

# Navy Personnel Research and Development Center

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## Navy-wide Personnel Survey (NPS) 1994: Management Report of Findings

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Gerry L. Wilcove

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**Navy-wide Personnel Survey (NPS) 1994:  
Management Report of Findings**

Gerry L. Wilcove

Reviewed by  
Joyce Shettel Dutcher

Approved and Released by  
Kathleen E. Moreno  
Department Director

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13. ABSTRACT (Maximum 200 words) The 1994 Navy-wide Personnel Survey was completed by 4,589 enlisted personnel and 2,921 officers on topics related to detailing and the assignment process, quality of life, organizational climate, and health issues. Each of the topics was measured by several questions that were formed into opinion gauges ("scales") based on reliability analyses. Results for these gauges are presented separately for enlisted personnel and officers. Gauges are broken down by demographics and correlated with measures of retention plans.			
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## Foreword

The Navy-wide Personnel Survey (NPS), which is administered annually, is one part of the Navy Survey Resource Center (NSRC), originated by the Navy Personnel Research and Development Center. The NSRC is designed to manage and control Navy personnel surveys to minimize intrusion into fleet and shore operations and is composed of the NPS, special surveys, and quick-response surveys. NPS 1994 examined the opinions of personnel on a variety of topics concerned with detailing and the assignment process, quality of life, organizational climate, and health issues. The information from the survey is valuable to managers and policy makers in program formulation and evaluation.

NPS 1994 was conducted under the sponsorship of the Chief of Naval Personnel (PERS-00) within reimbursable Work Unit 5WRPS500. Data collection concluded in January 1995, and the results of the survey were briefed to the Chief of Naval Personnel, his staff, and sponsors in April 1995.

This report presents and interprets overall results for each survey topic. In contrast, NPRDC-TN-95-1 and NPRDC-TN-95-2 present statistical results (without interpretation) question by question for enlisted personnel and officers, respectively.

Any questions regarding this report should be directed to Dr. John Kantor, Project Director, DSN 553-7651 or (619) 553-7651.

Kathleen E. Moreno  
Department Director,  
Personnel and Organizational  
Assessment

# Executive Summary

## Background

The Navy-wide Personnel Survey is conducted annually at the request of the Chief of Naval Personnel to aid in program formulation and evaluation. The 1994 survey was completed by 4,589 enlisted personnel and 2,921 officers between October 1994 and January 1995. The survey addressed topics on detailing and the assignment process, quality of life, organizational climate, and health issues. Some of the topics included opinions about the BUPERS ACCESS computer bulletin board system, family support programs, living conditions, job satisfaction, downsizing, equal opportunity, and drug and alcohol policies. Survey responses were weighted by paygrade to help ensure that results could be generalized to the entire Navy.

## Highlights of Results

### Detailing and Assignment Process

- ◆ Only 17% of enlisted personnel and 17% of officers had used the BUPERS ACCESS system.
- ◆ A majority of enlisted personnel (52%) who had used the BUPERS ACCESS system expressed favorable opinions of it.
- ◆ Thirty-eight percent of officers who had used the BUPERS ACCESS system expressed favorable opinions.

### Quality of Life

- ◆ Over 40% (but less than 50%) of enlisted personnel responded favorably to shipboard recreational opportunities, family support programs, personnel support detachments, and the impact that living conditions had on their performance and their decision to stay in the Navy.
- ◆ Forty-three percent of enlisted personnel were satisfied with the overall quality of life in the Navy.
- ◆ A majority of officers favorably evaluated personnel support detachments (58%) and family support programs (55%). A minority favorably evaluated shipboard recreational opportunities (48%), and the impact that living conditions had on their performance and their decision to stay in the Navy (38%).
- ◆ Seventy-eight percent of officers were satisfied with the overall quality of life in the Navy.

### Organizational Climate (Enlisted)

- ◆ A majority of enlisted personnel favorably evaluated several areas that help determine organizational climate in the Navy. These areas (in descending order of endorsement) were the quality of sexual harassment training; women in combat roles; appropriateness of command events such as initiations; their jobs; and implementation of equal opportunity policies.

◆ A minority of enlisted personnel reacted favorably when asked if their current pay and anticipated retirement pay increased their desire to remain in the Navy. Only a minority also indicated that their decision to remain in the Navy would be *unaffected* by downsizing.

◆ More White enlisted personnel (61%) than Blacks (47%) believed that equal opportunity policies were actually being implemented.

### **Organizational Climate (Officer)**

◆ A majority of officers favorably evaluated several areas that help determine organizational climate. These areas (in descending order of endorsement) were the quality of sexual harassment training, their jobs, the appropriateness of command events, implementation of equal opportunity policies, women in combat roles, the quality of Navy life overall, and the impact of current pay and anticipated retirement pay on their desire to remain in the Navy.

◆ A minority of officers reacted favorably when asked if their decision to remain in the Navy would be unaffected by downsizing.

◆ Fewer female officers (62%) than male officers (75%) believed that equal opportunity policies were actually being implemented.

### **Health Issues**

◆ A majority of enlisted personnel favorably evaluated the information they obtained from Navy and civilian sources on HIV and AIDS (61%) and favorably evaluated the Navy's drug and alcohol policies (59%).

◆ A majority of officers also favorably evaluated the information they obtained from Navy and civilian sources on HIV and AIDS (60%) and favorably evaluated the Navy's drug and alcohol policies (71%).

### **Retention**

Enlisted results tentatively indicated that greater degrees of QOL and job satisfaction were associated with a greater likelihood of individuals wanting to remain in the Navy. Officer results were the same as enlisted for job satisfaction. However, it was tentatively found that QOL was not a strong correlate of desire to remain in the Navy.

### **Conclusions**

1. QOL needs to be improved for enlisted personnel. Although an increase in pay and a stabilization of, or increase in, retirement benefits would be the most direct approach to this problem, improved living conditions would also be a worthwhile contribution.

2. Overall, QOL does not seem to be a problem for officers. Living conditions may be a specific area where improvement is needed, but survey questions need to be expanded before a conclusion of this sort is warranted.

3. Although enlisted personnel reacted favorably on five of eight organizational climate topics, results may be misleading. In particular, a minority of personnel reacted favorably on topics

reflecting overall satisfaction with the Navy--topics such as their career development, promotional opportunities, basic pay, and the performance evaluation process. The most accurate conclusion, therefore, is that results were mixed.

4. Survey results are inadequate to determine if male enlisted personnel and officers accept women in combat roles. Although a majority of men indicated that they do, the survey did not ask women how men seemed to react to their presence aboard ships.

5. To conclude that officers viewed the organizational climate in the Navy in a favorable fashion would be overly simplistic, because they also believed that downsizing could affect their decision to stay in the Navy. The most accurate conclusion, therefore, is that results were mixed.

6. There may need to be increased communication between senior and junior enlisted personnel on equal opportunity issues. The opinions of senior personnel, whose careers represent successful advancement through the system, could favorably affect the opinions of junior personnel. On the other hand, senior enlisted personnel could become better attuned to the problems of junior personnel and more proficient in providing opportunities for growth.

7. It seems plausible to suggest that downsizing affects desire to stay in the Navy to the extent that it affects job satisfaction and QOL. However, additional research would be needed to verify empirically the validity of this conclusion.

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# Introduction

## Background

In 1990, the Chief of Naval Personnel, Vice Admiral J. M. Boorda, commissioned the Navy-wide Personnel Survey (NPS). Its purpose was to assess the attitudes of personnel toward a variety of issues important to policy makers. A number of characteristics were built into the design of the survey. It would be administered on an annual basis so that trends in personnel attitudes could be assessed. It would be an omnibus survey addressing topics of both immediate and enduring interest to the Navy. Both enlisted personnel and officers would be sampled randomly, and in great enough numbers, so that their responses would be representative of the entire Navy.

Since its inception, the NPS has been administered every year. The 1994 NPS was mailed in October 1994 to a random sample of 16,950 enlisted personnel and officers with a projected rotation date of April 1995 or later. This sample consisted of approximately 5% of the enlisted and 13% of the officer populations. The overall return rate was 47%. In April 1995, VADM F. L. Bowman, Chief of Naval Personnel, was briefed on the results of the survey. In addition, statistical results were generated for all survey questions for both enlisted personnel and officers (Kantor, Ford, Wilcove, & Gyll, 1995a; Kantor *et al.*, 1995b)(under review).

## Problem

During a time of downsizing and economic cutbacks, the morale and performance of personnel assume added importance. Thus, policy makers need to be informed about the impact of their actions on individuals, but are limited in their ability to obtain feedback from a large number of personnel in a timely and systematic way. The NPS was developed in response to this problem.

## Purpose

The purpose of this report is to provide policy makers with the results from the 1994 NPS in a form that will aid program evaluation

and formulation. Towards that end, an overall result is presented for each survey topic rather than reviewing results question by question.

## Method

### Determining Overall Opinions

A copy of the 1994 NPS can be found in Appendix A. Policy makers were interested in four broad areas: detailing and the assignment process, quality of life (QOL), organizational climate, and health issues. Within each of these areas specific topics were of interest; for example, within organizational climate, job satisfaction, force reduction and base closure, equal opportunity, command events, and so forth.

The study's goal was to be able to combine survey questions for each topic so that an overall result could be determined, as opposed to reviewing results question by question. To reach this goal, analyses were performed to determine which questions could be combined, or if questions could legitimately be combined at all.<sup>1</sup> As a result of the analyses, 16 combinations of questions or opinion gauges were identified. In some cases, slightly different combinations of questions were found for enlisted personnel and officers.

Gauges were not found for every topic; for example, the importance of Navy-sponsored youth activities (Question 49) or health promotion programs (Question 91). In these instances, the reader should consult previous reports (Kantor *et al.*, 1995 a,b) that presented results question by question.

Three opinion gauges were found for the 1994 NPS that were not found for the 1993 NPS: Recreational Opportunities reflecting evaluations of shipboard activities and

<sup>1</sup>Analyses were Chronbach alpha reliability analyses, which, in some cases, were preceded by factor analyses to identify relevant subsets of items.

services, Women in Combat reflecting men's acceptance of women aboard ships, and AIDS and HIV Information reflecting evaluations of naval and civilian sources.<sup>2</sup> All other gauges were identical or very similar in their composition to 1993 NPS gauges.<sup>3</sup>

Appendix B presents the names of the opinion gauges, the questions comprising them, and statistical results. For example, one gauge is Family Support Programs, consisting of Questions 44a, 44b, and 44c that were included as part of the QOL section of the survey. Another example is the opinion gauge regarding the Navy's success in educating personnel on sexual harassment (organizational climate section of the survey). This gauge was composed of Questions 85a through Question 85g.

Readers may want to review Appendix B to familiarize themselves with the issues comprising each opinion gauge. In the report, the author discusses the results at a more general level of abstraction. For example, one of the gauges is Satisfaction with the Navy. This gauge reflects the extent to which personnel reacted favorably when asked about their career development, promotional opportunities, performance evaluation, job security, and so forth. In presenting results for this opinion gauge, the author simply discusses the extent to which personnel had a favorable opinion of the Navy overall.

By combining questions, it could be determined, for example, what percentage of personnel had a favorable opinion of the Navy overall, an unfavorable opinion, and a neutral

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<sup>2</sup>AIDS is the acronym for Acquired Immune Deficiency Syndrome and HIV, the acronym for Human Immunodeficiency Virus.

<sup>3</sup>The QOL scale for the 1993 NPS was composed of two items asking if individuals could afford the things they or their family needed, and whether they were satisfied with their QOL. The QOL scale for the 1994 NPS was composed of the same items even though an additional item (Question 75e) had been added to the survey. In this way, results for the two surveys were directly comparable.

opinion (neither favorable nor unfavorable). By definition, those with a favorable opinion were personnel who had selected "strongly agree" or "agree"; those with an unfavorable opinion, personnel who selected "strongly disagree" or "disagree"; and those with a neutral opinion, personnel who selected "neither agree nor disagree."<sup>4</sup>

For example, suppose it were found that 55% of personnel had favorable opinions of the Navy overall. Technically, this result would mean that the average (weighted) percentage of individuals selecting "strongly agree" or "agree" for the three questions was 55%. Similarly, if 35% were found to have unfavorable opinions, this result would mean that the average percentage of individuals selecting "strongly disagree" or "disagree" was 35%.

#### Generalization to Entire Navy

Policy makers want to know if survey results can be generalized to the entire Navy. Typically, they want to know for enlisted results and officer results, for individual paygrade groups such as E-4 through E-6, and, at times, for all survey respondents (enlisted and officer combined). Generalization depends on one of two factors, or both: (1) whether the mix of survey respondents by paygrade is the same as it is in the Navy as a whole, and (2) whether there are enough survey respondents to generalize to the entire Navy.

The first condition was met in the study through "statistical weighting." Here, responses of each paygrade group were weighted in accordance with the group's representation in the Navy. Meeting the second condition depends, in part, on the margin of error the reader is willing to accept. That is, suppose 55% of E-4s through E-6s had favorable opinions of family support centers and the estimated margin of error was  $\pm 3\%$ .

<sup>4</sup>Technically, some questions had to be reverse scored and, in a few instances, response options were other than agree/disagree.

The reader could then assume (at the 95% level of confidence) that the percentage for all E-4s through E-6s in the Navy was between 52% and 58%. The reader needs to decide how large a margin of error is acceptable to them--typically,  $\pm 5\%$  (or less) is viewed as acceptable.

Important results were found in the study by paygrade group. Table 1 presents the margin of error associated with each group.

**Table 1**  
**Margin of Error**

Respondent Group	Number <sup>a</sup>	Margin of Error
<b>Enlisted</b>		
E-2 and E-3	922	$\pm 4\%$
E-4 through E-6	2,054	$\pm 2\%$
E-7 through E-9	1,613	$\pm 3\%$
<b>Total Sample</b>	4,589	$\pm 1\%$
<b>Officer</b>		
Chief Warrant Officer	465	$\pm 5\%$
O-1 through O-3	1,387	$\pm 3\%$
O-4 through O-6	1,069	$\pm 3\%$
<b>Total Sample</b>	2,921	$\pm 2\%$
<b>All Respondents</b>	7,510	$\pm 1\%$

<sup>a</sup>These numbers are unweighted to provide descriptive information about the survey respondents.

Important results were also found in the study by race, gender, place of residence, type of command, and officer community. Appendix C presents the number of survey respondents for each of these demographic variables. This appendix can be used in conjunction with Appendix D to determine margin of error.

### Analyses

Analyses focused primarily on enlisted personnel as a group and officers as a group. To help ensure that results for these groups could be generalized to the entire Navy, separate weighting schemes were applied by paygrade. Enlisted and officer opinions were then examined statistically.<sup>5</sup> When their opinions

did not differ significantly,<sup>6</sup> they were combined into single sample, their separate weighting schemes were maintained, and the entire sample was weighted so that its ratio of enlisted to officer personnel matched that of the overall Navy.<sup>7</sup>

Correlational analyses were conducted in response to specific Navy needs. That is, policy makers are interested in the degree to which individuals want to remain in the Navy. They are also interested in correlates of this decision. Survey measures of this decision included the degree to which individuals wanted to remain until eligible for retirement (Question 73), likelihood of reenlistment (Question 78), likelihood of leaving if offered a financial incentive (Question 81c), and likelihood of leaving if a civilian job were available (Question 81d).

Various factors were examined in a correlational analysis<sup>8</sup> to determine if they were related to the retention decision. Analyses were not restricted to scales, such as Job Satisfaction, but also included individual survey questions 75a through 75d, 75f, and 75g, which examined promotional opportunities, family separation, pay, job security, and so forth.<sup>9</sup>

Correlations below .20 were considered inconsequential; .20 to .29, small; .30 to .39, moderately large; and .40 and above, very large. Correlations were only reported if they were significant at the .001 level.

<sup>5</sup>A series of SPSS (*Statistical Package for the Social Sciences*) (1993) aggregate commands were used to determine the percentage of agree, disagree, and neither agree nor disagree responses for an opinion gauge.

<sup>6</sup>The general guideline for determining a significant difference in the study was twofold: (1) the difference in means for two groups needed to be significant at least at the .01 level, and (2) one mean needed to be at least .3 points larger than the other for practical significance (Wilcove (1994, pp. 6-7)).

<sup>7</sup>As indicated, slightly different gauges were found at times for enlisted personnel and officers. When enlisted and officer opinions were compared to determine if they were significantly different, common questions only were used without an appreciable decrease in Chronbach alphas.

## Organization of Results

Results are presented first for enlisted personnel, and then for officers, on detailing and the assignment process, QOL, organizational climate, and health issues. Enlisted and officer results are then compared to see if these two groups varied in their opinions. Lastly, results are broken out by demographics, and the results of the correlational, retention analyses are presented.

Figures are used to illustrate the results. Opinion gauges are ordered from the most favorable to the least favorable. Ordering is based on all opinions--favorable, unfavorable, and neutral, although only the favorable opinions are discussed at times in the text.

## Enlisted Opinions of Detailing and the Assignment Process

Fifty-two percent of personnel who had used the BUPERS ACCESS computer bulletin board system expressed favorable opinions, reporting that it gave them the information they needed, made it easier to communicate with their detailers, and reduced the number of calls they needed to make to their detailers. Fifteen percent rated the system unfavorably, and 33% did not have strong opinions one way or the other. Only 17% of enlisted survey respondents had used the BUPERS ACCESS system.

## Enlisted Quality of Life

Figure 1 presents results for QOL topics examined in the survey. A minority of personnel reacted favorably on each topic. Forty-nine percent favorably evaluated shipboard recre-

<sup>8</sup>Pearson product-moment correlation. As individuals progress in paygrade, greater percentages of them want to remain in the Navy. Once 70% or more become committed, correlational analyses become difficult because of "restriction of range" problems (i.e., because so many people think the same way). Individuals in those paygrades with 70% or more in agreement were thus excluded from the analyses.

<sup>9</sup>In the retention correlational analyses, Question 75e was used as the measure of QOL because it directly asks individuals about this issue.

ational activities and services; that is, they believed that their QOL would be reduced or greatly reduced if such opportunities were curtailed. Forty-eight percent of enlisted personnel expressed favorable opinions of family support programs. Similar percentages of personnel (in the 40s) expressed favorable opinions of personnel support detachments and the impact of living conditions on their performance and retention decisions.

Forty-three percent evaluated overall QOL in a positive fashion, although this result should be interpreted with caution since it was based on agreement with only two statements: (1) "In general, I can afford the things I or my family needs," and (2) "Overall, I am satisfied with my quality of life."

## Enlisted Organizational Climate

Figure 2 presents results for eight opinion gauges of organizational climate. This figure helps answer the question: What do enlisted personnel think about the organizational climate in the Navy from the standpoint of the Navy's attempt to educate personnel on sexual harassment, foster acceptance of women, conduct command events in an appropriate fashion, and so forth. Viewed in this context, it was found that 82% of enlisted personnel expressed favorable opinions of sexual harassment training. Around 60% reacted positively when asked about women in combat roles, command events, their level of job satisfaction, and the actual implementation of equal opportunity policies.

A minority of individuals reacted favorably on three topics:

- ◆ The extent to which they were satisfied with the Navy overall.
- ◆ The extent to which they believed that basic pay is an important reason to remain in the Navy at the present time, and anticipated retirement pay an important reason to stay until retirement (Pay and Retention).
- ◆ The extent to which they wanted to remain in the Navy until retirement or at least for the time being, even though programs and benefits might be cut back due to downsizing (Downsizing and Retention).

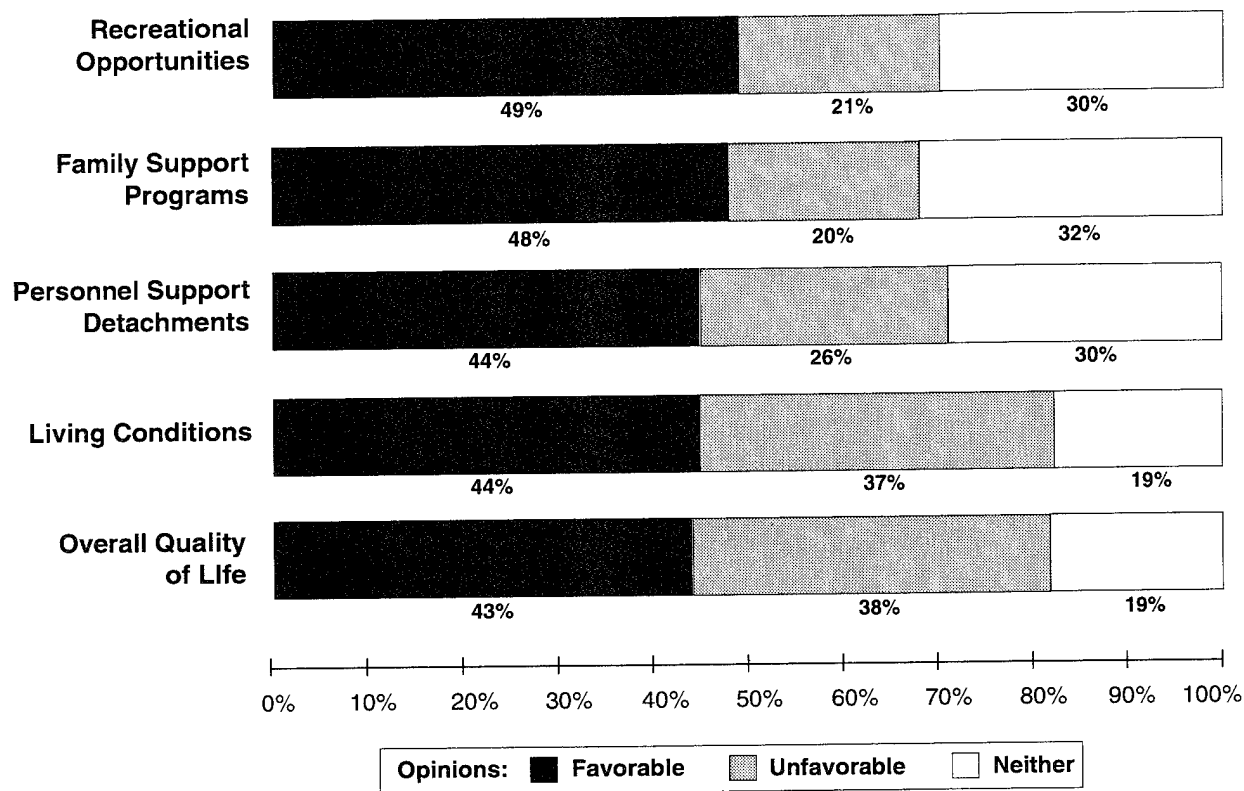


Figure 1. Enlisted quality of life.

## Enlisted Health Issues

Fifty-nine percent of personnel rated the Navy's drug and alcohol program policies in a favorable fashion, believing, for example, that the random urinalysis program is effective, and that the Navy's alcohol use/abuse policies are applied fairly across all paygrades. Twenty percent expressed negative opinions, and 21% were on the fence (neither favorable nor unfavorable).

Sixty-one percent of enlisted personnel reported that they had obtained useful HIV and AIDS information from Navy and civilian sources, while 39% indicated that they had not.

## Officer Opinions on Detailing and the Assignment Process

Officers who had used the BUPERS ACCESS computer bulletin board system voiced varied opinions. Thirty-eight percent rated it in

a positive fashion, 28% gave it low marks, and 34% gave it a mixed review. Only 17% indicated that they had used this system.

## Officer Quality of Life

Figure 3 summarizes survey results on QOL topics for officers. A majority of individuals reacted favorably to personnel support detachments (58%) and family support programs (55%). A minority of personnel responded favorably to available shipboard recreational activities and services (45%). Similarly, only 38% reported that living conditions impacted favorably their performance and retention plans.

Seventy-eight percent were satisfied with the overall quality of life in the Navy. Note that officer evaluations of overall QOL were more favorable than their evaluations of specific issues, such as living conditions. This discrepancy indicates that not all important QOL issues were measured, either because

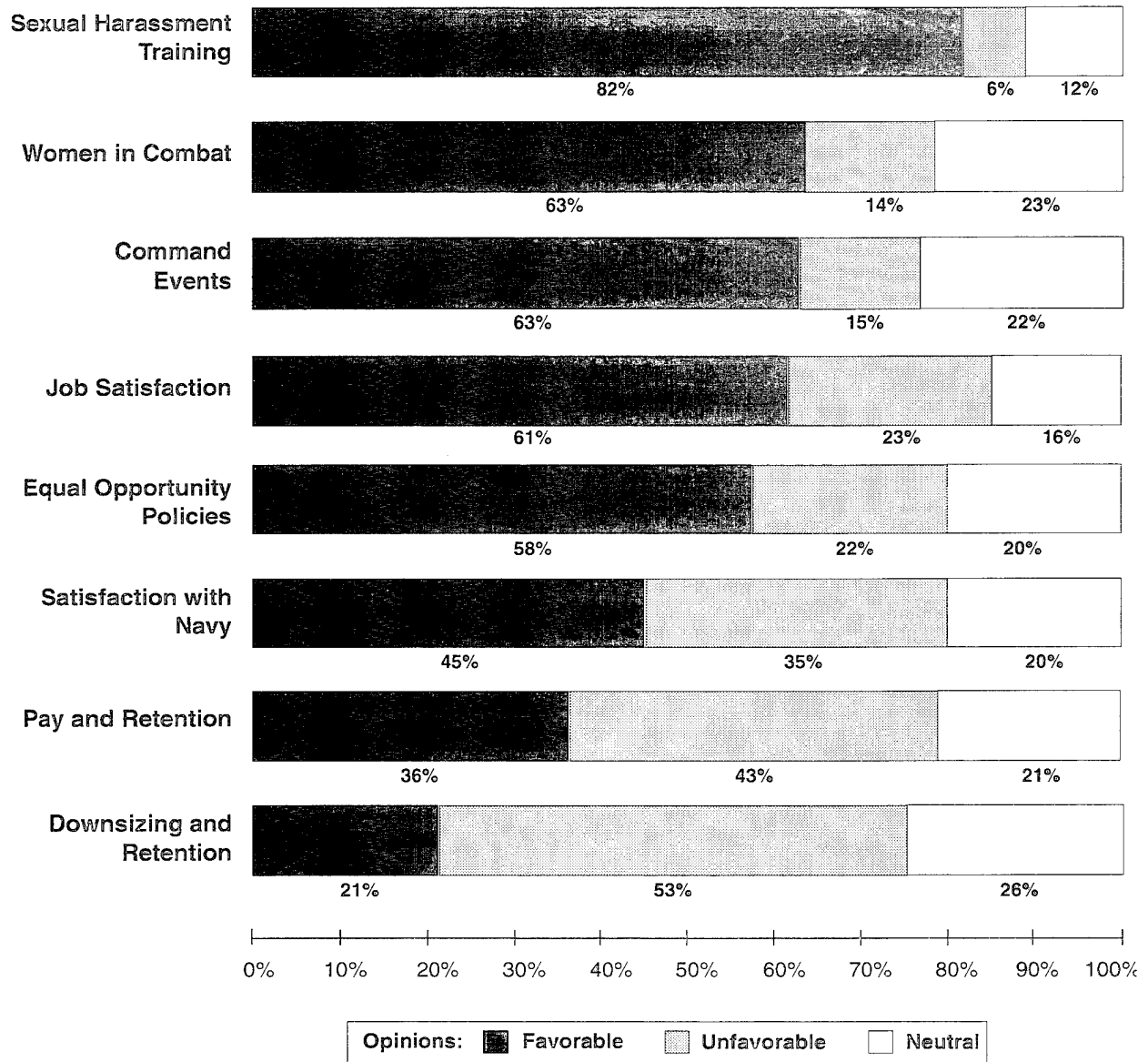


Figure 2. Enlisted organizational climate.

relevant questions were not included in the survey or they could not be formed into opinion gauges.

## Officer Organizational Climate

Figure 4 presents the results for eight opinion gauges of organizational climate. Sexual harassment training received the highest ratings, followed by job satisfaction and the manner in which command events were conducted. A majority of individuals reacted positively on seven of the eight organizational climate topics addressed in the survey. In contrast, only 34% indicated that they would remain in the Navy until retirement, or at least for now, in spite of the possible cutback of programs and benefits due to downsizing.

## Officer Health Issues

Seventy-one percent of officers rated the Navy's drug and alcohol program policies in a

favorable fashion, believing, for example, that the random urinalysis program is effective, and that the Navy's alcohol use/abuse policies are applied fairly across all paygrades. Twelve percent expressed negative opinions, and 17% were on the fence (neither favorable nor unfavorable).

Sixty percent of personnel reported that they had obtained useful HIV and AIDS information from Navy and civilian sources, while 40% indicated that they had not.

## Enlisted-Officer Comparisons

Enlisted and officer opinions were analyzed to determine if they differed significantly. It was found that enlisted and officer opinions differed on 11 topics:

Enlisted personnel were more favorable than officers on one topic:

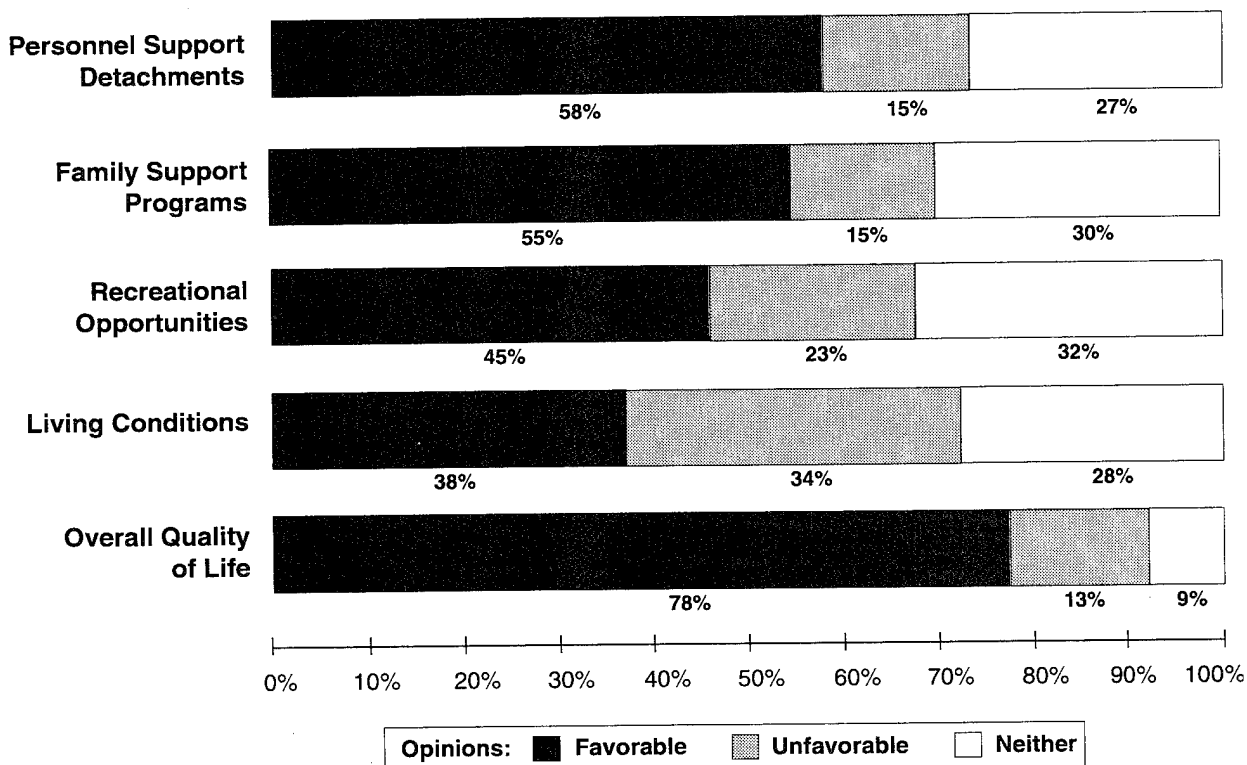


Figure 3. Officer quality of life.

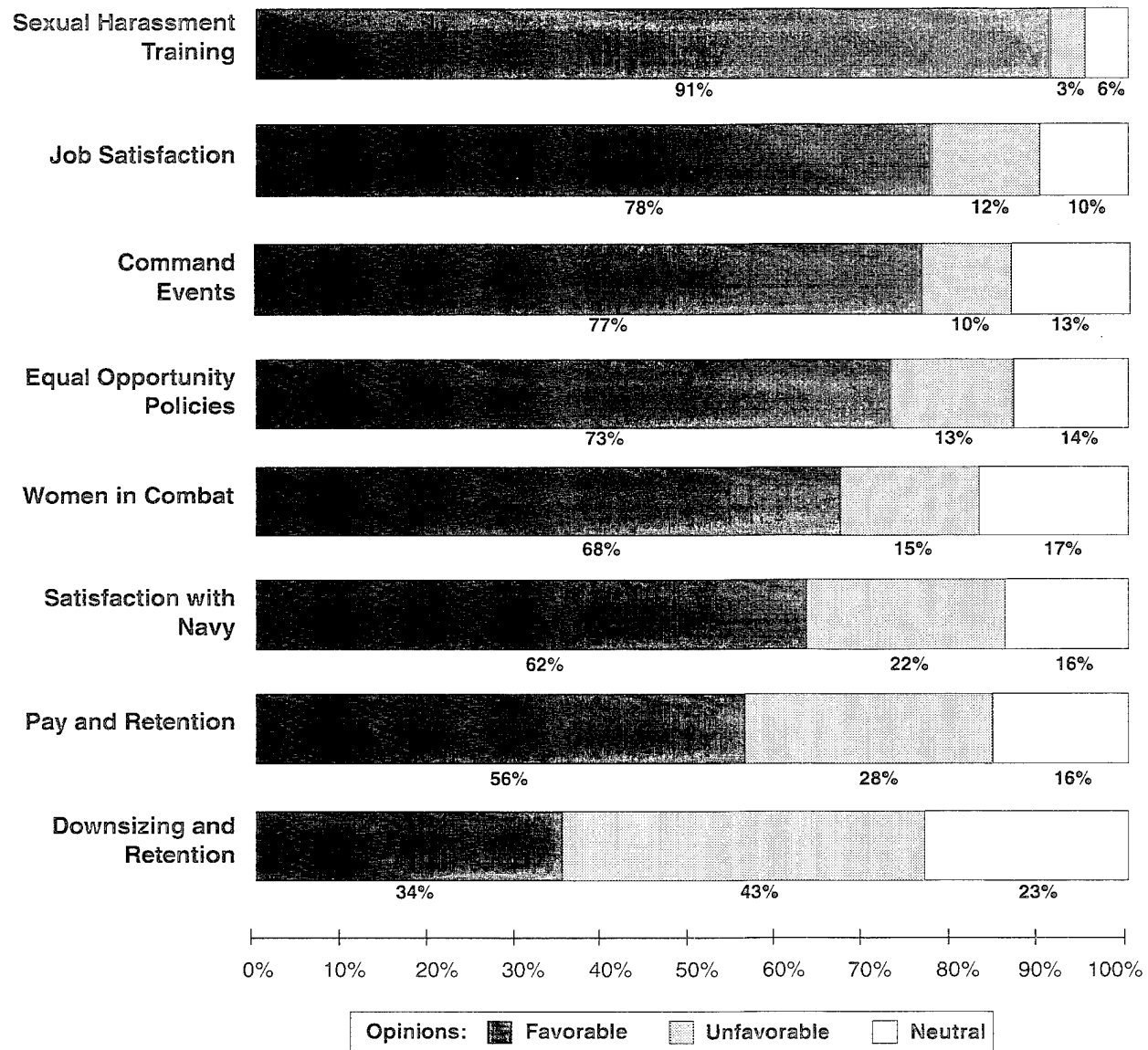


Figure 4. Officer organizational climate.

◆ The effectiveness of the BUPERS ACCESS system (detailing and assignment process).

Officers were more favorable than enlisted personnel on 10 topics:

◆ The impact of living conditions on performance and retention plans (QOL).

◆ Personnel support detachments (QOL).

◆ Overall QOL.

◆ Implementation of equal opportunity policies (organizational climate).

◆ Job satisfaction (organizational climate).

◆ The impact of current pay and retirement pay on desire to remain in the Navy (organizational climate).

◆ Conduct of command events (organizational climate).

◆ Likelihood of remaining in the Navy in spite of downsizing (organizational climate).

◆ Overall satisfaction with the Navy (organizational climate).

◆ Drug and alcohol program policies (health issues).

The finding that officers viewed equal opportunity practices in a more favorable fashion than enlisted personnel was also found when analyses were conducted separately for: (1) Whites, Blacks/Afro-Americans, and other races, and (2) males and females.

Enlisted personnel and officers held the same basic opinions on five topics:

◆ Shipboard recreational programs and services (QOL).

◆ Family support programs (QOL).

◆ Acceptance of women in combat roles (organizational climate).

◆ Sexual harassment training (organizational climate).

◆ Usefulness of HIV and AIDS information (health issues).

Since enlisted and officer opinions were the same on five topics, analyses were conducted to determine how personnel in general responded to the survey. It was found that 61% of respondents revealed that they had obtained useful information on HIV and AIDS, and 39% indicated that they had not. Other results are presented in Table 2. A minority of individuals responded favorably on QOL topics, and a majority responded favorably on organizational climate topics.

**Table 2**

**Total Sample Results in Areas Where Enlisted Personnel and Officers Shared the Same Opinions**

Area	Opinions		
	Favorable	Unfavorable	Neutral
<b>Quality of Life</b>			
-Recreational opportunities	48%	22%	30%
-Family support programs	48%	20%	32%
<b>Organizational Climate</b>			
-Women in combat roles	64%	14%	22%
-Sexual harassment training	83%	6%	11%

*Note.* The percents in this table cannot be inferred from Figures 1 through 4 due to statistical considerations related to weighting.

## Demographic Differences in Opinion

### Quality of Life

Figure 5 shows that enlisted personnel in military family housing or civilian residences believed, more than those aboard ship or in bachelor quarters, that living conditions favorably impacted their performance and retention plans. For example, 50% of those living in civilian housing cited the positive impact of their living conditions, while the corresponding result for ship residents was only 15%.<sup>10</sup>

### Organizational Climate

More female (80%) than male (66%) officers believed that women were capable of fulfilling combat roles. Female and male enlisted personnel did not differ in their opinions (66% and 63%, respectively).

<sup>10</sup>The number of enlisted respondents varied from 735 on ships to 2,661 in civilian residences (Appendix C), meaning that the margin of error should vary at most from  $\pm 4$  points to  $\pm 2$  points (Appendix D).

Job satisfaction increased with enlisted paygrade. As shown in Figure 6, 45% of E-2s and E-3s, 63% of E-4s through E-6s, and 81% of E-7s through E-9s experienced job satisfaction.

Job satisfaction varied by type of command for enlisted personnel. Figure 7 illustrates results for those commands reporting the greatest and least job satisfaction. Personnel at training commands, aviation squadrons deployed to shore, and shore and staff commands reported the greatest job satisfaction. Personnel aboard submarines, aircraft carriers, and cruisers reported the least job satisfaction.<sup>11</sup>

As shown in Figure 8, officer job satisfaction also varied by command. Aviation squadrons deployed to shore and personnel at shore and staff commands experienced the greatest

<sup>11</sup>The number of enlisted respondents varied from 174 on submarines to 521 at training commands (Appendix C), meaning that the margin of error should vary at most from  $\pm 8$  points to  $\pm 4$  points (Appendix D). Because of the size of the error, results for submariners should be considered tentative, needing confirmation from additional samples.

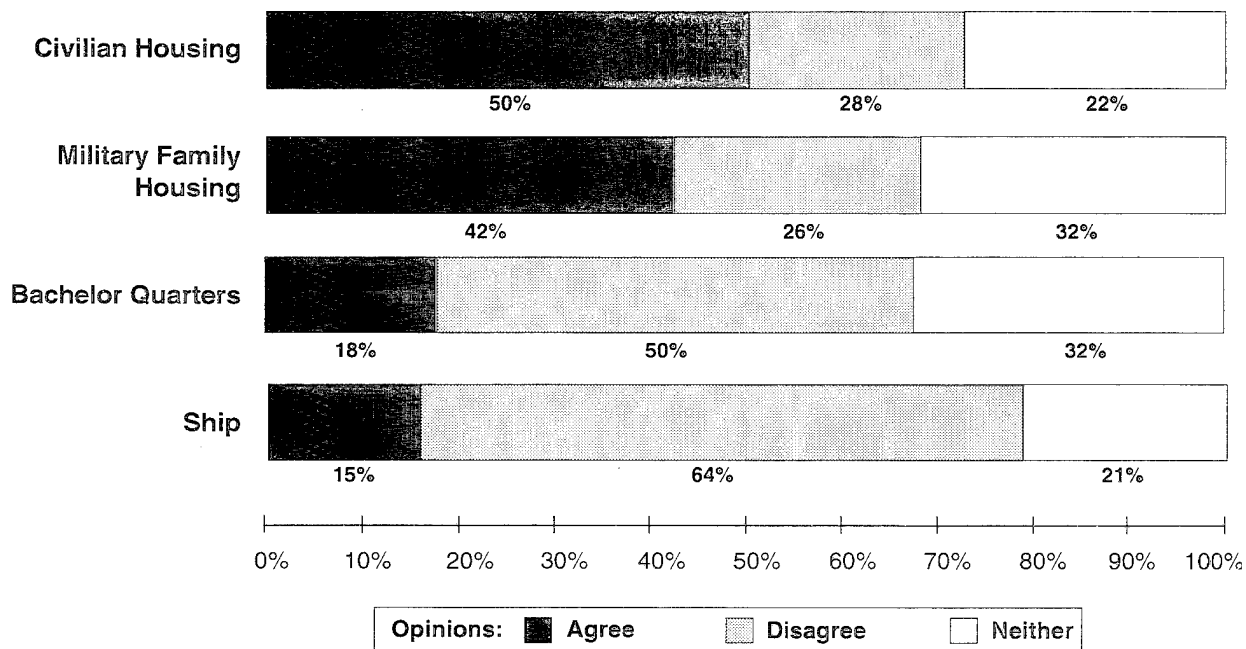
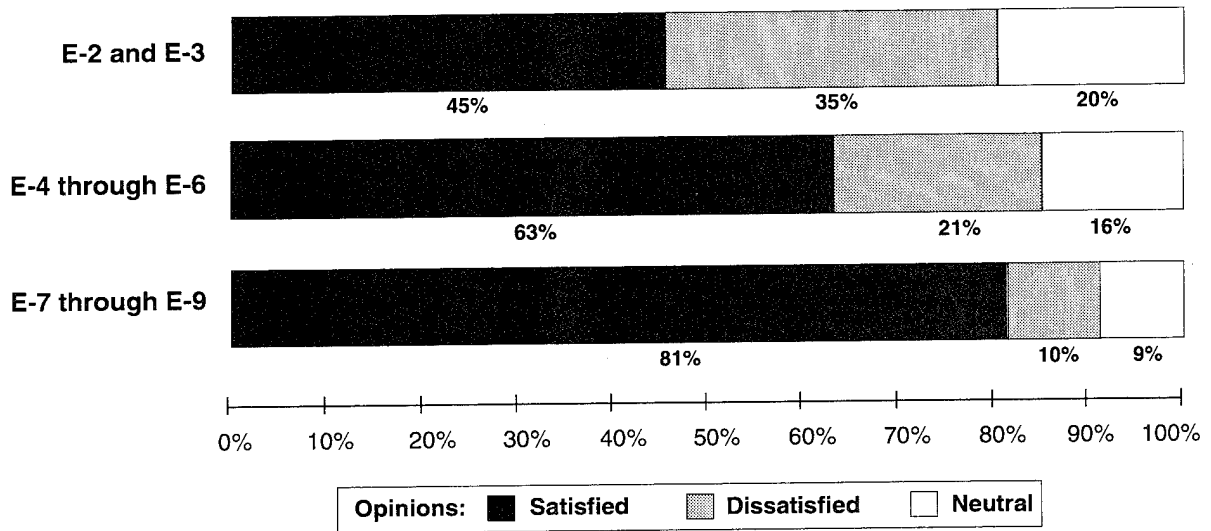
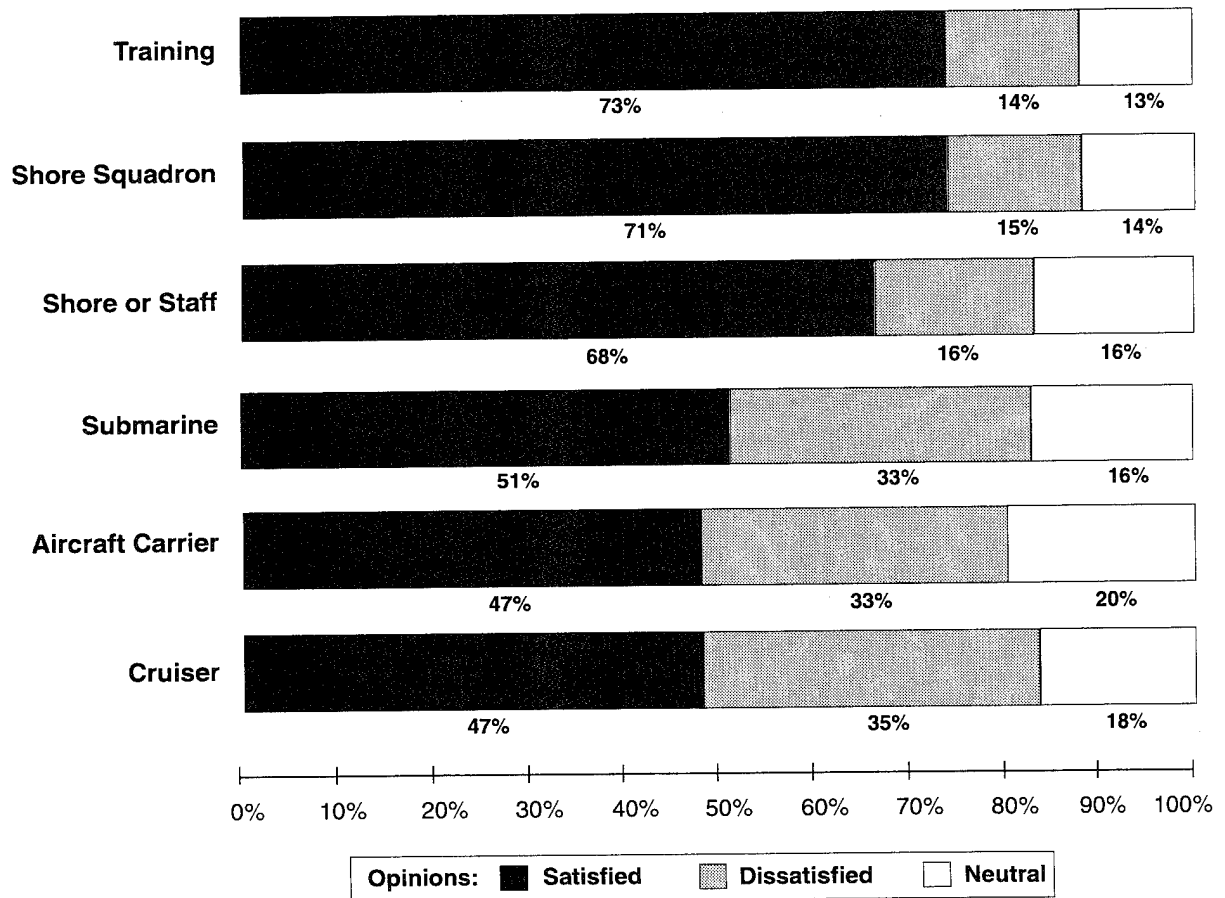


Figure 5. Living conditions have had a beneficial effect on performance and retention: Enlisted opinions by type of residence.

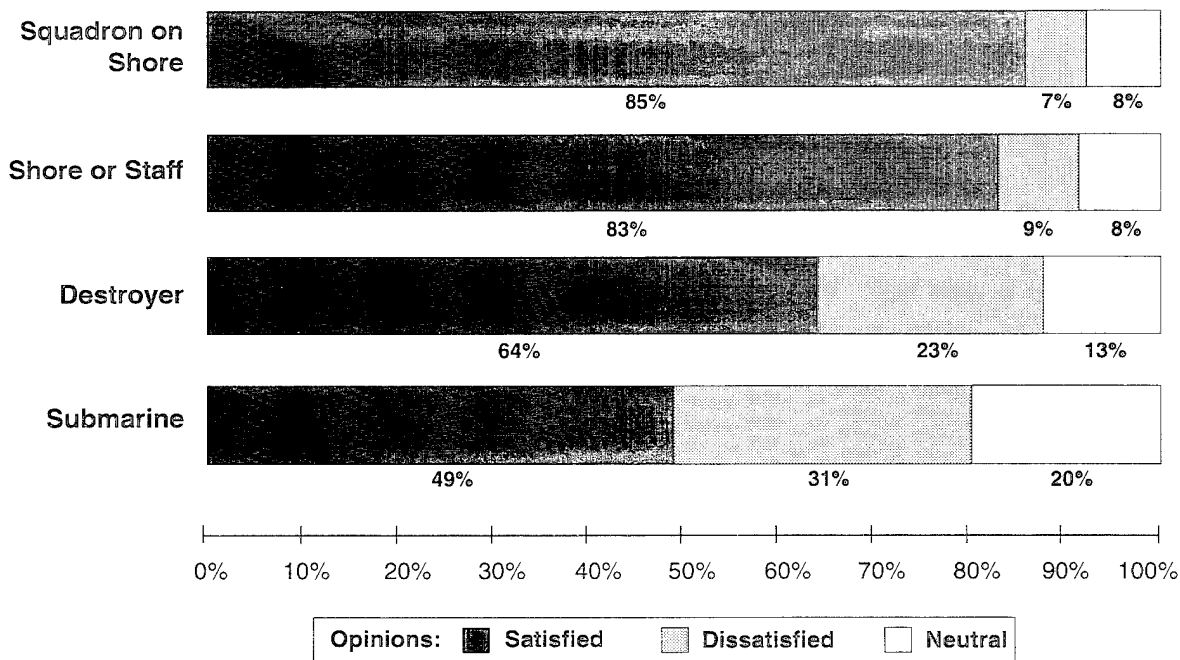


**Figure 6. Enlisted job satisfaction by paygrade**



Note. Only those commands with the greatest and the least job satisfaction are presented in the figure.

**Figure 7. Enlisted job satisfaction by command type.**



Note. Only those commands with the greatest and the least job satisfaction are presented in the figure.

**Figure 8. Officer job satisfaction by command type.**

job satisfaction, while personnel aboard destroyers and submarines experienced the least.<sup>12</sup>

Pilots reported greater job satisfaction than submariners. Eighty-six percent of pilots were satisfied with their jobs, 6% were not, and 8% reported mixed feelings. In contrast, 61% of submariners were satisfied with their jobs, 21% were not, and 18 percent reported mixed feelings.<sup>13</sup>

E-7s through E-9s believed, more than paygrades below them, that **equal opportunity policies** were actually being implemented (Figure 9). White enlisted personnel (61%) were

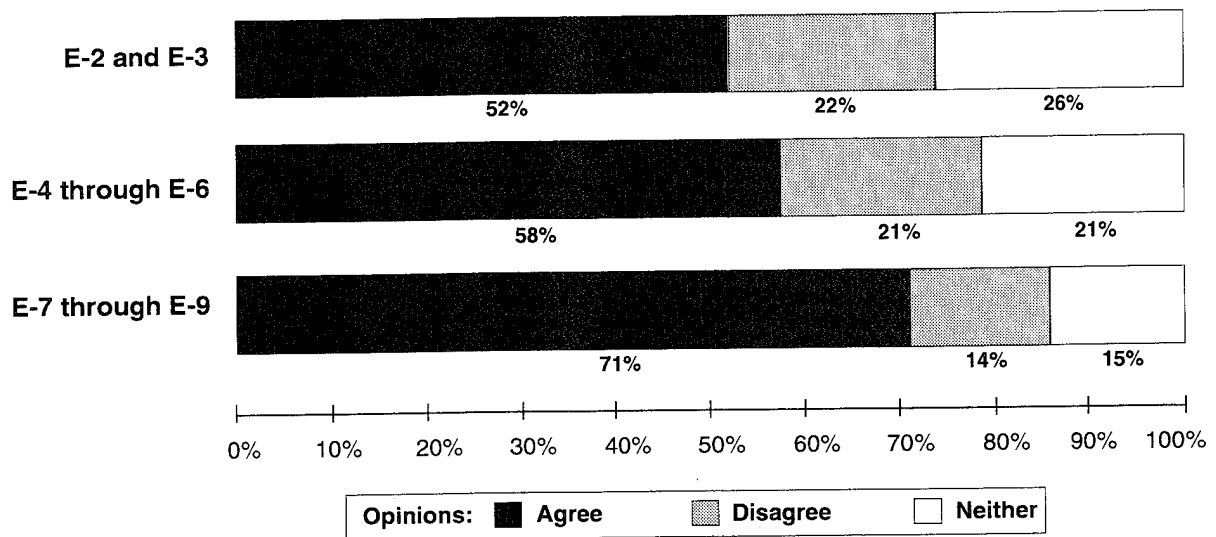
<sup>12</sup> The number of officer respondents varied from 103 on submarines to 1,436 at shore or staff commands (Appendix C), meaning that the margin of error should vary at most from  $\pm 10$  points to  $\pm 3$  points (Appendix D). Results for submariners should be considered tentative, needing confirmation from additional samples.

more favorable than Blacks (47%), with similar results being found for officers (Whites, 77%; Blacks, 62%).<sup>14</sup> In addition, fewer female officers (62%) than male officers (75%) believed that equal opportunity policies were actually being implemented.

E-7s through E-9s (77%) believed, more often than (a) E-4s through E-6s (61%) and (b) E-2s and E-3s (58%), that command events were being conducted in an appropriate fashion.

<sup>13</sup> A total of 124 submariners and 226 pilots responded to the survey (Appendix C), meaning that the margin of error should vary at most from  $\pm 9$  points to  $\pm 7$  points (Appendix D). Because of the size of the errors, results for both groups should be considered tentative, needing confirmation from additional samples.

<sup>14</sup> A total of 427 Blacks and 2,075 Whites responded (Appendix C), meaning that the margin of error should vary at most from  $\pm 5$  points to  $\pm 2$  points (Appendix D).



**Figure 9. Equal opportunity policies have been implemented:  
Enlisted opinions by paygrade.**

## Retention

Table 3 presents correlations between an enlisted person's desire to remain in the Navy and (a) job satisfaction and (b) QOL in the Navy. All of the correlations were moderately large or very large. It was found that the greater the job satisfaction of individuals and their QOL, the more likely they were to want to reenlist, and to stay in the Navy even if offered a financial incentive to leave and even if a civilian job were available. They also were more likely to want to remain in the Navy until eligible for retirement.

On the other hand, degree of satisfaction with promotional/advancement opportunities, quality of leadership/management, and performance evaluation yielded low or inconsequential correlations with measures of desire to stay. Enlisted personnel tended to be dissatisfied with pay and family separation, and satisfied with job security, regardless of career motivation.

**Table 3**

**Correlates of Enlisted Person's Desire to Remain in the Navy**

Desire to remain	Correlate	
	Job satisfaction	Quality of life
Plan to reenlist	.44	.30
Will stay even if separation pay	.39	.30
Will stay if civilian job available	.33	.31
Will stay until retirement	.53	.38

Table 4 presents corresponding results for officers. It was found that the greater the job satisfaction, the more likely it was that officers wanted to remain in the Navy. This desire was true even if they were offered a financial incentive to stay or even if a civilian job were available. They were also more eager to remain until eligible for retirement. As can be seen from the correlations, the relationship between QOL and desire to remain in the Navy was moderately strong at best.

Degree of satisfaction with basic pay and quality of leadership/management yielded low or inconsequential correlations with the measures of desire to stay. Officers tended to be dissatisfied with family separation, and satisfied with advancement opportunities, job security, and performance evaluation--with all these results being found, to a large extent, regardless of career motivation.

**Table 4**  
**Correlates of Officer's Desire to Remain in the Navy**

Desire to remain	Correlate	
	Job satisfaction	Quality of life
Will stay even if separation pay	.45	.29
Will stay if civilian job available	.42	.28
Will stay until retirement	.50	.32

## Conclusions

1. QOL needs to be improved for enlisted personnel. Although an increase in pay and a stabilization of, or increase in, retirement benefits would be the most direct approach to this problem, improved living conditions would also be a worthwhile contribution.

2. Overall, QOL does not seem to be a problem for officers. Living conditions may be a specific area where improvement is needed,

but survey questions need to be expanded before a conclusion of this sort is warranted.

3. Although enlisted personnel reacted favorably on five of eight organizational climate topics, results may be misleading. In particular, a minority of personnel reacted favorably on topics reflecting overall satisfaction with the Navy--topics such as their career development, promotional opportunities, basic pay, and the performance evaluation process. The most accurate conclusion, therefore, is that results were mixed.

4. Survey results are inadequate to determine if male enlisted personnel and officers accept women in combat roles. Although a majority of men indicated that they do, the survey did not ask women how men seemed to react to their presence aboard ships.

5. To conclude that officers viewed the organizational climate in the Navy in a favorable fashion would be overly simplistic, because they also believed that downsizing could affect their decision to stay in the Navy. The most accurate conclusion, therefore, is that results were mixed.

6. There may need to be increased communication between senior and junior enlisted personnel on equal opportunity issues. The opinions of senior personnel, whose careers represent successful advancement through the system, could favorably affect the opinions of junior personnel. On the other hand, senior enlisted personnel could become better attuned to the problems of junior personnel and more proficient in providing opportunities for growth.

7. It seems plausible to suggest that downsizing affects desire to stay in the Navy to the extent that it affects job satisfaction and QOL. However, additional research would be needed to verify empirically the validity of this conclusion.

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- Kantor, J., Ford, M. Wilcove, G. L., & Gyll, S. P. (1995). *Navy-wide Personnel Survey 1994: Statistical tables for enlisted personnel* (NPRDC-TN-95-1). San Diego: Navy Personnel Research and Development Center.
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**Appendix A**  
**1994 Navy-wide Personnel Survey**

**N**avy-wide

**P**ersonnel

**S**urvey **1994**



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Chief of Naval Personnel    Washington, D.C. 20370-5000

## PRIVACY ACT STATEMENT

Authority to request this information is granted under Title 5, U.S. Code 301, Title 10, U.S. Code 5031, and Executive Order 9397. License to administer this survey is granted under OPNAV Report Control Symbol 1000-23, which expires on 31 March 1995.

### PURPOSE:

The purpose of this questionnaire is to collect data to evaluate existing and proposed Navy personnel polices, procedures, and programs.

### ROUTINE USES:

The information provided in this questionnaire will be analyzed by the Navy Personnel Research and Development Center. The data files will be maintained by the Navy Personnel Survey System at the Navy Personnel Research and Development Center, where they may be used to determine changing trends in the Navy.

### ANONYMITY:

All responses will be held in confidence by the Navy Personnel Research and Development Center. Information you provide will be considered only when statistically combined with the responses of others, and will not be identified with any single individual. Personal identifiers may be used to conduct follow-on research.

### PARTICIPATION:

Completion of this questionnaire is entirely voluntary. Failure to respond to any of the questions will NOT result in any penalties except possible lack of representation of your views in the final results and outcomes.

**You may make any comments you wish at the end of the survey.  
Please complete the survey within the next 5 days and return it in the envelope provided.**

**If you have any questions, you may contact:  
Dave Tyburski  
(619) 553-7653 or DSN 553-7653  
Navy Personnel Research and Development Center  
Survey Operations Center  
53335 Ryne Road  
Code 163  
San Diego, CA 92152-7250**

**THANK YOU FOR YOUR TIME AND EFFORT!**

You have been randomly selected by computer to take part in this survey. Your participation is voluntary. Please take the time to give careful, frank answers. It should take about thirty minutes to complete the survey.

## IMPORTANT INSTRUCTIONS

- \* USE NO. 2 PENCIL ONLY.
- \* Do NOT use ink, ballpoint or felt tip pens.
- \* Erase cleanly and completely any changes you make.
- \* Make black marks that fill the circle.
- \* Do not make stray marks on the form.



**CORRECT MARK:** ●  
**INCORRECT MARK:** ○, ⊗, ⊙, ⊖

For questions that look like the following, print the required information in the boxes provided. Then blacken the corresponding circles under the numbers or letters you printed.

### EXAMPLE

1. How long have you been on active duty in the Navy?

Years		Months	
0	9	0	1
●	○	●	○
○	○	○	●
○	○	○	○
○	○	○	○
○	○	○	○
○	○	○	○
○	○	○	○
○	○	○	○
○	○	○	○
○	○	○	○

For questions that look like the next two examples, blacken the circle corresponding to the answer you selected.

### EXAMPLE

2. What is your current marital status?

- Never been married
- Married
- Separated/divorced
- Widowed

3. How much do you AGREE or DISAGREE with the following statements?

	Does Not Apply/Don't Know	Strongly Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. I think that recruiting duty is good duty	○	○	○	○	●

# BACKGROUND

## PERSONAL

1. What is your gender?

- Male
- Female

The answers for Questions 2 and 3 are based on the standard DoD race and ethnic categories. If you are of mixed heritage, please select the racial and ethnic group with which you MOST closely identify.

2. What is your racial background?

- White
- Black/African American
- Asian
- American Indian
- Other

3. What is your ethnic background?

- Mexican, Chicano, Mexican-American
- Puerto Rican
- Cuban
- Other Spanish/Hispanic
- Japanese
- Chinese
- Korean
- Vietnamese
- Asian Indian
- Filipino
- Pacific Islander (Guamanian, Samoan, etc.)
- Eskimo/Aleut
- Other not listed above \_\_\_\_\_
- None of the above

4. What is your highest level of education?

- Less than high school
- Alternate degree/GED/home study/adult school
- High school degree graduate
- Some college, no degree
- Associate's degree or other 2 year degree
- Bachelor's degree
- Master's degree
- Doctorate or professional degree

5. What is your religious preference?

- Catholic
- Protestant (Baptist, Methodist, Lutheran, etc.)
- Jewish
- Orthodox churches (Greek, Russian, etc.)
- Muslim
- Buddhist
- Mormon
- Hittite
- Other religion not listed \_\_\_\_\_
- No religious preference

6. What was your marital status when you first entered the Navy?

- Single and never married
- Married for the first time
- Remarried, was divorced
- Remarried, was widowed
- Legally separated or filing for divorce
- Divorced
- Widowed

7. What is your current marital status?

- Single and never married
- Married for the first time
- Remarried, was divorced
- Remarried, was widowed
- Legally separated or filing for divorce
- Divorced
- Widowed

If you have NO SPOUSE, fill in the circle and skip to Question 13.

If you have a NON-MILITARY spouse, fill in the circle and skip to Question 9.

8. If you have an ACTIVE DUTY MILITARY spouse, do either you or your spouse have any family members enrolled in DEERS?

(SELECT AS MANY ANSWERS AS APPLY.)

- No, neither of us has any family members enrolled in DEERS
- Child(ren) living with one or both of us
- Child(ren) not living with either or both of us
- Child(ren) living part-time with one or both of us (i.e., joint custody with ex-spouse)
- Legal ward(s) living with one or both of us
- Parent(s) or other relative(s)

If you have an **ACTIVE DUTY MILITARY spouse**, fill in the circle and skip to Question 12.

9. If you have a **NON-MILITARY spouse**, do you have any family members enrolled in DEERS? **(SELECT AS MANY ANSWERS AS APPLY.)**

- No, I have no family members enrolled in DEERS
- Spouse (non-military)
- Child(ren) living with me
- Child(ren) not living with me
- Child(ren) living part-time with me (i.e., joint custody with ex-spouse)
- Custodial ward(s) living with me
- Parent(s) or other relative(s)

10. Is your spouse employed full- or part-time? **(Count military reserve status as part-time employment.)**

- Does not apply/my spouse is not employed
- Full-time
- Part-time

11. What is your spouse's employment situation?

- Military
- Civil Service
- Civilian job
- Self-employed
- Not employed by choice
- Not employed, but actively job hunting
- Not employed for other reasons (e.g., medical reasons)

12. My spouse's contribution to our family income, relative to my contribution (excluding children's income) is:

- None, my spouse is not employed
- Half or less than half of my contribution
- About three-fourths of my contribution
- About equal to my contribution
- Greater than my contribution

13. How many of your children enrolled in DEERS under the age of 21 live in your household? **(Include children for which you have joint custody.)**

If you have **NO children/NO children under 21 years of age** living in your household, fill in the circle and skip to Question 14.

	NUMBER OF CHILDREN IN AGE GROUP				
	①	②	③	④	⑤
a. Under 6 weeks	①	②	③	④	⑤
b. 6 wks through 12 mos	①	②	③	④	⑤
c. 13 through 24 mos	①	②	③	④	⑤
d. 25 through 35 mos	①	②	③	④	⑤
e. 3 through 5 yrs	①	②	③	④	⑤
f. 6 through 9 yrs	①	②	③	④	⑤
g. 10 through 12 yrs	①	②	③	④	⑤
h. 13 through 15 yrs	①	②	③	④	⑤
i. 16 yrs to under 21 yrs	①	②	③	④	⑤

14. Do you or any of the family members in your household qualify for food stamps?

- No
- Yes
- Don't know

15. Are you or any of the family members of your household currently receiving food stamps?

- No
- Yes

16. Were one or more of your parents, step-parents, or guardians on Active Duty in the military at any time while you were growing up (prior to your 18th birthday)?

**(SELECT AS MANY ANSWERS AS APPLY.)**

- No
- Yes, Navy
- Yes, Marine Corps
- Yes, Air Force
- Yes, Army
- Yes, Coast Guard
- Other \_\_\_\_\_

17. Are you accompanied by the family members in your household on your present assignment?

- Does not apply/no family members
- Yes, accompanied
- Temporarily unaccompanied (family members will join me later)
- Permanently unaccompanied because it was required for the billet
- Permanently unaccompanied because family members were not command sponsored (overseas tour)
- Permanently unaccompanied by choice

Answer Question 18 only if you selected this answer. Otherwise, skip to Question 19.

18. Which reasons BEST describe why you are permanently unaccompanied by family members in your household?

(SELECT UP TO 3 RESPONSES.)

- Spouse employment
- Home ownership
- Availability of military family housing
- Availability of civilian housing
- Cost of civilian housing
- Spouse's education
- Children's schools
- Ties to the community
- Family members prefer to remain in another location
- Costs associated with moving
- Your work schedule
- Availability of health care and education services for special needs
- Availability of activities/facilities for family members/child care
- Inadequate time to make moving arrangements
- Length of new duty assignment
- Personal reasons
- Other \_\_\_\_\_

## CAREER

19. How long have you been on Active Duty in the Navy? (Count the time from the day you were sworn in.)

Years		Months	
0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

20. What is your current military status?

- USN
- USNR
- USNR (TAR)
- USNR (265/TEMAC/Canvasser Recruiter/ACDUTRA)

21. What is your paygrade?

- |                           |                            |                                    |
|---------------------------|----------------------------|------------------------------------|
| <input type="radio"/> E-1 | <input type="radio"/> W-1  | <input type="radio"/> O-1          |
| <input type="radio"/> E-2 | <input type="radio"/> W-2  | <input type="radio"/> O-2          |
| <input type="radio"/> E-3 | <input type="radio"/> W-3  | <input type="radio"/> O-3          |
| <input type="radio"/> E-4 | <input type="radio"/> W-4  | <input type="radio"/> O-4          |
| <input type="radio"/> E-5 | <input type="radio"/> W-5  | <input type="radio"/> O-5          |
| <input type="radio"/> E-6 |                            | <input type="radio"/> O-6          |
| <input type="radio"/> E-7 | <input type="radio"/> O-1E | <input type="radio"/> O-7 or above |
| <input type="radio"/> E-8 | <input type="radio"/> O-2E |                                    |
| <input type="radio"/> E-9 | <input type="radio"/> O-3E |                                    |

22. How long have you been in your current paygrade?

Years		Months	
0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

23. What is your designator?

Does not apply/I am enlisted

0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

24. If you are a Chief Petty Officer, Petty Officer, or an officially DESIGNATED STRIKER (qualified to wear the striker rating badge), what is your general rating?

Does not apply/I am an officer  
 Not rated/not designated striker

A	A	A
B	B	B
C	C	C
D	D	D
E	E	E
F	F	F
G	G	G
H	H	H
I	I	I
J	J	J
K	K	K
L	L	L
M	M	M
N	N	N
O	O	O
P	P	P
Q	Q	Q
R	R	R
S	S	S
T	T	T
U	U	U
V	V	V
W	W	W
X	X	X
Y	Y	Y
Z	Z	Z

25. Are both males and females assigned to your present command?

Yes  
 No

26. What is your current billet?

Sea duty  
 Shore duty  
 Other (e.g., neutral duty, Duty Under Instruction)

27. To what type of ship/activity are you currently assigned?

(SELECT MORE THAN 1 ANSWER IF APPLICABLE.)

Shore or Staff Command  
 Afloat staff  
 Training Command  
 Aviation Squadron (deployed to ships)  
 Aviation Squadron (deployed to shore)  
 Carrier based A/C Squadron/Detachment  
 Aircraft Carrier (other than carrier based A/C Squadron/Detachment)  
 Cruiser  
 Destroyer types (includes frigates)  
 Minecraft  
 Submarine  
 Tender/Repair ship  
 Reserve Unit  
 Service Force ship  
 Amphibious ship  
 Amphibious craft  
 Other \_\_\_\_\_

28. In which FLEET are you now homeported?

Not assigned to a fleet  
 2nd Fleet, Atlantic  
 3rd Fleet, Pacific  
 6th Fleet, Mediterranean  
 7th Fleet, Far East  
 Don't know

29. What is the geographical location of your current assignment? (If deployed, where are you homeported or based?)

Alaska or Hawaii  
 CONUS (continental U.S., excluding Alaska and Hawaii)  
 Europe  
 Far East  
 Caribbean  
 Middle East  
 South or Central America  
 Other \_\_\_\_\_

## DETAILING AND ASSIGNMENT PROCESS

30. What is the zip code of your current DUTY STATION? (*Duty station zip can be found on the envelope in which you received this survey.*)

					--				
0	0	0	0	0	--	0	0	0	0
1	1	1	1	1	--	1	1	1	1
2	2	2	2	2	--	2	2	2	2
3	3	3	3	3	--	3	3	3	3
4	4	4	4	4	--	4	4	4	4
5	5	5	5	5	--	5	5	5	5
6	6	6	6	6	--	6	6	6	6
7	7	7	7	7	--	7	7	7	7
8	8	8	8	8	--	8	8	8	8
9	9	9	9	9	--	9	9	9	9

31. In which of the following general categories of news sources do you find most of your information about the Navy? (SELECT 1 ANSWER.)

- Navy focused (base newspaper, Navy News Service, Navy-Marine Corps News (TV), All Hands, etc.)
- Navy Times
- Local or national newspaper
- Local or national television

32. On which Navy focused source(s) do you depend for information about Navy personnel programs, policies, pay, benefits, etc.? (SELECT AS MANY ANSWERS AS APPLY.)

- Navy-Marine Corps News (TV)
- All Hands magazine
- Navy News Service
- Perspective magazine
- Link magazine
- Navy Times
- Base/station/ship newspaper
- Briefings/word from chain of command (e.g., Commanding Officer, Division Officer, LPO, Career Counselor)
- Plan of the Day/Week
- Earlybird
- Shipmates/word of mouth
- Message board (NAVADMINs, NAVOPs, ALNAVs, other messages)
- BUPERS ACCESS/electronic bulletin board
- Other \_\_\_\_\_

33. How far in advance of your last change of station or actual rotation date did you receive your orders?

- 1 to 30 days
- 31 to 60 days
- 61 to 90 days
- 91 days to 6 months
- More than 6 months
- Did not receive orders in advance

34. Were your last orders issued early enough to allow complete preparations for your PCS move?

- Move not required/new duty station in same geographic location
- Yes
- No

35. If you have used the BUPERS ACCESS computer bulletin board system (or if someone else operated it for you), please rate the system using the following scale:

- Have not used (skip to Question 36)

	Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree
a. The system is easy to use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The system gave me the information I needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The system made it easier to communicate with my detailer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. The system has reduced the number of calls I make to my detailer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

- a. The system is easy to use
- b. The system gave me the information I needed
- c. The system made it easier to communicate with my detailer
- d. The system has reduced the number of calls I make to my detailer

36. How effective do you feel each of the following methods is for interacting with your detailer?

	Don't Know/Never Use It	Very Ineffective	Ineffective	Neither	Effective	Very Effective
a. Preference Card/Form	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Enlisted Personnel Action Request (NAVPERS 1306/7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Letter/FAX	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Telephone	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Personal visit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Detailer field trip	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. BUPERS ACCESS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Naval message	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Command Career Counselor/ Representative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. If you have NOT used night detailing (2nd and 4th Wednesdays until 2200) to contact your detailer, why not?

(SELECT THE 1 MOST IMPORTANT REASON.)

- Does not apply/I have used it
- I have never heard of it
- Normal detailing hours are enough
- I was unaware of the days and times that night detailing is available
- I am not allowed to take time away from work
- Detailer on duty is not my detailer, unable to help me
- I am unable to access BUPERS by telephone
- Other \_\_\_\_\_

38. Are you aware of the Overseas Tour Extension Incentives Program (OTEIP)?

- Yes
- No

39. Are you currently on sea duty or within one year of going on/returning to sea duty?

- Yes
- No

40. Would you be interested in extending on sea duty beyond 5 consecutive years if compensation was increased?

- Does not apply
- I would be very interested
- I would be somewhat interested
- I would NOT be interested

If you selected this answer, skip to Question 43.

41. I would extend beyond 5 consecutive years on sea duty if sea pay remained the same and a bonus of approximately \$3000/year were offered.

- Does not apply/do not receive sea pay
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

42. If I agree to extend on sea duty and am transferred to a new command, it would be important to me to remain in the same location (homeport).

- Does not apply
- Very unimportant
- Unimportant
- Neither important nor unimportant
- Important
- Very important

Use the last page of the questionnaire to make any comments you wish about the Detailing and Assignment Process.

# QUALITY OF LIFE PROGRAMS

## SERVICE MEMBER AND FAMILY SUPPORT PROGRAMS

43. A. If you have used the following Service Member and Family Support programs/services at your PRESENT DUTY STATION, please rate their quality.

B. If you marked "Not Used" in Section A, please indicate in Section B the MOST important reason why you did not use that program/service.

- a. Deployment Support Programs
- b. Family Service Center (FSC) Counseling (personal, family, marital)
- c. Exceptional Family Member (EFM) Program
- d. FSC Relocation Assistance Program (RAP)
- e. Transition Assistance Management Program (TAMP)
- f. Sexual Assault Victim Assistance Program
- g. Sexual Assault Awareness and Prevention Program
- h. Housing Referral Services
- i. Housing Management Services
- j. FSC Marriage Improvement Workshops
- k. New Parent Support Team
- l. Family Service Centers-overall

A. Quality					B. Reason Not Used					
Not Used	Very Poor	Poor	Average	Good	Very Good	Not Available	Not Accessible	Not Comfortable With Counselors	Don't Informed Of Services	Prefer Off-base Alternatives
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

44. How much do you AGREE or DISAGREE with the statements that follow about Service Member and Family Support programs/services you have used WHILE IN THE NAVY? (For a brief listing of services, see Question 43.)

- a. Navy Service Member and Family Support services improve the quality of life for me (my family)
- b. I am satisfied with the quality of Service Member and Family Support services in the Navy
- c. I am satisfied with the availability of Service Member and Family Support services in the Navy

Does Not Apply/Have Not Used	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**MORALE, WELFARE and RECREATION (MWR) and HOUSING**

45. To what degree would your quality of life ON BOARD SHIP be reduced if the following shipboard recreation program activities or services were not available?

	Greatly Reduced	Reduced	Somewhat Reduced	Does Not Apply/Have Not Used	Not Available
a. Fitness equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Fitness activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Entertainment tickets/local tours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Board/table games	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Recreation/sports gear issue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Base recreation activities when in port	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Lounges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

46. Which of the following SHIPBOARD recreation programs are IMPORTANT to you in contributing to your quality of life? (SELECT UP TO 4 ANSWERS.)

- Information, Ticket and Tours (ITT)
- Library services
- Recreation/sports equipment gear issue
- Crafts and hobby programs
- TV/movies
- Special events
- Fitness equipment facility
- Board/table games
- Video games
- Does not apply/have not used

47. Which BEST describes your current living arrangements?

- Military family housing
- Government-leased housing in the civilian community
- Shared-rented housing in the civilian community
- Shared-owned housing in the civilian community
- Personally-rented housing in the civilian community
- Personally-owned housing in the civilian community
- Personally-rented space to park mobile home owned by service member
- On a ship
- Bachelor's Quarters (BQ)
- Other (please describe) \_\_\_\_\_

48. How much do you AGREE or DISAGREE with the following statements?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. My present living arrangements are having a positive effect on my job performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. My present living arrangements are having a positive effect on my decision to stay in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. In general, I can afford the things I or my family need(s)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Overall, I am satisfied with my quality of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you have NO CHILDREN, fill in the circle and skip to Question 57.

If you have children living with you full- or part-time (i.e., joint custody with ex-spouse), answer the following questions based on the times you have children living WITH you.

49. How IMPORTANT to you are these Navy sponsored YOUTH (ages 6-17) recreation programs?

	Not Available To Me	Don't Know About	Very Unimportant	Unimportant	Neither Important/Unimportant	Important	Very Important
a. Before/after school programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Sports and fitness programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Recreational/social activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Day camps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Personal development programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Teen programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

50. How SATISFIED are you with the OVERALL QUALITY of Navy sponsored YOUTH (ages 6-17) recreation programs at your base?

	Very Satisfied	Satisfied	Neither Satisfied/Dissatisfied	Dissatisfied	Very Dissatisfied	Choose Not To Participate	Don't Know About	Not Available To Me
a. Before/after school programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Sports and fitness programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Recreational/social activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Day camps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Personal development programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Teen programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**CHILD CARE**

If you have NO CHILDREN WHO REQUIRE CHILD CARE, fill in the circle and skip to Question 57.

If you have children living with you full- or part-time (i.e., joint custody with ex-spouse) requiring child care, answer the following questions based on the time you have children WITH you.

51. Does your spouse take care of your child(ren) during your regular work day/shift?

- No spouse
- No
- Yes, by choice
- Yes, but not by choice

If you selected one of these answers, skip to Question 53.

52. Who is the PRIMARY caregiver for your youngest child during your regular work day/shift?

- (SELECT 1 ANSWER.)
- Military Child Development Center
  - Base-operated family home care program
  - Private licensed facility
  - Civilian operated family home care
  - At-home employee (nanny, au pair, etc.)
  - Relative/older siblings
  - Friend
  - Other \_\_\_\_\_
  - I currently have no arrangements/I have a child care problem

53. If you are NOT using military child care centers or family home care, why not?

- (SELECT 1 ANSWER.)
- Does not apply/I am using such care
  - Don't need it/have other arrangements
  - Service is not available/I am not aware of such service
  - Center and family home care have a waiting list
  - Location of center is not convenient
  - Quality of care available is substandard
  - Restricted hours/no overnight care
  - Too expensive
  - Other \_\_\_\_\_

54. Do you feel that child care needs interfere with your ability to perform your job?

- Never
- Rarely
- Sometimes
- Often
- Very often

55. In what way do child care needs interfere with your performance?

- (SELECT THE 1 MOST IMPORTANT ANSWER.)
- Does not apply/does not interfere
  - Distractions while on duty
  - Miss work
  - Late for work
  - Must leave early
  - Limits billets choices
  - Needs cause friction with coworkers/supervisors
  - Raises general stress level/anxiety
  - Other \_\_\_\_\_

56. I am satisfied with my current child care arrangements.

- Does not apply/have not used
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

## VOLUNTARY EDUCATION

57. Have you ever used the Navy's Voluntary Education Program (Navy Campus, Tuition Assistance, Program for Afloat College Education, Functional Skills, Dantes, etc.)?
- Yes  
 No  
 Don't know
58. Which of the following BEST describes how you feel you should be able to use Tuition Assistance?  
(SELECT 1 ANSWER.)
- I should only be able to take courses in a degree program related to my Navy rating/subspecialty  
 I should be able to take courses I need to achieve a degree in a field not related to my Navy rating/subspecialty  
 I should be able to take whatever courses I want, even if they are not part of a degree program
59. Why don't you use Tuition Assistance (TA)?  
(SELECT UP TO 3 ANSWERS.)
- Does not apply/I do use TA  
 TA does not cover enough tuition costs  
 Cannot use for second degree of same level  
 Not interested/don't want to go to school  
 Classes not available on my base  
 My work hours are too long/don't have the time  
 It conflicts with time with my family  
 My command doesn't support education  
 Deployed; using PACE  
 Other \_\_\_\_\_
60. If you were stationed at a site which did not have an education specialist or an education center, which of the following would be most useful to you for getting educational information?  
(SELECT 1 ANSWER.)
- Does not apply/not interested in getting this information  
 Video tape  
 Computer bulletin board  
 Telephone hotline  
 BUPERS ACCESS  
 Other \_\_\_\_\_

61. In the rightsizing environment, some Navy Campus offices will need to be closed or relocated. Which areas do you think will need a Navy Campus office the most?  
(SELECT UP TO 2 ANSWERS.)

- Major homeports (CONUS and Alaska/Hawaii)  
 Isolated sites (CONUS and Alaska/Hawaii)  
 Isolated sites (overseas)  
 Major installations (overseas)  
 No opinion/do not use Navy Campus

## NAVY SPONSOR PROGRAM

62. How do you rate the Sponsor forum on BUPERS ACCESS?
- Not used/no experience  
 Never heard of it  
 Very poor  
 Poor  
 Average  
 Good  
 Very good
63. Have you served as a sponsor at your present command?
- Yes  
 No
- If you selected this answer, skip to Question 66.
64. How would you rate the formal sponsor training you received to prepare you to serve as a sponsor?
- I did not receive any formal sponsor training  
 Very poor  
 Poor  
 Average  
 Good  
 Very good
- If you selected this answer, skip to Question 66.
65. Where was the sponsor training provided?
- Family Service Center  
 My present command with command instructors  
 My present command with Family Service Center instructors  
 Other \_\_\_\_\_

66. Does you present command formally recognize sponsors for a job well done?

- Don't know/not aware
- Never
- Rarely
- Sometimes
- Often
- Very often

67. How satisfied were you with the assistance from the sponsor assigned to you during your PCS transfer to your present command?

- I did not want a sponsor
- I was not assigned a sponsor
- Very dissatisfied
- Dissatisfied
- Neither satisfied nor dissatisfied
- Satisfied
- Very satisfied

If you selected either of these answers, skip to Question 69.

68. If you had a sponsor assigned, did any of the following occur during your last PCS transfer? (SELECT AS MANY ANSWERS AS APPLY.)

- Sponsor transferred before I arrived
- I did not receive welcome package
- I did not receive a letter from the command
- Sponsor did not meet me on arrival
- Sponsor did not help me
- No, none of these occurred

**PERSONNEL SUPPORT DETACHMENT (PSD) and TRANSPORTATION**

69. How would you evaluate each of the following?

	Very Poor	Poor	Fair	Good	Very Good				
	Does Not Apply/Have Not Used								
a.	Your experience with your servicing Personnel Support Detachment (PSD)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b.	The interaction between your command Pay/Personnel Administrative Support System (PASS) Liaison Representative (PLR) and the PSD	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c.	On ship, your Personnel/Dispursing Office	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

70. The transportation support provided by the Navy Passenger Transportation Office (NAVPTO) is responsive to my needs.

- Does not apply/I have not used
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

Use the last page of the questionnaire to make any comments you wish about Quality of Life, including Service Member and Family Support Programs, MWR/Housing, Child Care, Voluntary Education, Navy Sponsor Program, and PSD/Transportation.

**ORGANIZATIONAL CLIMATE**

**JOB SATISFACTION**

71. How much do you AGREE or DISAGREE with the following statements?

- a. I am satisfied with the quality of leadership at my command
- b. My command supports command events
- c. I am generally satisfied with my current job
- d. In general, I like the work I do in the Navy
- e. I am satisfied with my physical working conditions
- f. I am satisfied with my career development
- g. I enjoy my career in the Navy
- h. I am glad I chose to join the Navy instead of other alternatives I was considering

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree				
a.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

72. How much do you **AGREE** or **DISAGREE** with the following statements?

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. I think I am adequately paid for the job I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The amount I am paid is an important reason for me to stay in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The amount I would receive as retirement pay is an important reason for me to stay in the Navy until retirement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

73. What are your Navy career plans?

- Definitely decided to stay in the Navy at least until eligible to retire
- Probably stay in the Navy at least until eligible to retire
- Don't know if I will stay in the Navy until eligible to retire
- Probably not stay in the Navy until eligible to retire
- Definitely not stay in the Navy until eligible to retire
- Eligible to retire now and have decided to leave
- Eligible to retire now, but have made no decision to leave
- Eligible to retire now and want to stay
- Not being allowed to stay

74. What were your Navy career plans 12 MONTHS AGO?

- Definitely decided to stay in the Navy at least until eligible to retire
- Probably stay in the Navy at least until eligible to retire
- Didn't know if I would stay in the Navy until eligible to retire
- Probably not stay in the Navy until eligible to retire
- Definitely not stay in the Navy until eligible to retire
- Was eligible to retire and had decided to leave
- Was eligible to retire, but had made no decision to leave
- Was eligible to retire, but wanted to stay
- Not allowed to stay
- I was not in the Navy 12 months ago

75. How **SATISFIED** or **DISSATISFIED** are you with the following aspects of your career?

	Very Dissatisfied	Dissatisfied	Neither Satisfied Nor Dissatisfied	Satisfied	Very Satisfied
a. Promotion/advancement opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Family separation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Pay (basic)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Quality of leadership/management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Quality of Navy life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Fair performance evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

76. Which of the above (from Question 75) would be your **MOST** important reason for leaving or thinking of leaving the Navy?

- a.
- b.
- c.
- d.
- e.
- f.
- g.

If you are an Officer, fill in the circle and skip to Question 80.

77. Will you be taking a reenlistment action within the next 12 months?

- Yes
- No

78. How likely is it that you will reenlist at your next decision point?

- Very unlikely
- Unlikely
- Undecided
- Likely
- Very likely

79. What influence did the Selective Reenlistment Bonus (SRB) have on your **LAST** decision to reenlist?

- Does not apply/am serving my first enlistment
- SRB not available in my rate
- No influence at all
- Minimal influence
- Significant influence

## FORCE REDUCTION and BASE CLOSURE ISSUES

80. How much do you AGREE or DISAGREE with the following statements?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree Nor Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Does Not Apply/Don't Know</i>						
a.	Downsizing will be carried out in a way that is fair to all members, including women and racial minorities						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b.	Rightsizing tools (SERB, TERA, ENCORE) are aimed at the correct groups						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c.	As a result of downsizing, the best-performing people will leave the Navy						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d.	After downsizing, the Navy will be capable of carrying out its mission efficiently and effectively						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e.	I expect to spend significantly more time at sea on my next tour due to decreased manning levels						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f.	Downsizing has decreased my level of job satisfaction						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g.	I am less likely to choose to stay in the Navy until eligible to retire because of downsizing						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h.	I would be more likely to leave the Navy if the level of service and availability of support programs are reduced						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i.	Regardless of my performance, I expect to be separated/retired before I would have chosen to leave the Navy						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j.	The value of the retiree's benefits is declining						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k.	I expect that my family and I will have full access to military medical care when I retire						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l.	If retirement benefits are reduced, I would consider leaving the Navy prior to retirement eligibility						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

81. How much do you AGREE or DISAGREE with the following statements?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither Agree Nor Disagree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>	<i>Does Not Apply/Don't Know</i>						
a.	My civilian friends understand and respect the job I do						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b.	I feel the public strongly supports the military and its mission						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c.	If offered a separation bonus (e.g., VSI, SSB), early retirement, or other financial incentive to leave the Navy before my current enlistment/obligation is up, I would accept it						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d.	I would leave the Navy at the end of my current enlistment if suitable civilian employment was available						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e.	My command's mission requirements have decreased as manning levels have decreased						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f.	My unit's mission requirements have increased as a result of downsizing						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g.	My workload has increased as a result of downsizing						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h.	Downsizing will delay my advancement						<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

82. Are you currently assigned at a base or on a ship which will close/be decommissioned due to downsizing DURING your tour there?

- Yes
- No
- Don't know

## EQUAL OPPORTUNITY (EO)

Equal opportunity means that Navy men and women have an equal chance to serve, learn, and progress, regardless of their gender, race, or ethnicity.

83. How much do you **AGREE** or **DISAGREE** with the following statements?

Does Not Apply	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	
a. I think something is being done to improve equal opportunity in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I feel if I went to Captain's Mast I would receive fair and equitable treatment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I feel that everyone is treated equally when it comes to promotions and advancements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. At my command, recommendations about reenlistment eligibility are fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Gender discrimination is not tolerated at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Racial discrimination is not tolerated at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. I would have been less likely to JOIN the Navy if I knew women were equally likely as men to serve aboard ship	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. I am more likely to leave the Navy because women have been assigned to combat roles on an equal basis with men	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. I feel women have the ability to successfully carry out the duties of their combat roles in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. I feel women are fully accepted in their combat roles in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## SEXUAL HARASSMENT

Sexual harassment is a form of sex discrimination that involves unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Both men and women can be victims of sexual harassment; both women and men can be sexual harassers; people can sexually harass persons of their own sex.

84. I am aware of the new SECNAV instruction on sexual harassment, dated January 1993, which expanded definitions and described a range of behaviors in terms of a traffic light (green light, yellow light, red light).

- Yes  
 No

85. How much do you **AGREE** or **DISAGREE** with the following statements on sexual harassment?

Strongly Disagree	Disagree	No Opinion	Agree	Strongly Agree		
a. I understand the Navy's definition of sexual harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I understand the Navy's regulations about sexual harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Personnel at my command understand the definition of and regulations on sexual harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. If I had a sexual harassment complaint, I feel my complaint would get a fair hearing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Sexual harassment is not tolerated at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I understand my rights and responsibilities concerning sexual harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. I understand the complaint/grievance procedures I would use to report an incident of sexual harassment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

86. I am aware of the new DoN toll-free advice and counseling telephone line (1-800-253-0931) for sexual harassment.

- Yes  
 No

## NAVY CORE VALUES

87. How much do you AGREE or DISAGREE with the following statements?

Strongly Agree  
 Agree  
 Neither Agree Nor Disagree  
 Disagree  
 Strongly Disagree

- |  |   |
|--|---|
| a. People should always tell the truth even though it may hurt them or other people  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| b. Sometimes you have to bend or break the rules in order to get the job done  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| c. Responsibility is a key quality of an effective Navy man or woman   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| d. It is important that people know and do their jobs well   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| e. Being a team player is more important than individual accomplishment  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| f. Loyalty to the Navy is ultimately more important than loyalty to my peers, subordinates, and superiors  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| g. Concern for the well-being of shipmates is important  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| h. Everyone should serve his or her country in some way or another   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| i. People should always report others who engage in sexual harassment  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| j. When faced with difficult ethical, moral, and/or life choices, people should rely on their religious/spiritual faith in their decision making | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |

## COMMAND EVENTS

88. How much do you AGREE or DISAGREE with the following statements about conduct at command events? These are events intended to promote good morale and social interaction (e.g., initiations, hail-and-farewells, promotion ceremonies, and command picnics).

Strongly Agree  
 Agree  
 Neither Agree Nor Disagree  
 Disagree  
 Strongly Disagree  
 Don't Know/ Don't Attend Events

- |   |   |
|---|---|
| a. Excessive use of alcohol by participants and guests at command events is not tolerated at my command       | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| b. Sexually suggestive activities, props, costumes, skits, gags, or gifts are not tolerated at command events | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| c. Command members are not pressured to participate in command events   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| d. Command events are conducted in a manner which upholds high professional standards                         | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| e. Participants are involved in the planning of command events  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |

Use the last page of the questionnaire to make any comments you wish about Organizational Climate, including Job Satisfaction, Force Reduction and Base Closures, EO, Sexual Harassment, and Command Events.

## HEALTH ISSUES

### NAVY DRUG and ALCOHOL PROGRAM POLICIES

**89. Attendance at Alcohol and Drug Abuse for Managers/Supervisors (ADAMS) for E-6 and above personnel is encouraged at my command.**

- ADAMS is not available at my command
- Don't know
- Strongly disagree
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree

**90. How much do you AGREE or DISAGREE with the following statements on the Navy's drug and alcohol policies?**

Strongly Agree  
 Agree  
 Neither Agree Nor Disagree  
 Disagree  
 Strongly Disagree  
 Don't Know

- |   |   |
|---|---|
| a. The Navy's random urinalysis program is a very effective tool for identification of drug users   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| b. Existing regulations on the use and abuse of alcohol should be more strictly enforced  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| c. Penalties for the abuse of alcohol at my command are sufficient  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| d. At my command, the Navy's policies on alcohol use/abuse are applied fairly across all paygrades  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| e. At my command, the difference between alcohol use and alcohol abuse is clearly understood  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| f. Treatment for problems related to alcoholism and alcohol abuse has a negative effect on a member's Navy career (e.g., makes it more difficult to obtain choice assignments, receive promotions, and be retained in the Navy) | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| g. Access to a Counseling and Assistance Center (CAAC) is readily available for my command  | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| h. Alcohol abuse awareness and deglamorization efforts are noticeable at my command   | <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |

## HEALTH PROMOTION PROGRAMS

**91. How much do you AGREE or DISAGREE with the following statements about health promotion programs?**

Strongly Agree  
 Agree  
 Neither Agree Nor Disagree  
 Disagree  
 Strongly Disagree  
 Don't Know

a. I know where a tobacco user can go to get assistance in quitting tobacco use	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
b. My command enforces the restricted-smoking policy	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
c. Physical Training periods on duty time should be required	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
d. The use of healthy stress management/stress reduction skills is encouraged at my command	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
e. I know where to get help for someone from my command I believe is suicidal	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
f. I would exercise more if time were provided in my work schedule	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

**92. What are the most important reasons you exercise on a regular basis (at least three times a week)?**

**(SELECT UP TO 2 ANSWERS.)**

- I do not exercise on a regular basis
- To pass/do well on the PRT
- To control my weight
- To become/remain fit and healthy
- To reduce stress/make me feel better
- For the enjoyment of participating in sports
- Regular exercise is required at my command

**93. What are the most important reasons for you to stop using tobacco products?**

**(SELECT UP TO 2 ANSWERS.)**

- Does not apply/I do not use tobacco products
- I am not trying/do not plan to stop using tobacco products
- Expense of tobacco products
- Peer pressure/social pressure
- Detriment to my health/my family's health
- Inconvenience
- My command is a smoke-free command
- Personal desire to quit smoking
- Other \_\_\_\_\_



**Appendix B**  
**Opinion Gauges**

# Opinion Gauges

Table B-1

## Descriptive and Statistical Information about Opinion Gauges

Area and Topic	Questions	Chronbach Alpha	
		Enlisted	Officer
<b>Detailing and Assignment Process</b>			
<i>BUPERS ACCESS System</i>	<i>35b, 35c, 35d</i>	.80	.71
<b>Quality of Life</b>			
<i>Family Support Programs</i>		.88	.89
Shipboard Recreational Opportunities	45a, 45b, 45c, 45d, 45e, 45f, 45g	.82	.87
<i>Living Conditions</i>	<i>48a, 48b</i>	.77	.76
<i>Overall Quality of Life</i>	<i>48c, 48d</i>	.74	.75
Personnel Support Detachments	69a, 69b, 69c	.80	.82
<b>Organizational Climate</b>			
<i>Job Satisfaction</i>	<i>71c, 71d, 71g</i>	.84	.88
<i>Pay and Retirement</i>	<i>72b, 72c</i>	.74	.62
Satisfaction with Navy			
Enlisted	71f, 75a, 75c, 75e, 75f, 75g	.72	---
Officers	71f, 75a, 75f, 75g	---	.73
Downsizing and Retention	80g, 80h, 80l, 81c, 81d	.72	.74
Equal Opportunity Policies	83a, 83b, 83c, 83d, 83e, 83f	.79	.80
Women in Combat Roles	83g, 83h, 83i	.78	.83
<i>Sexual Harassment Training</i>	<i>85a, 85b, 85c, 85d, 85e, 85f</i>	.86	.87
Command Events	88a, 88b, 88c, 88d, 88e	.76	.77
<b>Health Issues</b>			
Drug and Alcohol Policies			
Enlisted	80a, 80c, 80d, 80e, 80g, 80h	.75	---
Officers	80c, 80d, 80e, 80g, 80h	---	.79
AIDS and HIV Information	95a, 95b, 95c, 95d, 95e, 95f, 95g	.85	.84

Note. Scales in *italics* are composed of the same items as they were for the 1993 NPS. The alpha values for the 1993 survey are reproduced in the table.

**Appendix C**  
**Respondent Sample Sizes**  
**(Unweighted)**

## Respondent Sample Sizes

**Table C-1**

### **Type of Enlisted Residence**

<b>Residence</b>	<b>Number of Respondents</b>
Military family housing	735
Civilian residence	2,661
Ship	618
Bachelor quarters	488

In the following tables, the only types of enlisted commands or officer communities that are presented are those for which the most favorable and least favorable opinions were given.

**Table C-2**

### **Type of Enlisted Command**

<b>Command</b>	<b>Number of Respondents</b>
Training	521
Aviation Squadron (deployed to shore)	222
Submarine	174
Aircraft carrier	421
Cruiser	180

**Table C-3**

### **Type of Officer Command**

<b>Command</b>	<b>Number of Respondents</b>
Aviation squadron (deployed to shore)	119
Shore or staff	1,436

**Table C-3**

**Type of Officer Command (cont.)**

Command	Number of Respondents
Destroyer	139
Submarine	103

**Table C-4**

**Officer Community**

Community	Number of Respondents
Pilot	226
Submarine	124

**Table C-5**

**Racial Breakdown**

Enlisted Personnel	
White	3,443
Black/Afro-American	500
Other	646
Officers	
White	2,075
Black/Afro-American	427

**Table C-6**

**Officer Gender Breakdown**

Male	2,508
Female	405

**Appendix D**  
**Margin of Error**

## Margin of Error

Table D-1 (Quenette 1994, *ibid*) is presented so that the reader can determine, in conjunction with Appendix C, the margin of error for survey results broken out by type of enlisted residence, enlisted and officer command, officer community, and so forth. That is, suppose it were found that 50% of survey respondents agreed that the QOL in the Navy was satisfying. The question arises, To what extent does this result represent the percentage that would have been found had everyone in the Navy completed the survey. The table can be used to answer this question as follows. If 50% agreed, that means that 50% selected other answers. In short, a 50/50 split exists. Thus, go to the 50/50 column in the table and down to the row representing the number of people answering the survey question. Suppose that number were 700; then one can be 95% confident that the percentage for everyone in the Navy would be between 46% and 54% (i.e.,  $50\% \pm 4$  points). If 4,000 individuals had answered the question, then the interval would be 48% to 52%. Consult Appendix C for the number of (unweighted) survey respondents. Notice that the 50/50 split yields the largest margin of error; i.e., the most conservative estimate. This estimate is provided in the report.

**Table D-1**

### Margin of Error

Sample Size	Percentage Split						
	98/2	95/5	90/10	80/20	70/30	60/40	50/50
50	4	6	8	11	13	14	14
100	3	4	6	8	9	10	10
200	2	3	4	6	6	7	7
300	2	2	3	5	5	6	6
400	1	2	3	4	4	5	5
500	1	2	3	4	4	4	4
700	1	2	2	3	3	4	4
1000	1	1	2	2	3	3	3
1500	1	1	2	2	2	2	3
2000	1	1	1	2	2	2	2
2500	1	1	1	2	2	2	2
3000	1	1	1	1	2	2	2
3500	0	1	1	1	2	2	2
4000	0	1	1	1	1	2	2
4500	0	1	1	1	1	1	1
5000	0	1	1	1	1	1	1
5500	0	1	1	1	1	1	1
6000	0	1	1	1	1	1	1

## Distribution List

Office of Naval Research, Personnel Optimization and Biomolecular S&T Division (Code 03B)

Deputy Assistant Secretary of the Navy (Manpower and Reserve Affairs)

Chief of Naval Personnel (PERS-00H) (2), (PERS-00D), (PERS-00W), (PERS-03), (PERS-05),  
(PERS-233C), (PERS-3), (PERS-461C), (PERS-6E) (3), (PERS-8), (PERS-9)

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