale*

# Equal Opportunity Assessment



- *Two soldiers believe they (he or she) have been discriminated against. (both- racial based)*
- *Four soldiers state they are exposed to sexist related material*

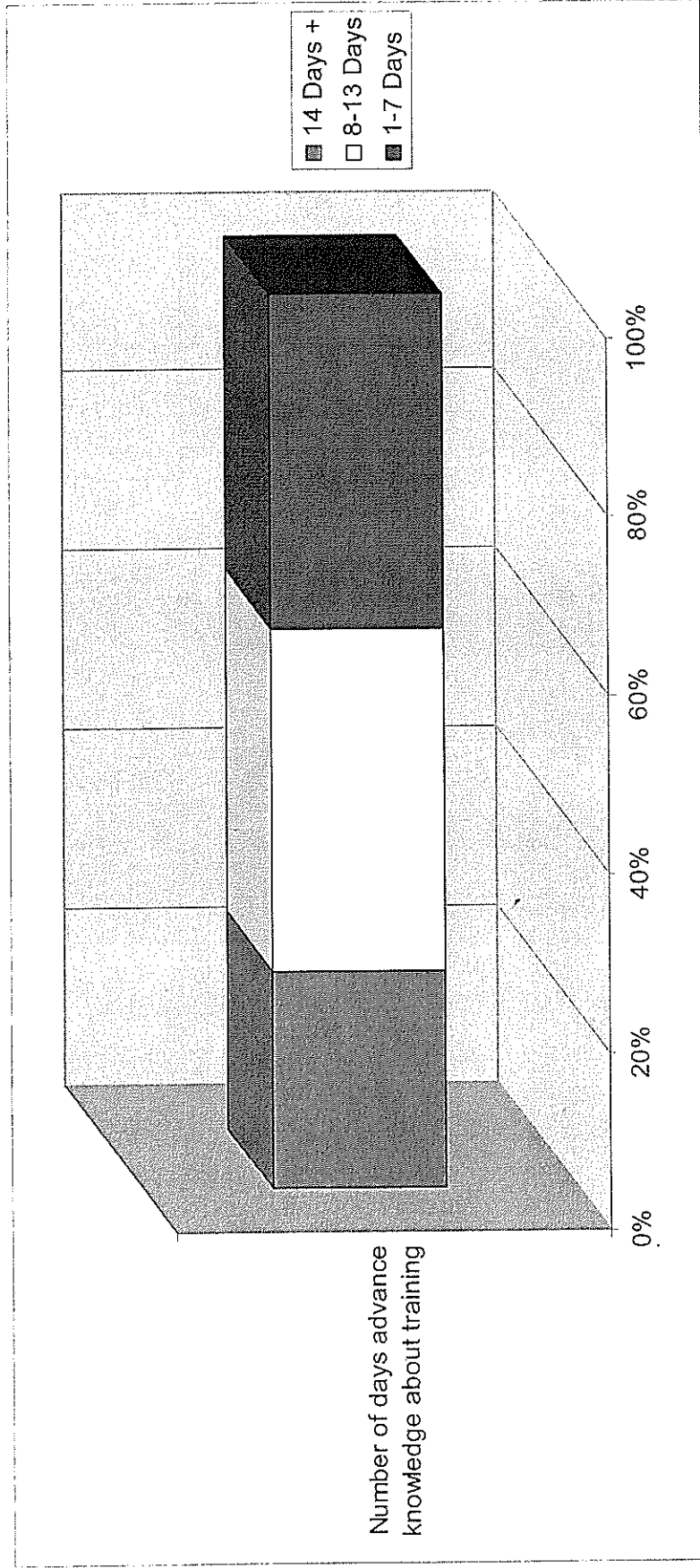
## Reporting Harassment or Discrimination

**2% (*two*) of soldiers surveyed would “not” report an incident of sexual harassment or other forms of discrimination to their chain of command**

## **Chain of Command**

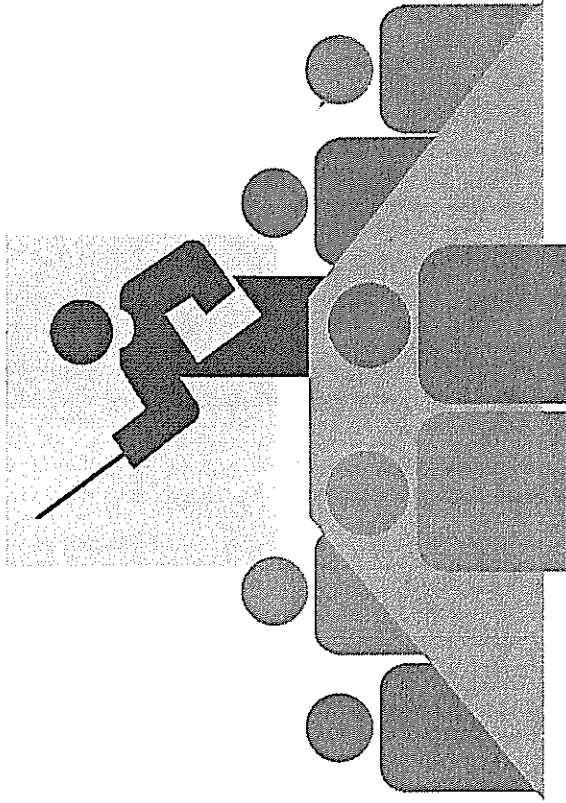
**15% (*fifteen*) of soldiers surveyed  
“would not” go to the chain of  
command to present a problem**

# Training Notification



*50% of the soldiers surveyed received 8 or more days notice of training*

# Recommendations



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