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# **Navy-wide Personnel (NPS) Survey 1998: Management Report**

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## **Navy-wide Personnel Survey (NPS) 1998: Management Report**

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13. ABSTRACT (Maximum 200 words) This report summarizes the results of the 1998 Navy-wide Personnel Survey (NPS). The NPS has been conducted annually from 1990 to 1998 at the request of the Chief of Naval Personnel. The 1998 NPS examined the opinions of Sailors in a variety of areas including detailing, assignment, Quality of Life, organizational climate, job satisfaction, and health issues. The information from this survey is valuable to Navy leadership to assessing the impact of current and proposed personnel policies, procedures, and programs. Major findings from the 1998 NPS included the following: 1) most Sailors were satisfied with interactions with detailers; 2) most are satisfied with their job and work experiences—however, satisfaction has declined from previous years; 3) over a third of the enlisted and half of the officers plan to stay until retirement; 4) satisfaction with leadership continues to decline; 5) greater numbers of Sailors report experiences with and support for gender integration; 6) Sailors were generally satisfied with Quality of Life programs ranging from education to housing; 7) most were satisfied with the quality and accessibility of Navy medical facilities, however, satisfaction with TRICARE continues to be very low.				
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## Foreword

The Navy-wide Personnel Survey (NPS) has been administered annually from 1990 to 1998. NPS 1998 examined the opinions of personnel in a variety of areas including detailing and the assignment process, quality of life, organizational climate, and health issues. The information from the survey is valuable to Navy leadership in facilitating program formulation and evaluation.

NPS 1998 was conducted under the sponsorship of the Chief of Naval Personnel (PERS-00). Data collection was conducted between September and December 1998; the results of the survey were briefed to the Chief of Naval Personnel, his staff, and sponsors in March 1999.

This report, one of several documenting the results of the 1998 NPS, presents an overview of the topics covered in the survey. NPRDC-TN-99-3 and NPRDC-TN-99-4 provide the statistical results for all survey questions for enlisted and officer personnel, respectively.

The Navy Personnel Research and Development Center has been realigned as Navy Personnel Research, Studies, and Technology (PERS-1) in Millington, TN. Questions regarding this report should be directed to: Navy Personnel Command, Attn PERS-14, Murrey Olmsted, 5720 Integrity Drive, Millington Tn 38055-1400.

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# Introduction

## Background

In 1989, the Chief of Naval Personnel commissioned the Navy Personnel Survey System (NPSS) as a means of collecting and organizing information on the needs, attitudes, and opinions of Sailors. The project was commissioned with three primary goals: 1) to coordinate all surveys administered to the Navy-wide population; 2) to conduct annual Navy-wide personnel surveys; and 3) to conduct research focused on improving the quality and efficiency of personnel surveys.

The Navy-wide Personnel Survey (NPS) began in FY 1990, and was designed to meet the requirements of the Navy Personnel Survey System. Its purpose was to measure the attitudes of Navy personnel toward a variety of issues important to Navy leadership. A number of features were built into the design of the Navy-wide Personnel Survey (NS). First, the NPS would be administered on an annual basis to facilitate tracking of trends in Sailor attitudes and opinions. Second, it would be a general issue survey addressing topics of both immediate and enduring interest to the Navy. Third, both enlisted personnel and officers would be randomly sampled, and in great enough numbers so that their responses would be representative of the entire Navy.

Since 1990, the NPS has been instrumental in identifying a number of significant issues in the opinions and attitudes of Sailors. For instance, while many Sailors report dissatisfaction with the detailing and assignment process, most are able to contact their detailer, negotiate terms, and receive their travel orders well in advance of their permanent change of station (PCS) move. In addition, those who have used automated systems such as BUPERS ACCESS, BUPERS (Interactive Voice Response) IVR, and (Job Advertising and Selection System) JASS report that they are very satisfied with the experience. Shipboard life has consistently been identified as a problem—especially for enlisted personnel—while Family Service Centers, Morale, Welfare and Recreation (MWR), drug/alcohol treatment centers, and health promotion programs have been seen as relative strengths. The majority of enlisted Sailors have been interested in utilizing the Navy's Homebasing program, however, many see a conflict between the program and maintaining a promotable career. Finally, downsizing appears to have had a negative effect on many areas of organizational climate within the Navy. As the Navy has reduced its numbers over the past decade, fewer Sailors report satisfaction with their jobs, pay, retirement benefits, and intention to remain on active duty for a full career (20 or more years). In addition, satisfaction with Navy life has declined significantly over the past decade and has been shown to be related to reduced intention to reenlist or continue on active duty service.

## Problem

In order for Navy leaders to assess the effectiveness of their policies and gauge responses to proposed new initiatives, feedback is necessary from the fleet. Navy planners and policy makers must know the attitudes and opinions of their Sailors. To be

useful, this attitudinal information must be both reliable and current. Gathering this information in a large and geographically dispersed organization, such as the Navy, is a formidable task. The NPS was developed as one response to this problem. The survey also served as a data-gathering tool for demographic information (e.g., ethnic subgroups, religious preference, etc.) that is typically unavailable or difficult to find through other resources.

### **Purpose**

The purpose of this report is to provide Navy leadership with the results from the 1998 NPS in a manner that will assist them in program evaluation and formulation. This is one of the several reports on the 1998 NPS. For more detailed statistical results see Kantor and Olmsted (1999a and 1999b).

## **Method**

### **Sampling and Data Collection**

A random sample of 14,214 active duty Navy enlisted personnel and officers were selected for the 1998 NPS. Sailors eligible to be selected for the sample included all those on active duty with a projected rotation date (PRD) of January 1999 or later. This sample represented approximately 3 percent of the enlisted and 7 percent of the officers. The surveys were mailed to all sampled individuals at their work (command) addresses during the early part of September 1998. The adjusted return rate was 39 percent, represented by 4,045 usable returned surveys. A copy of the 1998 NPS is included as Appendix A.

For the 1998 survey, policy makers were interested in obtaining information in four broad content areas: detailing and assignment processes, organizational climate, quality of life (QOL), and health issues. Within each of these areas, there were specific topics of interest. These were: PCS orders, homebasing, overseas tours, job satisfaction, reenlistment, leadership, performance evaluations, gender integration, values, voluntary education (VOLED), on-base housing, retirement benefits, morale, welfare and recreation (MWR), legal assistance services, personnel support detachment (PSD), and transportation, Navy drug/alcohol and obesity program policies, and health care.

### **Generalization to the Entire Navy**

For survey results to be meaningful to policy makers, they need to accurately represent the opinions of all personnel. The ability to generalize survey results to the entire Navy population requires that two conditions are met: (1) the mix of surveyed personnel by paygrade should be the same as it is in the Navy as a whole, and (2) there need to be enough surveyed personnel in each paygrade group to generalize to the entire Navy, within a reasonable margin of error, typically  $\pm 5$  percent or less.

The first condition was achieved through "statistical weighting." Responses of each paygrade group were weighted in accordance with the group's proportion in the Navy. Separate weighting schemes were applied to paygrade groups for enlisted personnel and

officers. When enlisted personnel and officers were combined into a single sample, their separate weighting schemes were maintained, and the entire sample was weighted so that its ratio of enlisted personnel and officers matched that of the overall Navy.

Meeting the second condition depends on the margin of error, also called sampling error. In surveys such as the NPS, typically  $\pm 5$  percent (or less) is viewed as acceptable. A margin or error of  $\pm 5$  percent would mean, for example, that if 52 percent of junior enlisted personnel had a favorable opinion of medical care/facilities that the true value for all junior enlisted in the Navy would be between 47 percent and 57 percent in 95 out of 100 instances. The smaller the sample sizes—number of people who respond to the survey—the larger the margin of error. Table 1 presents the margin of error for each paygrade grouping. Using this table, the survey results can be used to estimate what the opinions of personnel would be if the NPS had been completed by the entire active duty Navy population.

**Table 1. Margin of Error**

<b>Respondent Group</b>	<b>Number<sup>a</sup></b>	<b>Margin of Error (%)</b>
<b>Enlisted</b>		
E-2 and E-3	189	$\pm 7$
E-4 through E-6	1,141	$\pm 3$
E-7 through E-9	939	$\pm 3$
<b>Total Enlisted</b>	<b>2,269</b>	<b><math>\pm 2</math></b>
<b>Officer</b>		
Chief Warrant officers	91	$\pm 10$
O-1 through O-3	814	$\pm 3$
O-4 through O-6	871	$\pm 3$
<b>Total Officers</b>	<b>1,776</b>	<b><math>\pm 2</math></b>
<b>All Respondents</b>	<b>4,045</b>	<b><math>\pm 2</math></b>
<sup>a</sup> These numbers are unweighted in order to compute an accurate margin of error.		

## Results

### Demographic Characteristics of Respondents

This portion of the survey contained questions dealing with the demographic characteristics of active duty Sailors. Questions focused on personal attributes such as gender, race, education, marital status, sources of income, etc. Sailors were asked about

their access to, and use of the Internet. In addition, respondents were also asked questions about their careers, such as paygrade, designator, striker ratings, billet, duty station, current assignment, and information needs. Enlisted personnel were also asked a number of questions about the Armed Forces Retirement Home including their awareness of the program, support for the current program, and likelihood of future use.

### **Personal**

The respondent sample was approximately 87 percent male and 13 percent female. Forty-three percent of the respondents were on sea duty, while 57 percent were on shore duty assignment. The largest racial group was White (78%), followed by Black/African-American (9%), then Asian/Pacific Islander (6%). Of the ethnic backgrounds surveyed, the largest ethnic group was Filipino (4%), followed by Mexican (Mexican, Chicano, Mexican-American) (3%) and other Spanish/Hispanic (2%). Ninety-nine percent of enlisted personnel had at least a high school degree, and 24 percent had at least a two-year college degree or higher. Eighty-nine percent of officers had at least a Bachelor's degree and 43 percent had advanced degrees. The largest religious preference was Protestant (43%), followed by Catholic (30%). Seventy-two percent of Sailors were married, 19 percent single, while the other 8 percent were divorced, legally separated or widowed.

### **Career**

The average respondent had been on active duty service for 10-15 years. As expected, there was a strong relationship between length of service on active duty and paygrade; those with greater number of years on active duty were at higher paygrades (for complete results see Kantor and Olmsted, 1999a and 1999b). Fewer women than men, and those in "other" racial groups versus White and Black/African-Americans had spent more than 20 years on active duty.

The majority of enlisted personnel (56%) reported that they were currently on sea duty, while the majority of Officers (59%) were currently serving out shore duty. A higher number of men, than women, reported a current assignment to sea duty; the difference was even more significant for enlisted personnel (61% male and 32% female) than officers (43% male and 20% female). The majority of Sailors reported current assignments to CONUS East (54% enlisted personnel and 56% officers) and CONUS West (32% enlisted personnel and 27% officers).

### **Information Needs/Internet Access**

Sailors, overwhelmingly, turn to Navy-produced sources of information when seeking general information about the Navy. For instance, 80 percent of enlisted personnel and 69 percent of officers turn to official Navy-produced sources of information (i.e., base/command newspaper, Navy/Marine Corps plans of the day/week, morning quarters, Captain's Call, word from your leading petty officer/division officer, Navy Home page, or other Navy produced sources of information). Sixteen percent of enlisted personnel and 19 percent of officers also indicated that they use other sources of information such as externally produced information sources (i.e., Navy Times, Internet, e-mail, or other

Navy focused publications). Only 4 percent of enlisted and 1 percent of officers report relying on the radio or television as a primary source of information about the Navy. A similar pattern of responses were found when Sailors were asked to what they used as their primary source of information regarding Navy personnel policies and programs.

A significant source of information, in today's world of ever increasing technology, is the Internet. There has been a focus on the Internet, in recent years, as a way to facilitate communication and improve access to information. The majority of active-duty Navy personnel reported that they have access to the Internet via e-mail and/or the World Wide Web. Fewer enlisted personnel (72%), than officers (84%), reported that they have access to the Internet. Some groups appear to have more limited access to the Internet including junior enlisted (64%), those assigned to sea duty (68%), and several general types of ship/activity groups (aviation squadrons, submarines, tenders, cruisers, and general afloat staff). This limited availability may represent reduced opportunities for access due to a need for appropriate computer equipment, lack of access to equipment, or security concerns.

Although the numbers, above, may appear to indicate high access to the Internet, there is a hidden problem that should be addressed. While the numbers have increased over those reported in the 1997 NPS (Kantor, Ford, and Olmsted, 1998a, 1998b, and Kantor, Wilcove, and Olmsted, 1998), many Sailors continue to have limited access. For instance, many sea and shore commands have e-mail available at the command, however, the average Sailor does not have this capability on his/her desk or at his/her disposal. In many of these settings, access is shared among a few Sailors or by a ship (i.e., e-mail call). While this access allows the Sailor to send and receive e-mail, he/she may not be able to have full privacy of their communication or have access to the broader information/services available on the Internet.

### **Support for the Armed Forces Retirement Home (AFRH)**

Only a quarter of enlisted personnel and eligible officers were aware of the monthly AFRH deduction. The majority of these respondents were in favor of the deduction, at the current level, with only 28 percent supporting any increase. Of those who supported an increase, the majority supported an increase of no more than \$1.00 over the current fifty-cent deduction.

### **Detailing and Assignment Process**

Sailors were asked a variety of questions about their experiences with detailing, PCS orders, job advertising systems, incentives, homebasing, and overseas tours. Overall, respondents were satisfied with the quality and efficiency of the current detailing and assignment process. The majority of Navy personnel are both contacting their detailer and receiving their orders well in advance of PCS moves. Approximately half of the Sailors reported that they would be willing to extend sea duty, however, only if they were given significant financial or assignment incentives. Homebasing continues to be an important issue for enlisted personnel.

## Permanent Change-of-Station (PCS) Orders

The detailing and assignment process appeared to be working well, with 80 percent of officers and 71 percent of the enlisted personnel contacting their detailers at least six months before their last projected rotation date (PRD) (see Table 2). The only exception to this was found among the junior enlisted personnel (E-3 and below), where significantly fewer (55%) contacted their detailers six months in advance of their PRD. Officers and enlisted personnel tended to use different methods when contacting their detailers (see Table 3). The most effective contact methods used by officers included (in order of importance) telephone calls (during normal hours), e-mail, personal visits, detailer field trips, and the Detailers Preference Card. For enlisted personnel, the most effective methods included telephone calls (during normal hours), using the Command Career Counselor, enlisted Personnel Action Request, personal visit, and detailer field trips.

**Table 2. Percent of Respondents Contacting the Detailer by Time to PRD**

<b>Time To PRD</b>	<b>Enlisted (%)</b>	<b>Officers (%)</b>
More than 6 months	71	80
91 days - 6 months	20	16
1 day - 90 days	9	4

Once contact with detailers was made, 70 percent of officers and 67 percent of enlisted personnel were given two or more choices of assignments. Only 33 percent of officers and 36 percent of enlisted personnel were able to negotiate orders six or more months before their PCS move. When conflicts between Sailors and their detailers arose, 54 percent of officers and 32 percent of enlisted personnel reported their detailer worked with them to resolve these conflicts quickly. The exception to this finding was for junior enlisted personnel (9%) and Petty Officers (37%), who tended to find detailers less receptive to resolving conflicts than other higher ranking personnel.

**Table 3. Percent of Respondents Viewing Designated Methods of Interacting with Detailers as "Effective" or "Very Effective"**

<b>Method of Contact</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Personal visit	79	88
Telephone/normal hours	74	85
Detailer field trip	71	70
Naval message	56	56
Enlisted Action Request (NAVPERS Form 1306/7)	55	53
Electronic mail (E-mail)	54	78
Command career counselor/representative	52	38
BUPERS ACCESS	48	39
FAX	45	66
Telephone (after hours)	39	33
Job Advertising and Selection System (JASS)	35	21
BUPERS Interactive Voice Response (IVR)	31	16
Voice mail	26	40
Letter	23	53
Preference card	23	43

Thirty-three percent of officers and 40 percent of enlisted personnel received their orders at least 90 days before their last PRD (see Table 4). The majority of respondents (80% of officers and 79% of enlisted) were satisfied with the amount of time given in preparation for their PCS move.

**Table 4. Percent of Respondents Receiving Orders By Designated Times Prior to PRD**

<b>Orders Receipt in Time Prior to PRD</b>	<b>Enlisted (%)</b>	<b>Officers (%)</b>
More than 6 months	23	6
91 days - 6 months	17	27
1 day - 90 days	60	67

**Sea Duty**

Fifty-eight percent of officers and 47 percent of enlisted personnel said they would be willing to extend sea duty in order to obtain a desired shore assignment. The majority of those interested said they would do so for up to six months (see Table 5). Sailors showed less interest when asked if they would be willing to extend sea duty if shore duty were

extended for the similar amount of time (30% of officers and 37% of enlisted). For both proposed programs, junior enlisted showed the least interest (38% and 33%, respectively).

**Table 5. Percent of Respondents Willing to Extend on Sea Duty to Obtain Desired Shore Duty Assignment**

<b>Time Extension at Sea</b>	<b>Enlisted (%)</b>	<b>Officers (%)</b>
1 - 6 months	30	45
7 - 12 months	12	10
13 - 18 months	5	3
Not sure/would not	53	42

When asked if they would be interested in shortening shore tours in order to obtain a desired sea duty, almost half of the officers (48%) and a third of the enlisted personnel (33%) showed interest (see Table 6). However, among the enlisted personnel, Chiefs were the most likely to express interest. The length of time most appealing to them was six months or less.

**Table 6. Percent of Respondents Willing to Curtail Shore Duty to Obtain Desired Sea Duty**

<b>Willing to End Shore Duty</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Yes	33	48
Don't Know	18	19
No	49	33

Remaining in the same homeport, as an incentive to lengthen sea duty assignment, was not valued by the majority of the Sailors (see Table 7). Only 24 percent of enlisted would extend their sea duty assignment if their homeport remained the same. Only 14 percent of junior enlisted (E3 and below) were interested in this incentive. However, when the question was phrased in more general terms, "I would be willing to serve longer sea duty tours if it would allow me to stay in the same geographic location for the majority of my career," 35 percent supported the idea. When monetary incentives of up to \$500 were offered, in addition to their current pay to extend their sea duty assignment, 60 percent of officers and 61 percent of enlisted personnel said they would be interested (see Table 8). Enlisted Sailors in higher paygrades (72% of Chiefs) were more likely to say that they would extend than junior enlisted (39%). As the length of time increased, so did the desired monetary incentive. For example, 35 percent of the enlisted would consider extending for a minimum of \$100 per month for one year, but 85 percent would desire at least \$500 per month for five years (see Tables 9 and 10).

**Table 7. Percent of Respondents Willing to Extend Sea Duty to Remain in the Same Homeport**

<b>Time Extension at Sea</b>	<b>Enlisted (%)</b>	<b>Officers (%)</b>
1 year	17	19
2 years	4	3
3 years	1	1
4 years	2	1
Not sure/would not	76	76

**Table 8. Percent of Respondents Willing to Extend Sea Duty for a Monetary Incentive**

<b>Willing: Yes or No</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Yes	61	60
No	39	40

**Table 9. Percent of Respondents Willing to Extend Sea Duty for *One* Year for a Designated Minimum Monthly Bonus**

<b>Monthly Bonus in Dollars: 1 Yr. Ext.</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
\$100	35	19
\$200	26	26
\$300	10	17
\$400	3	7
\$500	26	31

**Table 10. Percent of Respondents Willing to Extend Sea Duty for Five Years for a Designated Minimum Monthly Bonus**

<b>Monthly Bonus in Dollars: 5 Yr. Ext.</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
\$100	0.5	1
\$200	1	0
\$300	4	2
\$400	11	5
\$500	84	92

Sixty-two percent of the Chiefs and 33 percent of Petty Officers would remain in the Navy and go to sea, if assigned. Only 26 percent of the Chiefs and Petty Officers indicated that they would get out rather than go to sea; the rest were undecided. Fifty-three percent of the enlisted also indicated that they would consider changing rates if it would provide them with a better opportunity for retention and career advancement.

**Homebasing**

Sixty-one percent of the enlisted personnel considered homebasing important. There were no significant differences among paygrade groups. Forty-two percent also think that there is a conflict between homebasing and maintaining a promotable career path. Although the majority of Sailors want homebasing, 40 percent of them also said that their "out of the area" tour will be accompanied. The five most popular Fleet Concentration Areas for homeporting are: (1) Jacksonville/Mayport, FL/Kings Bay, GA; (2) San Diego, CA; (3) Norfolk/Portsmouth/Tidewater Area, VA; (4) Everett/Whidbey Island/Seattle, WA and (5) Bangor/Bremerton, WA. The most important reasons for selecting these homeports were: "relatives live close by," "climate/weather," "cost of living," "recreational activities," and "spouse's employment."

Of those who reported that homebasing is important or very important, 35 percent said they would be willing to homeport at a Fleet Concentration Area if at least 36 months of shore duty was provided between sea tours. Thirty-nine percent were not interested in homebasing if it meant additional time at sea. The remaining 26 percent would be willing to a

important for the majority of Sailors, however, most would not do so if it resulted in either shortening their shore duty or extending their sea duty.

### Organizational Climate

Sailors were asked to rate the organizational climate of the Navy via questions about job satisfaction, career/reenlistment intentions, leadership, satisfaction with performance evaluations, gender integration, values, and access to educational programs. The majority of Sailors were satisfied with major aspects of the Navy's organizational climate. Positive findings included satisfaction with Navy jobs, performance evaluations, voluntary education (VOLED), housing, and the personnel support detachment (PSD). Negative findings included dissatisfaction with the current state of gender integration, leadership and continuing low levels of commitment to serving a full career in the Navy.

### Job Satisfaction

The majority of officers (71%) and enlisted personnel (59%) reported that they were satisfied with their current jobs (see Table 11), like the work they do in the Navy (83% and 68%, respectively) and were satisfied with their physical working conditions (68% and 59%, respectively). Again, there is a positive relationship between paygrade and satisfaction in all three areas. Sailors in the higher paygrades are more satisfied with their jobs, in general, than the ones in lower paygrades. There is also a difference in general job satisfaction between types of commands. Personnel in Afloat Staff Commands, Training Commands, Surface Force ships, and Cruisers report the highest satisfaction, while the lowest are among those assigned to Submarines and Aviation Squadrons deployed on ships and Aircraft carriers.

**Table 11. Percent of Respondents Agreeing, Disagreeing, or Neither Agreeing nor Disagreeing with the Statement "I am generally satisfied with my current job"**

<b>"I am generally satisfied with my current job."</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	59	71
Neither	14	12
Disagree	27	17

Enlisted personnel showed a decrease in job satisfaction over the past year (62% in 1997), while officers showed no real change (73% in 1997) (see Kantor and Olmsted, 1998; Kantor, Ford, and Olmsted, 1998a, 1998b; and Kantor, Wilcove, Olmsted, 1998). As in the past, there continues to be a significant difference in job satisfaction between officers and enlisted personnel.

## Career Development

Sixty-six percent of the officers and 42 percent of the enlisted personnel were satisfied with their career development in the Navy (see Table 12). Thirty-three percent of enlisted personnel and 40 percent of officers reported that they received timely counseling on their advancement opportunities. There is a moderately strong correlation ( $r = .45, p < .01$ ) between receiving timely counseling on career opportunities and satisfaction with career development. Although a simple correlation cannot establish causation, the evidence indicates that career counseling may improve satisfaction with career development.

**Table 12. Percent of Respondents Agreeing, Disagreeing, or Neither Agreeing nor Disagreeing with the Statement "I am satisfied with my career development"**

<b>"I am satisfied with my career development"</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	42	66
Neither	19	15
Disagree	39	20

## Career Intentions/Reenlistment

Forty-seven percent of officers and 36 percent of enlisted reported that they intended to stay until retirement. This is consistent with the expressed career intentions of Sailors over the past few years and represents no real change from the previous survey (Kantor and Olmsted, 1998). However, when short-term plans are considered, a much higher percentage of those taking reenlistment actions during the next 12 months reported their intentions to reenlist. For example, 91 percent of Chiefs, 79 percent of Petty Officers, and 55 percent of junior enlisted plan to reenlist. These numbers suggest that Sailors may be more willing to make a shorter-term commitment to the Navy (such as reenlist at their next opportunity), than a longer commitment (staying until retirement).

About half of enlisted personnel who qualified for the Selective Reenlistment Bonus (SRB) indicated that it had at least a moderate influence on their last reenlistment decision, and 42 percent said it will have the same influence on their next decisions. Thirty-seven percent indicated that the SRB had no influence on reenlistment decision and 36 percent indicated the same for future reenlistments. When put into the total picture, 64 percent of enlisted personnel indicated that the SRB either does not apply or is not available in their grades. Only 15 percent of all enlisted respondents said that the SRB had at least a moderate influence on their decision to reenlist.

## Leadership

Sixty-two percent of officers and 37 percent of enlisted personnel said they were satisfied with the quality of leadership at their command (see Table 13). In general, as paygrade increased, so did satisfaction with leadership (see Table 14). A higher percentage of males were satisfied than females (43% vs. 30%, respectively). Satisfaction with leadership was highest in Training Commands, Reserve Unit, and Shore and Staff Commands; it was and lowest in Amphibious ships, Afloat Staff commands, and Cruisers.

**Table 13. Percent of Respondents Agreeing with the Statement  
“I am satisfied with the quality of leadership at my command”  
by Type of Ship or Activity**

Ship/Activity	Agree (%)
Training Command	52
Reserve Unit	51
Shore or Staff	47
Tender	43
Aviation, Shore	42
Carrier Based Squad/Detached	42
Aviation, Ships	41
Minecraft	40
Destroyer Types	37
Aircraft Carrier	34
Submarine	32
Cruiser	29
Service Force Ship	27
Afloat Staff	25
Amphibious Ship	21
Amphibious Craft	7

**Table 14. Percentage of Respondents Satisfied with Leadership  
in the Navy Overall by Paygrade**

Opinion	E-3 and Below (%)	E-4 through E-6 (%)	WO (%)
Satisfied	28	37	52
Neither	29	29	25
Dissatisfied	43	34	23

Sailors were also asked about satisfaction with various levels of leadership. In general, officers are more satisfied with leadership than enlisted personnel (see Table 15). Fifty-one percent of the officers and 48 percent of enlisted personnel were satisfied with senior officers. The gap increased when it came to junior officers; fifty-nine percent of the officers and 41 percent of enlisted personnel reported that they were satisfied with this community. Officers were most satisfied with the leadership qualities of the Limited Duty Officer community (66% officers vs. 45% of enlisted). Sixty-two percent of officers and 44 percent of enlisted expressed satisfaction with the Chief's community. The majority of officers (51%) and over a third of enlisted personnel (36%) reported satisfaction with "overall" leadership (see Table 16). The most often cited reasons for dissatisfaction with leadership were "lack of concern for personnel" and "leadership ability."

**Table 15. Percentage of Respondents Agreeing, Disagreeing, or Neither Agreeing nor Disagreeing with the Statement "I am satisfied with the quality of leadership at my command"**

<b>"I am satisfied with the quality of leadership at my command"</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	37	62
Neither	19	13
Disagree	45	25

**Table 16. Percentage of Respondents Satisfied, Dissatisfied, or Neither Satisfied nor Dissatisfied with the Statement "I am satisfied with leadership in the Navy overall"**

<b>"I am satisfied with leadership in the Navy overall"</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Satisfied	36	51
Neither	29	27
Dissatisfied	35	22

### **Performance Evaluations and Fitness Reports (FITREPS)**

The vast majority of Navy personnel reported that they received counseling at the time they received their last evaluation or FITREP (78%) and again at midterm (75%). However, only 55 percent of enlisted personnel and 52 percent of officers thought that the counseling had a positive impact on their evaluations. A larger percentage of officers (76%) than enlisted personnel (58%) considered the assigned trait grades fair and

accurate. A similar discrepancy was noted in the fairness of promotion recommendations. Seventy-four percent of officers and 61 percent of enlisted personnel felt their most recent promotion recommendation was fair (see Table 17).

**Table 17. Percentage of Respondents Who Thought the Most Recent Promotion Recommendation was Fair, Unfair, or Neither Fair nor Unfair**

<b>Opinion regarding "fairness" of most recent promotion recommendation</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Fair	61	74
Neither	17	11
Unfair	22	15

Most Sailors agreed that their performance appraisal was done in a timely manner (63% officers, 57% enlisted) and that the appraisal addressed both strengths and weaknesses (56% officers, 62% enlisted). Fewer Sailors agreed that it improved communication (36% officers, 34% enlisted), and only about a fifth agreed that the new system improved teamwork (15% officers, 20% enlisted). Apparently, while the new system appears to address some concerns, with the old system, it does not appear to enhance teamwork or communication for the majority of Sailors.

### **Gender Integration**

Approximately 48 percent of both officers and enlisted personnel have never been assigned to a gender-integrated ship or shipboard squadron. Twenty-seven percent of enlisted and 23 percent of officers are currently assigned to a gender-integrated ship or shipboard squadron, and the remainder have been previously assigned to one. Forty-eight percent of all Sailors reported that women have been successfully integrated into combat ships and aviation squadrons, 17 percent disagree, and the rest are neutral on the topic (see Table 18). There are no significant differences in opinions based on gender or rank (see Table 19).

**Table 18. Percentage of Respondents who Agree, Disagree, or Neither Agree nor Disagree with the Statement, "Women have been successfully integrated into combatant ships and aviation squadrons."**

<b>"Women have been successfully integrated into combatant ships and aviation squadrons."</b>	<b>Male (%)</b>	<b>Female (%)</b>
Agree	48	48
Neither	35	37
Disagree	17	14

**Table 19. Women have been successfully integrated into combatant ships and aviation squadrons**

<b>Opinion</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	48	47
Neither	36	35
Disagree	16	18

Readiness was not generally seen as being increased by gender integration. Only 20 percent of enlisted personnel and 10 percent of officers reported that they felt readiness in the fleet had been increased by gender integration. The majority of respondents indicated that they neither agreed nor disagreed (55% of enlisted and 50% of officers) that gender integration had shown a positive impact on readiness (see Table 20). However, there were differences between men and women, with more females (33%) than males (15%) seeing a positive impact on readiness due to gender integration (see Table 21).

**Table 20. Gender Integration has increased readiness**

<b>Opinion</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	20	10
Neither	55	50
Disagree	25	40

**Table 21. Gender Integration has increased readiness**

<b>Opinion</b>	<b>Male (%)</b>	<b>Female (%)</b>
Agree	15	33
Neither	55	56
Disagree	30	11

Along racial lines, more Blacks/African-Americans than Whites or those of other races agreed that the integration of women has been successful (62% vs. 45% and 50%, respectively, see Table 22). A higher proportion of Blacks/African-Americans, than Whites or others, have the opinion that integration has improved readiness (37%, 29% and 12% respectively).

**Table 22. Women have been successfully integrated into combatant ships and aviation squadrons**

<b>Opinion</b>	<b>White (%)</b>	<b>Black (%)</b>	<b>Other (%)</b>
Agree	45	62	50
Neither	37	28	35
Disagree	18	11	15

The majority of Sailors (53%) reported that they believe the leadership in their Navy organization supports the integration of women into combat roles. Considerably more officers (71%) than enlisted (49%) were of the same opinion. There are no significant differences based on gender or race.

### **Voluntary Education (VOLED)**

Most respondents showed interest in upgrading their academic skills (83% officers, 95% enlisted). This was especially true for junior officers (90%) and junior enlisted (98%). In addition, over 90 percent of respondents reported that they were aware that they could take advantage of the Navy's Education Centers to upgrade their skills. Officers and enlisted personnel showed different priorities in education (see Table 23). The top five educational interests for officers were graduate/professional school, advanced skills training, writing, higher education (college), and "other". The top five educational interests for enlisted personnel were higher education (college), advanced skills training, writing, algebra, and graduate/professional school.

Less than half of officers (42%) and a majority of enlisted personnel (66%) reported that they have visited a Navy Education Center in the past year. Most said that they went to the Navy Education Center for information, to receive counseling regarding a college course/program, to develop an education plan, or to receive authorization for tuition assistance. Forty-three percent of the officers and 37 percent of enlisted personnel

reported that their command supports VOLED as long as it does not interfere with work responsibilities.

**Table 23. The percentage of Sailors interested in particular areas of education**

Academic Area	Enlisted (%)	Academic Area	Officer (%)
Higher Education	77	Graduate / Professional	72
Advanced Skills Training	54	Advanced Skills Training	17
Writing	37	Writing	14
Algebra	35	Higher Education	12
Graduate / Professional	31	Use of Grammar	6
Science	28	Workplace Skills	6
Use of Grammar	26	Reading Comprehension	4
Basic Mathematics	21	Science	4
Reading Comprehension	21	Algebra	3
Workplace Skills	20	Basic Math	3
Reading Graphs	12	Reading Graphs	1

### Quality of Life

Sailors were asked about their satisfaction with a number of Quality of Life (QOL) programs including on-base housing, retirement benefits, MWR, legal assistance services, personnel support detachment, and transportation services. Overall, respondents were generally satisfied with the Quality of Life (QOL) services offered at their commands. Positive findings included high satisfaction with on-base housing, MWR facilities and services, legal assistance services, PSD, and the Navy Passenger Transportation Office (NAVPTO). Negative findings included problems with availability of on-base housing and crowding at MWR facilities.

#### On-Base Housing

Only 15 percent of officers and 16 percent of enlisted personnel currently live in on-base housing. Of those who live in on-base housing, the majority reported that they have been satisfied with the housing facilities, management, upkeep, and customer service. On the other hand, only half of the respondents (47% officers, 51% enlisted) were satisfied with on-base housing availability.

#### Retirement Benefits

The vast majority of respondents indicated that their current retirement system was not adequate (74% officers, 66% enlisted). Similarly over two-thirds of Sailors (75% officers, 71% enlisted) indicated that their current retirement system was not a significant incentive to stay on active duty for a full career. Eighty percent of officers and 53 percent

of enlisted personnel said that a Tax-deferred Savings Plan (TSP)—which allows tax-deferred investments to be made in addition to Navy retirement—would be of value to them. However, less than half of all respondents (49% of officers, 47% enlisted) said such a plan would be a reason to make the Navy a career (i.e., 20 or more years on active duty).

### **Morale, Welfare and Recreation (MWR)**

Most Sailors reported that they have used MWR facilities and services at their present command. The majority of those who have used MWR facilities and services were satisfied with the customer service they received. The top rated customer service traits included friendliness, being courteous, cooperative, overall attitude, and cheerfulness of the staff. The majority of officers (68%) and enlisted personnel (61%) also indicated that MWR facilities and services were offered at a fair and competitive price. In addition, 35 percent of officers and 40 percent of enlisted personnel reported that the range and quality of MWR facilities and services exceeded their expectations (see Table 24).

**Table 24. Range/Quality of MWR Exceeded Expectations**

<b>Opinion</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	40	35
Neither	42	42
Disagree	18	23

Seventy-two percent of officers and 69 percent of enlisted personnel reported that they have used Navy-sponsored fitness facilities to maintain their exercise program. The majority of those who have used these facilities indicate that they are satisfied or very satisfied with their experience. Specifically, over three-quarters of respondents were satisfied with the cleanliness, variety of strength and cardiovascular equipment, and the hours of operation of Navy-sponsored fitness facilities. Two potential problems, of these facilities, were dissatisfaction with facility staff knowledge and customer service and high levels of crowding.

About 3 percent of officers and 15 percent of enlisted were current residents of on-base BQ/BOQ housing. For residents of the BQ/BOQ, MWR programs and services are often easy and preferred options for entertainment and leisure activities. The most preferred MWR activities or services for officer residents included (in order of preference) exercise/physical fitness, movies/TV, Internet access, discount tickets/rebates, and the library. The most popular MWR activities or services for enlisted personnel included (in order of preference) discount tickets/rebate, movies/TV, exercise/physical fitness, Internet access, and special events.

### Legal Assistance Services

Approximately 47 percent of officers and 43 percent of enlisted personnel have used the legal assistance services at their present command. Of those who have used the service, 75 percent of officers and 63 percent of enlisted personnel rated the services as “good” or “very good” (see Table 25). Forty-eight percent of officers and 40 percent of enlisted report they have used legal assistance services within the past 2 years. Of those who have received services, the majority report satisfaction with their attorney, the non-attorney staff, office hours, and overall customer service.

**Table 25. Quality of Legal Assistance Services**

<b>Opinion</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Good	63	75
Average	21	19
Poor	16	6

If respondents used the service at all, they tended to access legal assistance services on only one occasion during the past year. The primary reason given, for not using the legal assistance services, was that Sailors did not need them. The most common services used by respondents include power of attorney, wills/estate planning, tax assistance, and notary public. Over 80 percent of Sailors said that legal matters rarely, or never, impact their readiness or job performance.

### Personnel Support Detachment (PSD)

Most officers (72%) and enlisted personnel (68%) rated their experience with PSD as being “good” to “fair” (see Table 26). Similar results were found for other aspects of PSD such as the interaction between the Personnel Administrative Support System (PASS) liaison and PSD, On-ship Personnel Disbursing Office, and convenience of hours of operation. As an example, the majority of Sailors reported they were able to obtain a military ID for themselves or their family members at a convenient time (81% officers, 79% enlisted) and place (83% officers, 81% enlisted).

**Table 26. Experience with PSD**

<b>Response</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Good	35	39
Fair	33	33
Poor	32	28

## **Navy Passenger Transportation Office (NAVPTO)**

Sixty percent of officers and 59 percent of enlisted personnel reported the NAVPTO is responsive to Sailor's needs (see Table 27). For example, nearly two-thirds of Sailors (64% officers, 60% enlisted) reported that their TAD/TDY claims were processed in a timely manner. The only exception to this finding was for junior enlisted, where only 38 percent reported the same.

**Table 27. NAVPTO is responsive to my needs**

<b>Response</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	59	60
Neither	24	20
Disagree	16	20

## **Health Issues**

Sailors were asked to rate the availability, quality, and satisfaction of a number of health programs and policies at their command including ADAMS (Alcohol and Drug Abuse training for Managers and Supervisors), alcohol awareness, Navy drug/alcohol policies, enforcement policies at their local command, health promotion programs, fitness facilities, TRICARE, as well as personal and dependant use of Navy medical facilities. Overall, the majority of Sailors were satisfied with Navy health programs, policies, facilities, and medical services. The majority of respondents agreed that: their command supports Navy programs/policies regarding alcohol, drugs and fitness; the facilities provided are adequate; and they are satisfied with Navy health care. Several problems were found including concerns about command support of some alcohol/drug reduction education and training programs, application of penalties across paygrades, dissatisfaction with the TRICARE system, and access to medical services for families and other dependents.

### **Navy Drug/Alcohol and Obesity Program Policies**

The vast majority of officers (92%) and enlisted personnel (89%) were aware of the Navy's policies about alcohol abuse. When evaluating the command environment and responsiveness to alcohol and drug abuse incidents, most reported that their leadership supports Navy policy in reporting, intervening and setting an example. For example, the majority of respondents said they felt free to report drug/alcohol incidents to their command and that they believed that these incidents would be promptly addressed (see Table 28).

**Table 28. Feel free to report incidents of drug use**

<b>Response</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	62	90
Neither	21	8
Disagree	17	2

Sailors reported that their commands have mixed support for Navy drug, alcohol, and obesity programs. For instance, the large majority of officers (77%) and enlisted personnel (62%) reported that penalties for alcohol abuse are sufficient at their command. However, significantly fewer enlisted personnel (42%), than officers (71%), believed that penalties are applied fairly across paygrades (see Table 29). This was especially true for junior enlisted (41%) and Petty Officers (39%), most of whom responded that they either disagreed or had no opinion on the subject.

**Table 29. Penalties for alcohol abuse are applied fairly across paygrades**

<b>Opinion</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	42	71
Neither	22	16
Disagree	36	13

Support for training and education was also mixed, with only about half of respondents (56% officers, 46% enlisted) reporting that their command supports alcohol abuse prevention education (i.e., deglamorization). However, almost half of officers (48%) and the majority of the enlisted personnel (61%), have never heard of the Navy Right Spirit Campaign designed to reduce alcohol abuse and promote deglamorization (see Table 30).

**Table 30. I am familiar with the Right Spirit Campaign**

<b>Response</b>	<b>E-3 and Below (%)</b>	<b>E-4 through E-6 (%)</b>	<b>E-7 through E-9 (%)</b>	<b>WO (%)</b>	<b>O1-O3 (%)</b>	<b>O-4 and Above</b>
Somewhat to very familiar	20	29	54	50	35	48
Heard about it	10	11	10	11	12	11
Never heard of it	70	61	36	39	54	41

The majority of Sailors (61% officers, 56% enlisted) reported they have attended alcohol or drug abuse general military training (GMT) in the last six months, while less than half (36% officers, 41% enlisted) had attended the four-hour alcohol awareness course given by their command's Drug and Alcohol Program Advisor (DAPA). Only 34 percent of officers and 20 percent of enlisted reported that Alcohol and Drug Abuse for Managers/Supervisors (ADAMS) is encouraged at their command (see Table 31).

**Table 31. Attendance at ADAMS for E-6 and above is encouraged at my command**

<b>Response</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Not available at my command	11	11
Don't know	53	33
Disagree	9	11
Neither agree nor disagree	7	11
Agree	20	34

In regard to command support for health education and promotion programs, respondents indicated that some issues are addressed well, while others are not. For instance, more than three-fourths of officers (77%) and the majority of enlisted (59%) reported that they had access to enough nutrition information to make healthy food choices. Only a third of Sailors (36% officers, 32% enlisted) said that their command makes immediate referral to treatment for those with obesity or compulsive overeating problems.

The majority of Sailors reported that they are given physical training periods while on duty (69% of officers and 54% of enlisted personnel). Also, both officers (88%) and enlisted personnel (69%) said that their command responds with immediate intervention to help those who become suicidal. However, almost half of respondents said that healthy stress management (42% officers, 31% enlisted) is practiced at their commands (see Table 32), or that training is available for teaching healthy coping skills to command staff/personnel (51% officers, 41% enlisted).

**Table 32. Percentage of respondents who Agreed, Disagreed, or Neither Agreed nor Disagreed with the statement “The use of healthy stress management is encouraged at my command”**

<b>Opinion regarding the statement “The use of healthy stress management is encouraged at my command”</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	31	42
Neither	30	33
Disagree	39	25

Finally, the majority of Sailors (88% officers, 78% enlisted) reported that they exercise on a regular basis. Fewer junior enlisted (71%), than senior enlisted (81%), reported that they engage in regular physical activity or exercise. For those who regularly exercise, the top four reasons were: (1) to become or remain healthy/fit, (2) reduce stress/feel better, (3) control weight, and (4) present a professional military appearance.

**Health Care**

Sailors reported that they personally access Navy health care less than four times a year, while their families or dependents tend to utilize services ten or fewer times per year. The majority of respondents (64% officers, 53% enlisted) reported that they were satisfied with their Navy medical providers (doctors, nurses, etc., see Table 33). In addition, 58 percent of officers and 53 percent of enlisted personnel reported that they were satisfied with the customer service at Navy medical facilities. However, large differences were found on the satisfaction ratings of the Sailors for Navy medical services between their own and their families’ use. For instance, 67 percent of officers and 54 percent of enlisted were satisfied with Navy medical services they had personally received, while only about a third (36% officers, 31% enlisted) were satisfied with medical services received by their families and dependents (see Table 34).

**Table 33. I am satisfied with Navy health care providers**

<b>Opinion</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	53	64
Neither	18	14
Disagree	29	22

**Table 34. Satisfaction with the quality of health care for self vs. family**

Response	Enlisted (%)		Officer (%)	
	Self	Family	Self	Family
Satisfied	54	31	67	36
Neither	19	46	13	32
Dissatisfied	28	23	20	32

Respondents indicated that access to Navy medical facilities worked well for Sailors, but, generally not for their families or other dependents. For example, over two-thirds of Sailors (69% officers, 70% enlisted) reported that “medical care facilities are easily accessible at my command.” However, less than half of officers (45%) and half of enlisted respondents (53%) reported that their families and other dependents are able to access Navy medical care. The primary reasons given, for either personal or family inaccessibility to medical facilities, were inconvenient hours and overcrowding. Over half of the respondents (50% officers, 54% enlisted) reported that their Navy medical-care providers have given them referrals to non-Navy healthcare professionals. Of those who have received a referral, 82 percent of officers and 74 percent of enlisted personnel reported satisfaction with the referral; those with families or other dependents were more likely to receive referrals (65%), than those without dependents (39%).

Sailors were asked about their experience and satisfaction with TRICARE—the Department of Defense Health Maintenance Organization for outpatient and dependent health care. Sixty percent of officers and only 44 percent of enlisted personnel have used TRICARE. Opinions regarding the new TRICARE HMO system were generally negative (see Table 35). Twenty-three percent of officers and 35 percent of the enlisted felt that they have benefited from the program. Less than a third of Sailors (21% of officers and 30% of enlisted personnel) said they were satisfied with TRICARE (see Table 36).

**Table 35. I feel I have benefited from the new TRICARE health system**

Response	Enlisted (%)	Officer (%)
Agree	35	23
Neither	29	30
Disagree	36	47

**Table 36. I am satisfied with the new TRICARE health system**

<b>Response</b>	<b>Enlisted (%)</b>	<b>Officer (%)</b>
Agree	30	21
Neither	31	27
Disagree	39	52

## **Qualitative Results: Write-in Comments**

Over one third of the survey respondents included write-in comments when returning their questionnaire. While these comments are not considered scientific findings of the survey, they do allow for an anecdotal overview of the types of unsolicited issues, which are concerns of Sailors. For a detailed breakdown and summary of the qualitative results, see Appendix B. The major issues identified by Sailors write-in responses include the following:

### **Pay and Benefits**

Many Sailors expressed concerns about the adequacy of their pay and benefits. There was a general perception that while civilian pay and benefits have continued to rise over the past few years, military pay has remained relatively constant. Many expressed the opinion that it was “not right” to expect people to dedicate years of their lives to service for the current level of pay, hours worked, and risks involved in Naval service. In addition, many respondents indicated that the Basic Allowance for Housing did not meet their needs, leaving them with significant additional costs. Comments endorsed tax-deferred savings plans, graduated retirement savings, and other alternatives so that Sailors serving less than 20 years would not be left without retirement savings.

### **Detailing and Assignment**

Many respondents expressed concerns that the detailing process was not fair to all Sailors. Some expressed a perception that detailers “hold” positions for friends or those they want to influence. In general, many felt that they are not given enough information about their own career development, assignment options, or training/education programs available to them. Additional issues which were raised included problems with assigning dual military couples, conflicts between Homebasing and being able to promote, and a tendency to see single Sailors as “cheap” to move. Most respondents were in favor of the Homebasing program, and those with experience in the program were very satisfied. Overall, a number of Sailors suggested that the Navy seek to write orders that help Sailors maximize their potential service to the Navy.

## **Career Development/Advancement**

There were many comments about the current evaluation/FITREP and promotion process. While most agreed that the new system is significantly better than the one it replaced, many continue to have problems with how the system operates. Increased competition, the impact of PRT scores, lack of information on career paths, and reduced promotion opportunities were all cited as career development problems in the Navy. In addition, respondents indicated that the necessary education and military training for qualification and advancement were not available to all Sailors.

## **Quality of Life**

The majority of the write-in comments were on topics related to Sailor Quality of Life (QOL). Many reported that frequent deployments (OPTEMPO), as well as training and temporary duty assignments away from their duty station (PERSTEMPO) are causing a significant amount of stress. A large number of respondents indicated that they believe this to be one of the primary causes of divorce, family problems, workplace morale difficulties, and Sailors leaving the Navy. Family separation was noted as a significant and key QOL issue for a large number of respondents. Other QOL issues included perceived problems with the Sea/Shore rotation schedule, lack of a "real" opportunity for Homebasing, and limited access to some support programs (i.e., legal assistance, continuing education, and Personnel Support Detachment).

## **Leadership**

A number of Sailors reported that there are significant leadership problems in the Navy. For instance, there appears to be a general perception that leaders at the highest levels are not being held to the same level of accountability as the rest of the Navy. A number of comments addressed perceptions that drug and alcohol standards are not enforced fairly across paygrades within the Navy. Some reported feeling that their leaders were "out-of-touch" with the issues that impact the average Sailor. Many indicated problems such as micro-management, zero-tolerance, lack of vision, and "too much politicking."

## **Retention**

There were a number of comments made by respondents about factors which have an impact on retention. The most often cited reasons for people leaving the Navy were lack of promotion opportunities, inadequate pay, under-manning, reduced retirement benefits, low sea pay, family separation, lack of spare parts, frequent moves, decreased administrative support, and increased OPTEMPO/PERSTEMPO. Many comments reflected a concern that the Navy is losing its "best" and "brightest" people due to political, administrative, and leadership problems in the Navy. Some respondents even said that they were just "waiting out" their 20 years until retirement.

## **Health Care and Promotion Programs**

In general, Sailors' comments suggested a high degree of satisfaction with Navy medical facilities and benefits. However, the TRICARE program was extensively criticized for poor quality of care, an inadequate referral system, and limited access to care for many respondents and their families. Some respondents even cited concerns about their families receiving adequate care from TRICARE while they were on deployment. Overall, comments were favorable about health promotion programs such as tobacco cessation, physical fitness, weight training, and others. Finally, many suggested that they would be more involved in physical fitness activities if they were given more time to do so while on duty.

## **Conclusions**

While some dissatisfaction with the current detailing system was identified, the majority of Sailors continue to use the system well. When contacting their detailer, most were provided with more than one choice for assignment and received their orders early enough to prepare for PCS move. The majority of Sailors expected to be stationed overseas during their Navy career, and most reported high satisfaction with their experiences upon their return.

While showing a slight decline in satisfaction with job and work conditions when compared with previous years, the majority of the Navy personnel are satisfied, overall, with their work experiences in the Navy. Officers continue to show higher levels of job and career satisfaction than enlisted personnel, as has been the case for the past 10 years.

When considering retention of Sailors, over one third of enlisted personnel and approximately half of the officers plan to stay until retirement. For the short term, 79 percent of enlisted Sailors—with a decision point in the next year—plan to reenlist.

The reported level of "overall satisfaction" with leadership was much lower than the expressed satisfaction with particular levels of leadership. The survey did not ask about satisfaction with Flag and senior civilian leadership, however, write-in comments suggest that these levels of leadership are of concern to many Sailors.

Most Sailors believe that the leadership in their Navy organization is supportive of gender integration. However, almost half of the survey respondents indicated that they have not been assigned to a gender-integrated ship or shipboard deployable squadron. The majority of Sailors reported that they believe that gender integration has been successful in combatant ships and aviation squadrons. Most believe that gender integration has not increased readiness of the combatant ships and aviation squadrons.

The majority of respondents reported that they are interested in upgrading their academic skills and were aware of Navy education programs. However, less than half of respondents indicated that they receive strong command support for continuing their non-military education.

While only a small percentage of respondents currently live in Navy on-base housing, most were satisfied with the quality of the facilities, upkeep, and housing management. A

large number of write-in comments suggested that there is a significant lack of on-base housing available to Sailors and their families.

Respondents were generally satisfied with Quality of Life (QOL) support services such as Moral, Welfare and Recreation (MWR), Legal Assistance Services, and the Navy Passenger Transportation Office (NAVPTO). For example, the majority of respondents agreed that the MWR staff demonstrates desirable customer service traits in their interactions with customers. However, both responses to questions and write-in comments indicated that Personnel Support Detachments (PSDs) are often not regarded as "customer-friendly."

The majority of Sailors were satisfied with the accessibility and quality of medical care and Navy medical facilities. Sailors were significantly more satisfied with their own personal health care, while being dissatisfied with the customer service and access to health care for their families or other dependents.

Satisfaction with the TRICARE system was very low. Many did not feel that they either understood or had benefited from the new system. Write-in comments indicated problems with access, referrals, billing, and other aspects of the TRICARE system. Overall evidence suggests that Sailors do not believe that TRICARE is meeting their healthcare needs.

## **Recommendations**

Provide feedback to the fleet regarding the results of the survey. Publicize policy and program changes resulting from information gained from this and other major personnel surveys. Make use of NAVADMIN messages, Captain's Calls, BUPERS Home Page, Internal Navy Publications (i.e., All Hands, Perspective, LINK, Surface Warfare, etc.), Armed Forces TV/Radio, and the public media (i.e., Navy Times, USA Today, CNN, etc.) to let Sailors know what the Navy is doing to care for them and their families.

Conduct further research into areas of concern such as job satisfaction, career development, leadership, the TRICARE system, and Quality of Life support services.

Remove program evaluation components from the survey. Redesign and focus the NPS on the major concerns of Navy leadership such as organizational climate, career development, retention predictors, and Sailor satisfaction with Navy life.

Explore alternate forms of survey administration, such as the World Wide Web, which may offer lower cost, shorter turnaround, and greater flexibility.

## References

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## **Appendix A**

### **1998 Navy-Wide Personnel Survey**

Navy-wide  
Navy-wide  
**Navy-wide**

Personnel  
Personnel  
**Personnel**

Survey 1996  
Survey 1997  
**Survey 1998**

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Chief of Naval Personnel

Washington, DC 20370-5000

Navy Personnel Research and Development Center

San Diego, CA 92152-7250

## PRIVACY ACT STATEMENT

Authority to request this information is granted under 10 U.S.C. 5031 and 5032, and 5 U.S.C. 301. License to administer this survey is granted under OPNAV Report Control Symbol 1000-28, which expires December, 1999.

**PURPOSE:** The purpose of this questionnaire is to collect data to evaluate existing and proposed Navy personnel policies, 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.

**CONFIDENTIALITY:** 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.

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

Please use the last page of this questionnaire for any comments you wish to make.  
Please complete the survey and return it in the envelope provided.

If you have any questions, you may contact:

John Kantor

(619) 553-7651 or DSN 553-7651

FAX: (619) 553-9973

e-mail: [kantor@nprdc.navy.mil](mailto:kantor@nprdc.navy.mil)

Navy Personnel Research and Development Center  
Survey Operations Center  
53335 Ryne Road  
Code 122  
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 forty-five minutes to complete the survey.

## IMPORTANT MARKING 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.
- \* Do not fold, tear, or mutilate this form.



WRONG MARKS:

RIGHT MARK:

## DEMOGRAPHICS

### 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/Pacific Islander
- American Indian/Alaska Native
- 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
- European
- None of the above

4. What is your highest level of education?

- Less than high school completion/no diploma
- Alternate degree/GED/home study/adult school certification
- High school diploma/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, other Christian, etc.)
- Jewish
- Orthodox churches (Greek, Russian, etc.)
- Muslim
- Buddhist
- Mormon
- Pentecostal
- Other religion not listed
- No religious preference

6. What is your current marital status?

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

If you are SINGLE, NEVER MARRIED, AND HAVE NO CHILDREN, fill in this circle  and skip to Question 18. Otherwise, continue with Question 7.

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

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

8. Did you get married during CY98?

- Yes
- No (skip to Question 12)

9. If yes, who performed the ceremony?

- Civilian clergy
- Navy chaplain
- Civil servant (Justice of the Peace, etc.)
- Other

10. Did you receive premarital counseling?

- Yes
- No

11. If yes, from whom did you receive counseling? (Mark ALL that apply.)

- Civilian clergy (minister, priest, rabbi, etc.)
- Navy chaplain
- Counselor
- Family member(s)
- Other

12. Were you divorced during CY98?

- Yes
- No

13. What is your spouse's employment situation? (Mark ALL that apply.)

- Not currently married
- Active Duty Navy
- Active Duty, other military
- Military Reserve
- Civil Service
- Civilian job, private sector
- Self-employed
- Retired
- Not employed, by choice (e.g., student, homemaker)
- Not employed, but actively job hunting
- Not employed for other reasons

14. If you have an ex-spouse, what is his/her employment situation? If you have more than one ex-spouse, refer to the most recent one. (Mark ALL that apply.)

- Do not have an ex-spouse
- Active Duty Military
- Military Reserve
- Civil Service
- Civilian job, private sector
- Self-employed
- Retired
- Not employed, by choice (e.g., student, homemaker)
- Not employed, but actively job hunting
- Not employed for other reasons
- Do not know

15. Is your spouse employed full-time or part-time?

- Not currently married
- Spouse is not employed
- Full-time
- Part-time

16. Is your ex-spouse employed full-time or part-time?

- Do not have an ex-spouse
- Ex-spouse is not employed
- Full-time
- Part-time
- Do not know

17. What is your spouse's and/or ex-spouse's combined contribution to your family income relative to your contribution (excluding children's income)?

- None
- Half or less than half of my contribution
- About three-fourths of my contribution
- About equal to my contribution
- Greater than my contribution

18. Do you personally have any family members enrolled in DEERS? *Dual military couples, only answer if you have children enrolled under your name.* (Mark ALL that apply.)

- No, I personally have no family members enrolled in DEERS (skip to Question 20)
- 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)
- Legal ward(s) living with me
- Parent(s) or other relative(s)

If you have NO children, or NO children under 21 years of age living in your household, or NO children under age 24 years of age and enrolled full-time in college, fill in this circle  and skip to Question 20.

19. How many of your children enrolled in DEERS under the age of 21, or under the age of 24 and enrolled full-time in college, live in your household? *Include children for whom you have joint custody.*

	AGE GROUP OF CHILDREN					NUMBER OF CHILDREN IN AGE GROUP				
	1	2	3	4	5	1	2	3	4	5
a. Under 6 weeks	<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"/>
b. 6 wks through 12 mos	<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"/>
c. 13 through 24 mos	<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"/>
d. 25 through 35 mos	<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"/>
e. 3 through 5 yrs	<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"/>
f. 6 through 9 yrs	<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"/>
g. 10 through 12 yrs	<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"/>
h. 13 through 15 yrs	<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"/>
i. 16 through 20 yrs	<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"/>
j. 21 through 24 yrs	<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"/>

20. Are you or any of the family members in your household currently receiving assistance (financial or other) from any of the sources listed below? (Mark ALL that apply.)
- No, do not receive any assistance (skip to Question 22)
  - No, qualify for assistance, but currently are not receiving any (skip to Question 22)
  - Food stamps
  - Food Locker
  - SHARE Program
  - Woman Infant Children (WIC) Assistance
  - Assistance from a community or religious organization
  - Other

21. If you receive some form of assistance, do you draw BAH?
- Yes
  - No

22. Are you accompanied by the family members in your household on your present assignment?
- Does not apply/no family members
  - Yes
  - Temporarily unaccompanied (family members will join me later)
  - Presently unaccompanied because household goods move was not authorized with PCS orders (i.e., BRAC closure, Precomm unit, change of homeport, etc.)
  - Permanently unaccompanied because it was required for the billet
  - Permanently unaccompanied because family members were not command sponsored (overseas tour)
  - Permanently unaccompanied because household goods move was not authorized with PCS orders (i.e., BRAC closure, Precomm unit, change of homeport, etc.)
  - Permanently unaccompanied by choice

Answer Question 23 only if you selected this option. Otherwise, skip to Question 24.

23. Select the top five (5) reasons which BEST describe why you are permanently unaccompanied by family members in your household, and rank them with one (1) being the most important.
- |   | 1                     | 2                     | 3                     | 4                     | 5                     |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. Spouse employment  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| b. Home ownership   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| c. Availability of military family housing                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. Availability of civilian housing                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. Cost of civilian housing   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. Spouse's education   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g. Children's schools   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| h. Ties to the community  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| i. Family members prefer to remain in another location                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| j. Costs associated with moving   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| k. Your work schedule   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| l. Availability of health care and education services for special needs | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| m. Availability of activities/facilities for family members/child care  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| n. Inadequate time to make moving arrangements                          | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| o. Length of new duty assignment  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| p. Spouse collocation was not available                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| q. Personal reasons   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| r. Other  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

**CAREER**

24. How long have you been on Active Duty in the Navy? Count the time from the day you were sworn in. (Fill in all columns; i.e., 1 year = 01 and 9 months = 09)

Years	Months
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

25. 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"/> 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 |                                    |

26. What is your commissioned designator?  
(Begin numbering in the LEFT column.)

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

27. 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 (i.e., AW, ET, CTI, etc.)? Only use your rate, not paygrade, such as AW not AWC. (Begin lettering in the LEFT column.)

Does not apply/I am an officer  
 Not rated/I am an AN/SN/FN (not a 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

28. What is your current billet?

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

29. What is the geographical location of your current assignment? If deployed, where is your command homeported?

Alaska or Hawaii  
 CONUS (East Coast)  
 CONUS (West Coast)  
 Europe (including Mediterranean)  
 Far East  
 Caribbean  
 Middle East (including African continent)  
 South or Central America

30. In which FLEET are you now homeported?

Does not apply  
 2nd Fleet, Atlantic  
 3rd Fleet, Eastern Pacific  
 5th Fleet, Persian Gulf  
 6th Fleet, Mediterranean  
 7th Fleet, Far East and Western Pacific

31. To what type of ship/activity are you currently assigned? (If applicable, mark ALL that apply.)

Shore or Staff Command  
 Afloat staff  
 Training Command  
 Aviation Squadron (deployed to ships)  
 Aviation Squadron (deployed to shore)  
 Carrier-based Aviation Squadron/Detachment  
 Aircraft Carrier  
 Cruiser  
 Destroyer types (includes frigates)  
 Minecraft  
 Submarine  
 Tender/Repair ship  
 Reserve Unit  
 Service Force ship  
 Amphibious ship  
 Amphibious craft  
 Shore based deployable unit (Seabees, EOD, Sea OpDet, etc.)  
 Other

32. In which of the following sources do you find most of your general information about the Navy? (Mark ONE answer.)

Navy produced information sources (your base/command newspaper, Navy/Marine Corps TV News, All Hands magazine, Navy messages, plans of the day/week, morning quarters, Captain's Call, word from your leading petty officer/division officer, Navy Home Page, other Navy information sources)  
 Externally produced information sources (Navy Times, Internet, e-mail, or other Navy focused publications)  
 Local or national newspaper  
 Local or national television

33. Where do you find most of your information about Navy personnel policies and programs which affect you? (Mark ONE answer.)

Navy produced information sources (your base/command newspaper, Navy/Marine Corps TV News, All Hands magazine, Navy messages, plans of the day/week, morning quarters, Captain's Call, word from your leading petty officer/division officer, Navy Home Page, other Navy information sources)  
 Externally produced information sources (Navy Times, Internet, e-mail, or other Navy focused publications)  
 Local or national newspaper  
 Local or national television

## ARMED FORCES RETIREMENT HOME

To be eligible for residence in the Armed Forces Retirement Home (AFRH), you must be an enlisted sailor or warrant officer and have retired from active duty or served during time of war. Currently, 50¢ is deducted every month from the pay of enlisted sailors and warrant officers to help finance the operation of the AFRH.

Please answer the following:

- I am an officer (O-1 or above, skip to Question 40)
  - I am an officer, but was previously enlisted (continue with Question 34)
  - I am enlisted or a warrant officer (continue with Question 34)
34. Are you aware that an AFRH deduction is taken from your pay each month?
- Yes
  - No
  - Not sure
35. Are you in favor of the current monthly allotment of 50¢ to support the AFRH?
- Yes
  - No
36. Would you support an increase of the monthly allotment to support the AFRH?
- Yes
  - No
37. How much would you be willing to contribute through the current involuntary monthly allotment?
- I do not support an increase in the allotment
  - \$1.00 (\$12.00/year)
  - \$1.50 (\$18.00/year)
  - \$2.00 (\$24.00/year)
  - \$3.00 (\$36.00/year)
  - Over \$3.00
  - Not sure
38. If available, would you voluntarily contribute to the AFRH through the Combined Federal Campaign or other voluntary allotment programs?
- Yes
  - No (skip to Question 40)
  - Not sure (skip to Question 40)
39. If you answered "Yes" to Question 38, how much would you be willing to contribute through a voluntary monthly allotment?
- \$1.00 (\$12.00/year)
  - \$1.50 (\$18.00/year)
  - \$2.00 (\$24.00/year)
  - \$3.00 (\$36.00/year)
  - Over \$3.00
  - Not sure

## DETAILING AND ASSIGNMENT PROCESS

### PCS ORDERS

40. How far in advance of your last Projected Rotation Date (PRD) did you first contact your detailee?
- 1 to 90 days (less than 3 months)
  - 91 days to 180 days (3 to 6 months)
  - 181 to 270 days (6 to 9 months)
  - 271 to 365 days (9 months to 1 year)
  - Does not apply
41. How many assignment choices were available to you on your first call to your detailee?
- Not applicable
  - None, received assignment choice I requested
  - More than 4
  - 4
  - 3
  - 2
  - 1
  - None, told to call back at the next requisition date
42. How far in advance of your last PRD did you negotiate your orders?
- Not applicable
  - 1 to 30 days
  - 31 to 60 days
  - 61 to 90 days
  - 91 days to 6 months
  - More than 6 months
43. How far in advance of your last change of station or actual rotation date did you receive your orders?
- Not applicable
  - 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
44. Were your last orders issued early enough to allow you to easily complete preparations for your PCS move?
- Move not required, new duty station was in same geographic location
  - Yes
  - No
45. When choosing your last assignment, what was your primary concern? (Pick the ONE most important reason.)
- Future promotability
  - Type of duty
  - Geographic location
  - Geographic stability
  - Platform/billet
  - Spouse's collocation
  - Family concerns
  - Other

46. How receptive was your detailer to resolving conflicts between your personal desires and the needs of the Navy?

- Very receptive
- Receptive
- Not very receptive
- Not receptive at all
- Does not apply

47. Do you have Internet access available to you at your current command? (Mark ALL that apply.)

- Yes, e-mail
- Yes, World Wide Web
- No
- Don't know

48. The Bureau of Naval Personnel (BUPERS) Home Page came on-line in September 1995. How many times have you used it? (Mark ALL that apply.)

- Never, I did not know it existed
- Never, but I knew it existed
- Never, I do not have Internet access at home
- Never, I do not have Internet access at work
- A few times, but I did not find it useful
- A few times, and I was satisfied
- Frequently, I find it informative

49. If you have used the BUPERS ACCESS computer bulletin board system (or if someone else operated it for you), please rate the extent to which you Agree or Disagree with each of the following statements:

- I have not used BUPERS ACCESS (skip to Question 50)
- I have used BUPERS ACCESS (continue with statements a-d)

Strongly agree    Agree    Neither agree nor disagree    Disagree    Strongly disagree

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"/>

50. If you have used the BUPERS Interactive Voice Response (IVR) 1-800-951-NAVY system, please rate the extent to which you Agree or Disagree with each of the following statements:

- I have not used BUPERS IVR (skip to Question 51)
- I have used BUPERS IVR (continue with statements a-d)

Strongly agree    Agree    Neither agree nor disagree    Disagree    Strongly disagree

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"/>

51. If you have used the Job Advertising and Selection System (JASS), please rate the extent to which you Agree or Disagree with each of the following statements:

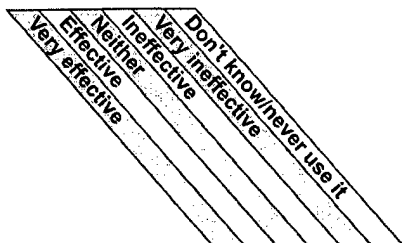
- I have not used JASS (skip to Question 52)
- I have used JASS (continue with statements a-d)

Strongly agree    Agree    Neither agree nor disagree    Disagree    Strongly disagree

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"/>

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

- I have not negotiated a set of orders with my detailer (skip to Question 53)
- I have negotiated a set of orders with my detailer (continue with methods a-o)



- |    |   |                       |                       |                       |                       |                       |
|----|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. | Preference Card/Form  | <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"/> |
| c. | Letter  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| d. | FAX   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| e. | Telephone (normal hours)                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| f. | Telephone (after hours)                                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| g. | Voice Mail  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| h. | Electronic Mail   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| i. | BUPERS Interactive Voice Response (IVR) 1-800-951-NAVY system | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| j. | Job Advertising and Selection System (JASS)                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| k. | Personal visit  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| l. | Detailer field trip   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| m. | BUPERS ACCESS   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| n. | Naval message   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| o. | Command Career Counselor/Representative                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

53. Would you be willing to extend on sea duty in order to obtain a desired assignment ashore? (Mark only ONE response.)

- Yes, 1-3 months
- Yes, 4-6 months
- Yes, 7-9 months
- Yes, 10-12 months
- Yes, 13-18 months
- Not sure
- No, would not extend tour

54. Would you be willing to curtail (shorten) your shore tour in order to obtain a desired assignment at sea? (Mark only ONE answer.)

- Yes, 1-3 months
- Yes, 4-6 months
- Yes, 7-9 months
- Yes, 10-12 months
- Yes, 13-18 months
- Not sure
- No, would not curtail (shorten) tour

55. Would you be interested in extending on sea duty for the amount of time listed below beyond your original PRD if your subsequent shore duty was extended the same amount of time? (Mark only ONE answer.)

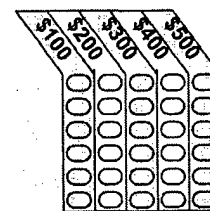
- Yes, extend by 1 year
- Yes, extend by 2 years
- Yes, extend by 3 years
- Yes, extend by 4 years
- Not sure
- No, would not extend on sea duty

56. Would you be interested in extending on sea duty for the amount of time listed below beyond your original PRD if your homeport remained the same? (Mark only ONE answer.)

- Yes, extend by 1 year
- Yes, extend by 2 years
- Yes, extend by 3 years
- Yes, extend by 4 years
- Not sure
- No, would not extend on sea duty

57. Would you be interested in extending on sea duty beyond your original PRD if, in addition to current pay provided, a bonus was established to increase sea pay? Indicate the minimum monthly increase to sea pay you would accept to extend for each of the options a-f.

- Does not apply (skip to Question 58)
- Would not extend for any incentive (skip to Question 58)
- Would extend for an incentive (continue with options a-e)



- a. Extend PRD for 1 year
- b. Extend PRD for 2 years
- c. Extend PRD for 3 years
- d. Extend PRD for 4 years
- e. Extend PRD for 5 years
- f. Extend PRD for 6 years

58. If Temporary Early Retirement Authority (TERA) were offered for your rate/designator, would you use it? TERA is available only to people with 15 to 19.9 years of service.

- Yes
- No
- Undecided at this time
- Does not apply

59. If a Variable Separation Incentive (VSI) or Special Separation Bonus (SSB) were offered to your rate/designator, would you use it? VSI and SSB are one-time "buy-outs" for people below the fifteen year window.

- Yes
- No
- Undecided at this time
- Does not apply

60. The "Chiefs to Sea" policy came about due to difficulties experienced in filling chief's billets at sea. How has this policy affected your decision to stay in the Navy?

- Does not apply/I am not a Chief Petty Officer
- Will remain in and go to sea if assigned
- Will get out rather than go back to sea
- Undecided at this time

61. Would you consider changing rates if it would provide you a better opportunity for retention/career advancement than exists in your current rate?

- Yes
- No
- Undecided at this time
- Does not apply, I am an E7 or above

## HOMEBASING

Homebasing is a formal program only offered to career enlisted sailors, which is designed to allow them to remain in the same geographic location for most of their careers.

62. How much do you Agree or Disagree with each of the following statements?

- a. I want to experience a variety of assignments in different locations during my career in the Navy
- b. I would be willing to serve longer sea duty tours if it would allow me to stay in a specific geographic location (homebase) for the majority of my career

63. How important is homebasing to you?

- Does not apply/I am an officer (skip to Question 71)
- Very important
- Important
- Neither important nor unimportant
- Unimportant
- Very unimportant

64. Do you think there is a conflict between homebasing and maintaining a promotable career path?

- Yes
- No
- Don't know

65. If you establish a homebase, do you anticipate that your out-of-area tour will be:

- Accompanied
- Unaccompanied
- Undecided/don't know
- Does not apply/I am single or have no dependents

66. Select five (5) homeports where you would want to spend the majority of your tours, and rank them in order of preference with one (1) being the highest. Do not select an area in which your rating has little chance to serve (such as an aviation rating in New London, etc.).

- I do not prefer homebasing (skip to question 68)
- If homebasing, I do not have any preferences (skip to question 68)

	1	2	3	4	5
a. Bangor/Bremerton, WA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Brunswick/Bath, ME	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Camp Pendleton, CA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Corpus Christi/Ingelside/Kingsville, TX	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Earle, NJ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Everett/Whidbey Island/Seattle, WA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Havelock/Cherry Point/Camp Lejeune, NC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Jacksonville/Mayport, FL/Kings Bay, GA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Lemoore, CA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Naples, Italy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. New London/Groton, CT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Norfolk/Portsmouth/Tidewater Area, VA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Pascagoula/Gulfport, MS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Pearl Harbor, HI	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Port Hueneme/Point Mugu, CA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Rota, Spain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. San Diego, CA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Sasebo, Japan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. Tinker AFB/Oklahoma City, OK	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Yokosuka, Japan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

67. Select the five (5) most important reasons why you chose the homeports you did in question 66, and rank them in order of importance with one (1) being the most important.

	1	2	3	4	5
a. Cost of living	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Spouse employment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Schools for family members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Medical care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Relatives live close by	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Climate/weather	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Military housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Recreational activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Purchased a home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Availability of civilian housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Quality of command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Availability of billet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Religious reasons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

68. I would not reenlist if I were transferred to a command in the following locations (select five (5) locations and rank them with one (1) being the least desirable):

	1	2	3	4	5
a. Bangor/Bremerton, WA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Brunswick/Bath, ME	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Camp Pendleton, CA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Corpus Christi/Ingelside/Kingsville, TX	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Earle, NJ	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Everett/Whidbey Island/Seattle, WA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Havelock/Cherry Point/Camp Lejeune, NC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Jacksonville/Mayport, FL/Kings Bay, GA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Lemoore, CA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Naples, Italy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. New London/Groton, CT	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Norfolk/Portsmouth/Tidewater Area, VA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Pascagoula/Gulfport, MS	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Pearl Harbor, HI	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Port Hueneme/Point Mugu, CA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Rota, Spain	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. San Diego, CA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Sasebo, Japan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. Tinker AFB/Oklahoma City, OK	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Yokosuka, Japan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

69. If you were homebased in a Fleet concentration area, what is the minimum time ashore between sea tours you would be willing to accept to remain in your homebase? (The alternative is a three (3) year shore tour away from your homebase.)

- 6 months
- 12 months
- 18 months
- 24 months
- 30 months
- 36 months
- None, not interested

70. If you were homebased in a Fleet concentration area, what is the maximum time you would be willing to spend at sea beyond your PRD to remain in your homebase?

- 36 months
- 48 months
- 60 months
- 72 months
- 84 months
- None, not interested in extending sea duty

## OVERSEAS TOURS

71. Do you expect to be stationed overseas (OCONUS) during your career in the Navy?

- Yes
- No

72. If you have been stationed overseas (OCONUS) on PCS orders, please indicate the area where you were stationed. (Mark ALL that apply.)

- I have not been stationed overseas (skip to Question 77)
- Europe
- Western Pacific/Far East
- Middle East
- South or Central America
- Caribbean
- Alaska
- Hawaii

73. Did you request your last overseas tour?

- Yes (skip to Question 75)
- No

74. If "No," why were you assigned to an overseas tour?

- Part of the career path for my rate
- Only choice given by detailer
- Best option of choices given
- Other

75. On my last overseas tour, I stayed:

- Less than full length of orders
- Full length of orders
- Less than 3 months beyond PRD
- 3 to 6 months beyond PRD
- 7 to 9 months beyond PRD
- 10 to 12 months beyond PRD
- More than 12 months beyond PRD

76. How satisfied were you with your overseas tour upon your return to CONUS?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied

# ORGANIZATIONAL CLIMATE

## JOB SATISFACTION

77. How much do you Agree or Disagree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. I am satisfied with the quality of leadership at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I am generally satisfied with my current job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. In general, I like the work I do in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I am satisfied with my physical working conditions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. I am satisfied with my career development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I receive timely counseling on my career advancement opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. I enjoy my career in the Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. I am glad I chose to join the Navy instead of other alternatives I was considering	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. 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"/>
j. 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"/>
k. The amount I would receive as retirement benefits 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"/>
l. I think the pay allowance given to Navy members with dependents relative to that given to members without dependents is fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

78. What are your current Navy career plans? (Mark only ONE answer.)

- Definitely decided to stay in the Navy at least until eligible to retire
- Probably will 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 will not stay in the Navy until eligible to retire
- Definitely will 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 until retirement

79. What were your Navy career plans one year ago?

- I was not in the Navy 12 months ago
- Definitely decided to stay in the Navy at least until eligible to retire
- Probably would 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 would not stay in the Navy until eligible to retire
- Definitely would 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 until retirement

## REENLISTMENT

If you are an officer, fill in this circle  and skip to Question 84.

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

- Yes
- No
- Not sure

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

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

82. 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
- Moderate influence
- Significant influence

83. What influence will the Selective Reenlistment Bonus (SRB) have on your next decision to reenlist?

- Does not apply/not planning to reenlist
- SRB not available in my rate
- No influence at all
- Minimal influence
- Moderate influence
- Significant influence

## LEADERSHIP

84. How Satisfied or Dissatisfied are you with the quality of leadership in each of the following leadership communities?

	<i>Very satisfied</i>	<i>Neither satisfied nor dissatisfied</i>	<i>Dissatisfied</i>	<i>Very dissatisfied</i>	
a. Sr. Officer community (O4 and above)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Jr. Officer community (O1-O3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. LDO/WO community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Chiefs' community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Overall Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

85. If you marked Dissatisfied or Very dissatisfied for any part of the above question, please indicate the ONE most important reason why you are dissatisfied with that community:

	<i>Not applicable</i>	<i>Micro-management</i>	<i>Lack of concern for personnel</i>	<i>Lack of leadership ability</i>	<i>Lack of training</i>	<i>Lack of integrity</i>
a. Sr. Officer community (O4 and above)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Jr. Officer community (O1-O3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. LDO/WO community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Chiefs' community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Overall Navy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## PERFORMANCE EVALUATIONS/FITREPS

86. Regarding the Performance Evaluation and Counseling System, did counseling for your last reporting period occur at mid-term?

- Yes  
 No

87a. Did counseling occur when your last evaluation was done?

- Yes (continue with Question 87b)  
 No (skip to Question 88)

87b. If yes, was the counseling effective?

- Yes  
 No

87c. Do you feel that the counseling had a positive impact on the final report of your last evaluation?

- Yes  
 No

88. Were you given an opportunity to submit input to your last evaluation?

- Yes  
 No

89. Who conducted your counseling for your last evaluation?

- Immediate supervisor  
 Second level supervisor  
 Higher level supervisor  
 Not applicable, no counseling occurred

90a. How do you feel about the fairness of the trait grades assigned in your last evaluation?

- Very fair  
 Fair  
 Neither fair nor unfair  
 Unfair  
 Very unfair

90b. How do you feel about the accuracy of the trait grades assigned in your last evaluation?

- Very accurate  
 Accurate  
 Neither accurate nor inaccurate  
 Inaccurate  
 Very inaccurate

91a. How do you feel about the fairness of the promotion recommendation in your last evaluation?

- Very fair  
 Fair  
 Neither fair nor unfair  
 Unfair  
 Very unfair

91b. How do you feel about the accuracy of the promotion recommendation in your last evaluation?

- Very accurate  
 Accurate  
 Neither accurate nor inaccurate  
 Inaccurate  
 Very inaccurate

92. Based upon your perceptions of how the new fitness report/evaluation system is being implemented at your command, how much do you Agree or Disagree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Mid-term counseling addressed both strengths and weaknesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The new system improves communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The new system improves teamwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Counseling was done in a timely manner based upon the reporting period	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Fitness/evaluation report was conducted in a timely manner based upon the reporting period	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

93. Has your command provided you with timely guidance regarding your career advancement opportunities or rate change eligibility?

- Yes
- No
- Not sure

### GENDER INTEGRATION

94. Have you been assigned to a gender-integrated, deployable command? (Mark ALL that apply.)

- No, I have never been assigned to a gender-integrated ship/shipboard-deployed squadron
- Yes, I have previously been assigned to a gender-integrated ship/shipboard-deployed squadron
- Yes, I am currently assigned to a gender-integrated ship/shipboard-deployed squadron

95. How much do you Agree or Disagree with the following statements?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. Women are being successfully integrated into combatant ships and aviation squadrons	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Readiness in combatant ships and aviation squadrons has been increased by gender integration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Leadership in my organization is supportive of gender integration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. 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"/>

### VALUES

96. The Navy Core Values (NCV) are (mark only ONE option):

- Tradition, service, commitment
- Integrity, loyalty, courage
- Honor, courage, commitment
- Truth, fidelity, honor

97. Have you attended Navy Core Values training in the last year (GMT, NR&R, formal school, etc.)?

- Yes
- No
- Not sure

98. 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 sailor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. It is important that people know their jobs well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. It is important that people do their jobs well	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. 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"/>
g. 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"/>
h. Concern for the well-being of shipmates is important	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. 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"/>
j. 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"/>
k. When faced with difficult ethical or moral 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"/>
l. When faced with difficult 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"/>
m. Navy Core Values have helped me in my career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Navy Core Values have helped me when I have been faced with tough moral decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Navy Core Values are practiced at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## VOLUNTARY EDUCATION (VOLED)

99. Do you want to upgrade your academic skills?

- Yes
- No
- Undecided

100. Did you know that through the Navy's educational programs you can improve your academic skills?

- Yes
- No
- Not sure

101. In which of the following areas would you like to improve your skills? (Mark ALL that apply.)

- Not interested at this time
- Writing
- Reading graphs
- Basic mathematics
- Science
- Algebra
- Workplace skills
- Use of grammar
- Reading comprehension
- Advanced skills training (electronics, computers, etc.)
- Higher education (college degree)
- Graduate/Professional school (master's/doctoral degree)
- Other

102. How many times have you visited your local Education Center within the past year?

- None (skip to Question 104)
- 1-3
- 4-6
- 7-9
- 10 or more

103. For what reason(s) did you visit your local Education Center within the past year? (Mark ALL that apply, then skip to Question 105.)

- To get authorization for my tuition assistance request
- To receive counseling regarding a college course/program
- To take a CLEP exam or other test
- To get information about another educational program
- To work out a plan for my own educational program
- To use their computer software for developing an educational program

104. Why have you not visited your local Education Center within the past year? (Mark ALL that apply.)

- I didn't know there was an Education Center
- I am not interested in going to school at this time
- I did not need their services
- I was at sea
- Other

105. Which ONE phrase best describes the level of support for voluntary education (VOLED) in your command?

- Command supports VOLED as long as it does not interfere with work
- Command supports my educational goals and goes out of its way to let me adapt my work schedule to my school schedule
- Do it when you're ashore
- Your Navy job comes first; fit education in when you can, on your own time
- Commands pushes education
- Do it at your next command

## QUALITY OF LIFE

### ON-BASE HOUSING

If you do NOT live in base housing, fill in this circle  and skip to Question 107.

If you do live in base housing, fill in this circle  and continue at Question 106.

106. How Satisfied or Dissatisfied are you with the following aspects of on-base housing?

- a. Facilities
- b. Management
- c. Upkeep
- d. Availability
- e. Customer service

	<i>Very satisfied</i>	<i>Satisfied</i>	<i>Neither satisfied nor dissatisfied</i>	<i>Dissatisfied</i>	<i>Very dissatisfied</i>
a.	<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"/>
c.	<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"/>
e.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## RETIREMENT BENEFITS

If you are an officer or enlisted member who joined **before September 1986**, fill in this circle  and skip to Question 108.

If you are an officer or enlisted member who joined **after September 1986**, fill in this circle  and continue with Question 107.

107. How much do you Agree or Disagree with the following statements?

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
--	-------------------	----------	----------------------------	-------	----------------

- a. The current retirement system is adequate
- b. The current retirement system is an incentive to stay until retirement

**A Tax-deferred Savings Plan (TSP) is a program where individuals are allowed to put a portion of their salary away for retirement before taxes. Earnings also accumulate tax deferred. There are certain regulations on how much can be set aside for retirement and when the money can be taken out (starting at age 59.5). Payment of taxes are deferred until the money is withdrawn from the program. This program would be in addition to your current Navy retirement plan.**

108. If offered, would a Tax-deferred Savings Plan (TSP) be of value to you?

- Yes
- No (skip to Question 110)
- Not sure (skip to Question 110)

109. Would you consider such a provision (TSP) a factor in causing you to make the Navy a career?

- Yes
- No
- Not sure

## MORALE, WELFARE, & RECREATION (MWR)

110. Listed below are several traits of good customer service. How satisfied are you with the following traits of the MWR staff at the base where you most often use the MWR facilities?

I have not used MWR facilities (skip to Question 111)

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
--	----------------	-----------	------------------------------------	--------------	-------------------

- a. Cheerfulness
- b. Friendliness
- c. Caring attitude
- d. Desire to serve
- e. Personable
- f. Courteousness
- g. Understanding
- h. Cooperativeness
- i. Knowledgeable
- j. Problem-solving ability
- k. Overall attitude

111. If you are a resident of a BQ/BOQ, select five (5) recreational activities that are most important to you in contributing to your quality of life.

- I am not a resident of a BQ/BOQ (skip to Question 112)
- Local tours
- Discounts tickets/ticket rebates
- Recreation/sports gear issue
- Special events
- Sports and athletics
- Video games
- Leisure reading
- Computers for personal use
- Movies/TV entertainment
- Leisure skills development
- Exercise/physical fitness
- Board/table games
- Listening to music
- Mini storage
- Internet access
- Library

112. How much do you Agree or Disagree with the following statements regarding MWR programs and services at your base?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. The range and quality of Navy MWR programs, activities, and services exceed my expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I use at least one or two MWR programs, activities, or services several times each month	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. I rarely use MWR activities mainly because I get what I want off base	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I rarely use MWR activities mainly because I am not interested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. I tend to use MWR programs, activities, and services because of the MWR customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I feel more welcome in Navy MWR facilities than in similar off-base facilities because of the exceptional customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. I think the customer service provided by the MWR staff at my base should be improved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. My use of Navy MWR facilities/services would increase if MWR employees made me feel more welcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. MWR programs, activities, and services are offered at a fair price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### LEGAL ASSISTANCE SERVICES

113. If you have used Legal Assistance Services at your present command, please rate their quality.

- Very good
- Good
- Average
- Poor
- Very poor
- Never heard of program
- Not used/no experience

If you marked "Not used/no experience", indicate the ONE most important reason why you have not used the service:

- Prefer off-base alternative
- Don't need service
- Not informed of service
- Not accessible
- Not available
- Other

114. How many times have you or your family used Legal Assistance Services in the last 24 months?

- 0
- 1 (skip to Question 116)
- 2 (skip to Question 116)
- 3 (skip to Question 116)
- 4 or more (skip to Question 116)

115. If you or your family did not use Legal Assistance Services in the past 24 months, indicate the ONE most important reason why you did not use the program/service:

- I did not need legal services
- The Navy doesn't handle my kind of case
- I needed an attorney to go into civilian court
- I am not satisfied with the quality of service
- I did not know I could get legal assistance
- Other
- The services were not accessible nor available

If you marked "The services were not accessible nor available", what reasons contributed to the lack of accessibility or availability? (Mark ALL that apply.)

- Services were not available at convenient times
- Services were not available at convenient locations
- Appointments were already booked/scheduled and did not allow for convenient access
- Other

116. If you or your family used Legal Assistance Services in the last 24 months, how much do you Agree or Disagree with the following statements?

- I/we have not used legal services in the last 24 months (skip to Question 117)

- |  | Strongly agree        | Agree                 | Neither agree nor disagree | Disagree              | Strongly disagree     |
|--|-----------------------|-----------------------|----------------------------|-----------------------|-----------------------|
| a. I am satisfied with the knowledge level of the non-attorney staff                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| b. I am satisfied with the customer service attitude of the non-attorney staff                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| c. The office hours for Legal Assistance Services at my current duty station are adequate        | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| d. The legal assistance office at my current duty station is easily accessible                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| e. The length of time that I had to wait to get an appointment to see an attorney was reasonable | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |
| f. I am very satisfied with the services provided to me by the Navy legal assistance office      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/>      | <input type="radio"/> | <input type="radio"/> |

117. How often have personal legal matters impacted your readiness?

- Very often
- Often
- Sometimes
- Rarely
- Never

118. How often have personal legal matters impacted your job performance?

- Very often
- Often
- Sometimes
- Rarely
- Never

119. In what way do personal legal matters interfere with your performance? (Mark the ONE most important answer.)

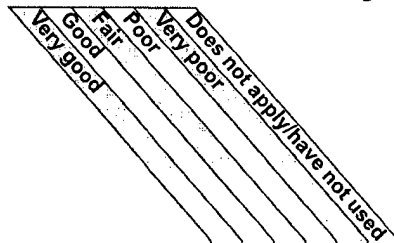
- Does not apply/do not interfere
- Distractions while on duty
- Require me to take time off from work
- Creditors or other people have complained to my chain of command
- Raises my general stress level/anxiety

120. Which of these Legal Assistance Services have you or your family used in the last 24 months? (Mark ALL that apply.)

- Have not used legal services in the last 24 months
- Wills/Estate Planning
- SGLI (Servicemen's Group Life Insurance)
- Counseling
- Separation/Divorce
- Child Support/Custody
- Tax Assistance/Preparation
- Landlord-Tenant/Real Estate
- Financial Counseling/Bankruptcy
- Consumer Affairs/Contract Disputes
- Adoption/Name Change
- Notary Public
- Power of Attorney
- Other

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

121. How would you evaluate each of the following?



- a. Your experience with your servicing PSD
- b. The interaction between your command Pay/Personnel Administrative Support System (PASS) Liaison Representative (PLR) and the PSD
- c. On ship, your Personnel/Disbursing Office
- d. Convenience of service hours

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

- Does not apply/have not used/am not familiar with NAVPTO
- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree

123. During the last year, my TAD/TDY travel claim(s) was processed in a timely manner.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Does not apply/have not filed a claim this year

124. I was able to obtain a military ID card for myself and/or my family members at a convenient time.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

125. I was able to obtain a military ID card for myself and/or my family members at a convenient place.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly disagree
- Not applicable

**HEALTH ISSUES**

**NAVY DRUG/ALCOHOL AND OBESITY PROGRAM POLICIES**

126. 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

127. I have attended alcohol- and/or drug-related General Military Training (GMT) or alcohol-awareness training in the last six months at this command.

- Yes
- No
- I have been at this command less than six months

128. I have attended the Navy's 4-hour alcohol-awareness course.

- Yes
- No
- Plan to attend

129. How much do you Agree or Disagree with the following statements on the Navy's drug/alcohol and obesity program policies?

Strongly agree  
 Agree  
 Neither agree nor disagree  
 Disagree  
 Strongly disagree  
 Don't know

- |    |   |                       |                       |                       |                       |                       |                       |                       |                       |
|----|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. | 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"/> | <input type="radio"/> | <input type="radio"/> |
| b. | 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"/> | <input type="radio"/> | <input type="radio"/> |
| c. | 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"/> | <input type="radio"/> | <input type="radio"/> |
| d. | 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"/> | <input type="radio"/> | <input type="radio"/> |
| e. | Treatment for problems related to 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"/> | <input type="radio"/> | <input type="radio"/> |
| f. | There is immediate intervention and referral to treatment for those with alcohol problems   | <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. | Alcohol abuse awareness and deglamorization/education efforts are important at my command   | <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. | The Navy needs to improve its alcohol abuse prevention efforts  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| i. | I have access to enough nutrition information to make healthy food choices  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| j. | There is immediate intervention and referral to treatment for those with obesity/compulsive overeating problems   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

130. I am familiar with the Navy Right Spirit Campaign to reduce alcohol abuse and deglamorize alcohol use.

- Very familiar
- Somewhat familiar
- Heard about it, but don't know what it is
- Never heard of it

131. How much do you Agree or Disagree with the following statements about drug/alcohol use/abuse in the Navy?

Strongly agree  
 Agree  
 Neither agree nor disagree  
 Disagree  
 Strongly disagree  
 Not applicable

- |    |   |                       |                       |                       |                       |                       |                       |                       |                       |
|----|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| a. | I know the Navy's policy about alcohol abuse  | <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. | I know the Navy's policy about drug abuse   | <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. | I know my command Drug and Alcohol Program Advisor (DAPA)   | <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. | I feel free to contact my DAPA for assistance   | <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. | I feel free to report an alcohol-related incident that I have witnessed to my chain of command without fear of reprisal | <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. | I feel free to report a drug-related incident that I have witnessed to my chain of command without fear of reprisal     | <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. | I feel free to request support from my chain of command if I have a problem with alcohol                                | <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. | I feel free to request support from my chain of command if I have a problem with drugs                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| i. | This command's DAPA is proactive in educating the command about alcohol   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| j. | This command's DAPA is proactive in educating the command about drugs   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| k. | The command DAPA is supportive of anyone with an alcohol problem  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| l. | This command deglamorizes alcohol (e.g., does not promote alcohol at command functions)                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| m. | Alcohol-related incidents are promptly addressed by leadership in my chain of command                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| n. | Drug-related incidents are promptly addressed by leadership in my chain of command                                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| o. | The leadership in my command sets the proper example regarding responsible alcohol use                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| p. | My command always provides alternatives to alcohol at command events  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

132. 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. A tobacco user can get assistance in quitting tobacco use
- b. My command enforces the restricted-smoking policy
- c. My command restricts the use of smokeless tobacco
- d. Physical Training periods on duty time are supported
- e. I would exercise more if time were provided in my work schedule
- f. The use of healthy stress management/stress reduction skills is encouraged at my command
- g. Programs to teach coping and stress management skills are available at my command
- h. Individuals believed to be suicidal can get counseling at my command or through referral to another organization

133. Rank the reasons for you to stop using tobacco products. For the MOST important reason, fill in the circle under the "1". For the LEAST important reason, fill in the circle under the "8", etc.

- Does not apply/do not use tobacco products (skip to Question 134)
- I am not trying/do not plan to stop using tobacco products (skip to Question 134)

- |  |                       |                       |                       |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     | 8                     |
| a. Expense of tobacco products                     | <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. Peer pressure                                   | <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. Social pressure                                 | <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. Detriment to my health                          | <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. Detriment to my family's health                 | <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. Inconvenience                                   | <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. My command is a smoke-free/tobacco-free command | <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. Personal desire to quit using tobacco products  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

134. How Satisfied or Dissatisfied are you with the overall quality of Navy-sponsored fitness facilities at your base?

I do not use Navy-sponsored fitness facilities (skip to Question 135)

Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
----------------	-----------	------------------------------------	--------------	-------------------

- a. Cleanliness/maintenance of facility and equipment
- b. Variety of strength equipment
- c. Variety of cardio-vascular equipment
- d. Crowding/capacity
- e. Hours of operation
- f. Staff knowledge and customer service

135. Rank the reasons you exercise on a regular basis (at least three times a week). For the MOST important reason, fill in the circle under the "1". For the LEAST important reason, fill in the circle under the "8", etc.

I do not exercise on a regular basis (skip to Question 136)

- |  |                       |                       |                       |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
|  | 1                     | 2                     | 3                     | 4                     | 5                     | 6                     | 7                     | 8                     |
| a. To pass PRT                                   | <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. To improve my PRT score                       | <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. To control my weight                          | <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. To become/remain fit and healthy              | <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. To reduce stress/make me feel better          | <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. For the enjoyment of participating in sports  | <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. Regular exercise is required at my command    | <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. To present a professional military appearance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

## HEALTH CARE

136. How much do you Agree or Disagree with the following statements regarding Navy medical facilities?

	Strongly disagree						
	Disagree						
	Neither agree nor disagree						
	Agree						
	Strongly agree						

- a. I am satisfied with my Navy health care provider(s) (doctors, nurses, others)
- b. I am satisfied with the overall quality of medical service I receive from Navy health care
- c. I am satisfied with the overall quality of medical service **my family** receives from Navy health care
- d. I am satisfied with the treatment (customer service) I receive from the staff at Navy medical facilities

137. How much do you Agree or Disagree with the following statements regarding the new TRICARE Navy health-care system?

- I have not used the TRICARE health system (skip to Question 138)
- I have used the TRICARE health system (continue with statements a-c)

	Strongly disagree						
	Disagree						
	Neither agree nor disagree						
	Agree						
	Strongly agree						

- a. I feel I understand the new TRICARE health system
- b. I feel that I have benefited from the new TRICARE health system
- c. I am satisfied with the new TRICARE health system

138. When considering your **PERSONAL** use of Navy medical facilities, how much do you Agree or Disagree with the following statements?

	Strongly disagree						
	Disagree						
	Neither agree nor disagree						
	Agree						
	Strongly agree						

- a. Medical-care facilities are easily accessible at my command
- b. The accessibility of medical-care facilities has had a positive impact on my readiness

139. If you answered **Strongly disagree** or **Disagree** to Question 138, what reasons contribute to the lack of accessibility to Navy medical facilities? (Mark **ALL** that apply.)

- Not applicable
- Medical facilities are not available at my command
- Medical facilities are not open at convenient times for me
- Medical facilities are too overcrowded to allow me convenient access
- Other

140. The approximate number of times you visit Navy medical-care centers per year is:

- 0
- 1-5
- 6-10
- 11-20
- 21-30
- More than 30

141. When considering your **FAMILY's** use of Navy medical facilities, how much do you Agree or Disagree with the following statements?

- Not applicable, I do not have family members (skip to Question 144)

	Strongly disagree						
	Disagree						
	Neither agree nor disagree						
	Agree						
	Strongly agree						

- a. Navy medical-care facilities are easily accessible to my family
- b. The accessibility of Navy medical-care facilities to my family has had a positive impact on my readiness



## **Appendix B**

### **Qualitative Results: Write-in Comments**

## Qualitative Results

The 1998 Navy-wide Personnel Survey consisted of 145 questions, many with embedded sub-questions, numbered straight through a series of section headings and sub-headings. The organization of the survey is shown in Table B1. Quantitative survey results have been presented for all sections of the survey except “comments.” For the “comments” section, respondents were provided with ten blank lines with the directions, “Use the space below to make any comments you wish about ANY of the topics addressed in this survey. (Please label your comments by section name or question number.)”

**Table B1. Arrangement of topic sections and sub-sections on the 1998 NPS**

SECTION HEADING	SECTION SUB-HEADING
Demographics	Personal Career Armed Forces Retirement Home (AFRH)
Detailing and Assignment Process	PCS Orders (Permanent Change-of-Station) Homebasing Overseas Tours
Organizational Climate	Job Satisfaction Reenlistment Leadership Performance Evaluations/FITREPS (Fitness Reports) Gender Integration Values Voluntary Education (VOLED)
Quality of Life	On-Base Housing Retirement Benefits Morale, Welfare & Recreation (MWR) Legal Assistance Services Personnel Support Detachment (PSD) and Transportation
Health Issues	Navy Drug/Alcohol and Obesity Program Policies Health Care
Comments	(10 blank lines for comments)

Of the 4,045 useable returned surveys, 1,491 (36.9%) were returned with write-in comments. Although the survey was designed to be anonymous, 81 of these surveys were returned with signatures or signatures plus contact information. A total of 1,302 returned surveys contained program comments. Many of the responses included comments directed at the wording of questions or the desire for additional questions on a particular subject—these were retained for internal research and development use. Some of the comments were letters directed to specific Navy leaders—these were forwarded, if

signed, to the intended parties. A very few of the returns contained unprintable comments or a signature, with no additional comment—these surveys were retained but not subjected to qualitative analysis.

The comments were divided, by research staff, into the topics listed in table B1, and then summarized based on their content. Table B2 presents the frequencies of the comments by topic group. Comments on areas such as “Organizational Climate” and “Quality of Life” were further subdivided for analysis. An additional category of “Other” was created to capture comments focused on questions not directly addressed in the survey, such as core values, Navy uniforms, training and school quotas, and other general topics raised by Sailors. In addition to the comments on the survey instrument itself, a total of 715 surveys contained comments on a single topic relating to the survey questions, while 554 surveys contained comments on multiple topics.

**Table B2. Quantities of Qualitative Responses by Topic**

<b>Comment Topic</b>	<b>a<sup>1</sup> (n)</b>	<b>b<sup>2</sup> (n)</b>	<b>c<sup>3</sup> (n)</b>	<b>d<sup>4</sup> (n)</b>	<b>e<sup>5</sup> (n)</b>
Career <ul style="list-style-type: none"> <li>• Pay</li> <li>• Allowances/per diem rates</li> <li>• AFRH Contribution</li> <li>• Retention</li> </ul>	128	7	135	309	444
Detailing and Assignment Process <ul style="list-style-type: none"> <li>• Detailing process</li> <li>• Sea/shore rotation</li> <li>• PCS orders</li> <li>• Homeporting</li> <li>• Homebasing</li> <li>• CONUS vs. OCONUS</li> </ul>	62	2	64	177	241
Organizational Climate <ul style="list-style-type: none"> <li>• Leadership</li> <li>• Manning</li> <li>• Good order and discipline</li> <li>• OPTEMPO</li> <li>• Legal assistance</li> </ul>	141	13	154	281	435

(table continues)

<b>Comment Topic (continued)</b>	<b>a<sup>1</sup> (n)</b>	<b>b<sup>2</sup> (n)</b>	<b>c<sup>3</sup> (n)</b>	<b>d<sup>4</sup> (n)</b>	<b>e<sup>5</sup> (n)</b>
Organizational Climate <ul style="list-style-type: none"> <li>• Manpower</li> <li>• Personnel evaluations and FITREPS</li> <li>• Boards</li> <li>• Promotion process</li> <li>• Administrative requirements</li> <li>• Rate changes</li> <li>• Personnel Support Detachment (PSD) performance</li> </ul>	67	6	73	142	215
Organizational Climate <ul style="list-style-type: none"> <li>• Gender integration</li> <li>• Fraternalization</li> </ul>	22	2	24	44	68
Quality of Life <ul style="list-style-type: none"> <li>• Housing</li> <li>• Quarters</li> </ul>	14	0	14	54	68
Quality of Life <ul style="list-style-type: none"> <li>• MWR</li> <li>• Child care</li> <li>• "QOL"</li> <li>• Spouse</li> <li>• Working hours</li> <li>• VOLED</li> </ul>	30	4	34	126	160
Health Issues <ul style="list-style-type: none"> <li>• TRICARE</li> <li>• Dental</li> <li>• Navy drug and alcohol and obesity treatment programs and policies</li> <li>• Physical readiness policy and testing</li> <li>• Anthrax shots</li> </ul>	187	7	194	283	477
"Other" <ul style="list-style-type: none"> <li>• Core values</li> <li>• Training</li> <li>• Uniforms</li> </ul>	20	3	23	51	74

Notes. <sup>1</sup>a = Total number of respondents who provided unsigned (anonymous) comments on this topic only; <sup>2</sup>b=Total number of respondents who provided signed comments on this topic only; <sup>3</sup>c= Total number of respondents who commented on this topic only, whether or not the comments were signed (c = a + b); <sup>4</sup>d= Total number of unsigned multiple-topic comments which included this topic; <sup>5</sup>e= Total number of comments on this general topic (e = c + d).

No attempt to weight or quantify the comments is intended in this appendix. The summary of the comments is intended only as additional anecdotal evidence of the concerns of Sailors. The following is a summary of recurring themes, including a few

reproduced comments, which were either representative or salient to expressing the general opinions found in the write-in comments. The comments reflect the writers' perceptions of programs and policies—these perceptions do not always represent an accurate understanding of the program or policy addressed. The intent is to present Sailor comments and opinions in simplified terms. Overall, the comments included a full range of both positive and negative opinions about Sailors, programs, and policies.

The wording of this section is not intended to imply that the comments can be applied to the entire Navy (i.e., generalizable). These comments are only representative of those who participated in the survey and should not be seen as being representative of the fleet.

## **Career**

### **Pay and Retirement Benefits**

Respondents wanted more pay to work the hours they do in the jobs they do. They asked for more sea pay, guaranteed medical benefits in retirement, a minimum 20 year retirement pay equal to 50 percent of the average of the "highest three" pay years, and the accrual of some benefits for time served.

The 40 percent retirement pay was often cited as insufficient. Some comments indicated that Sailors were unaware they had signed up under this plan, expressing the belief that their retirement had been "reduced," without their knowledge or consent. Personnel who were under the 50 percent or "high three" plans found it difficult to convince juniors, with reduced retirement benefits, to stay in the Navy. Many respondents expressed the opinion that it is "not right" to expect people to dedicate years of their lives to service to this country and risk leaving with nothing. There was clear support for a tax-deferred savings plan or graduated vesting in a retirement plan.

### **Allowances/per Diem Rate**

Respondents wanted a more adequate housing allowance where military housing is not available. Some asked for a higher cost of living allowance overseas. There was some support for eliminating allowances in favor of higher pay overall, even with the realization that the pay would be taxable.

There was a perception that single Sailors do not receive housing, housing allowances, moving allowances, and other living expenses equal to their peers "with dependents." Housing regulations were also noted as problematic for some Sailors in joint custody situations.

### **Armed Forces Retirement Home (AFRH) Contribution**

Many Sailors were previously unaware that the AFRH contribution was coming out of their pay. Some expressed outrage that they were expected to contribute without having been given any option; however, most were also willing to contribute as much, or more, voluntarily. Given the mandatory contribution, Sailors wanted to know why they were expected to contribute, and they wanted a say in the amount of the contribution.

One signed comment read, "I plan ahead for retirement; why should I be forced to pay for a golf course for some who didn't?"

### **Retention**

In general, respondents cited a combination of factors adversely impacting retention. These included lack of promotion opportunities, inadequate pay, reduced retirement benefits, low sea pay, family separation, frequent moves, decreased administrative and logistics support, increased number of official deployments (OPTEMPO), and a significant number of days away from home (PERSTEMPO) for inspections, work-ups and training. Other factors included undermanning and lack of spare parts.

Many comments reflected the belief that the individuals who stay in the Navy are not the top performers; the top performers leave. Other comments indicated a belief that Navy pay and benefits do not equal those of civilian peers. Even when individual respondents characterized themselves as dedicated to naval service, they pointed out that the widespread perception of pay inequity made it difficult to convince juniors to stay in the Navy. Some respondents said that many Sailors are just "waiting out" their 20 years and that this group would not join the Navy today.

- "The Navy is not nearly as much fun as I had thought when I first signed up, especially with regard to the budget cutting. I fear for the safety of our country!! All too often a mission is sacrificed for budget, and I will be VERY ANGRY to find out that one of my shipmates died for lack of spare parts or insufficient readiness due to budget cuts. Our Navy is hemorrhaging as Sailors vote with their fleet in alarming numbers. Please get \$\$!"
- "I am a Naval Aviator who spends more time pushing paperwork in the performance of my ground job and collateral duties than I do flying! Why should I stay Navy when I can fly commercially for eventually more money, better benefits, and more time with my family AND never have to sit behind a desk?"

A few respondents said the wide variation in selective reenlistment bonus (SRB) dollar amounts given to Sailors of different communities/ratings contributes to low morale. The disparity implies that the contributions of some members are undervalued or discounted.

### **Detailing and Assignment Process**

#### **Detailing Process**

The Job Advertising Selection System (JASS) was in the early stages of deployment during the administration of this survey, and it received mixed reviews. There were several suggestions for an officer equivalent.

Some respondents believed that detailers hold choice assignments for their friends. Others cited frustration with detailers who did not answer e-mail or voice mail. One respondent suggested that unresponsive detailers be fired or transferred. There were reports of problems contacting detailers such as "full" voice mail and difficulty using

BUPERS ACCESS. A common complaint expressed by Sailors was that they had been "lied to by my detailer." Contact between Sailors and detailers, via e-mail, was praised by many as being the most effective form of communication.

One junior officer (JO) expressed dismay that JOs do not have more choice in choosing their first shore assignment. The accompanying comment provides some insight into the complaint: "Try a longer first tour shore rotation for all JOs (i.e., 4 years) and split it between a 'true' shore command and a 'sea-going' shore command (like a Fleet Replacement Squadron)."

In another sample comment, an enlisted Sailor wrote, "I am separating from the Navy because of lack of available junior/senior level college courses offered aboard sea commands." The same comment mentioned a desire to be an aircrewman. The perception was that their Navy Enlisted Classification (NEC) precluded consideration for aircrew orders. This and other comments seem to indicate that some Sailors feel that their requests are not very important to either their detailers or the Navy.

The process of finding orders in a location where a spouse would be likely to find employment was frustrating for some. Training and Administrative of Reserve (TAR) officers expressed frustration at being over utilized and under appreciated in that TAR sea duty is just as arduous as regular sea duty.

#### **Sea/shore Rotation**

The details of the sea/shore rotation plan did not appear equitable to some enlisted personnel. Many suggested that the Navy base the pay structure on rate and not just rank.

A few comments suggested that \$200 to \$600 per month might provide enough incentive to Sailors to extend on sea duty. Some respondents indicated a willingness to extend on sea duty to ensure homebasing for the benefit of their family. Others suggested they would like to go back to sea but are being forced to retire.

#### **Permanent Change-of-Duty Station (PCS) Orders**

Many respondents said that they want their detailers to be screened for assignment as detailers; they want them to be well informed, keep Sailors informed, and write orders that help Sailors maximize their potential contribution to the Navy. Issues to which detailers were asked to pay attention included job continuity (the adverse impact of detailing large numbers of Sailors to gapped billets), timeframes for completion of off-duty education, spousal employment opportunities, organizational realignment, deployment cycles, and homeport changes.

There were comments to the effect that not all PCS orders were "agreed to." Officers described difficulty extending to complete master's degree programs. Dual-military couples are still reporting difficulty getting stationed together. Some single Sailors felt that they were "cheap to move" and so were being asked to do so more often and to more isolated areas than their "with dependents" counterparts. Still others felt they had not received all the pertinent details about the new duty station or were not informed of a planned homeport change.

## **Homeporting or Homebasing**

Many respondents expressed support for homebasing. Some indicated that it should be an option for all personnel. Some officers did not realize that it was not an option for them until they took the survey.

Despite support for the concept, some respondents expressed concern that Sailors are still judged on mobility and variety of assignments. Some Sailors felt that homebasing only serves to undermine the morale of those who are not able to participate. A few respondents reported that they were currently in a homebased situation and liked it.

## **CONUS vs. OCONUS**

Screening criteria for OCONUS (overseas) orders got mixed reviews. Some Sailors expressed the opinion that all personnel should be eligible for overseas assignment or risk involuntary separation. Sailors ineligible for overseas assignment expressed concern that factors beyond their control would adversely impact their career. These included having large families or an exceptional family member. Other comments were directed at elimination of barriers for personnel who want OCONUS orders so that people who do not want such orders are not forced to take them.

## **Organizational Climate**

Complaints about working hours and the evaluation/FITREP and promotion process came from a majority of the write-in comments. Leadership problems were cited as the most frequent cause of problems in the organizational climate of the Navy.

### **Leadership**

Many comments cited dissatisfaction and a lack of confidence in leadership, especially at Flag and senior civilian levels. Specifically, respondents indicated beliefs that: (1) leaders, at these highest levels, are not held to the same level of accountability for personal actions as lower-ranking military members, and (2) leaders at these highest levels are "out of touch" with Sailors. One comment included the question, "How can someone who make[s] \$135,000 a yr. possibly relate to me?" Another respondent wrote: "The single greatest problem faced by the Navy today is the complete lack of leadership above the O-5 level." Many specific negative comments were written on the subject of marital infidelity on the part of national leadership and on double standards in the application of the Uniform Code of Military Justice and physical readiness standards.

The Physical Readiness Test (PRT) was a particular point of concern. One comment read: "I have a CAPT that hasn't taken the PRT in 2-1/2 years. His belt disappears from hip to hip when he sits down." A PRT Coordinator wrote, "...for the body measurement even though a[n] officer is obese they will make sure they are in standards and some do that for E-7 and above but for [a] blue shirt they kick them out after three strikes."

Other leadership issues included "too much politicking," too many senior officers looking out for themselves, "micro-management," and concern with "the next level up versus the next level down." One respondent simply wrote, "It seems to me that Navy

leadership has a stunning lack of vision.” Another stated, “Senior leadership (O-6 and above) spend too much time worrying about how the Navy looks and too little time making the Navy work.”

There were also favorable comments about personnel in leadership positions doing their jobs well. A sample comment read, “The majority of the Sr. Officer community (O-4 and above) display fine qualities in leadership. There are only a few that are very unorganized and lack severely in leadership skills...”

### **Manning**

Many comments cited undermanning as a major problem underlying increased OPTEMPO, more watch-standing, less operational equipment and longer work hours. Concern that the “best” people are leaving the Navy was echoed in many responses. The “Chiefs to sea” program was not well received.

Some examples of comments on the topic of manning include the following:

- “Every single Junior Officer onboard has decided to leave the Navy after their experience on this ship.”
- “This time last year I was 100% committed to a 20 year career. However, going to sea for 6 months on a ship at only 80% manning has given me second thoughts. If this is what the ‘tip of the spear’ looks like, what can I expect at other units?”
- “Someone needs to figure out how to get some more people out here.”

### **Good Order and Discipline**

Some remarks implied that leadership is responsible for good order and discipline, however, they are seen as lacking, not setting a good example. Elsewhere in the comments, “zero tolerance” for mistakes was cited as a disincentive to Sailors.

Some examples of comments on the topic of good order and discipline include the following:

- “The Navy needs to investigate commands that have evidence of poor retention and morale with the same vigor that sexual harassment is treated with.”
- “I have been accused & abused by the military ‘justice’ system. I’m a black Naval officer with a solid history of superior performance. However, a group of European-American female, enlisted personnel can make false statements against me...they can end my career.”

### **OPTEMPO**

Increasing OPTEMPO (official deployment operations) was often cited as a reason for leaving the service. Time spent away from home during the Inter-deployment Training Cycle was also mentioned as a negative. Some respondents cited missions they felt represented an undue burden on limited resources.

Some examples of comments on the topic of OPTEMPO include the following:

- “We are pushing our Sailors to the breaking point.”
- “...6 months is too long being separated from loved ones. That is the most significant reason I am getting out at my EAOS. If deployments were cut to 4 months, I would strongly consider re-enlisting. Thank you for your time in reading this. I hope you can do something about it. I speak for many others at my command. Respectfully, Your Sailor.”

### **Legal Assistance**

Respondents were frustrated with the limited legal services available. They want a legal support system designed to tackle the full spectrum of substantial legal needs. In general, comments suggest that Sailors would like to, at least, receive adequate information and proper referrals to outside resources when the Navy does not have these services available.

### **Manpower**

Some comments related specifically to submarine manpower issues. These included too few shore options and a pitch for the creation of MMC and TMC billets on Tridents.

There were a handful of negative comments about the Fleet Support Officer community. Some officers from other communities expressed the opinion that many billets could best be filled by officers with subspecialties vs. Fleet Support Officers. Others expressed dismay that Fleet Support Officers—especially female Fleet Support Officers with no warfare qualifications and no sea duty time—were promoted to O-6 in the numbers that they had. For example:

- “I am retiring because non-command screened unrestricted line commanders are treated very poorly. Our talents in subspecialty areas are not used properly and our performance is not judged fairly because we are used to pad FITREP numbers for post and re-command CDRs. The addition of the Fleet Support Officer community has added to these problems, they fill great jobs that non-command CDRs with proven subspecs filled and are taking away misc. command opportunities from us. It is a useless community. Go with subspecs.”

### **Personnel Evaluations and Fitness Reports (FITREPS)**

Timing issues and greater competition were cited as strong negative aspects of the reporting system, although the current system was seen by some as better than the system it replaced. Respondents felt that the system hurts teamwork by forcing top personnel to compete against one another rather than work together.

A few example comments on the topic of the new personnel evaluations and fitness reports included:

- “...still just wait your turn until the guy in front of you leaves so you can move up”!

- “Point spreading upon the officers, however necessary, relays to me a sense that my bosses are incapable of judging people as they are...”
- “How can you say ranking is fair when it’s called a ‘murder board’?”
- “...the new evals have cut down on the number of ‘4.0’ Sailors, as intended, however it has left the door wide open for inadequate Sailors (lazy, selfish, no leadership/people skills, etc., etc.) who have found favor in their superior’s eyes through less than respectable means (brown nosing, etc.).”

### **Promotion Process**

Respondents suggested that if warfare pins are required for advancement, formal training should be supplied and widely available. Unequal opportunity for promotion between rates was cited as a negative.

### **Rate Changes**

A few respondents pointed out the disadvantages or advantages to changing rates regarding advancement. One respondent suggested, “...Since we all have email onboard, let’s see something from BUPERS on rate changes, advancement opportunities, etc.”

### **Personnel Support Detachment (PSD) Performance**

Comments indicated that some respondents believe that there are a number of problems in customer services and operating procedures at the PSD. Specific comments cited slow processing of claims, poor customer service, under staffing, distant location, and a poor range of services. One comment read, “As an O-5, I receive great support, but I field constant complaints from my enlisted personnel.”

### **Gender Integration**

Comments cited sexual temptation and pregnancies as negative aspects of gender integration at sea. One respondent wrote, “The issue is not combatants but morality and morale.” Another person cited unequal punishment for male and female personnel found having sex onboard ship.

Some males perceived that female Sailors did not want to be assigned to sea duty while others indicated, in no uncertain terms, that they did not want to work with female Sailors. A few respondents indicated that they felt that women would have difficulty operating heavy machinery and weapon systems. One respondent said, “There should be no quotas for women in aviation squadrons.” Additionally, a few respondents expressed very negative opinions concerning the adverse impact of pregnant Sailors, particularly single pregnant Sailors, to effective mission completion on sea duty.

### **Fraternization**

Only a few comments addressed fraternization. One Sailor reported, “I have seen a lack of leadership, fraternization, and favoritism at this command.”

## **Quality of Life (QOL)**

Many survey respondents cited the perception of “eroding benefits,” fewer QOL programs/services, and non-competitive pay/allowances when compared to their civilian equivalents. In general, there was a great deal of confusion expressed by Sailors regarding real and perceived changes in the availability of Quality of Life programs and services.

### **Housing**

The comments reflected a perception that regulations regarding geographic bachelors were being inconsistently applied across geographic regions. The inequities between government housing for single and married personnel, in general, were also repeatedly mentioned. Many comments by enlisted personnel living in the barracks suggested that they wanted to be treated more like “adults.”

Sailors who had not received government housing expressed a greater number of housing-related complaints than those who had. Many of these Sailors would have been happy to live in government housing, but none was available in their area or the wait was too long. The most common complaint was that the basic allowance for housing was too low.

One respondent reported, “[We] moved out of on-base housing due to poor living conditions.” Others who were assigned government housing asked for bigger bedrooms or for more room overall. “Trouble getting things fixed”, was also reported.

### **Morale, Welfare and Recreation (MWR)**

Comments on customer service were less positive than the qualitative results indicated. The availability and quality of MWR services, and the competency and friendliness of MWR personnel were reportedly viewed as inconsistent between bases or geographic areas.

Some respondents complained that some MWR employees were not customer-oriented and often spoke and/or understood English poorly. One person said that smoking was still allowed at some MWR facilities, presenting a barrier to participation by nonsmokers. A number of Sailors complained that they could not afford tickets for the activities and tours offered at their base.

Comments suggest that there may be some confusion about how MWR services are funded and which services are provided by MWR. It is not always clear from the comments what other services or activities are available on the base or in the respondent’s area. What was clear was that Sailors saw MWR as profit-oriented and not very interested in meeting Sailor needs. Some of the typical comments included:

- “In a time of downsizing – why do we (Navy) continue to support the Exchange and commissary. Give everyone a raise and let them shop out in town. Health care could be handled in the same manner...”

- “MWR garage has inept mechanics that break cars, overcharge women, and falsely claim work is needed when it is not.”
- “All facilities are antiquated. Why is money from base-closings not put back into improving MWR/QOL facilities? Where’s the money going?”
- “MWR facilities offered are few. The facilities offered are dirty; pool is poorly maintained.”
- “Facilities that have racquetball courts should have one configured for squash.”
- “MWR no longer provides discounted tickets to local events.”
- “Shipboard MWR is poor.” (respondent was stationed on an aircraft carrier)

### **Child Care**

Family separation and “family care” issues were oft-repeated reasons Sailors were considering getting out of the service. One respondent addressed child care facilities directly, reporting, “The on-base child development centers are impossible to get space in...” Some Sailors indicated that they were divorced while on active duty, yet could not get custody of children due to time away from home (i.e., the same set of issues that led to the divorce in the first place). Sailors supporting children, either as the custodial parent or indirectly through child support, had difficulty understanding their pay and allowance entitlements; they reported that, at times, they were unable to draw the appropriate allowances.

### **“Quality of Life” (General)**

Respondents, overwhelmingly, expressed frustration with the adverse impact of high OPTEMPO, undermanning and poor equipment on their satisfaction with Navy life. Single Sailors stationed on ships still seemed to have the worst QOL, while there was also a fair amount of finger-pointing between married and single Sailors regarding which group received better benefits or was asked to take on more responsibility. Comments from Sailors serving duty during the evening hours suggested that support services often do not have any convenient hours available to them.

While some respondents complained fiercely, most of the complaints centered on poor leadership and time away from home. Many comments from Sailors indicated their appreciation of the efforts the Navy has made at improving their lives. A few of the general comments on Quality of Life included:

- “Just glad to be in the Navy & do what I’m doing.” (signed)
- “Am surprised I made it two years in the position I am in. I feel like I have wasted a lot of time and responsibility. At times I have actually felt unsafe under some of my supervisors. I have learned to appreciate some things, i.e., freedom, etc. Thanks for your help and support. GO NAVY!!!”
- “Overall, I believe things in a Sailors life and surroundings have gotten better, but we still have a way to go for a young single Sailor right out of high school.”

- “As a new officer, I am very impressed by the myriad of services offered and sponsored by the U.S. Navy. I am so glad I chose to be a nurse in the Navy, and at this time, I like the idea of making a career in the Navy! I have no complaints.”

### **Spouse-related Issues**

Family separation was a key Quality of Life issue. Beyond that, lack of trust in health care made Sailors reluctant to leave family members to go out on deployment. Many respondents also pointed out that the Navy needs to be more concerned about spousal employment prospects during the detailing and assignment process.

### **Working Hours**

Many respondents said undermanned platforms, increased OPTEMPO, and equipment “awaiting parts” were to blame for some of the long hours they have to put in. Many respondents were encouraged, however, by word that the Inter-deployment Training Cycle requirements might soon be cut.

- “15-18 hour days are common! No wonder people are beating down the doors to get out of the Navy”!

### **Voluntary Education (VOLED)**

The majority of comments indicated that Sailors were tired of being told to wait for “shore duty” to pursue off-duty education, rate training and other training opportunities. One comment read, “Anyone who thinks off-duty education is really off-duty—with no negative impact on one’s shipmates—is mistaken.”

Several people expressed their belief that tuition assistance (TA) should be available to all Sailors, regardless of current degree level held and degree level pursued. They pointed out that the Navy sends a mixed message by saying it encourages education but then stipulating that no assistance will be offered for further coursework unless the it is for a higher level degree.

### **Health Issues**

More respondents commented on health and wellness programs and issues than on any other area. Respondents expressed support for a focus on “wellness.” They wanted to see wellness programs that would ensure time for personal fitness training during working hours and encourage preventive medical tests (i.e., PAP smears and mammograms for female Sailors). The desire for a focus on wellness extended to families.

Health care received some very positive comments such as: “#1 reason I love the Navy. They really take care of me and my family. Thanks!” Many respondents successfully separated the TRICARE system from Navy healthcare, citing individual examples of caring practitioners while decrying the management of services. One comment read, “Health care has improved tremendously in the past 20 years. Navy Medical Center San Diego is a great organization and would be my first choice even over

a civilian provider. I would not have said that five years ago.” Health care in other fleet concentration areas, such as Norfolk, was also favorably described. Sailors who received their primary healthcare from Air Force or Army medical facilities were also satisfied. Personnel who had to seek civilian care providers or pay for services due to their remote location relative to military facilities reported a great deal of dissatisfaction.

## TRICARE

Expressed perceptions of the TRICARE system were largely negative, as were perceptions of the quality of care, civilian or contract care providers, the referral system, and access to care. Specifically, respondents were frustrated with the lack of phone lines and personnel available to answer phones. These complaints were lodged for both the appointment lines and the TRICARE information lines.

Respondents expressed higher satisfaction with both the quality of medical care and access to TRICARE at major naval installations than elsewhere. A few examples of comments on the topic of TRICARE included:

- “The number one reason I might choose to leave the Navy is poor health care.”
- “My people are dissatisfied with TRICARE access and some providers.”
- “TRICARE implementation in the northeast has been an absolute disaster... Once again...the majority of our Sailors on the deckplates probably have not had this program explained to them.”
- “I truly fear for my life if I should become sick and have to rely on Navy medicine.”
- “Many of our Naval Hospitals have been reduced to glorified clinics and you must wait days to get an appointment.”
- “Medical has essentially no after hours care available. They just tell you to go to [a] civilian emergency room. I think they should have duty Corpsmen and doctors on call to see patients after hours like dental clinics have.”
- “The only reason I understand TRICARE is because I am a physician.”
- “If I had to pick the three things that will drive me out of the service, it would be (in order of importance): (1) abhorrent medical care for dependents, (2) inadequate retirement system, and (3) inadequate pay.”
- “There should be no co-payments, no deductibles or any fees whatsoever for medical care for active duty dependents.”
- “I pay out of my own pocket for my family’s routine medical care with a civilian facility. It is less hassle/red tape than trying to get an appointment with the Navy hospital and the care seems genuine; usually get same day service.”
- “I think people are still confused about the process as a whole. They need clear, simple instructions. One process that I would like improved is when you are out of the PCM area. Currently the customer has to [first] call [the] Health Provider Services # to get names of physicians they can see in that area. Then they have to

call the PCM for a consult approval. (In many cases PCM is not available to do this.) I think the customer should only have to make 1 call – to TRICARE and TRICARE does the rest. Thank you.”

Specific complaints included long waits for optometry appointments, problems processing claims, billing problems, and the need for more options in the treatment of infertility. There was also support for a return to the “walk in” military sick call.

### **Dental Care**

The majority of comments on dental care focused on providing better benefit coverage to Sailors and their dependents. For example, one Sailor wrote, “The Navy needs to have full dental coverage for dependents and family members. If a better benefit package was put together, more people would stay in.” Additional comments indicated poor cleanliness and sanitation at some Navy dental care facilities. As with general medical care, there were a number of comments citing poor management of care and benefits. For example, “Bureaucracy associated with receiving medical/dental care for active duty personnel is ridiculous. We are, typically, treated as buffoons who have no idea what is wrong with us. Conversely, if I call a civilian doctor or dentist I get treated with a caring, helpful attitude – I’m a LCDR; I hate to think how an E-1-3/4/5 gets treated”!

### **Navy Drug and Alcohol and Obesity Treatment Programs and Policies**

A number of write-in comments indicted that some commands still foster a climate that is tolerant of (excessive) drinking or encourages drinking. A few comments indicated the perception that E-7 and above receive “special treatment” in alcohol-related incidents. Some comments were less specific, stating simply that the penalties (for DUI) were not “fair for all paygrades.” There was some support for curtailing the temptation to drink and drive by again allowing Sailors 18-21 years old to drink on base. Other comments made by respondents included:

- “Although it has never personally influenced my career, the Navy policy of zero tolerance for alcohol related offences is excessive.”
- “My command does not enforce ‘obesity’ rules, or alcohol rehab programs because we need the ‘bodies’ to fulfill ‘training cycle’ requirements. The ship is always first.”

### **Physical Readiness Policy and Testing (OPNAVINST 6110.1E)**

Respondents did not seem to mind the physical training and testing requirements, provided they were given time to work out during working hours. Many comments indicated they were not given adequate time at their command to be involved in physical training or exercise. Some comments indicated a perceived double standard in enforcement of fitness and body-fat standards between officer and enlisted and between paygrades. A few respondents indicated that both men and women should have to meet the same fitness and testing standards.

Some example of typical write-in comments on the subject include:

- “PRT scores should have more of an impact on advancement exams... Why can't the Navy start work after PT as the Marines do?”
- “Some body types are discriminated against, i.e., short stocky types.”
- “...At this command, the higher ranking you are the more likely you are to be able to secure for PT time.”
- “...My peers and I are somewhat disgruntled about the fact that a person that doesn't meet the standards can be discharged from the Navy and receive separation pay [whereas] a Sailor [who] can meet the standards and proudly serve his country for his contracted obligation [will] receive a 'thank you.' I am not convinced that we are sending the right message to our troops on this issue.”

## **“Other” Issues**

### **Core Values**

Sailors conveyed an appreciation for core values. Many indicated that the Navy core values closely parallel their own values. There was some discomfort with core values mandated by government. There was a great deal of discomfort with the perceived lack of senior leadership modeling core values (see also the section on “leadership”).

### **Training and Training Quotas/Professional Education**

Sailors want good training but they did not always find access to the opportunities they seek. A Chief Petty Officer said, “Better take a good hard look at your training commands. They are seriously undermanned, over-burdened, and constantly in need of funds...”

Some respondents reported inequities in command-level training policy. Personnel with shorter tours or “pack” performance reportedly lost out on training opportunities. Specifically, some decision-makers reportedly looked only at the time remaining in the current command versus potential time remaining in service.

Sailors wanted more timely program and policy information or training at the command level. Suggested additions to General Military Training (GMT) included morality (ethics) and the retirement system.

In regard to officer professional education, repeated comments supported accepting Limited Duty Officers and Warrant Officers at Naval Postgraduate School. “...[I] would like to pursue Joint Education, but the current Naval War College correspondence courses do not support 6 month submarine deployments.”

### **Future Surveys and Survey Questions**

Sailors asked for shorter surveys with more space for written comments. Above all, Sailors asked for feedback for the comments they do make.

Respondents indicated they would like to be asked questions about the following:

- Age-related discrimination
- A thorough evaluation of the Navy advancement system
- Resources at joint commands, recruiting duty locations, NROTC facilities, isolated duty stations, and other locations not specifically addressed in the 1990-1998 survey series
- Flag and national-level civilian leadership
- Religious programs and services
- Communications between the Sailor and the detailer, the Sailor and his or her family, and between the Sailor and just about any service or program of interest
- Positive aspects of Naval service
- Mid-career sabbaticals for the pursuit of education, elder care, etc.
- Career paths and job tracks: existing and preferred
- Problems and triumphs of teams containing Sailors of different races, genders, ethnic groups, neighborhood groups (e.g., gangs), or religions
- Convenience and accessibility of child care

**Appendix C**

**Margin of Error**

## Margin of Error

Table C-1 is presented so that the reader can determine, in conjunction with Appendix D (paygrade sample sizes), the margin of error for survey results for particular paygrade groups. That is, suppose it were found that 50 personnel of survey personnel "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 percent "agreed," that means that 50 percent 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 percent confident that the percentage for everyone in the Navy would be between 46 percent to 54 percent (i.e., 50%  $\pm$ 4 points). If 4,000 individuals had answered the question, then the interval would be 48 percent to 52 percent. Consult Appendix D for the number of personnel in each paygrade who returned a survey. Notice that the 50/50 split yields the largest margin of error; i.e., the most conservative estimate.

**Table C-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

**Appendix D**

**Paygrade Sample Sizes**

**PAYGRADE SAMPLE SIZES**  
(Unwieghted)

<b>ENLISTED</b>	
E-1	0
E-2	19
E-3	170
E-4	312
E-5	379
E-6	450
E-7	424
E-8	240
E-9	275
<b>Total</b>	<b>2269</b>

<b>OFFICERS</b>	
W-2	25
W-3	26
W-4	40
O-1	109
O-2	202
O-3	503
O-4	404
O-5	329
O-6	138
O-7 and above	0
<b>Total</b>	<b>1776</b>

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