

**IV. Environmental/Mission Factors - "What surrounds us?"** This section focuses on the external environment surrounding your organization. Answer the following questions to assess the impact of these factors on the ethical behavior in your organization.

Use the following scale for all questions in Section IV. \*\*\*Note: the scale is reversed for this section (Strongly Agree is scored as a "1", not a "5") \*\*\*

Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1-----	2-----	3-----	4-----	5-----

- A. My unit is currently under an excessive amount of stress (i.e., inspections, limited resources, frequent deployments, training events, deadlines, etc.).
- B. My higher unit leaders foster a 'zero defects' outlook on performance, such that they do not tolerate mistakes.
- C. My higher unit leaders over-emphasize competition between units.
- D. My higher unit leaders appear to be unconcerned with unethical behavior as long as the mission is accomplished.
- E. I do not feel comfortable bringing up ethical issues with my supervisors.
- F. My peers in my unit do not seem to take ethical behavior very seriously.

Section IV Total

Place the Total Score from each section in the spaces below:  
(A score of 1 or 2 on any question requires some immediate leader action.)

Section I - Individual Character Total Score \_\_\_\_\_  
 Section II - Leader Action Total Score \_\_\_\_\_  
 Section III - Unit Policies and Procedures Total Score \_\_\_\_\_  
 Section IV - Environmental/Mission Factors Total Score \_\_\_\_\_

**ECAS Total Score (I + II + III + IV)** \_\_\_\_\_

**25 - 75**  
Take Immediate Action to Improve Ethical Climate

**76 - 100**  
Take Actions to Improve Ethical Climate

**101 - 125**  
Maintain a Healthy Ethical Climate



An Ethical Climate is one in which our stated Army values are routinely articulated, supported, practiced and respected. The Ethical Climate of an organization is determined by a variety of factors, including the *individual character* of unit members, the *policies and practices* within the organization, the *actions of unit leaders*, and *environmental and mission factors*. Leaders should periodically assess their unit's ethical climate and take appropriate actions to maintain the high ethical standards expected of all Army organizations. This survey will assist you in making these assessments and in identifying the actions necessary to accomplish this vital leader function. FM 22-100, Army Leadership, provides specific leader actions necessary to sustain or improve your ethical climate, as necessary.

**INSTRUCTIONS**

Answer the questions in this survey according to how you currently perceive your unit and your own leader actions, NOT according to how you would prefer them to be or how you think they should be. This information is for your use, (not your chain of command's) to determine if you need to take action to improve the Ethical Climate in your organization. Use the following scale for all questions in Sections I and II.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1-----	2-----	3-----	4-----	5-----

**I. Individual Character - "Who are we?"** This section focuses on your organization's members' commitment to Army values. Please answer the following questions based on your observations of the ethical commitment in your unit. (This means your immediate unit. If you are a squad leader, it means you and your squad. If you are a civilian supervisor, it means you and your section.)

- A. In general, the members of my unit demonstrate a commitment to Army values (honor, selfless service, integrity, loyalty, courage, duty and respect).
- B. The members of my unit typically accomplish a mission by "doing the right thing" rather than compromising Army values.
- C. I understand, and I am committed to, the Army's values as outlined in FM 22-100, Army Leadership.

**Section I Total**

**II. Unit/Workplace Policies & Practices - "What do we do?"** This section focuses on what you, and the leaders who report to you, do to maintain an ethical climate in your workplace. (This does not mean your superiors. Their actions will be addressed in Section IV).

- A. We provide clear instructions which help prevent unethical behavior.
- B. We promote an environment in which subordinates can learn from their mistakes.
- C. We maintain appropriate, not dysfunctional, levels of stress and competition in our unit.
- D. We discuss ethical behavior and issues during regular counseling sessions.

- E. We maintain an organizational creed, motto, and/or philosophy that is consistent with Army values.
- F. We submit unit reports that reflect accurate information.
- G. We ensure unit members are aware of, and are comfortable using, the various channels available to report unethical behavior.
- H. We treat fairly those individuals in our unit who report unethical behavior.
- I. We hold accountable (i.e., report and/or punish) members of our organization who behave unethically.

**Section II Total**

\* Use the following scale for all questions in Section III.

Never	Hardly Ever	Sometimes	Almost Always	Always
1-----	2-----	3-----	4-----	5-----

**III. Unit Leader Actions - "What do I do?"** This section focuses on what you do as the leader of your organization to encourage an ethical climate.

- A. I discuss Army values in orientation programs when I welcome new members to my organization.
- B. I routinely assess the ethical climate of my unit (i.e., sensing sessions, climate surveys, etc.).
- C. I communicate my expectations regarding ethical behavior in my unit, and require subordinates to perform tasks in an ethical manner.
- D. I encourage discussions of ethical issues in After Action Reviews, training meetings, seminars, and workshops.
- E. I encourage unit members to raise ethical questions and concerns to the chain of command or other individuals, if needed (i.e., chaplain, IG, etc.).
- F. I consider ethical behavior in performance evaluations, award and promotion recommendations, and adverse personnel actions.
- G. I include maintaining a strong ethical climate as one of my unit's goals and objectives.

**Section III Total**