

Results of the 2004 Marine Corps Climate Survey (MCCS): Management Report

**Paul Rosenfeld, Ph.D.
Carol E. Newell, M.S.**

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NPRST-AB-07-1
November 2006

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Reviewed, Approved, and Released by
David L. Alderton, Ph.D.
Director

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www.nprst.navy.mil

REPORT DOCUMENTATION PAGE					<i>Form Approved OMB No. 0704-0188</i>	
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12. DISTRIBUTION/AVAILABILITY STATEMENT						
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16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT	18. NUMBER OF PAGES	19a. NAME OF RESPONSIBLE PERSON	
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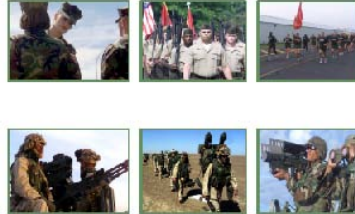
Results of the 2004 Marine Corps Climate Surveys (MCCS)

Management Report

Overview

- Background
- Survey Administration/
Response Rate
- Part I
 - Climate and
Discrimination

2004 Marine Corps Climate Survey



M. W. Hagee
General, U. S. Marine Corps
Commandant of the Marine Corps



Navy Personnel Research, Studies, and Technology Department
Navy Personnel Command
Wilmington, DE



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As the Marine Corps becomes increasingly diverse, there is a need for accurate data regarding Marines' perceptions on the organizational climate of the Marine Corps, equal opportunity and related issues such as sexual harassment and gender discrimination. Responses to the Marine Corps Climate Survey (MCCS) are analyzed for differences in perceptions among racial/ethnic groups, between male and female Marines, and between Officers and Enlisted personnel both in Active Duty and in Reserve components. The results inform Marine Corps leadership on how the Corps is doing, and shed light on how to better address concerns obtained on the survey.

MCCS Background

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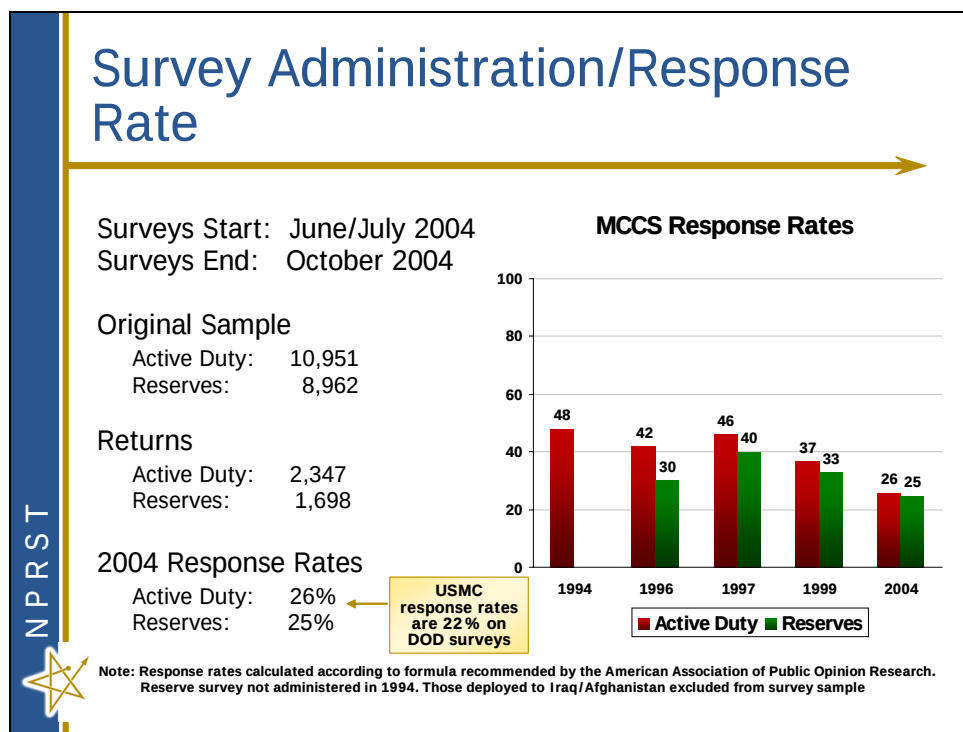


Jul 92	Standing Committee on Women in DON recommends EO survey for Marine Corps
Nov 94	1994 MCEOS results briefed to the Commandant
Nov 96	1996 MCEOS/MCEOS-R briefed to Commandant
Dec 97	1997 MCEOS/MCEOS-R briefed to HQs
Mar 99	MCEOS reengineered; new survey called MCCS
Dec 99	1999 MCCS/MCCS-R results briefed
Oct 04	2004 MCCS/MCCS-R survey administration completed
Dec 04	2004 MCCS/MCCS-R results briefed to Sponsor



The MCCS is a Marine Corps-wide survey that measures perceptions of the organization, leadership, and command climate, as well as experiences of discrimination and sexual harassment. By periodically conducting this type of survey, the Marine Corps is able to gain insights into trends occurring in the equal opportunity and sexual harassment areas. The Marine Corps previously conducted these types of surveys in 1994, 1996, 1997, and 1999.

Following the 1997 Marine Corps Equal Opportunity Survey (MCEOS) briefing, HQ Marine Corps directed the reengineering of the survey. During the reengineering process, input was gathered from Flag Officers and Equal Opportunity Advisors (EOAs). The new survey was called the Marine Corps Climate Survey (MCCS), and it contained many new items and a simplified “yes-no” rating scale. The MCCS was administered for the first time in 1999 and 2004 represents its second administration. A planned administration in 2002 was postponed until 2004.



A stratified random sample of 10,951 Active Duty and 8,962 Reserve Marines were selected. Those deployed to the Middle East as part of the Iraq/Afghanistan war efforts were excluded from the eligible population prior to sampling at the request of the Sponsor. Surveys were mailed to respondents in June 2004, and the field closed in October 2004.

The MCCS Surveys obtained a 26 percent response rate for Active Duty and a 25 percent response rate for Reserves. These response rates were slightly higher than the 22 percent received on DOD USMC surveys.

As in past years, the MCCS used a random sample stratified by racial/ethnic group (White, Black, Hispanic, Asian/Other) and gender within enlisted and officer populations. The Other group consisted primarily of Asian/Pacific Islanders.

The sampling plan was designed such that the margin of error (sampling error) was ± 5 percentage points or less for the Active and Reserve Officer and Enlisted groups. The stratified random sampling plan allows results from the surveys to be generalized to the entire Marine Corps population.

When the surveys were analyzed, post-stratification weighting procedures were employed to ensure the respondents' data accurately reflected the racial/ethnic and gender make-up of the entire Marine Corps.

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Survey Analyses

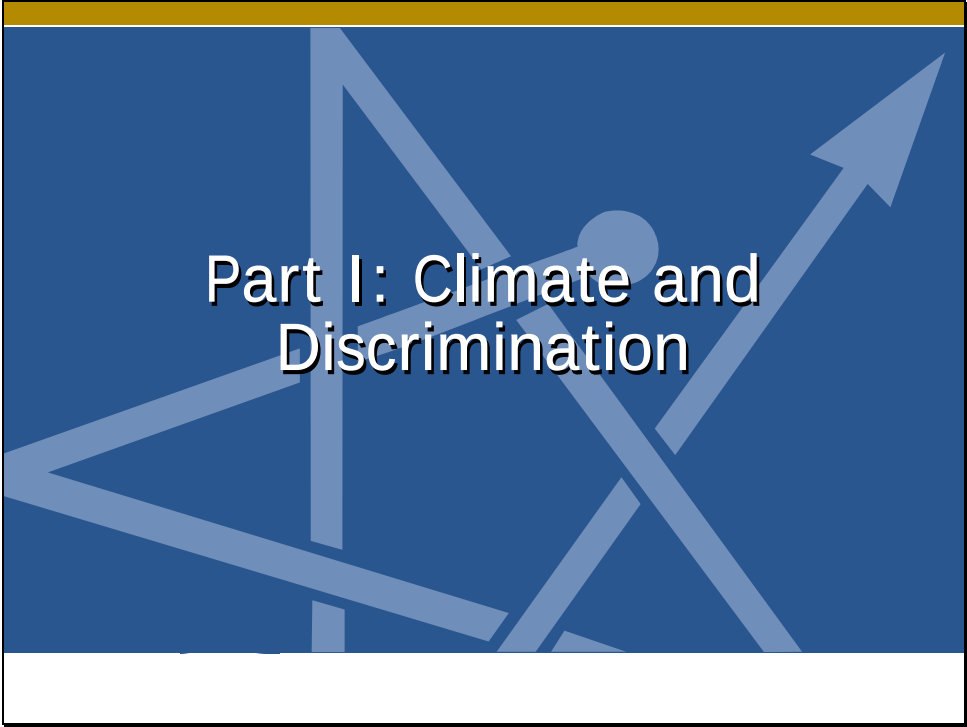
- Results weighted by key demographic variables to match the Marine Corps population
 - Paygrade
 - Race/Ethnic Group
 - Gender
- Breakouts for women and minority Reserve officers should be interpreted cautiously
 - Low numbers in population & low numbers in sample

Margins of sampling error were calculated using SUDAAN software, version 8.0.1 to take into account the complex stratified survey design.

Margins of error vary by item and by subgroup. In general, the margins of sampling error were ± 5 percent for Active duty enlisted, ± 3 percent for Active duty officers, ± 4 percent for Reserve enlisted and ± 2 percent for Reserve officers.

Margin of sampling error means that in 19 out of 20 cases, the real value in the population will be within the margin of sampling error obtained in the sample. The margins of sampling error were somewhat higher for the race and gender subgroups. Among Active Duty, the margins of error were ± 8 percent or less for all race/gender groups except for Active Duty Asian Enlisted where the margin of error was ± 12 percent for the key satisfaction item. For the Reserves, the margins of error for all race/gender subgroups for the key satisfaction item were ± 7 percent or less except for the Asian/Other groups which were ± 9 percent for Enlisted and ± 14 percent for Officers. These higher margins of error mean that the results for the Asian/Other groups should be interpreted cautiously.

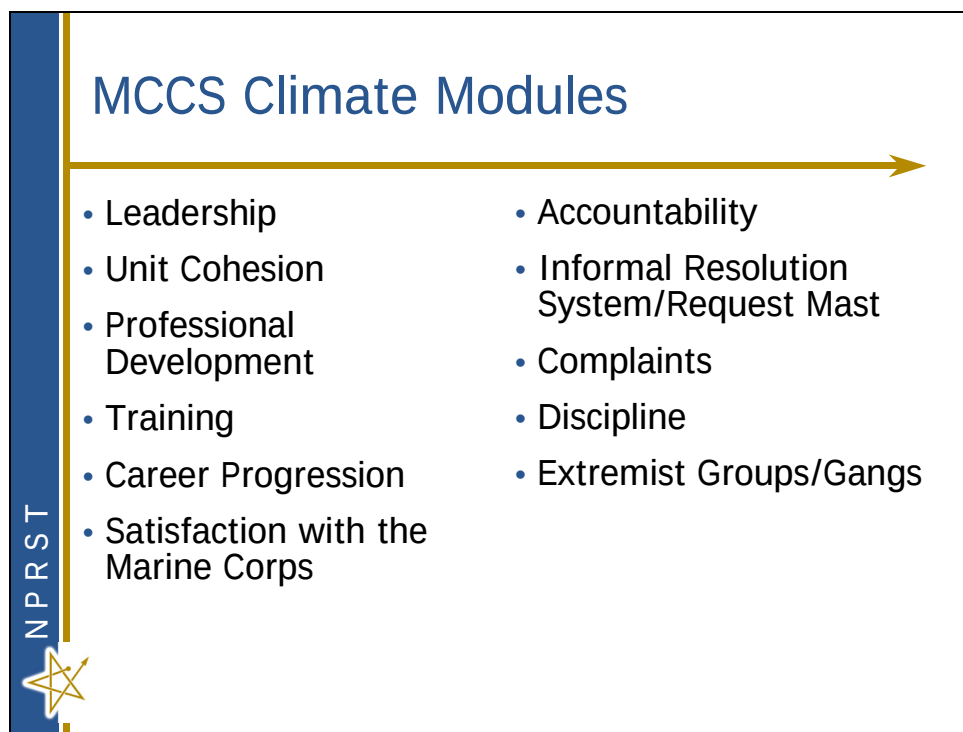
Using these margins of error as a guideline, we generally adopted a "5 percent rule" so that changes of less than 5 percent between groups and survey years are not focused on since the differences may be due to sampling error.



Part I: Climate and Discrimination

The first part of the MCCA dealt with issues related to organizational climate. Assessing climate is important because climate perceptions can affect important organizational outcomes like performance and retention.

The climate section was followed by items assessing racial and religious discrimination.



This section of the MCCS contained groups of items related to 11 organizational climate areas. These climate modules were contained on both the Active Duty and Reserve surveys: Leadership, Unit Cohesion, Professional Development, Training, Career Progression, Satisfaction with the Marine Corps, Accountability, Informal Resolution System/Request Mast, Complaints Discipline, and Extremist Groups/Gangs.

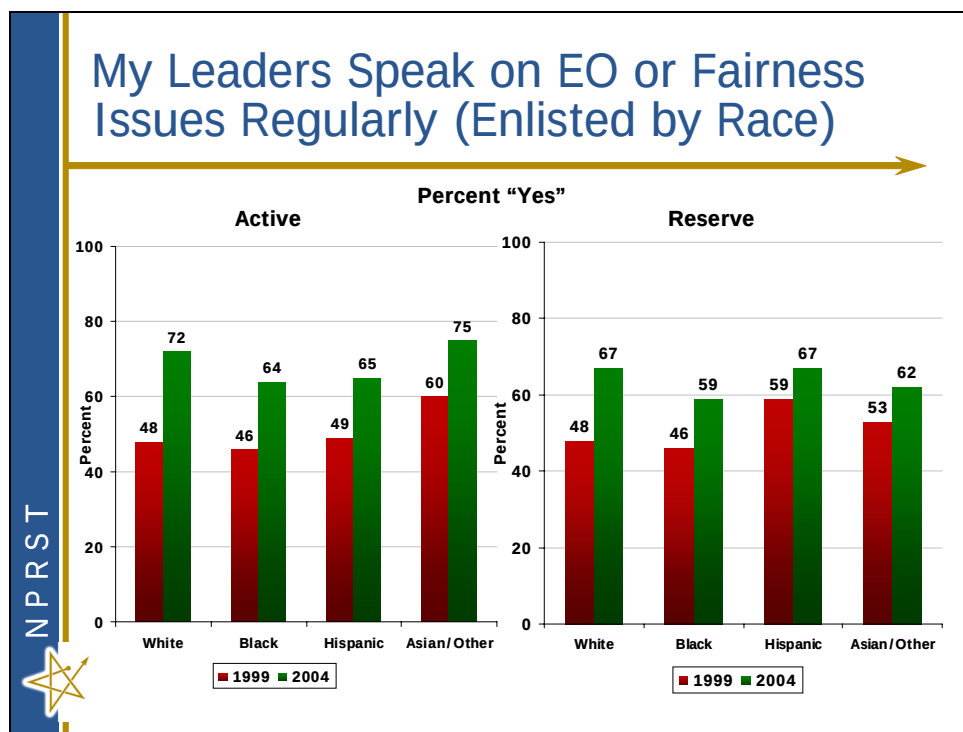
Since there were many Climate items, not all are presented to limit the size of this report. The items were included based on input from the survey sponsors as well as for their historical or statistical significance.

The results for each climate item are presented by race and by gender within Officer and Enlisted groups for both Active and Reserve Marines.

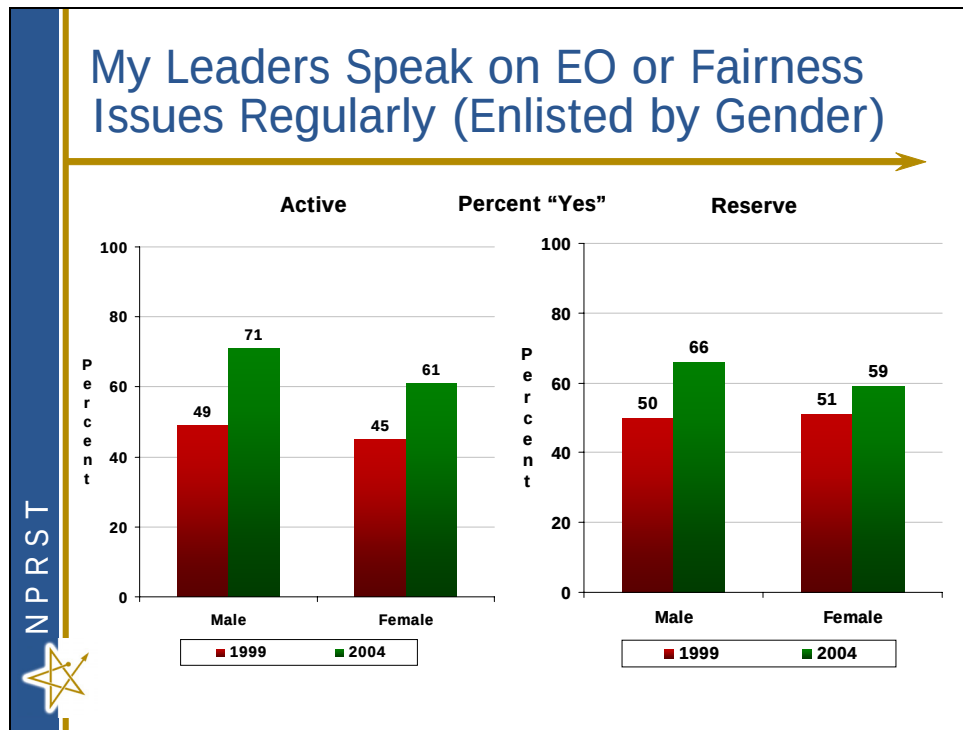


The Leadership items asked Marines whether their leaders speak on equal opportunity (EO) or fairness issues regularly, take action on discrimination/harassment that occurs at their command, and treat them fairly.

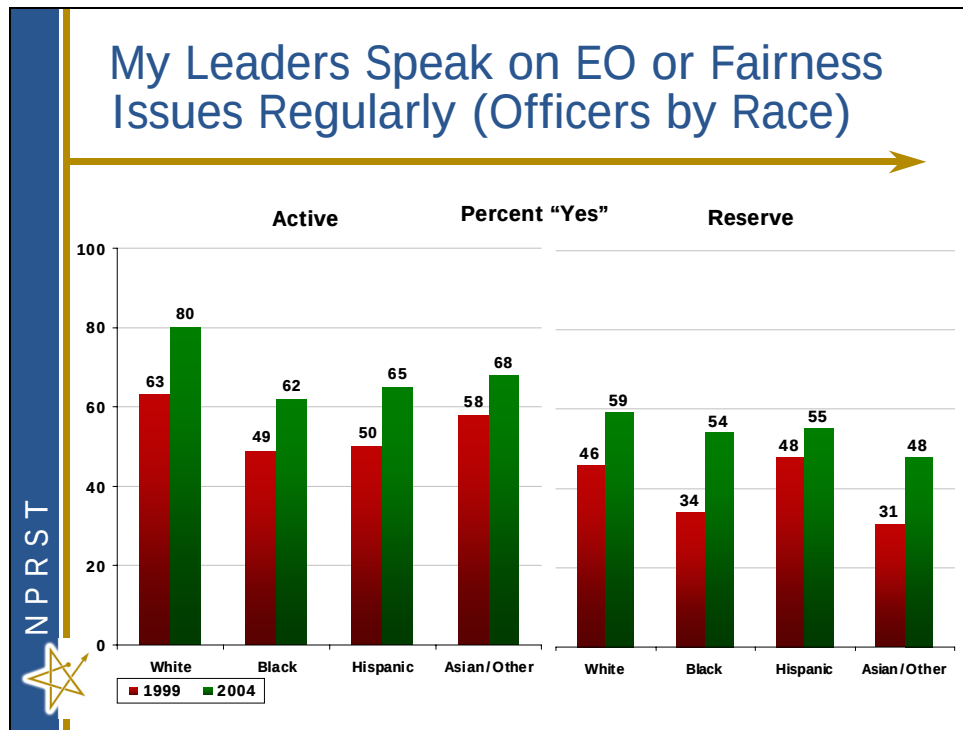
This section also included questions to determine whether Marines had heard or seen their Commander's EO Statement, and whether they knew how to contact their EO manager, EO representative, and EO advisor.



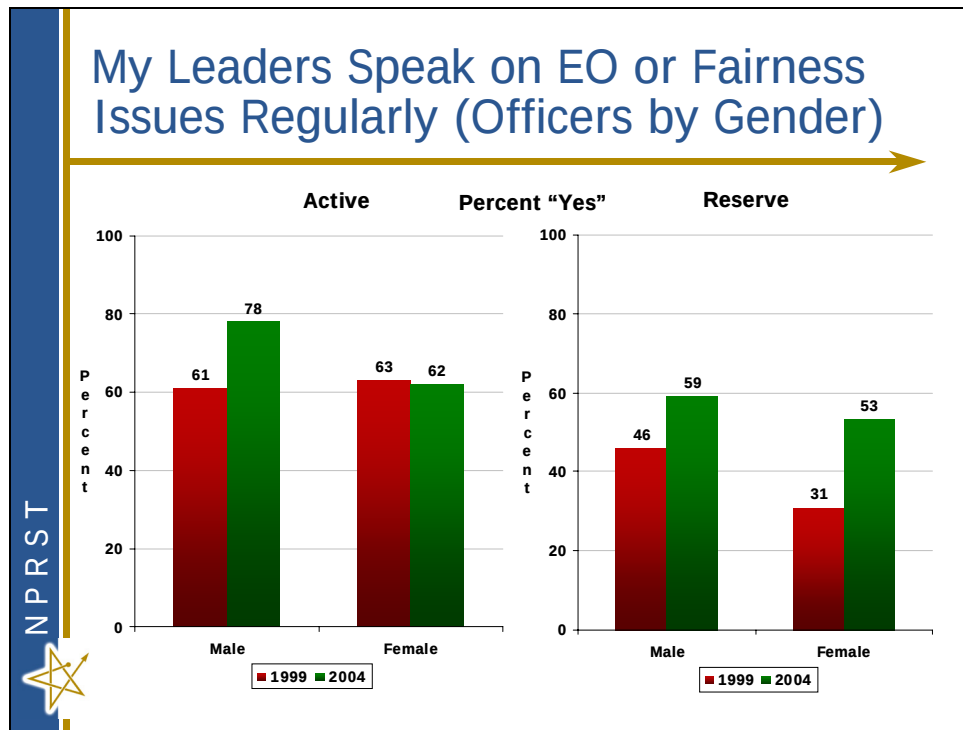
Clear increases were found for this item for all groups between 1994 and 2004. This is a very positive finding.



When the Enlisted responses are broken out by gender, it can be seen that while all groups showed a positive increase compared to 1999, the largest increase was for Active Duty Male Enlisted.

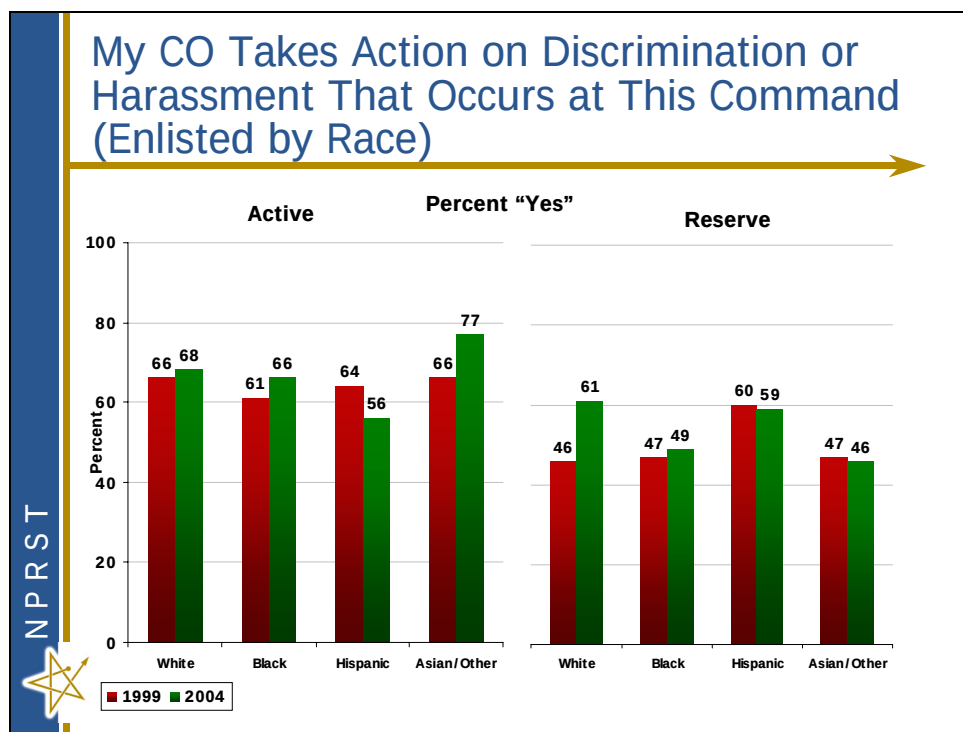


As with Enlisted, Officers trended up in 2004 on this item with Active Duty White Male Officers having the highest endorsement at 80 percent.

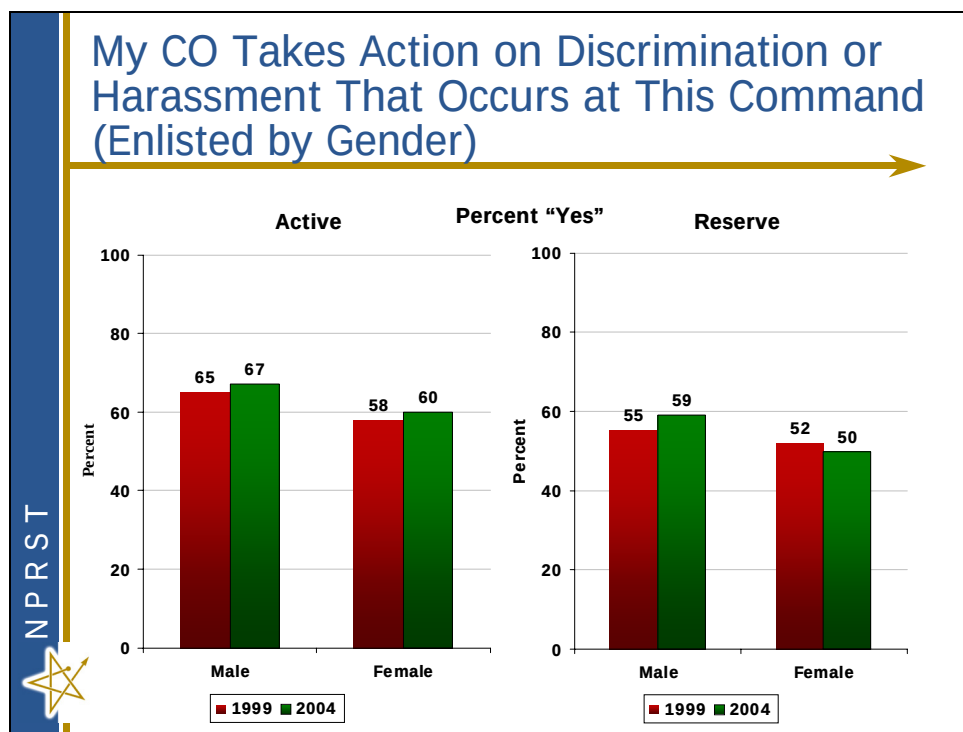


While both Male and Female Reserve Officers were higher on this item in 2004 than in 1999, this was not the case among Active Duty where males trended upward but females did not.

On the Active Duty side, the greatest endorsement for this item comes from Whites and from Males.

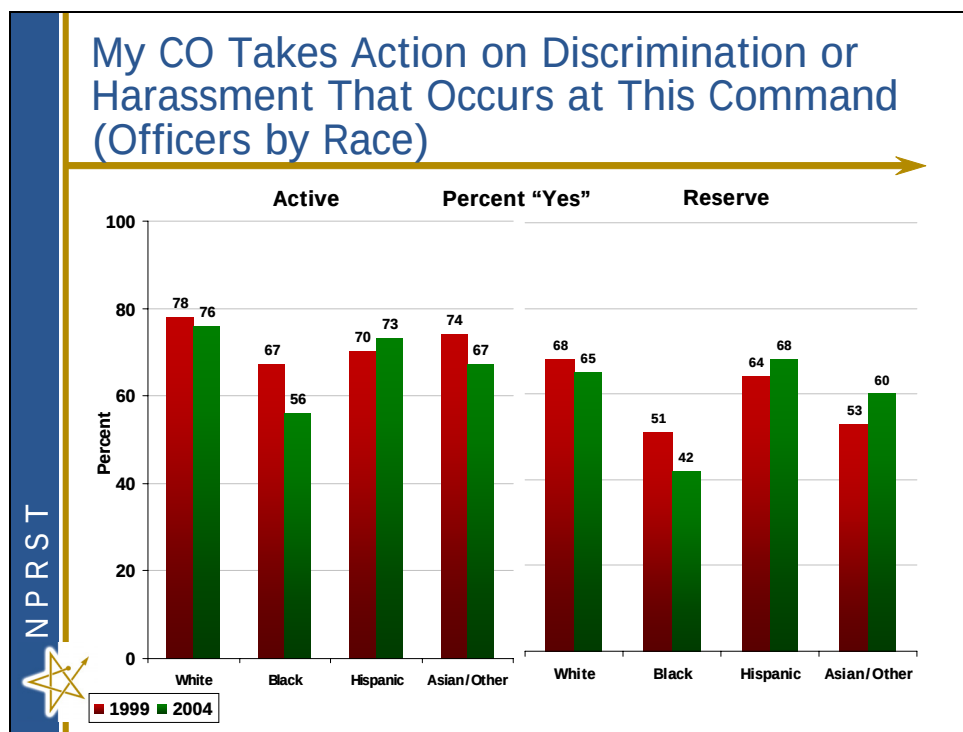


Results were generally about the same or less than in 1999, except for Active Asian/Other and Reserve White Enlisted.



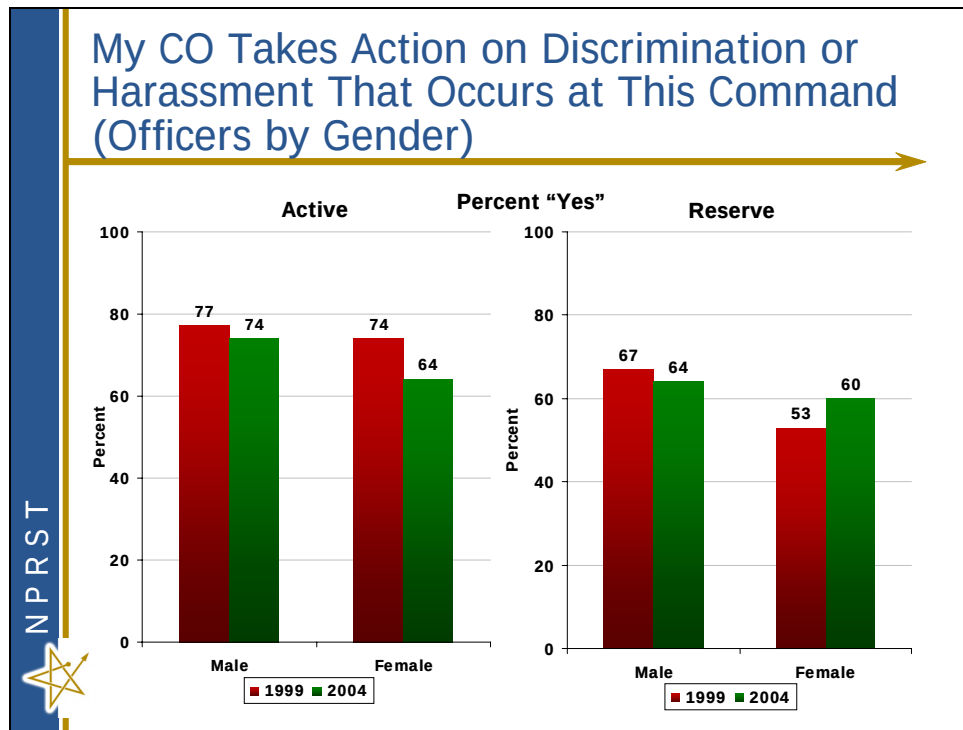
When broken out by gender, it is clear that little or no change occurred between 1999 and 2004.

Furthermore, the gender gaps are relatively small and about where they were in 1999.

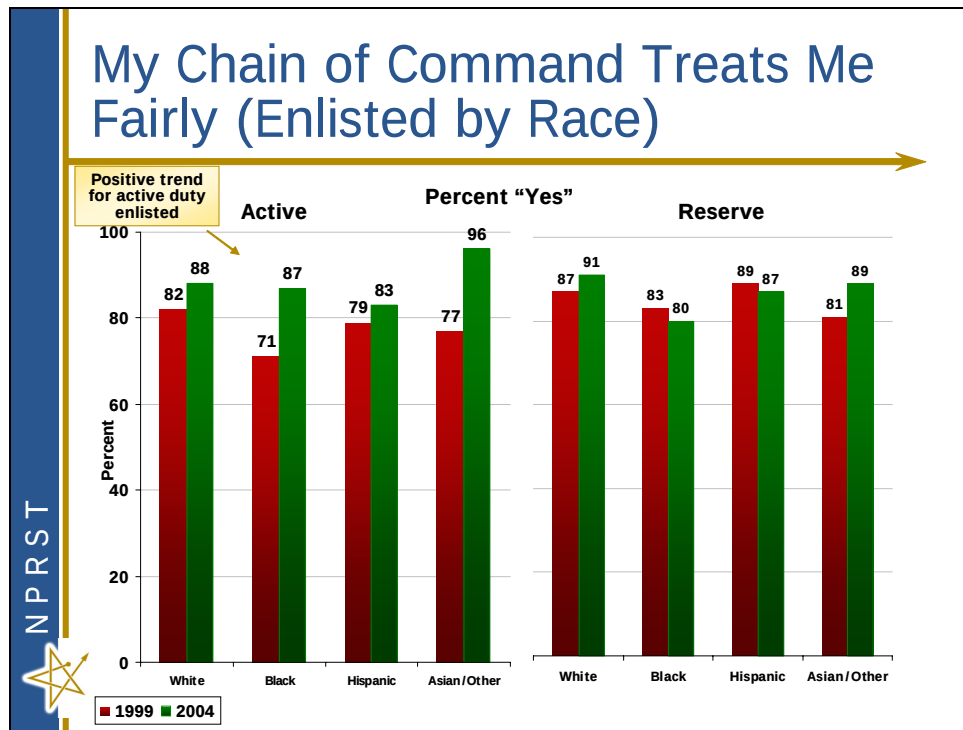


On the Officer side the results were mixed, but certainly there is no clear trend upwards. Since so much of the rest of the MCCS results trended upward compared to 1999, this would suggest that there remains room for improvement in leadership action on discrimination or harassment.

An alternative explanation is that more instances of discrimination and harassment are being settled informally, and so do not need the action of the CO.

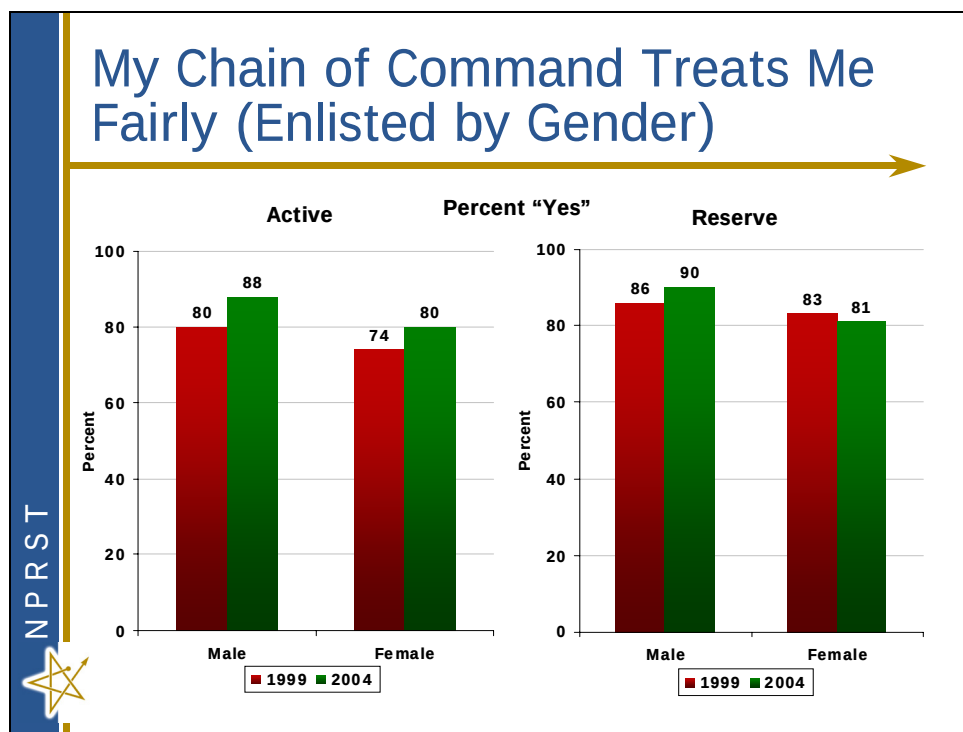


The Officer by gender breakout shows a trend towards lower scores in 2004, with the exception of Reserve female Officers who were 7 percentage points higher in 2004 than in 1999.



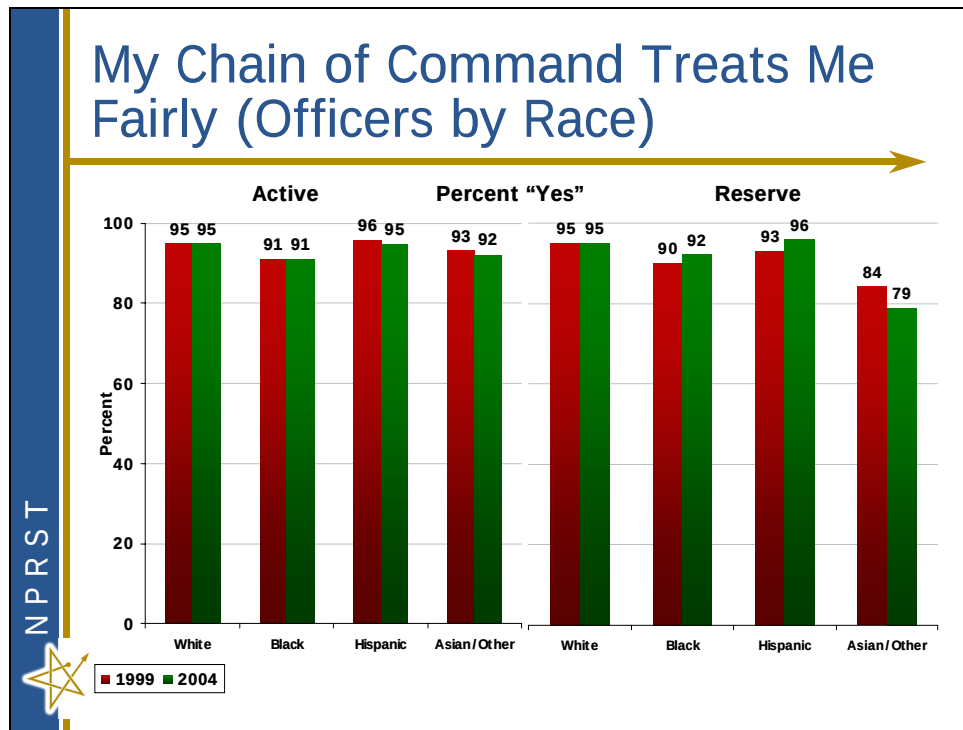
For this item and others throughout the survey, Active Duty Enlisted in general had the highest increases across the survey. These increases since 1999 might have to do with greater sense of mission, purpose, in the aftermath of 9/11, the Global War on Terrorism (GWOT), and the current military operations in the Middle East. In a war-time setting, unit cohesion builds and along with it perceptions of fair treatment.

Throughout the survey, Active Duty seems to have become more positive than in 1999. This effect does not occur as consistently in Reserves. This might have to do with increased mobilization of the Reserves with their service going from periodic drilling to longer term mobilization, but it's hard to say for sure. Again, while the Active Duty Enlisted gains are clear, the gender changes for Reserves are generally smaller.

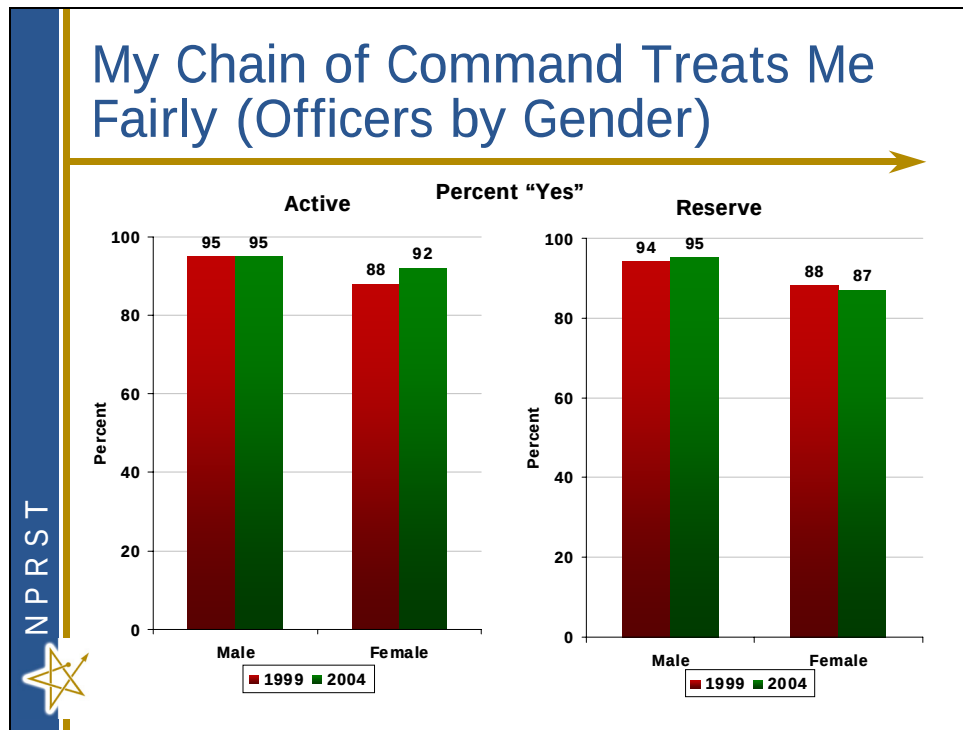


Overall, 80 percent or more of all groups indicated that their chain of command treats them fairly, which is a very positive finding.

The greatest increase between 1999–2004 was among Enlisted males.

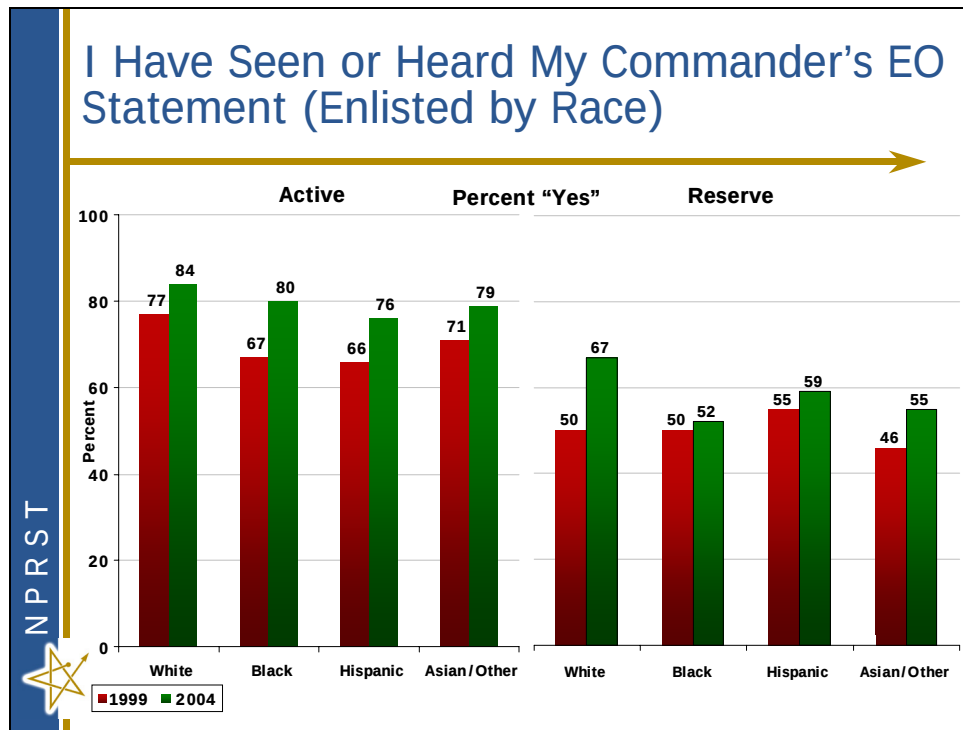


While the results for Asian/Other Reserve Officers are lower than the other groups for this item, there are relatively few Asian/Others in the survey sample (especially on the Reserve side). We should be cautious in drawing conclusions about that group.



Extremely high endorsement for this item when the Officer results are broken out by gender.

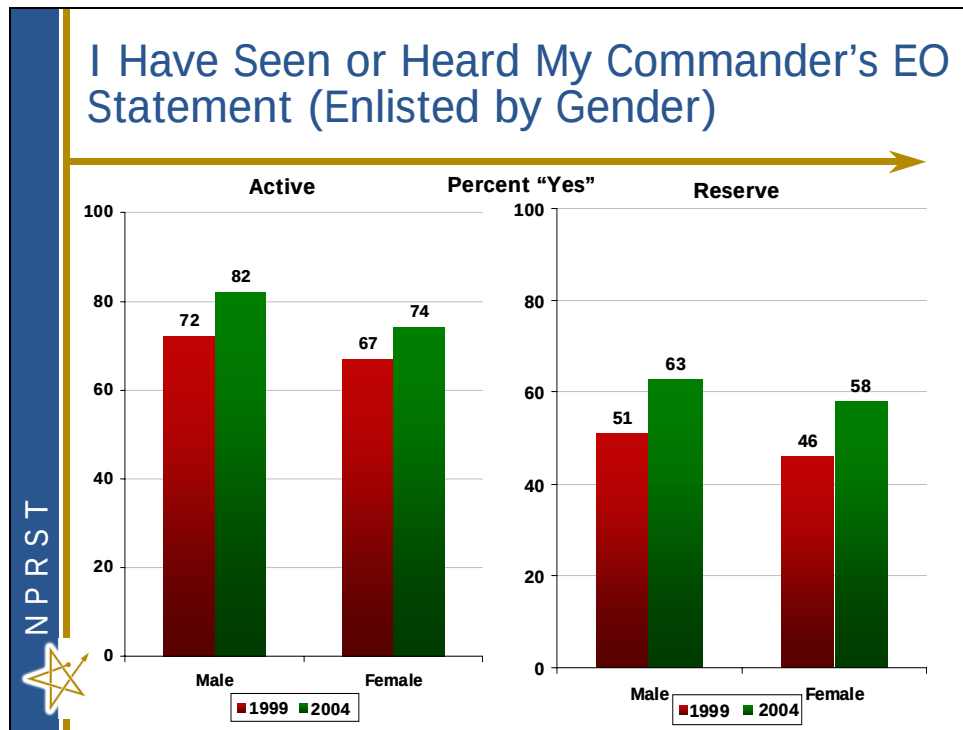
There is only a small gender gap between the results for men compared to women, with the 2004 results being generally consistent with those obtained in 1999.



For this item, all groups improved in 2004 although degree of improvement varied among both Active and Reserve groups

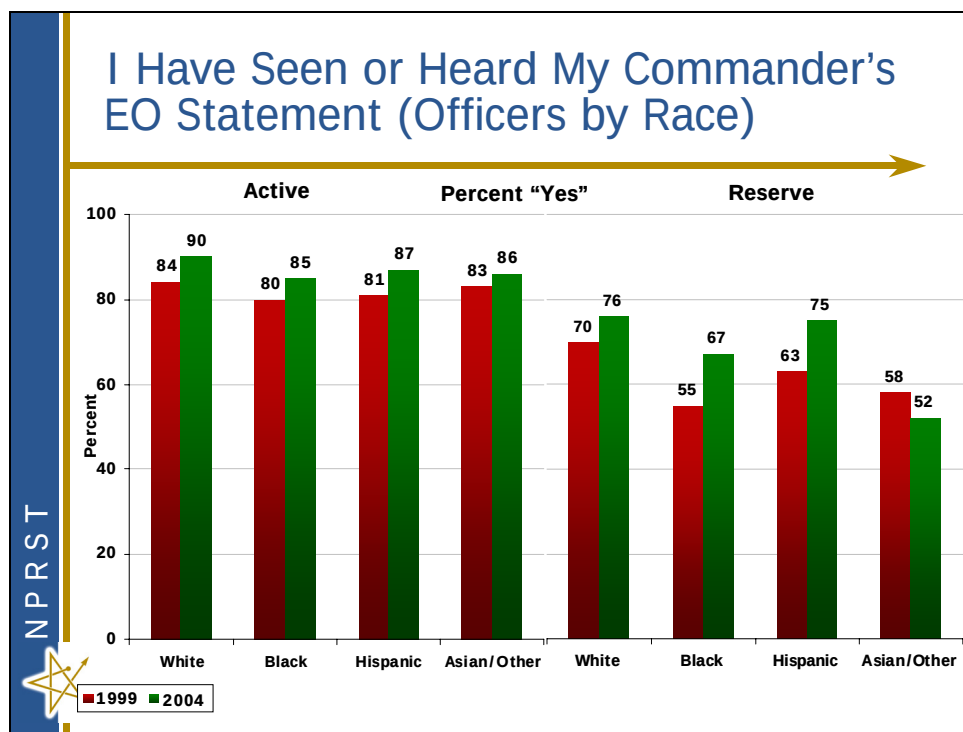
A positive takeaway is that three-fourths or more of Active Duty Enlisted Marines indicated in 2004 that they had seen or heard their Commander's EO statement.

This and the following items in this section are factual or "knowledge" questions relating to aspects of the Marine Corps EO program. As such, the results can be viewed as an outcome "metric" for how effective the program is.



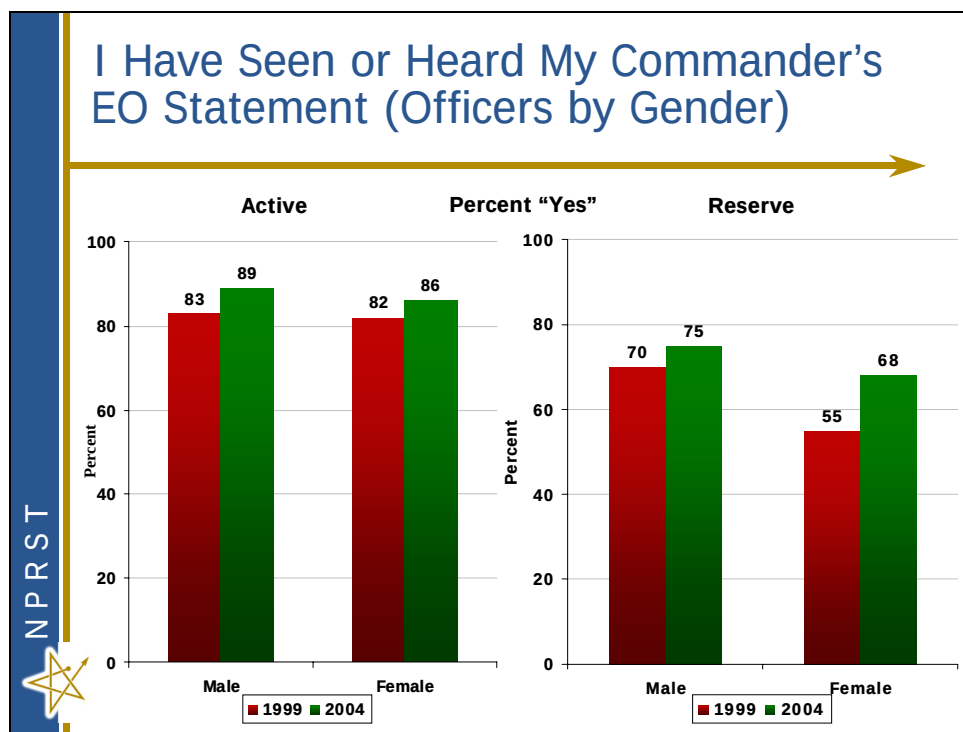
While there is a gender gap with male responses being more positive than those of females, the gap is not very large being just 8 percentage points on the Active Duty side and 5 percentage points on the Reserve side.

When broken out by gender, both Active and Reserve Enlisted improved on this item in 2004 compared to 1999.



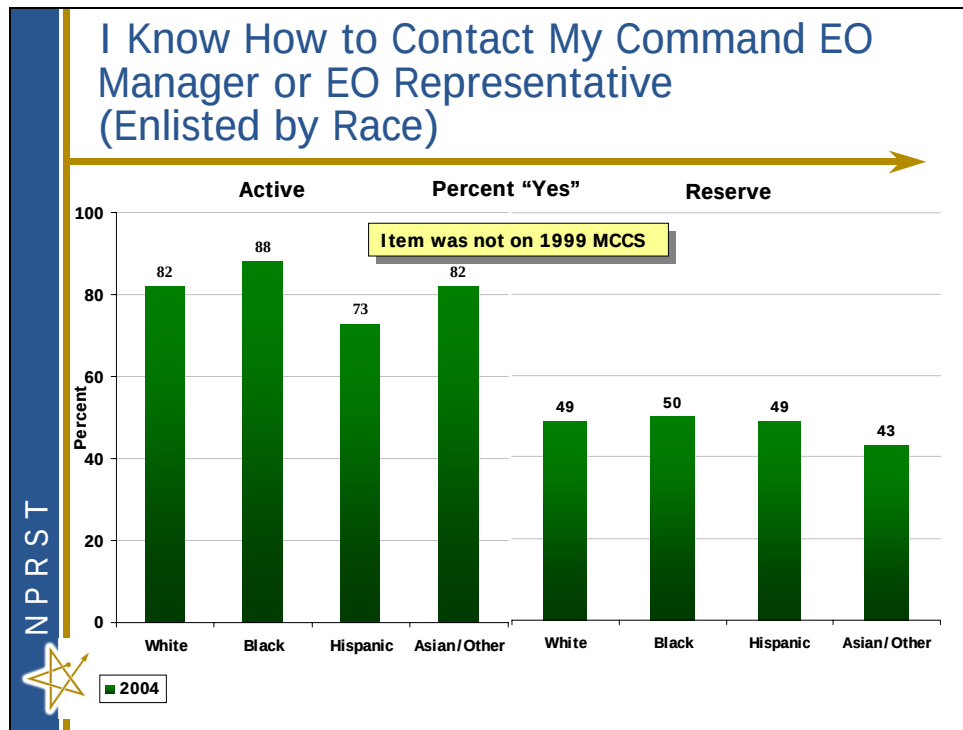
Furthermore, the race/ethnic gap between the groups is very small. On the Reserve side the overall agreement is lower, although there was a clear increase for all race/ethnic groups except Asian/Others. As mentioned earlier, the small numbers in the Asian/Other Reserve Officer group suggests caution in interpreting those findings.

Among Active Duty Officers, 85 percent or more of all race/ethnic groups endorsed this item, a very positive finding.



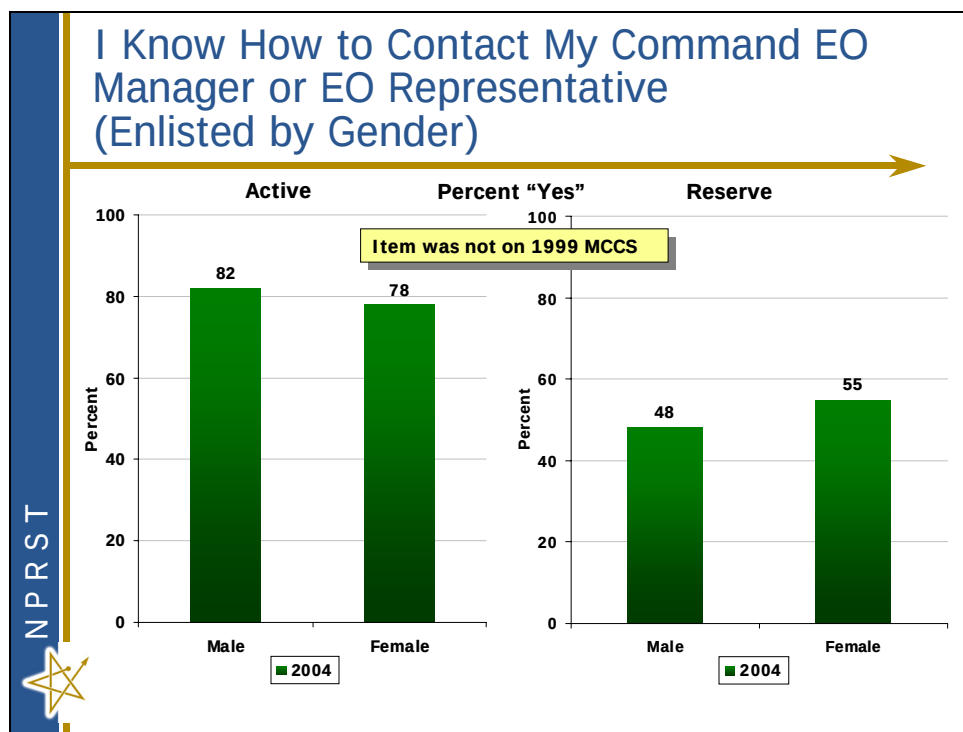
All groups increased between 1999 and 2004.

Also, a positive finding is the reduction in the gender gap between male and female Reserve Officers from 15 percentage points in 1999 to 7 points in 2004.



This was a new item added at the request of the survey sponsor to the 2004 MCCA.

Among Enlisted, there was a much higher level of agreement among Active than Reserves. Also, Hispanic Active Duty Enlisted had lower responses than the other Active Duty Enlisted groups.



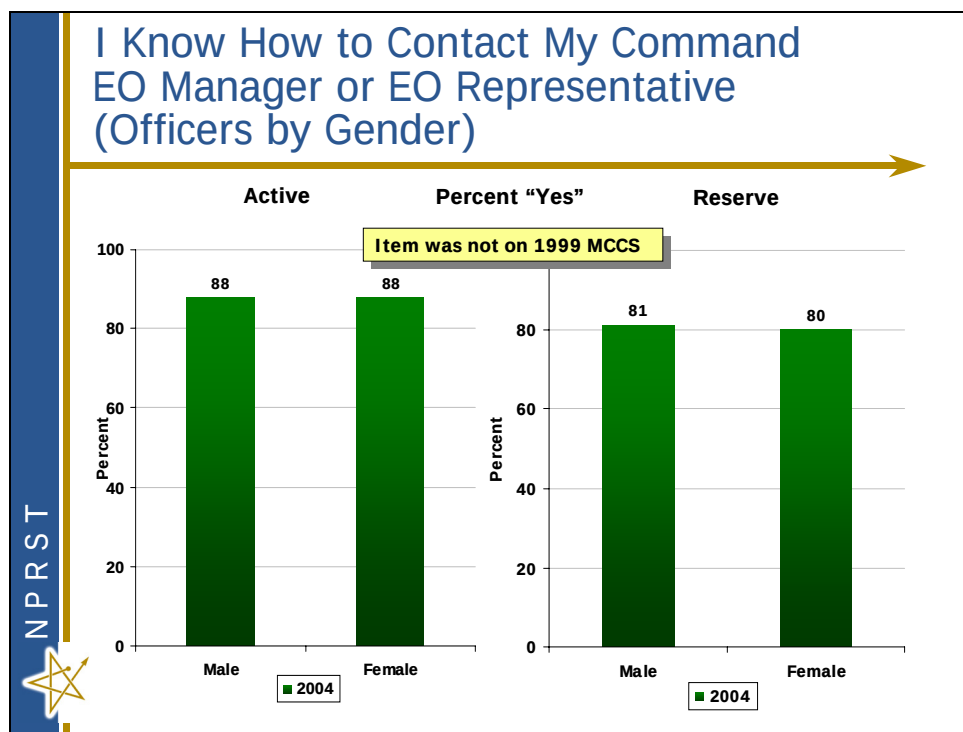
Again, Active Duty Enlisted Marines were much more likely to know how to contact their Command EO Manager or EO Representative than Reserve Enlisted Marines were.

Although some of this may have to do with the nature of being a drilling Reservist compared to full time Active Duty, it does suggest an area where the Reserves can improve.



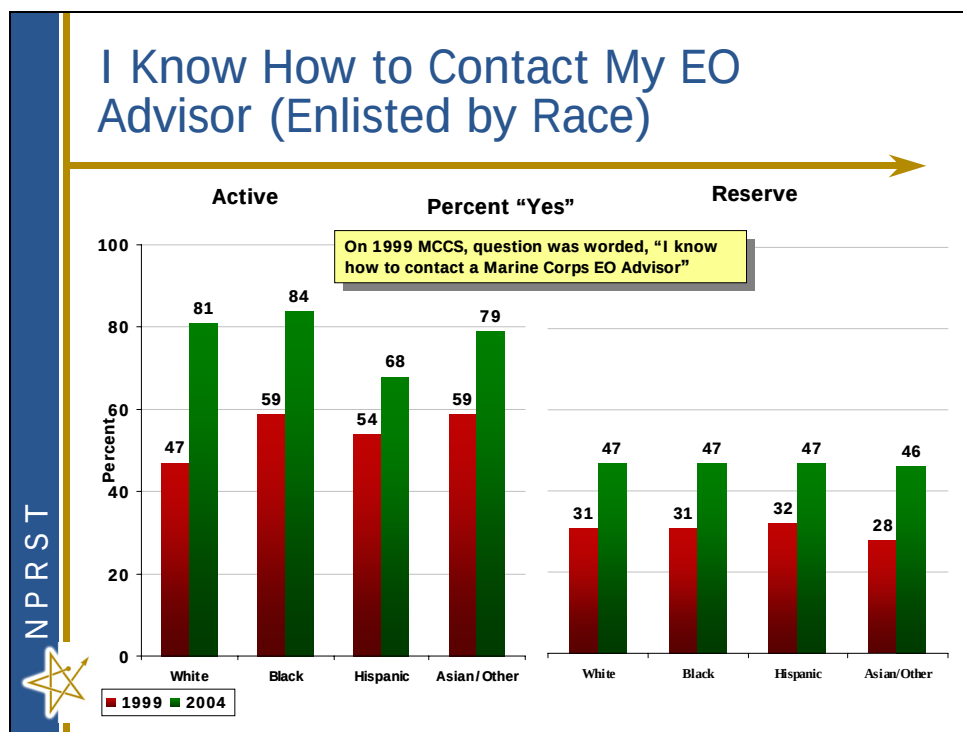
As can be seen on this graph and the previous ones, Reserve Officers are much more likely to endorse this item across race/ethnic group than are Enlisted Reserves. Thus, the focus of attention for this item should be on Enlisted Reserves.

While Active Duty Officers are just slightly more likely to respond "yes" to this item than are Active Duty Enlisted, the increase is much greater among the Reserves.



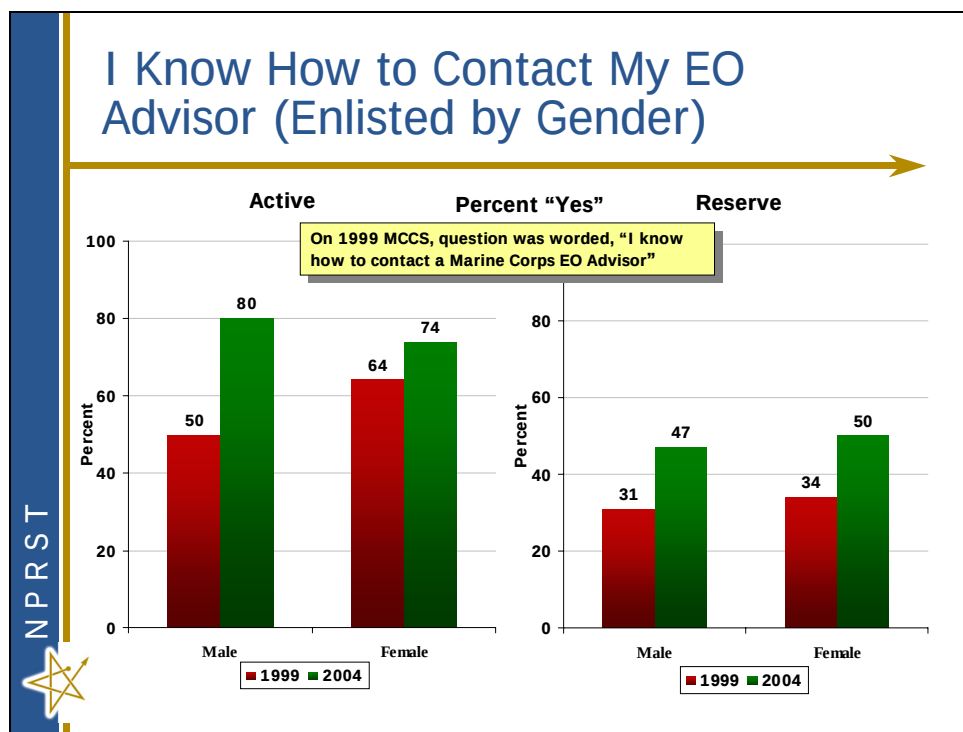
There were no gender gaps for these items and high endorsement for both Active Duty and Reserves.

Again, the notable difference is between the response of Reserve Officers and Enlisted with Officers much more likely to answer "yes" to this item than Reserve Enlisted are. This Officer-Enlisted gap was not found among Active Duty Marines.

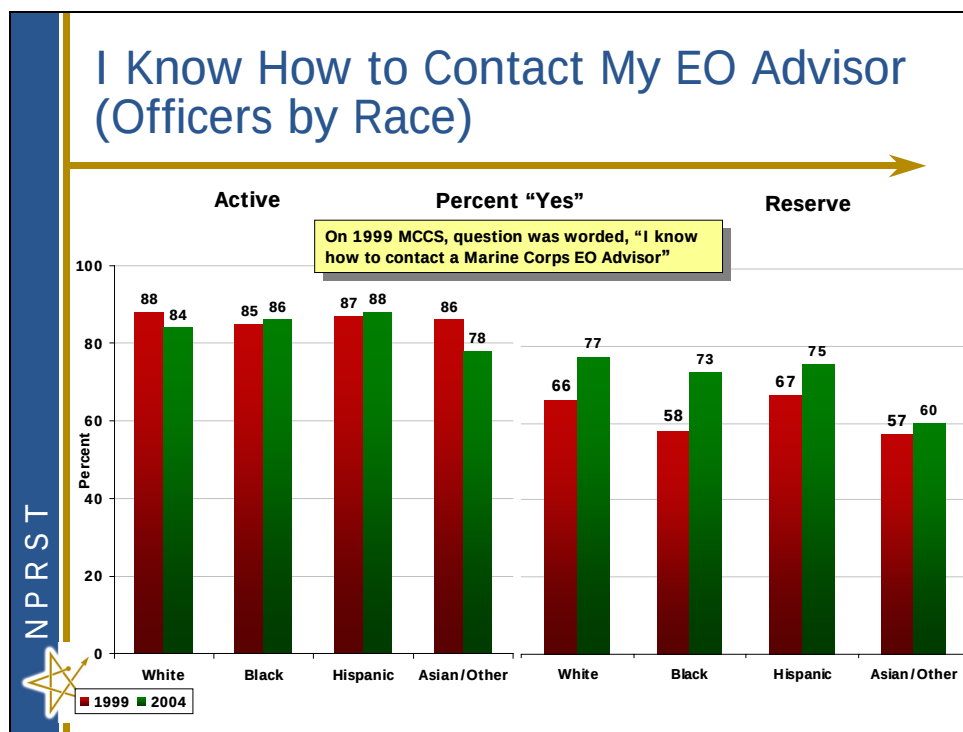


Caution should be used in making comparisons between 1999 and 2004 because the question was worded slightly differently. In 1999 it said, "I know how to contact a Marine Corps EO Advisor." In 2004, the question was worded, "I know how to contact my EO Advisor." Survey researchers have found that even small differences in question wording can impact the results that are obtained.

Despite these cautions, it is clear again that endorsement is much higher among Active Duty than Reserve Enlisted Marines as it was with the previous item. This large gap is not found when comparing Active Duty Enlisted and Officers. It again suggests room for improvement in knowledge and awareness of the Marine Corps EO program among Reserve Enlisted Marines.

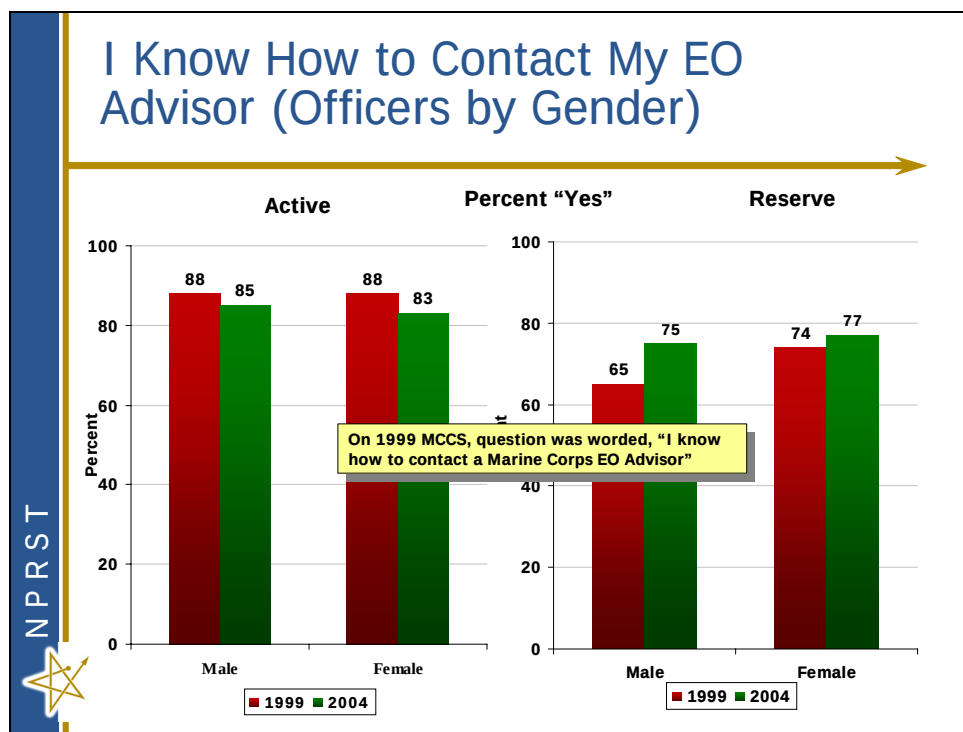


The breakout by gender does not show a large gender gap but it does again indicate a large gap between Active Duty and Reserve Enlisted Marines.



Interestingly, Active Duty Officers had very similar responses in 2004 to those in 1999 despite the changes in question wording. Their endorsement of this item was about the same whether it referred to "A Marine Corps EO Advisor" or "My EO Advisor."

As with the previous item, the clearest takeaway here is how much higher the Reserve Officer agreement is compared to the percent of Reserve Enlisted who responded "yes."



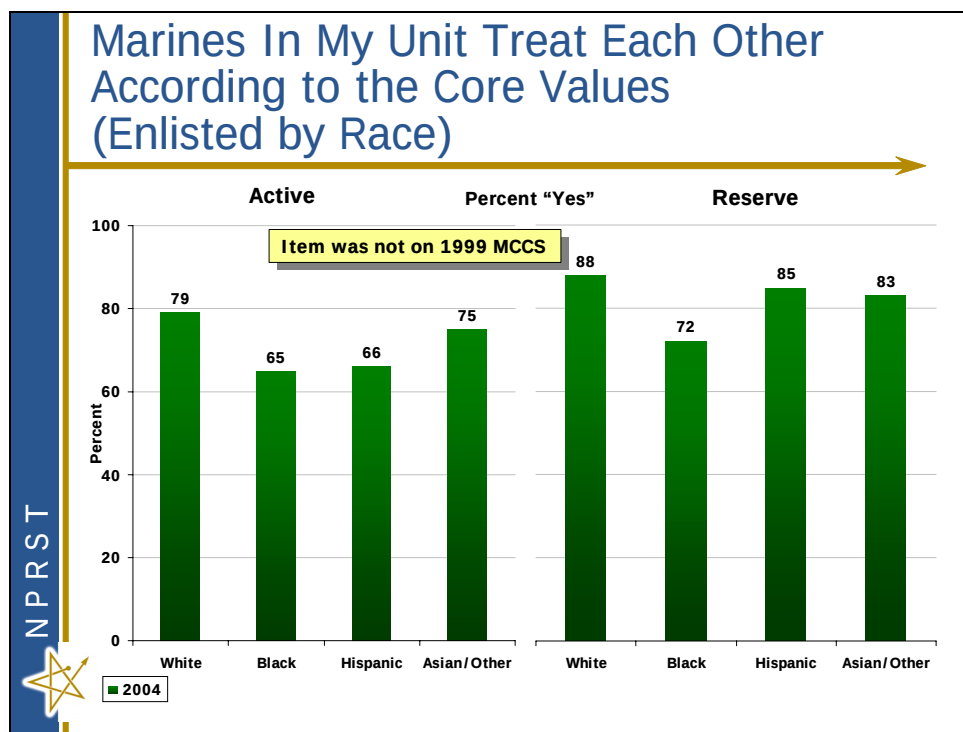
There is no gender gap for these responses and the Active Duty—Reserve differences are relatively small.

The takeaway is that 75 percent or more of Reserve Officers and over 80 percent of Active Duty Officers know how to contact their EO Advisor.



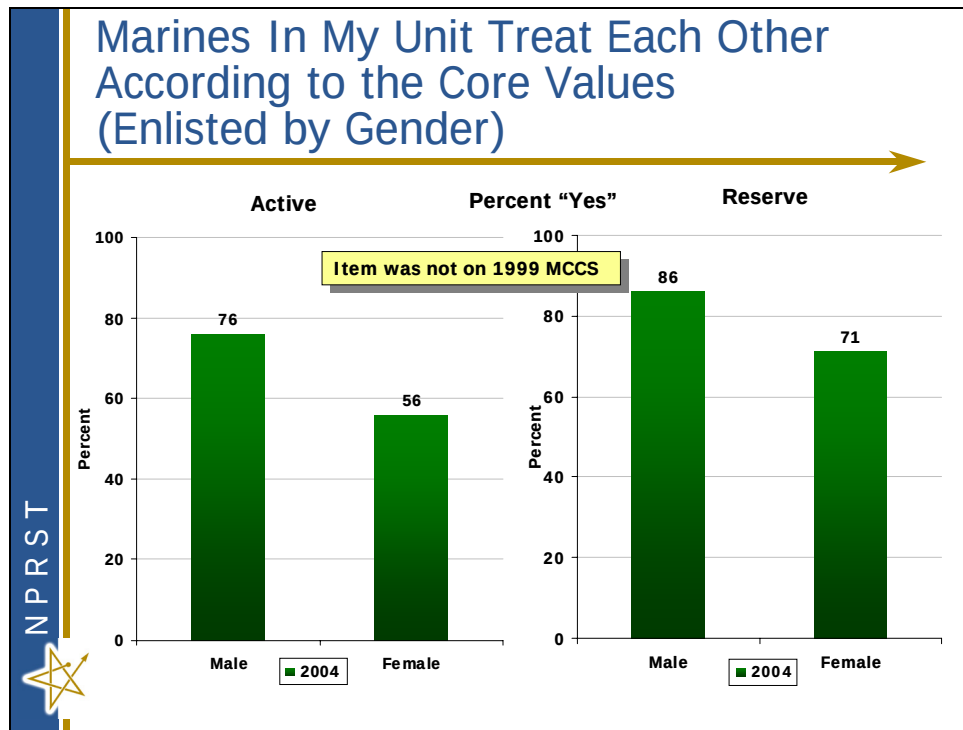
The pride that Marines place on unit cohesion and esprit de corps was supported by the survey findings.

Marines typically treat each other according to the core values and most say that people of different racial/ethnic groups socialize together during command functions.



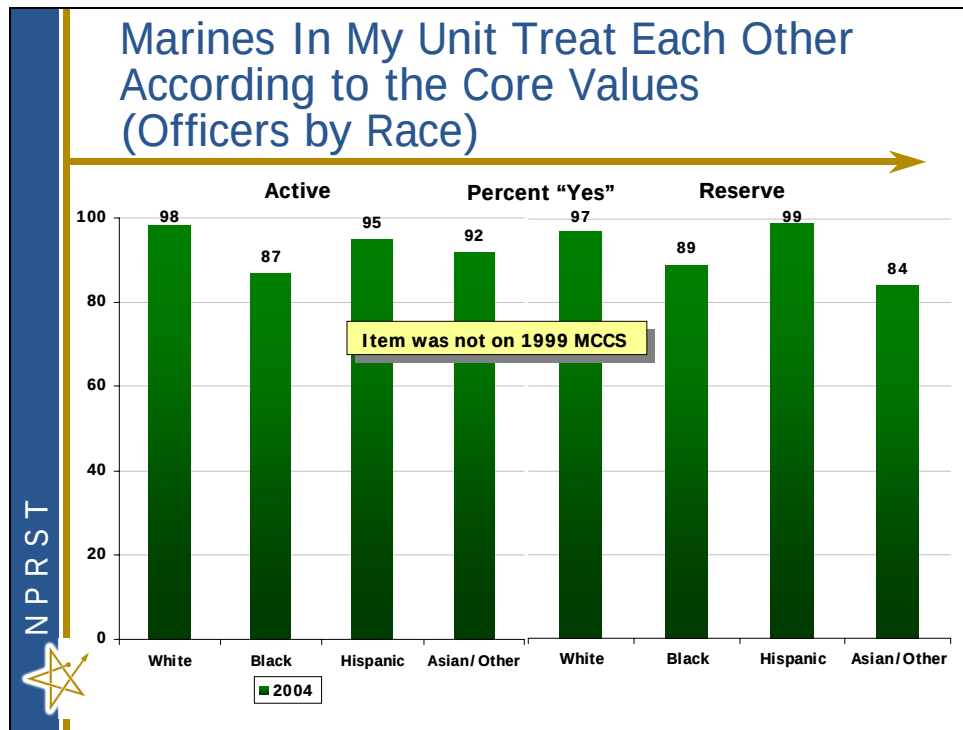
This item was added to the 2004 MCCS at the request of the survey sponsor.

Among Enlisted, while endorsement by Whites is high, endorsement by Blacks and Hispanics is somewhat lower.



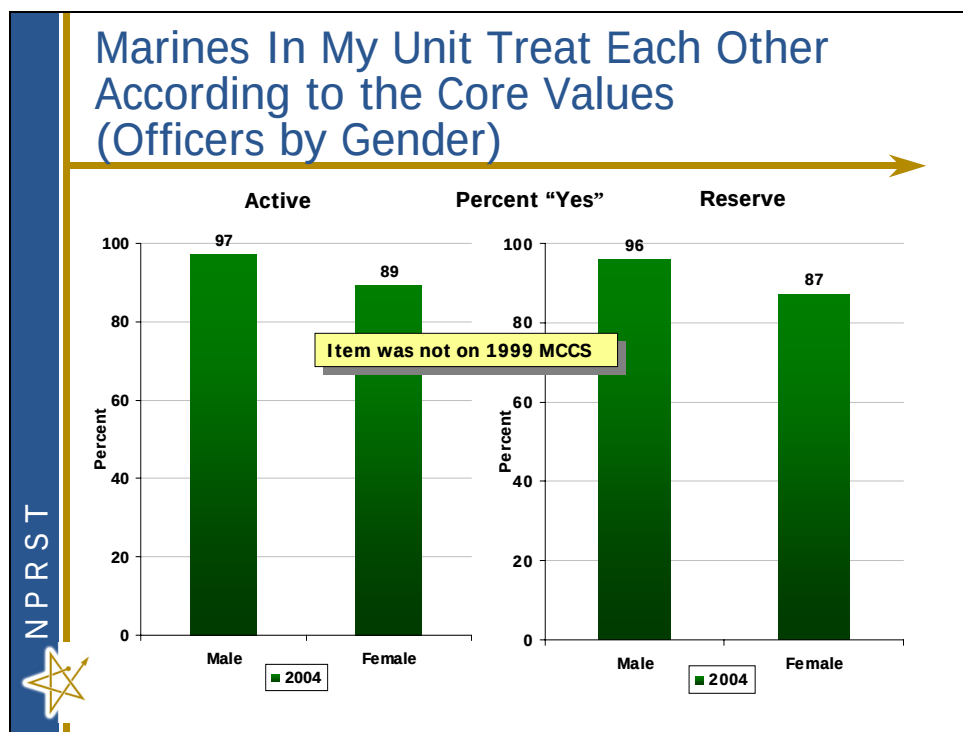
Both Active Duty and Reserve Enlisted show a clear gender gap. Female Enlisted Marines are less likely to respond “yes” to this item than their male counterparts.

Marine Corps may want to address this gender (and the previous racial/ethnic) gap at the appropriate training venues that include core values. They should stress the point that the core values apply to all Marines regardless of their gender or racial/ethnic status.



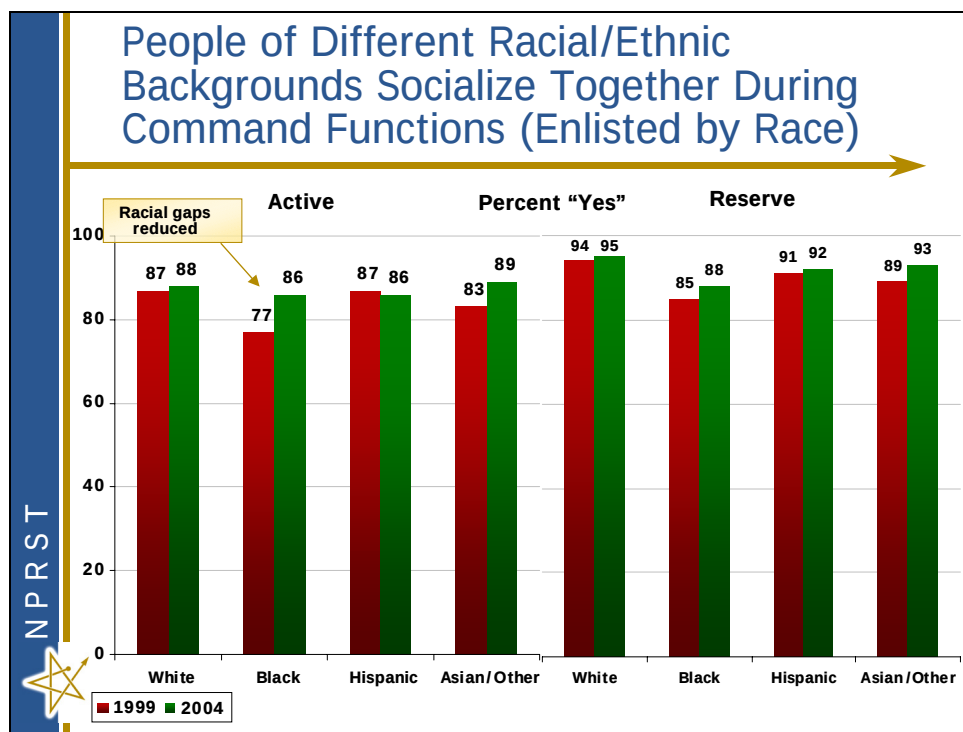
However, as on the previous slide, the responses of Black Officers were somewhat lower, as were Asian/Other Reserve Officers.

Extremely high endorsement of this item.



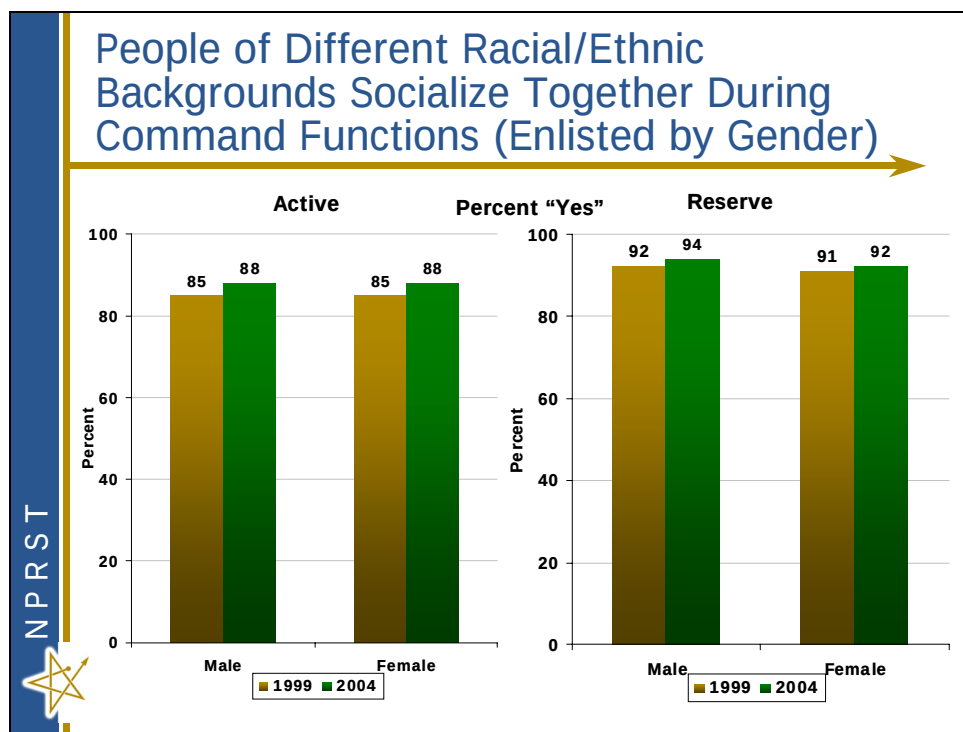
Near universal endorsement of this item among male Officers.

There were somewhat lower results among female Officers although they also indicated "yes" at nearly 90 percent.

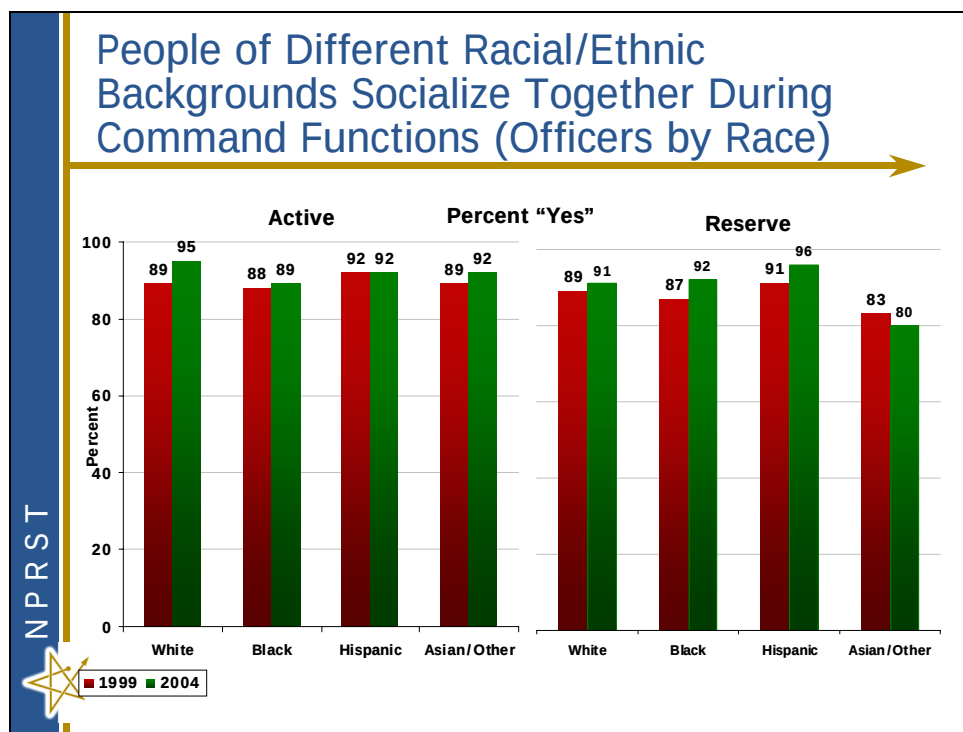


A notable finding was the reduction in the Black-White racial gap for Enlisted Active Duty Marines. While there was a 10 point gap in 1999, there was only a difference of 2 percentage points between the responses of Black and White Enlisted Marines in 2004.

A good behavioral measure of unit cohesion is the degree to which Marines of difference racial/ethnic backgrounds socialize together during command functions. Positive results were obtained for this item for both Active and Reserve Enlisted Marines.

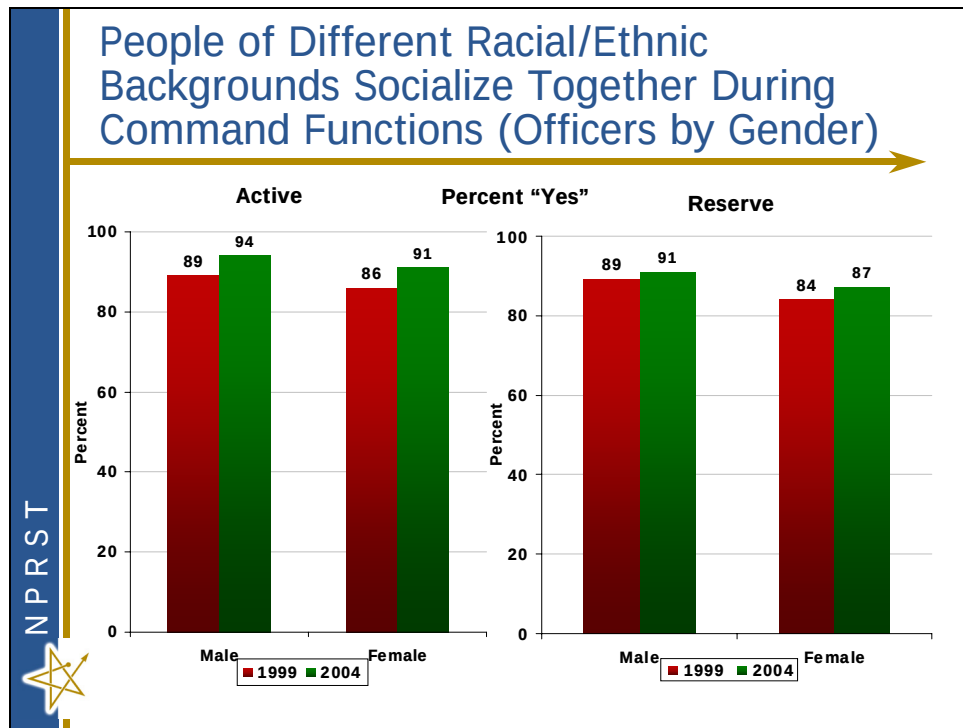


Since the item asked about socializing between Marines of difference racial/ethnic groups, we would not expect much difference in responses due to gender.



Over 90 percent of all Officer groups (except for Asian/Other Reserve Officers who were at 80%) responded “yes” to this item. This is a positive climate indicator.

The somewhat lower responses among Asian/Other Reserve Officers may be the result of the relatively few respondents in this group.



Slight increases from 1999 and very positive responses across the board.

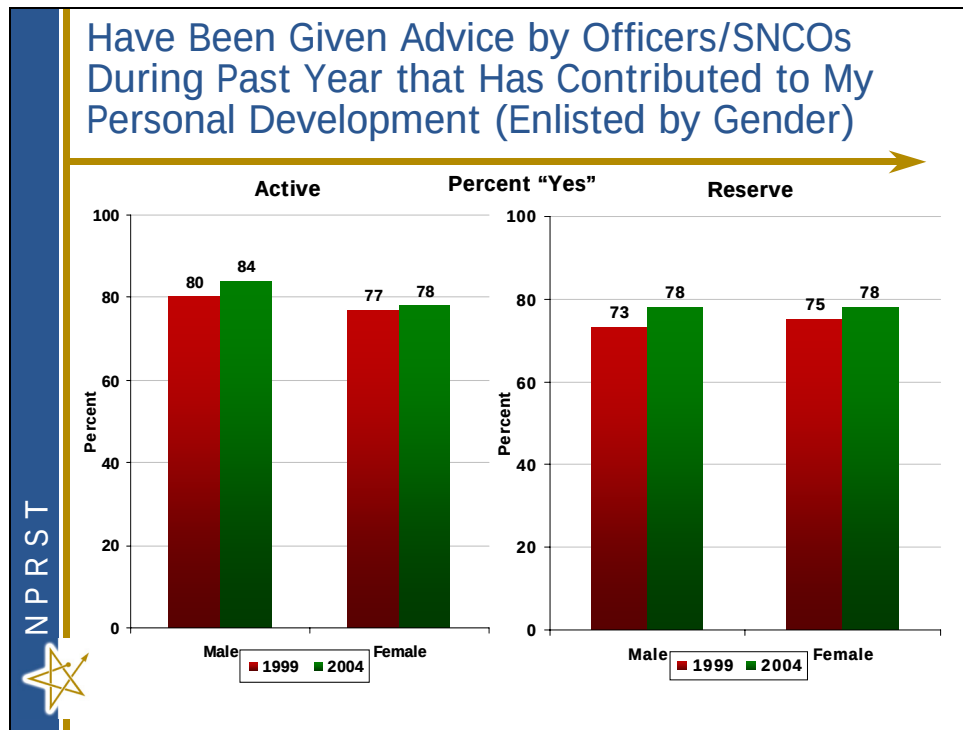


The items presented in this section ask whether respondents had been given advice by their seniors that contributed to their professional development, whether seniors had been available to discuss important career issues, and whether their immediate supervisor had given them feedback on their job performance.



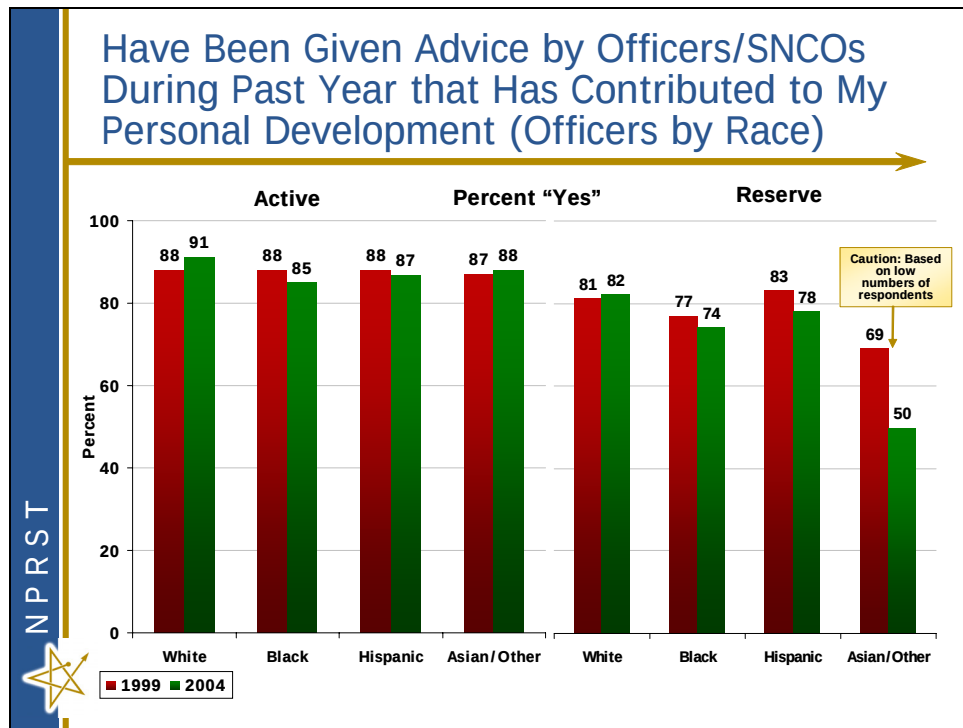
For all enlisted groups, 75 percent or more have been given advice during the past year by Officers or senior Enlisted which contributed to their professional development.

Also, the results in 2004 were more positive than in 1999. The only racial/ethnic gap was found among Black Active Duty Enlisted who had the lowest responses to this item.



When the Enlisted results were broken out by gender, 75 percent or more of all groups responded positively which is a very good indicator.

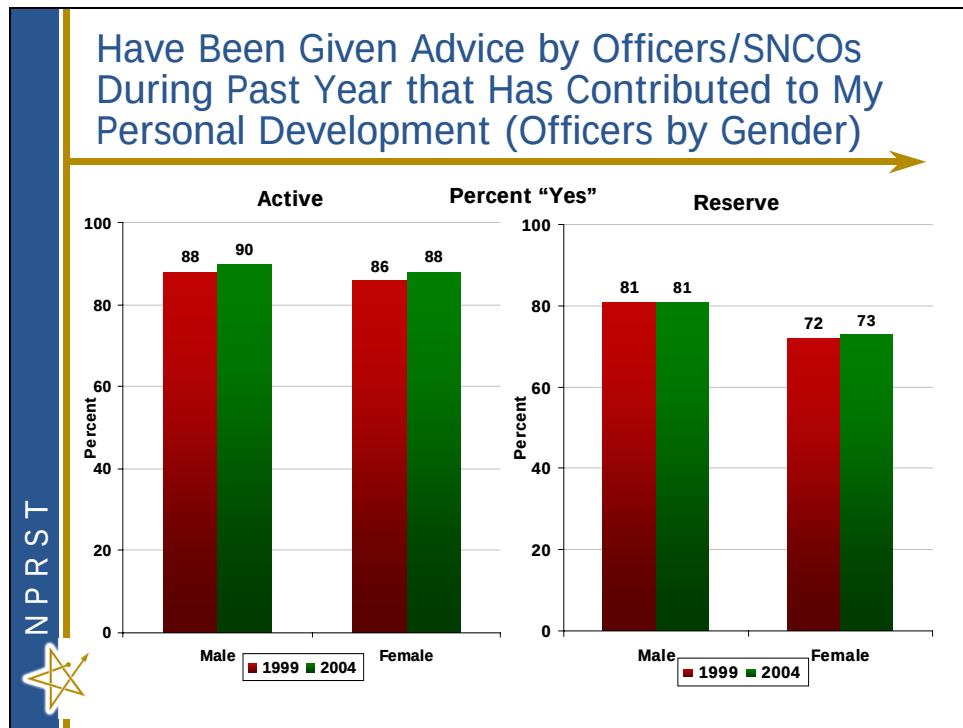
While there were no differences between male and female Enlisted Reservists, there was a small (6 percentage points) gender gap in the responses between male and female Active Duty Enlisted Marines.



Among Active Duty Officers, all groups endorsed this item at 85 percent or more with only small differences between the groups.

The responses varied more among Reserve Officers. While 82 percent of White Reserve Officers responded affirmatively to this item, endorsement was slightly less among Hispanic and Black Officers and much lower among Asian/Other Officers in 2004 than in 1999.

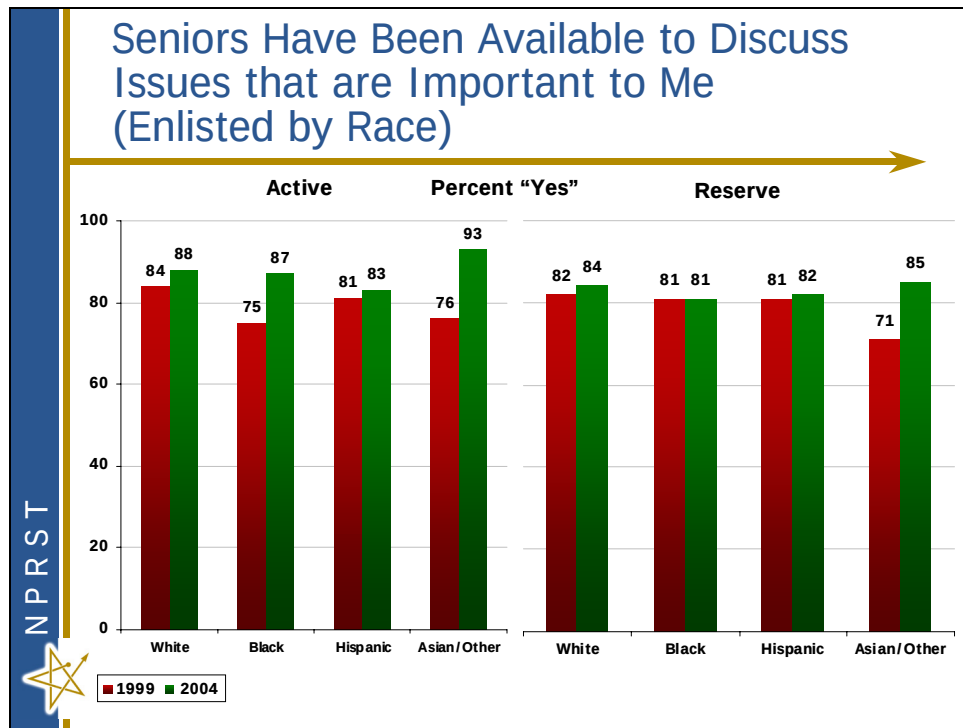
As previously mentioned, due to low numbers in the population and the sample, the results for the Asian/Other group should be interpreted with caution since much of the difference could be attributed to that group's high margin of sampling error.



For this item, the Officer by gender breakout indicates very high endorsement by Active Duty males and females with virtually no gender gap between them.

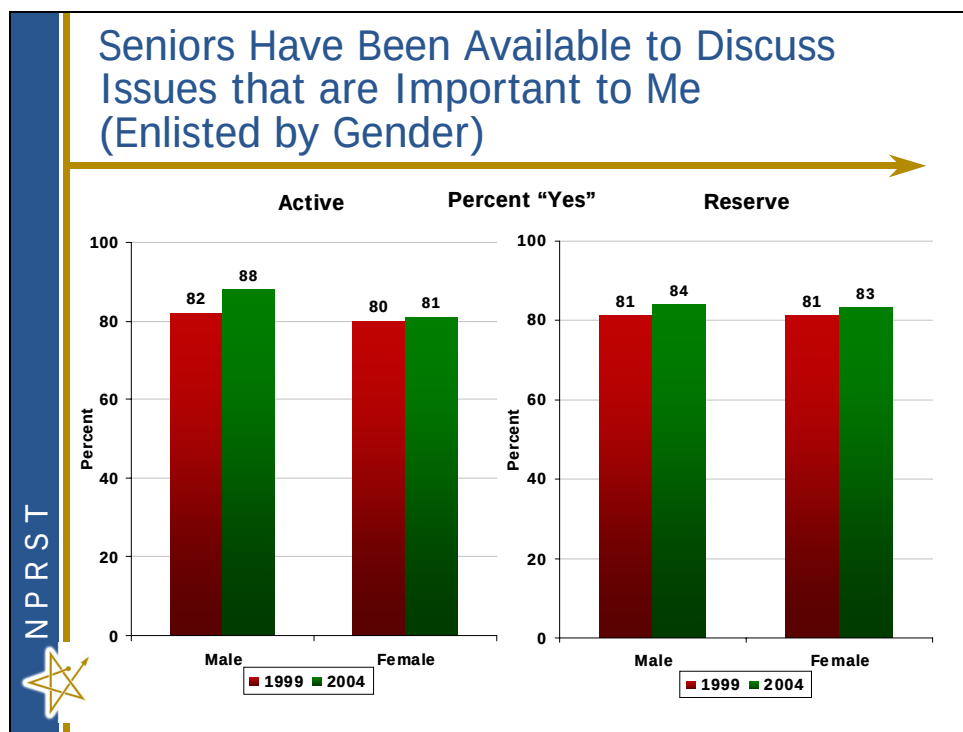
On the Reserve side, the gender breakout reveals a small but consistent gender gap of 8 percentage points between the responses of males and females.

Since this gender gap is similar to that obtained in 1999 and was not obtained when comparing male and female Enlisted Reserves, the professional development of Reserve Female Officers may be an area of improvement for leadership to consider.

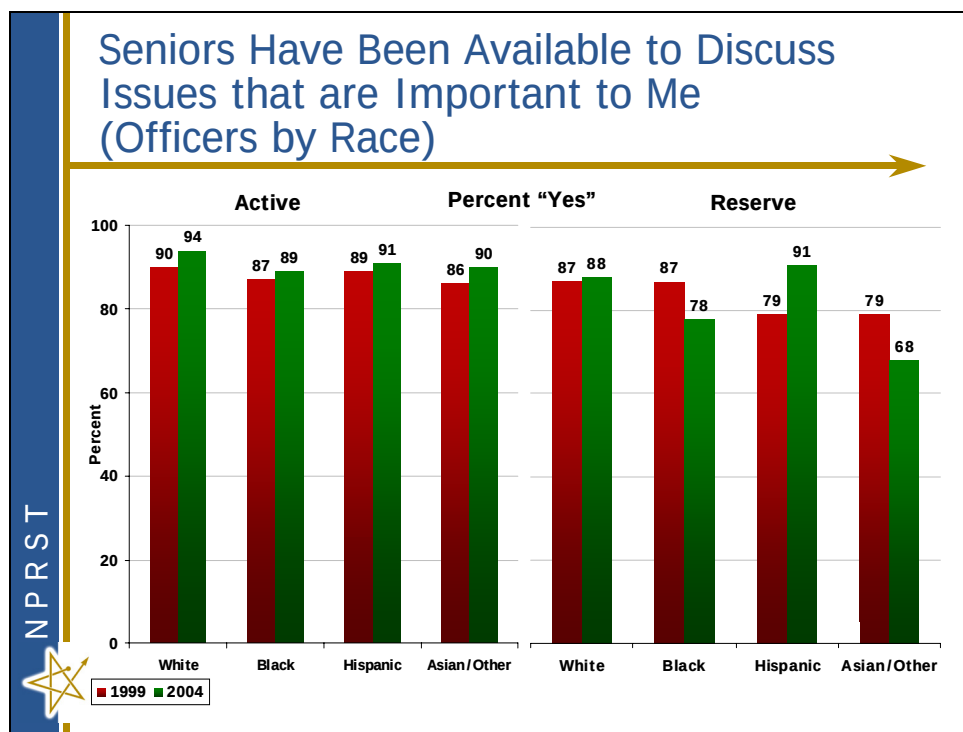


The 2004 results are noteworthy for two reasons: (1) all enlisted groups endorsed this item at 80 percent or higher and (2) the gains in 2004 eliminated any racial/ethnic gaps between Whites and the other groups.

This item highlights the importance of seniors in the professional development of Marines. The results presented in this slide are very positive. All groups either maintained or improved their already positive 1999 responses, and the largest improvements were among Active Duty Enlisted Black Marines and in the two Asian/Other Groups.

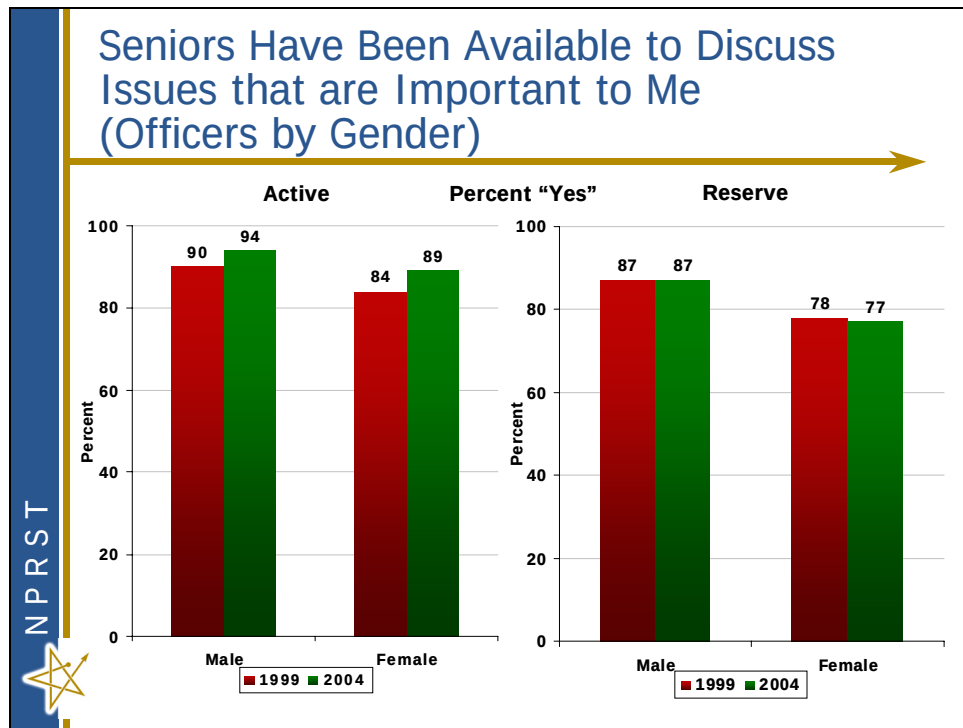


All groups responded “yes” to this item at 80 percent or higher. Although Active Duty males responded more positively than females, the differences are relatively small (7 percentage points). Among Reservists the male-female responses are statistically the same.

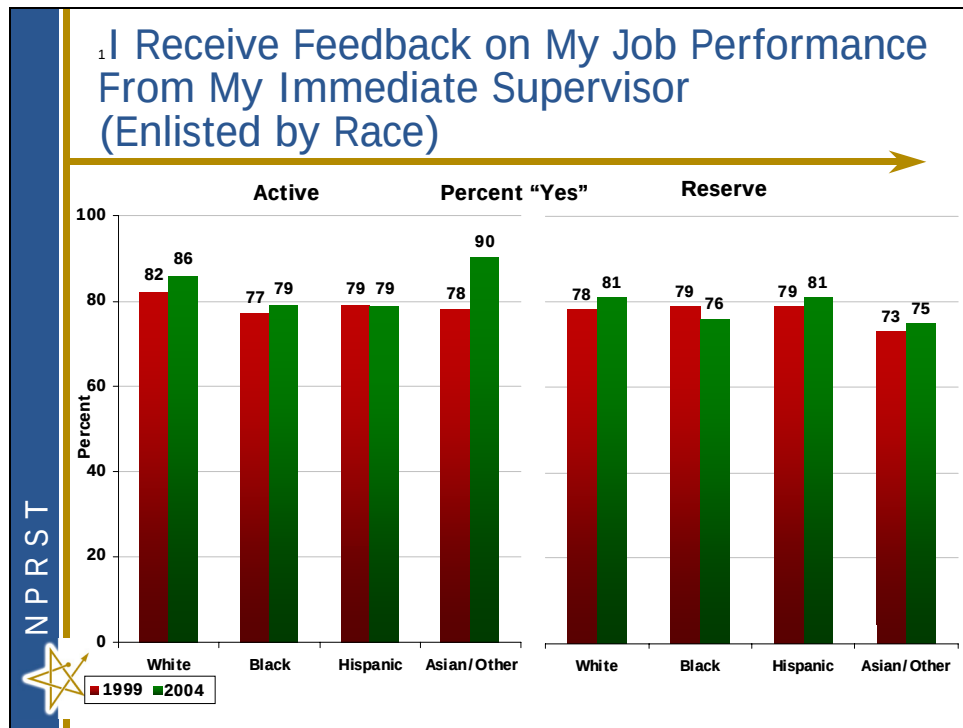


The Active Duty Officer responses are very positive with all groups being about 90 percent or higher.

The pattern for Reserve Officers is less consistent. While Whites stayed the same as in 1999, Blacks and Asian/Others decreased, but Hispanics increased. Because this sort of inconsistent pattern was not typical of much of the rest of the survey results, caution should be used in interpreting their meaning. It may be best to track this item over the next administration of the MCCS to determine if it is reliable.



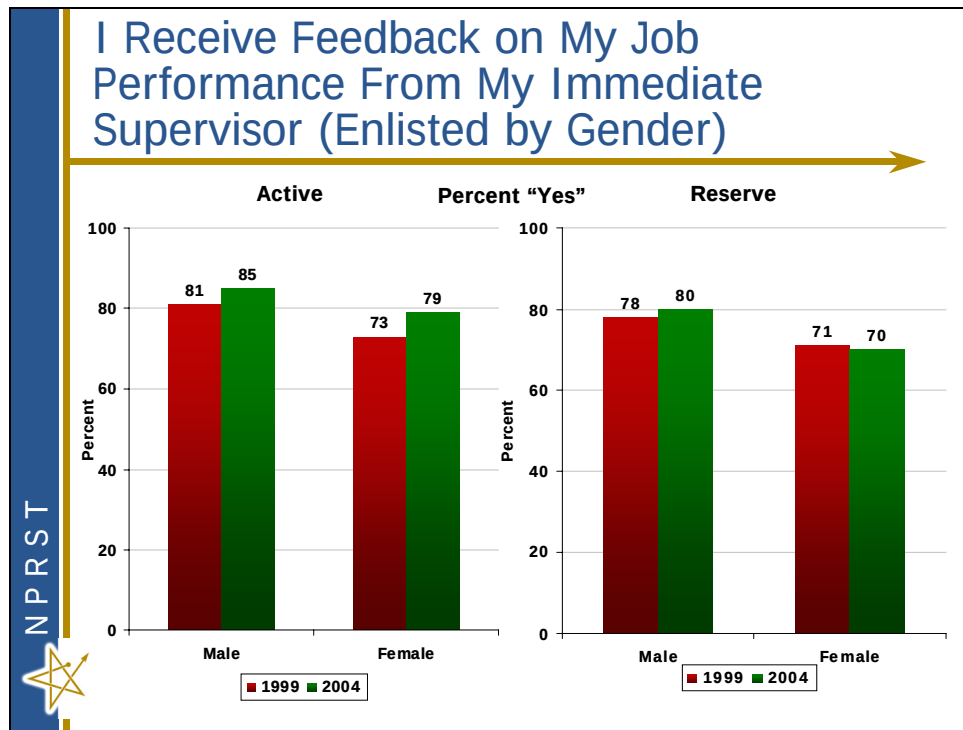
When broken out by gender, the pattern is similar to that obtained for the previous professional development item: While 75 percent or more of all groups endorsed this item, the group with the lowest endorsement was female Reserve Officers.



As can be seen, 75 percent or more of Active Duty and Reserve Enlisted Marines said they receive job performance feedback from their immediate supervisor, with Active Duty Enlisted Asian/Others and Whites having the highest endorsement of this item.

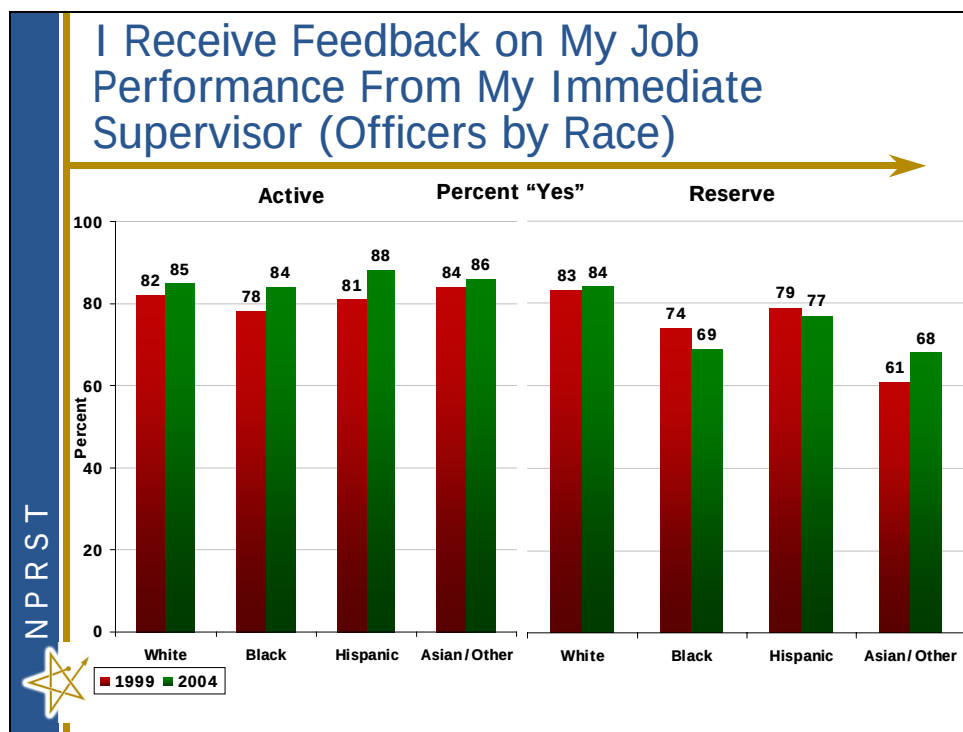
While scores this high on other areas assessed by the MCCS can be considered as indicating “good news,” this might be one area where a higher rate of endorsement (90% or higher) should be a goal.

Feedback from a Marine’s immediate supervisor is a key component of professional development.



While the gender gap among Active Duty Enlisted decreased between 1999 and 2004, it increased to 10 percentage points among female Reserve Enlisted.

While this is not a huge gap, it should be tracked on future surveys.

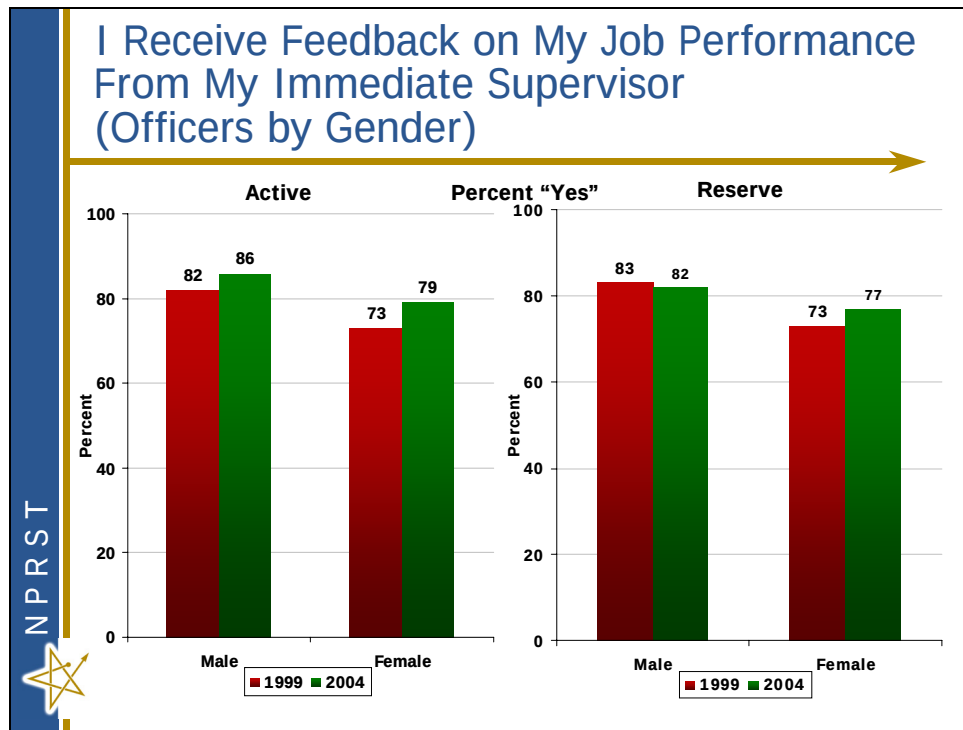


Although the differences between 1999 and 2004 among Officers are not large, the patterns are different for Active Duty and Reserves.

For Active Duty Officers, the graph above is a good news story. All groups endorsed this item at about 85 percent or more, and there were not any notable race/ethnic gaps.

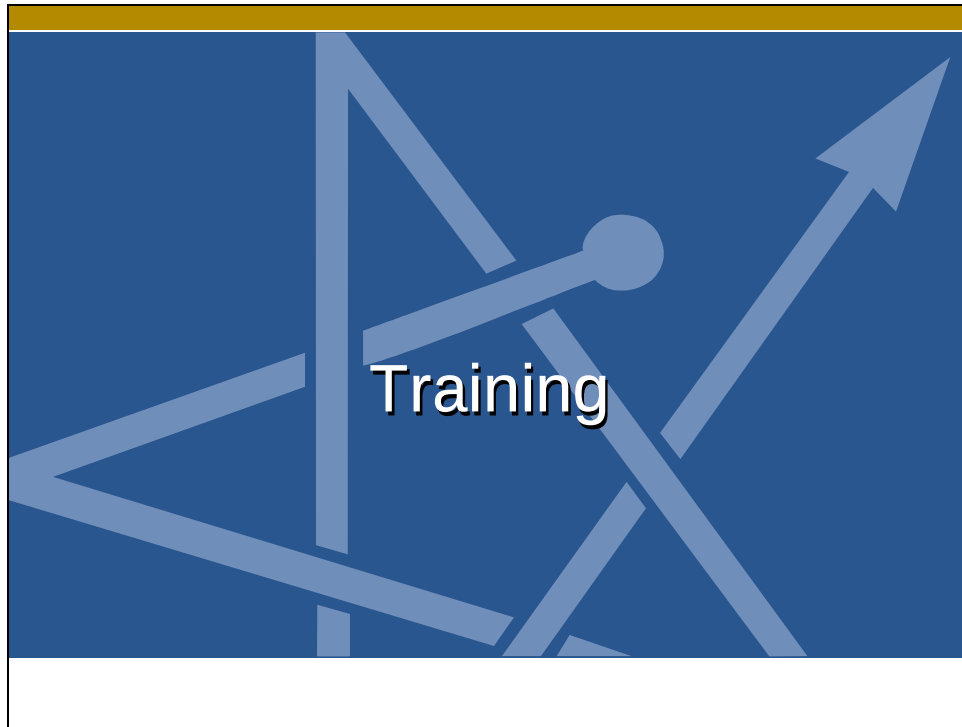
For Reserve Officers, the race/ethnic gap increased to 15 percentage points between White and Black Reserve Officers. While the race/ethnic gap between Whites and Asian/Others decreased compared to 1999, it still was at 16 percentage points in 2004.

Thus, while Active Duty Officers do not show a racial/ethnic gap for supervisor feedback about performance, this gap does exist among Reserve Officers.

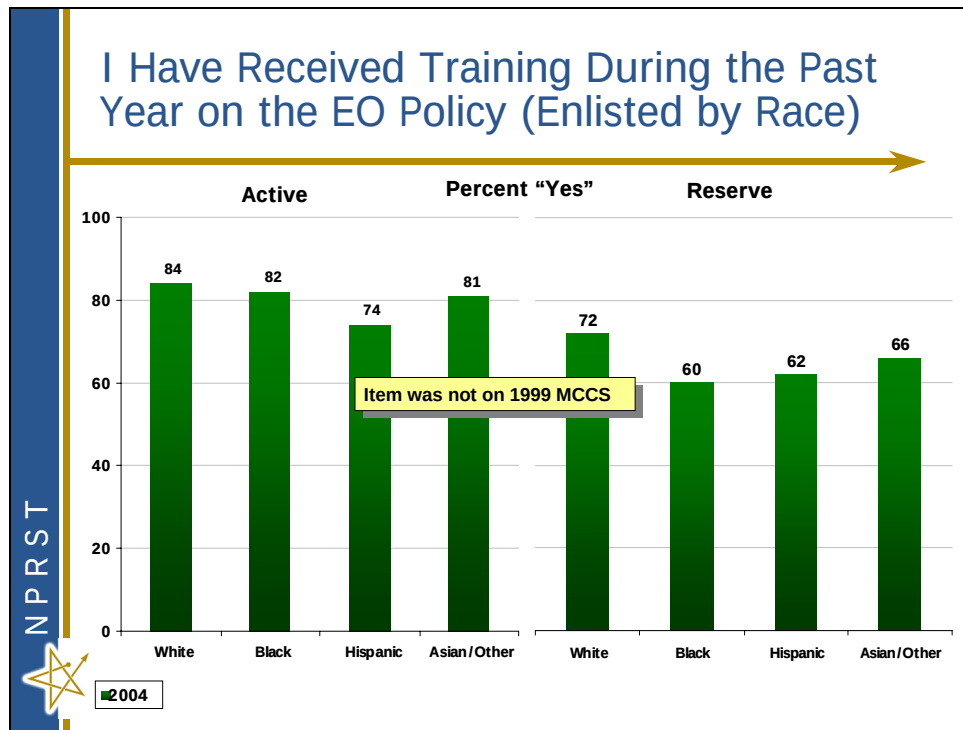


As can be seen, 75 percent or more of all Officers responded “yes” to this item. As mentioned, there likely is room for improvement here since feedback from supervisors should be universal.

The gender gaps are small, decreasing between 1999 and 2004.



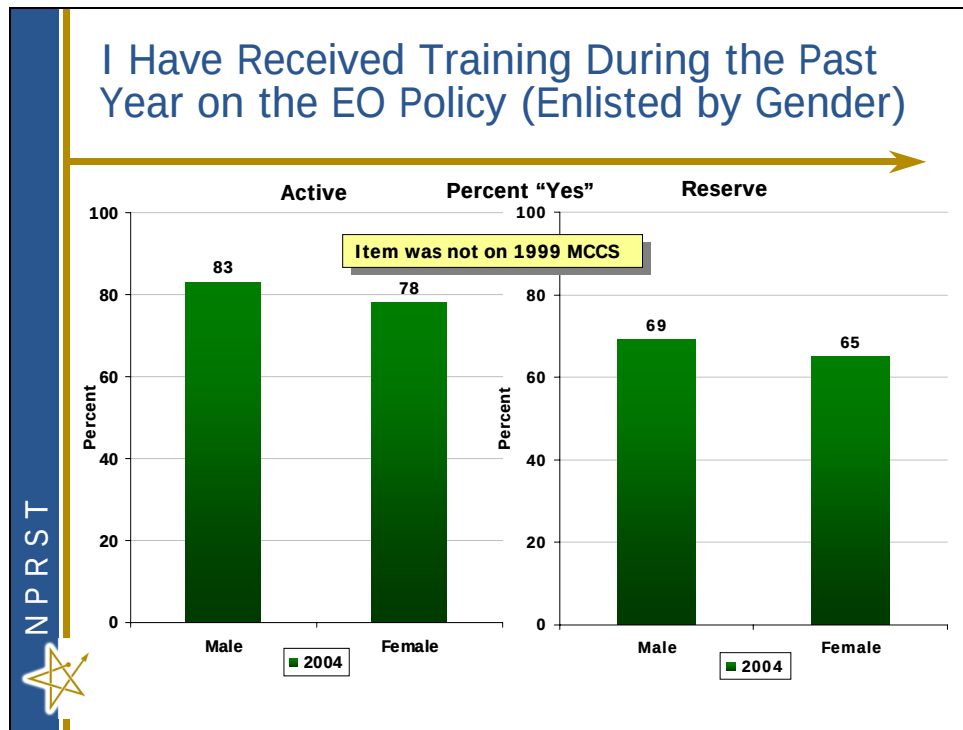
This section included several new items in 2004. The items asked whether various types of Equal Opportunity (EO), Sexual Harassment (SH) and related training had been completed. These factual items provide a good evaluation metric for the extent to which required EO and related training is being delivered to Marines.



Among Active Duty Enlisted, about 75 percent or more of race/ethnic groups indicated they received training during the past year on the EO policy, with Hispanic Active Duty Enlisted being a bit lower than the other groups.

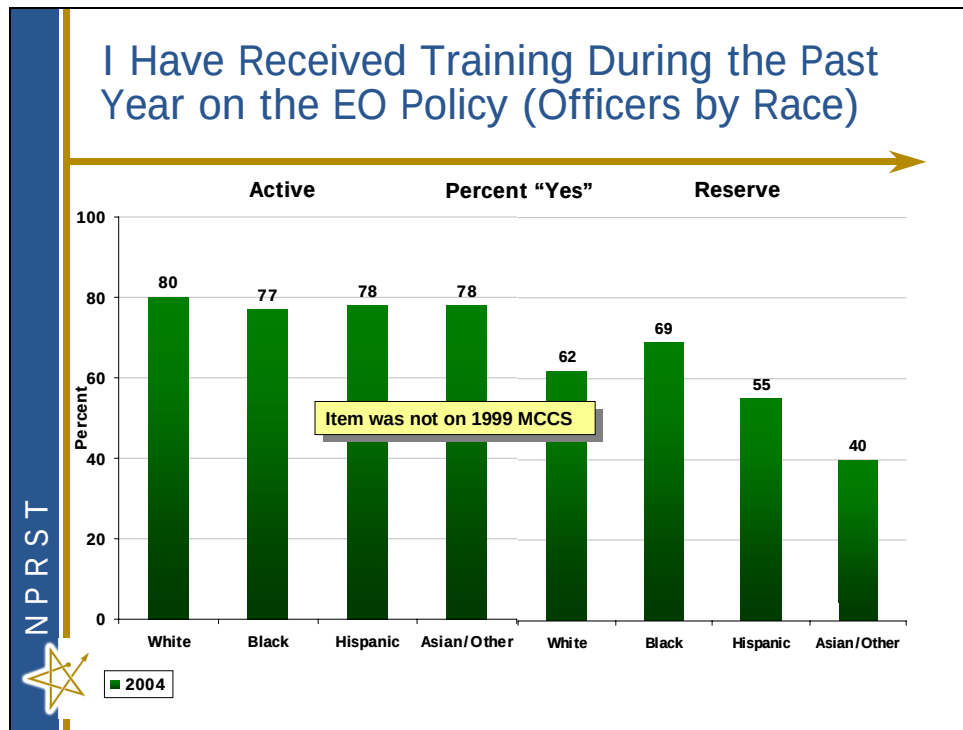
For Reserve Enlisted, White Enlisted were more likely to report having received the training than members of minority groups.

Since this is a new item, the results should be viewed as baseline measures against which to assess trends in follow-up surveys.



While the gender gaps are small, the main takeaway from this slide is that the Reserve numbers are lower.

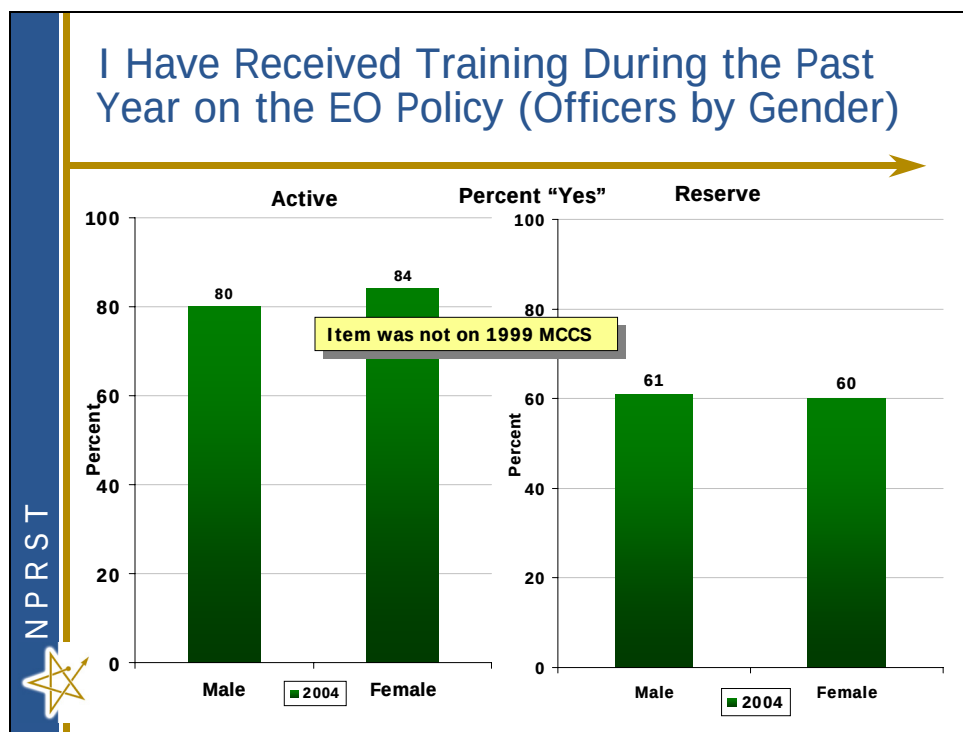
As with other slides in this report, the relatively lower results for the Reserve groups suggest areas for improvement. In this case, the improvement should be in the delivery of training on the Marine Corps EO policy.



The Active Duty Officer numbers are higher and more consistent across groups than those of Reserve Officers.

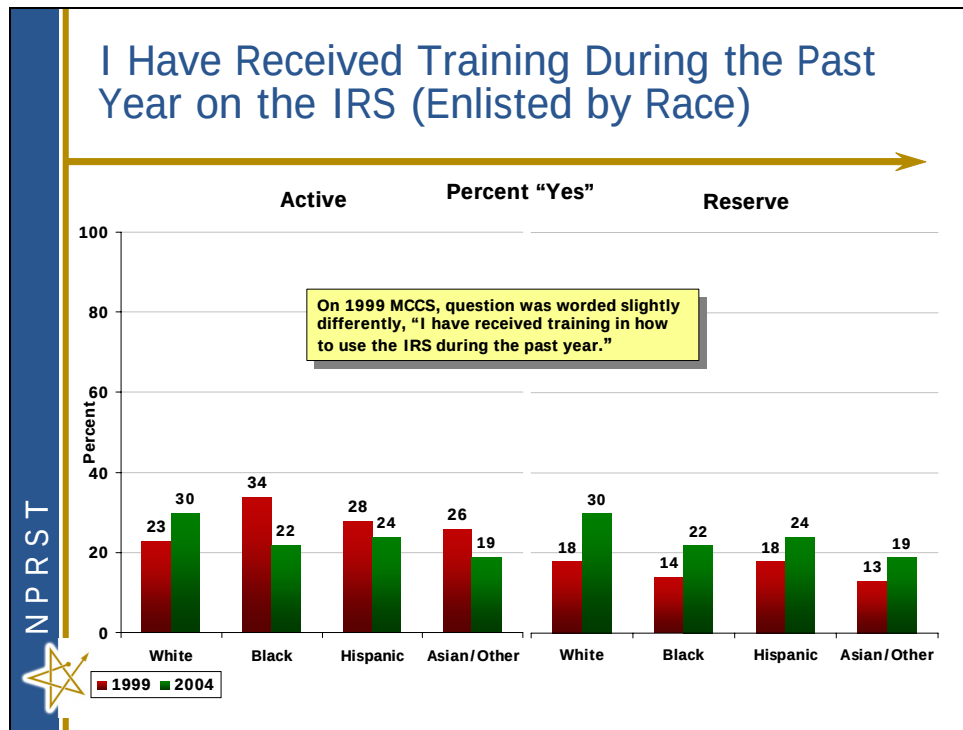
Among Active Duty Officers, more than 75 percent of all groups indicated that they received training in the past year on the EO policy.

The Reserve Officer numbers are lower than Active Duty, as was the case on the previous Enlisted slides for this item. The Reserves also vary across race/ethnic groups. The reasons are not apparent, and thus should be tracked over time before conclusions are drawn.



There were minimal differences between male and female officers for this item.

However, the graphs show a clear difference between Active Duty and Reserves for having received EO policy training in the past year. Reserve Officers are about 20 percentage points lower than their Active Duty counterparts.



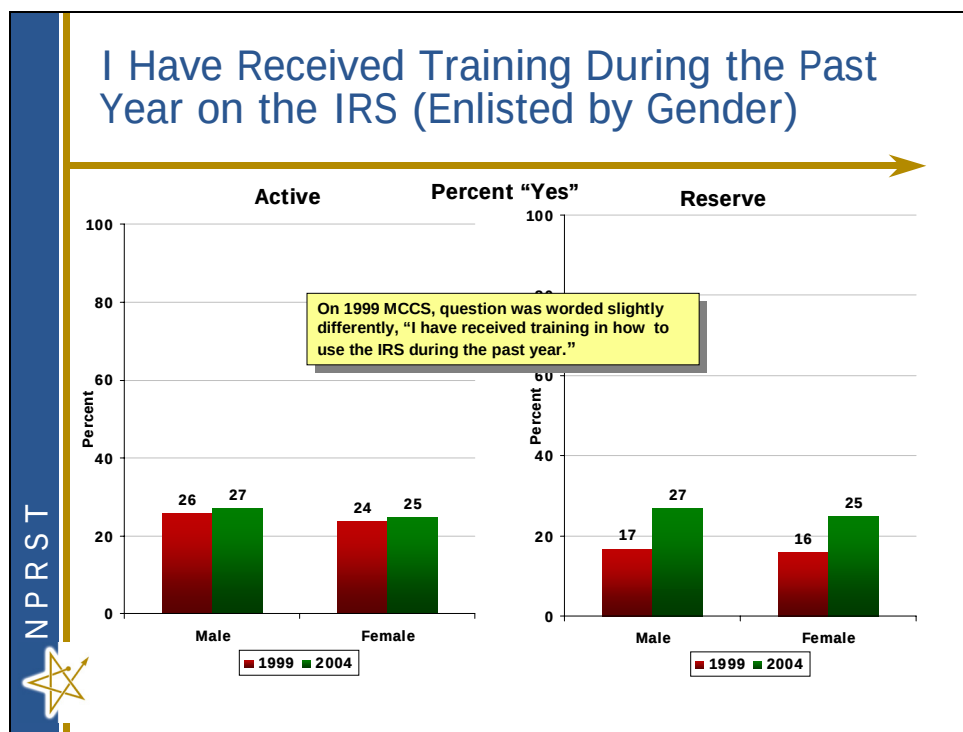
The question was worded slightly differently in 1999, which may account for some of the differences obtained.

In 1999, the question was: "I have received training in how to use the Informal Resolution System (IRS) during the past year." In 2004, the question was: "I have received training during the past year on the Informal Resolution System (IRS)."

While these wording differences may seem minor, even small differences in question wording may result in relatively large differences in results.

One takeaway from these slides is that the Reserve Enlisted results are more positive than they were in 1999. This is also the case for White Active Duty Enlisted but not for the other Enlisted race/ethnic groups.

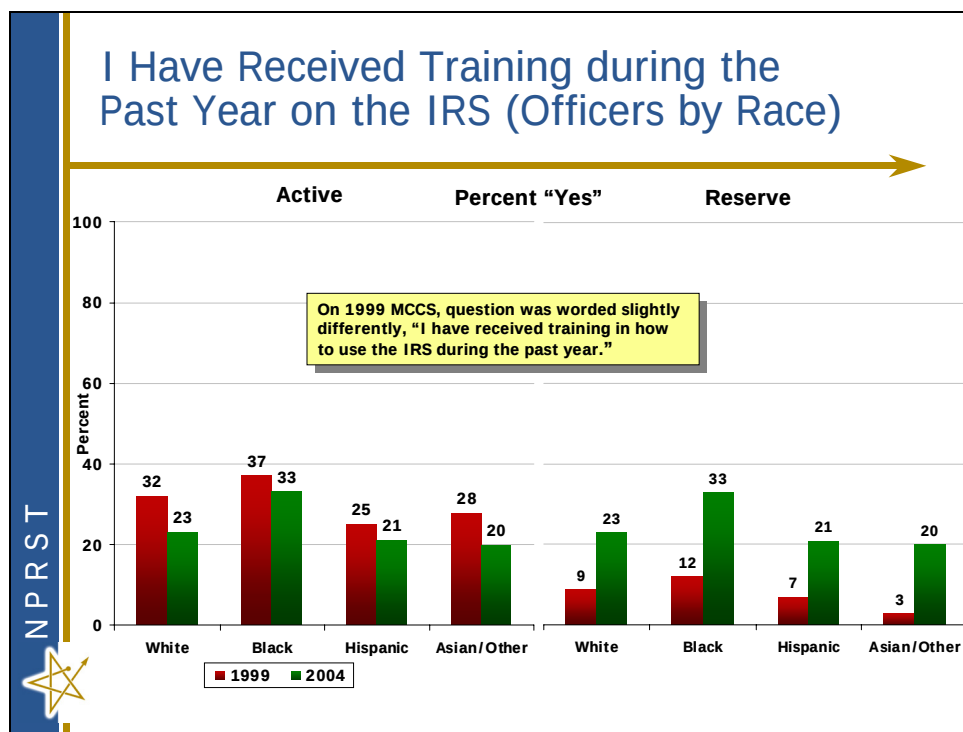
Another takeaway is how low the agreements are for all groups. They are clearly much lower than the rates of those who have had EO policy training or, as shall be seen on subsequent slides, the rates of those who have had sexual harassment training.



The breakout shows little difference due to gender. Also there was little change among Active Duty Enlisted but an increase compared to 1999 numbers among Reserves.

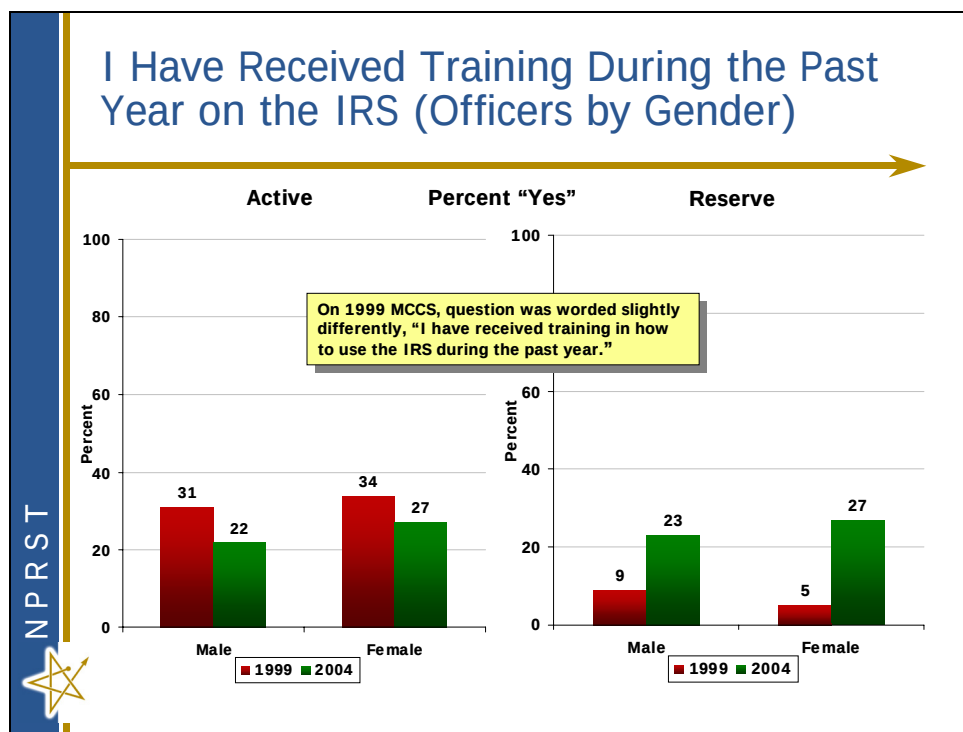
This good news for Reserves must be tempered with the overall finding that only about 25 percent of all Enlisted Marines, both Active and Reserves indicate that they received training on the IRS during the past year.

Since "IRS" was spelled out in the item, it would be hard to argue that Marines didn't understand the question. Rather, this seems like an area that can be improved in the future so that the rates compare to those for EO policy and sexual harassment trainings.



As with the Enlisted, the Officer results show that Active Duty numbers went down but that Reserve Officers clearly increased across the board.

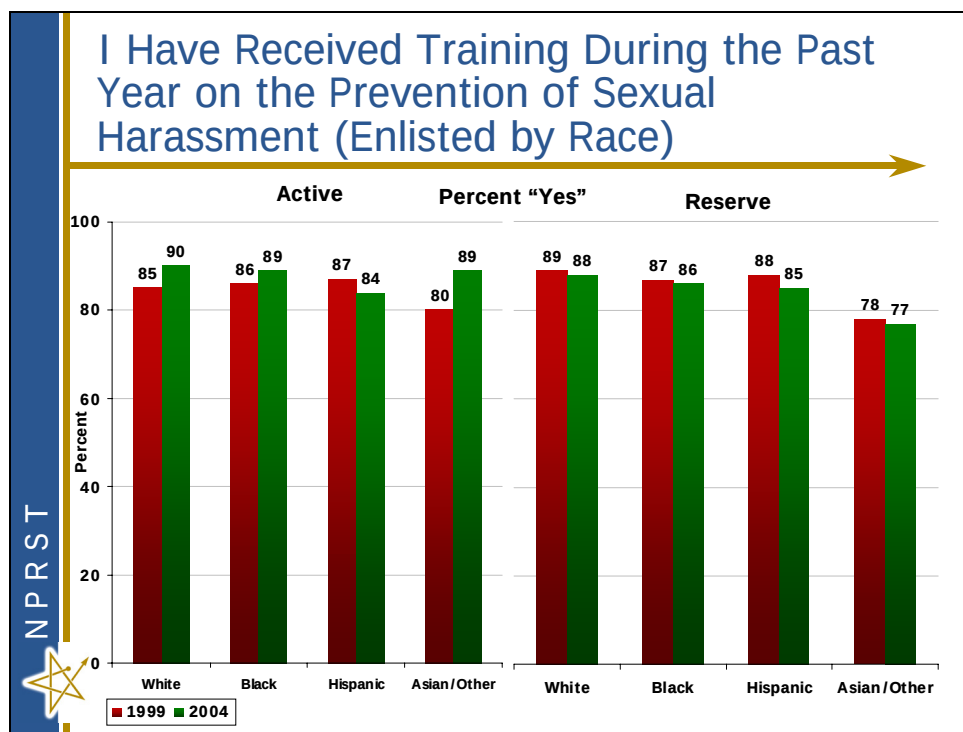
Even with these increases, the overall rates for having received the training are low, with only 33 percent or less of Marine Corps Officers responding "yes" to this item.



The gender differences are small as they were for the Enlisted results for this item.

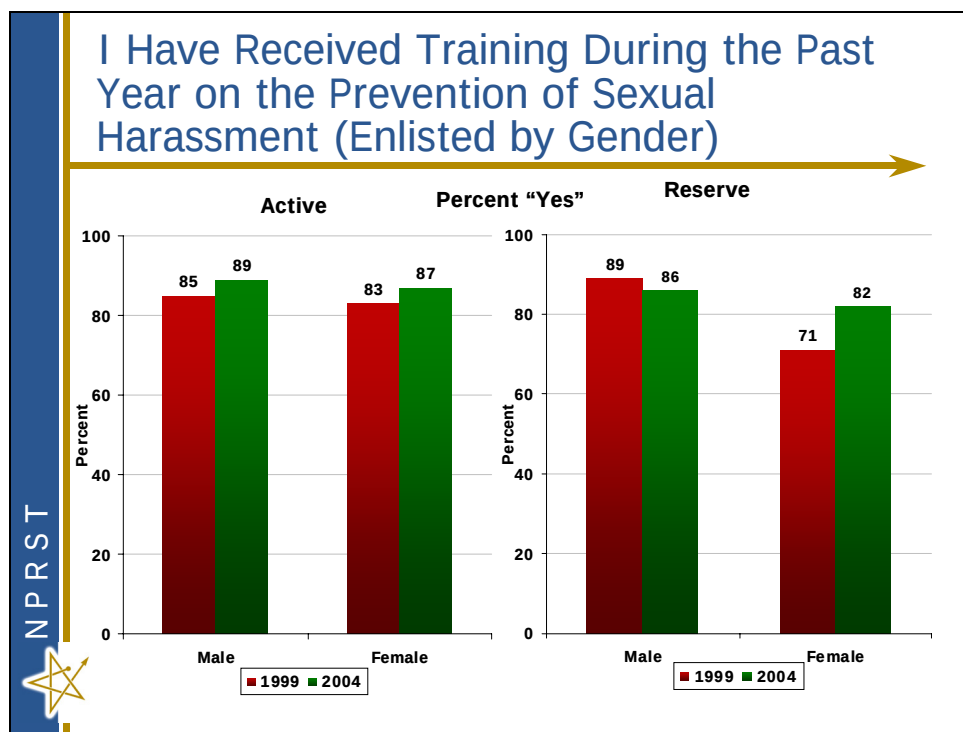
The decrease for Active Duty and the increase for Reserves compared to 1999 can be clearly seen on this graph.

Even noting the cautions due to changes in item wording, this is an area where improvements can be made.



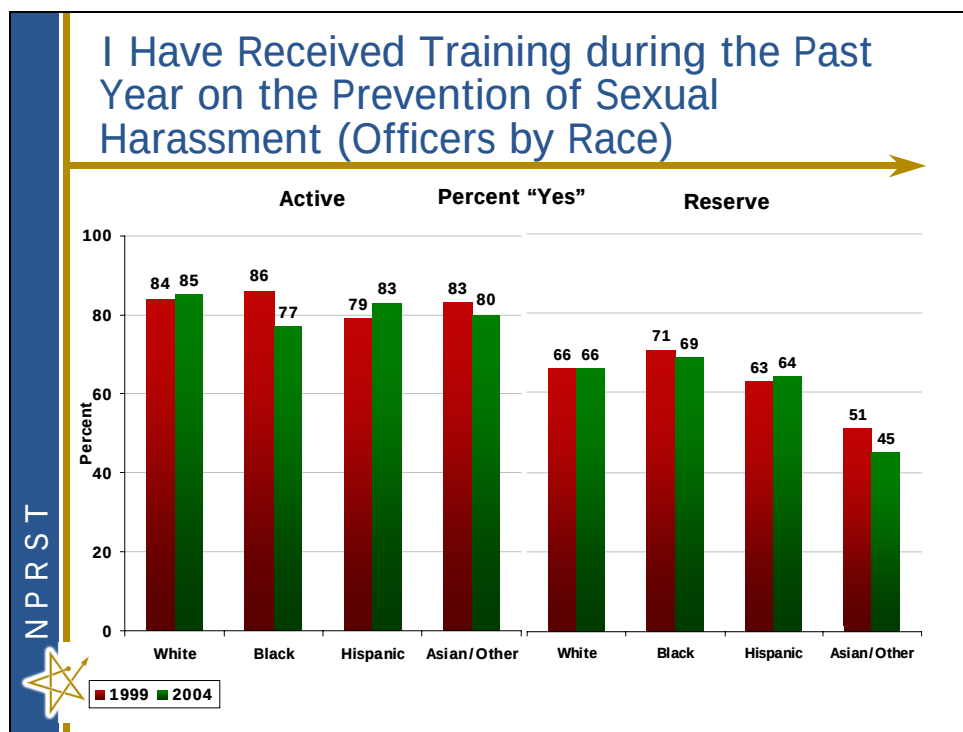
For the three trainings presented in this report: EO policy, IRS, and sexual harassment, this slide shows that prevention of sexual harassment had the highest rates. After Tailhook, the Navy and Marine Corps took steps to increase awareness of sexual harassment policies and the high rates of training completion are evidence that this focus still exists.

Unlike some of the previous slides, both Active and Reserve Enlisted Marines had high rates of completion of prevention of sexual harassment training, and that is a good news story.



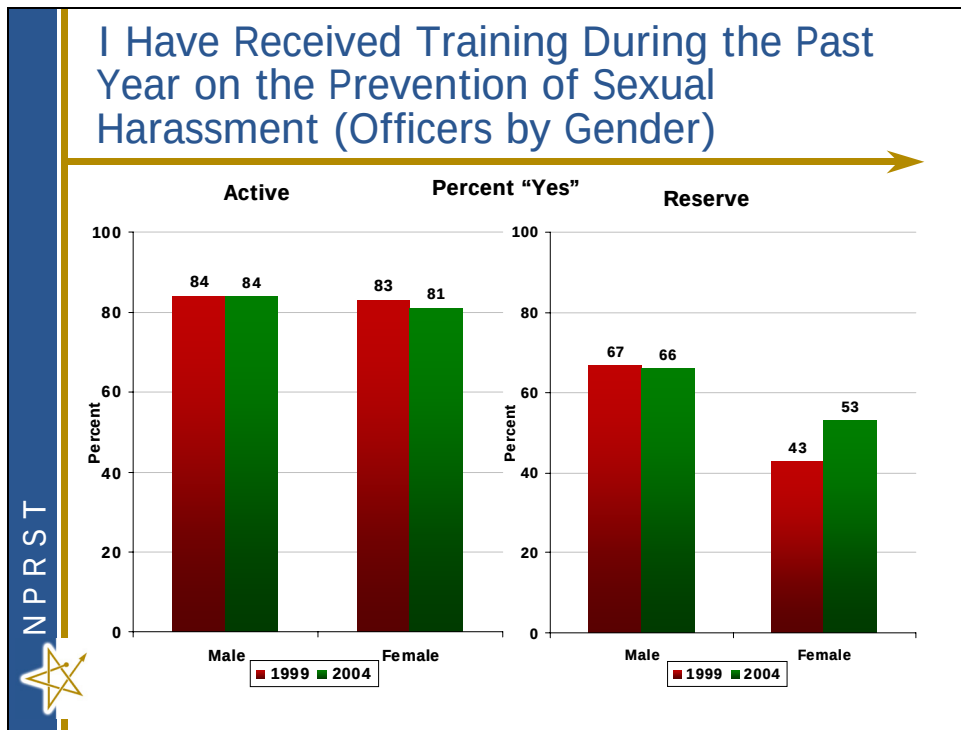
The gender breakout shows that over 80 percent of Enlisted Marines indicate that they received prevention of sexual harassment training in the past year.

Another positive finding is that the gender gap for Reserves found in 1999 was greatly reduced in 2004.



While the rates for Black Active Duty and Reserve Asian/Other Officers did decrease somewhat since 1999, the main takeaway is that the results in 2004 were generally similar to those obtained in 1999.

One interesting finding, also obtained on Navy surveys, is that Enlisted have a higher rate of completing prevention of sexual harassment training than Officers. This difference occurred for both Active Duty and Reserves but was clearly larger among Reserve Officers. Since Officers serve as leaders and role models for Enlisted Marines, this relatively lower rate of receiving prevention of sexual harassment training by Marine Corps should be addressed.



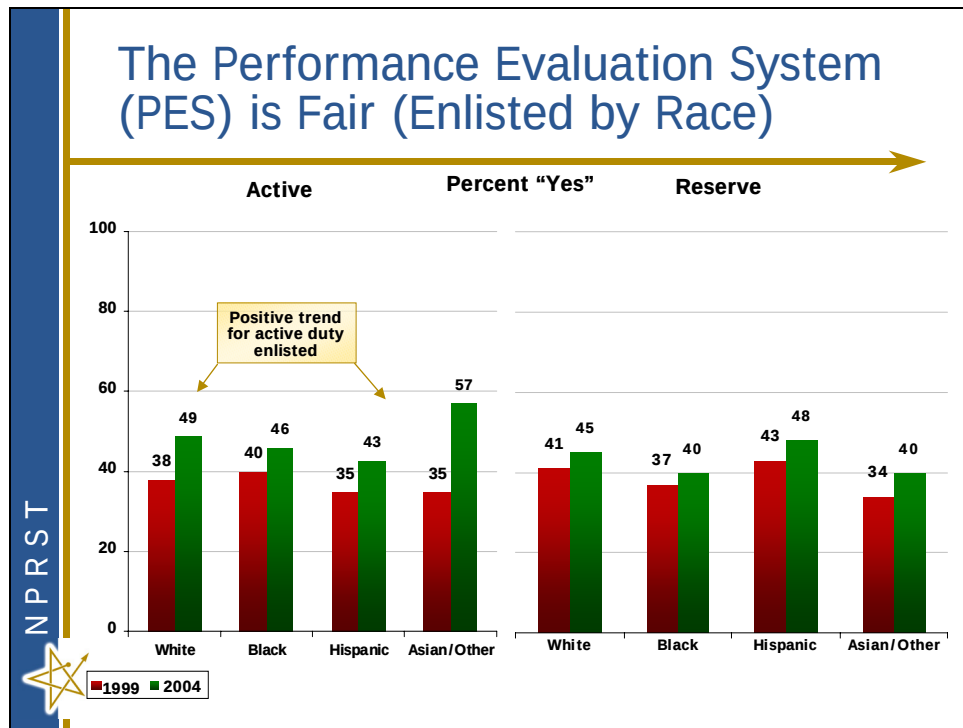
The gender breakout shows higher rates of completing prevention of sexual harassment training among Active Duty compared to Reserve Officers. Since this difference is larger than the small differences between Active and Reserve Enlisted, delivering this training to a higher percentage of Reserve Officers should be a future goal.

Although the Reserve Officer numbers were lower than their Active Duty counterparts, the gender gap between male and female Reserve Officers was less in 2004 than in 1999.



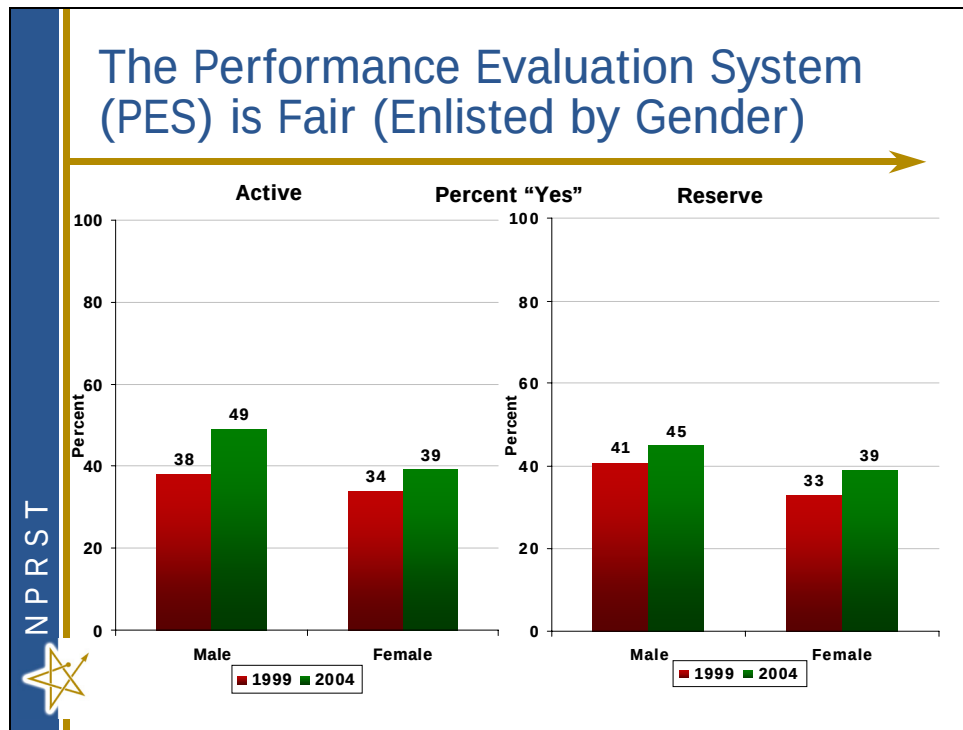
This section contained items related to recognition, evaluation, and promotion/ advancement.

Since the Performance Evaluation System (PES) is key to career progression in the Marine Corps, it is the focus of the next set of slides.

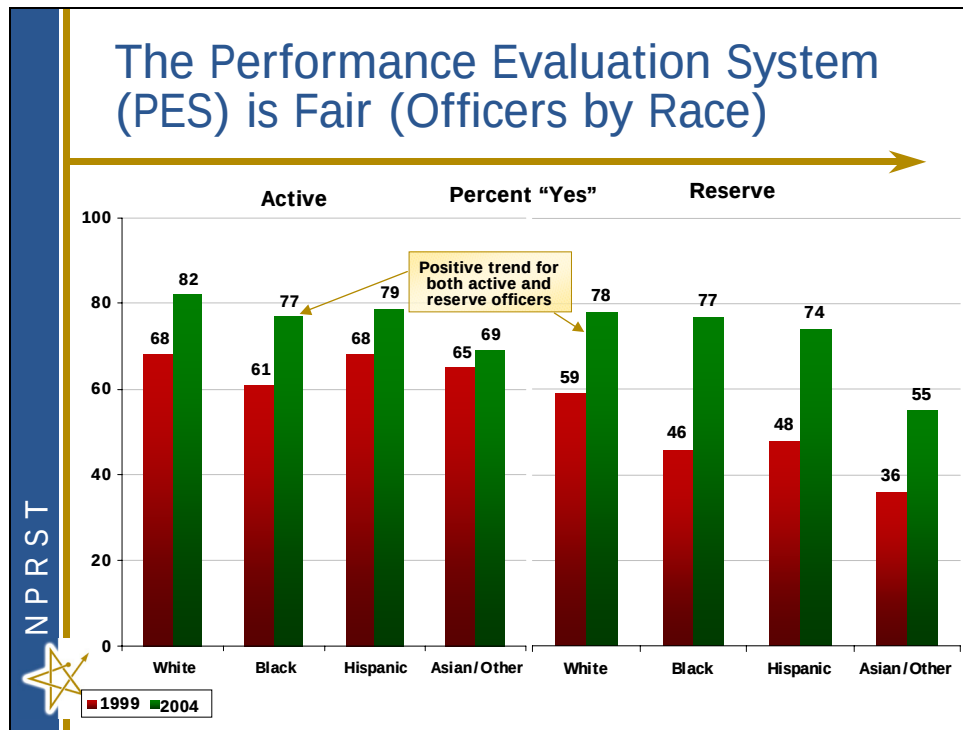


Despite the general lower ratings for this item, there was a dramatic increase in ratings of the PES between 1999 and 2004. Marine Corps leadership has attributed this increase to a change in the USMC PES around 1999.

Evaluation systems, by their very nature, are seen as unfair by many people. Even if they think its fair for them, they may recall several cases that seemed unfair and view the entire system negatively.



As noted on the previous slide, items about military evaluation systems are often not viewed positively. A similar pattern has been found on Navy and other military surveys, which provides some context for these results.

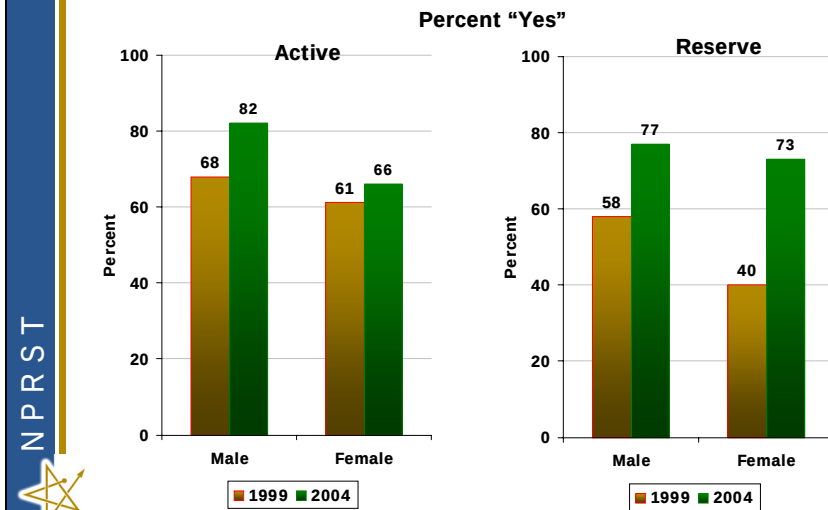


It should be noted that it is common for Enlisted to evaluate things more negatively than Officers on military surveys such as the MCCS.

Also, the Navy data mentioned on the previous slide did find almost a 20 percentage point gap between Enlisted and Officers in ratings of the Navy's performance evaluation system. So even though these large differences exist, a good approach is to try to reduce the gaps through education and training.

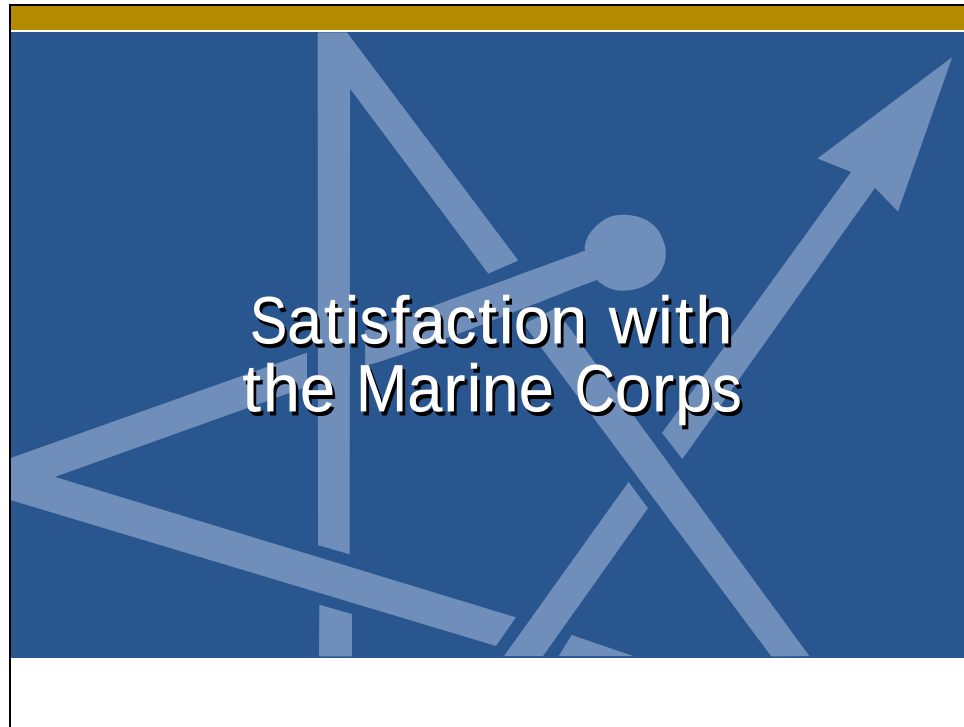
As can be seen, the responses by Officers to this item are much higher than the Enlisted responses.

The Performance Evaluation System (PES) is Fair (Officers by Gender)

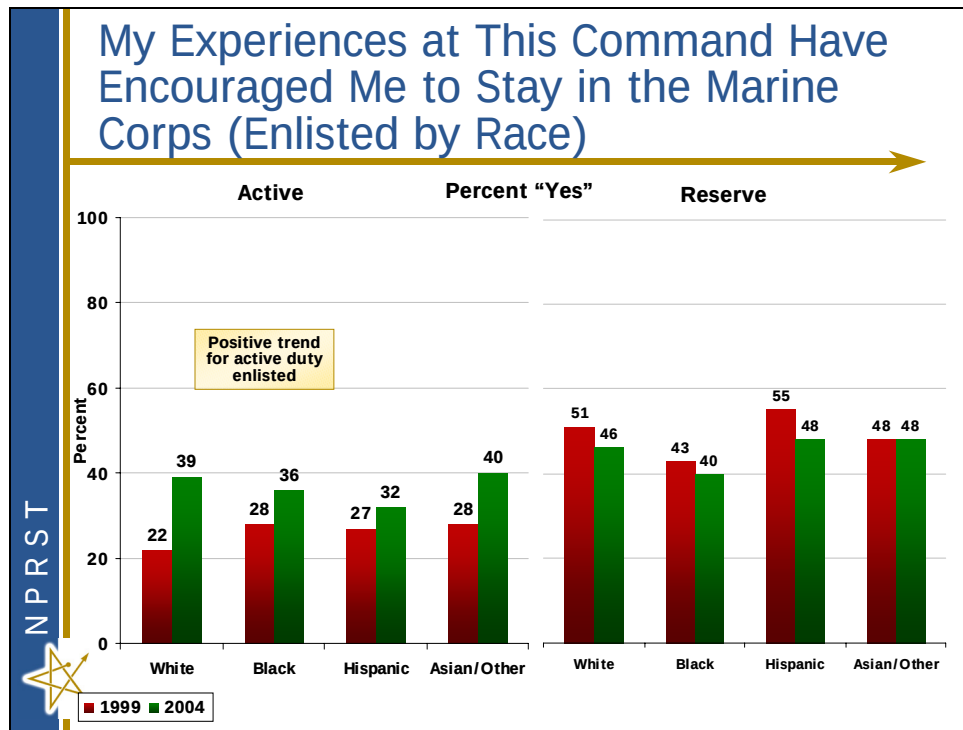


The Officer graph broken out by gender shows both a dramatic increase among Reserve Officers as well as the similar higher endorsement of this item by Officers than by Enlisted as noted on the previous slide.

It has been suggested that Officers are more aware of the system, whereas the Enlisted may not be as educated on the PES. Therefore the gap could be reduced through education about the system that will likely lead to greater awareness. The Marine Corps has an initiative to provide briefs to all Marines on the PES.

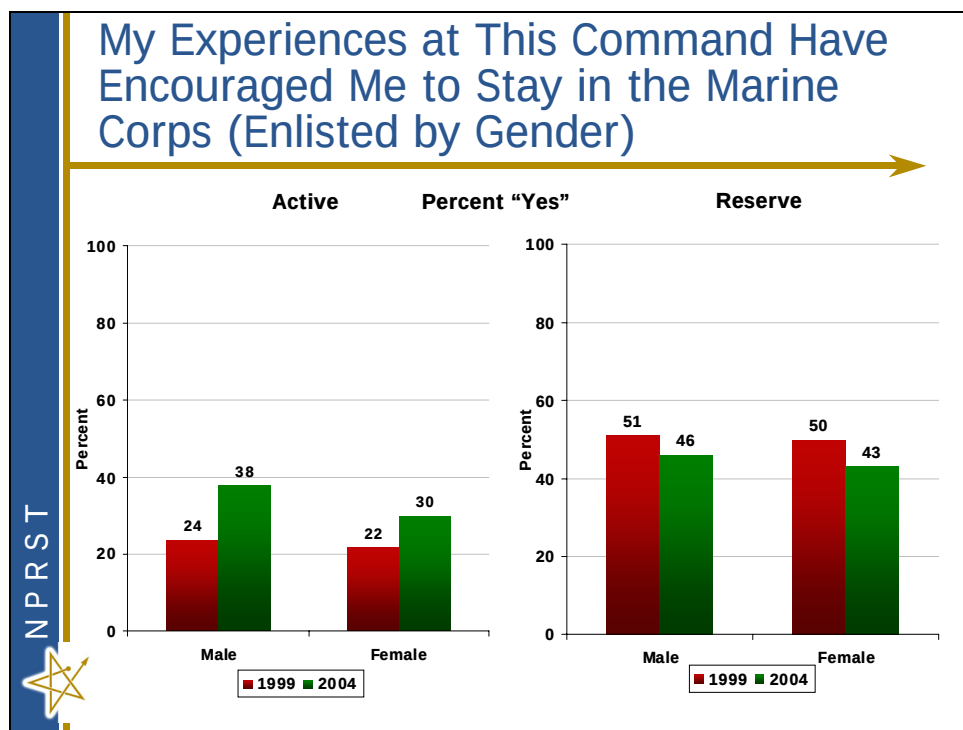


This section of the MCCS dealt with bottom-line indicators: retention intentions, job satisfaction, and recommending the Marine Corps to others.



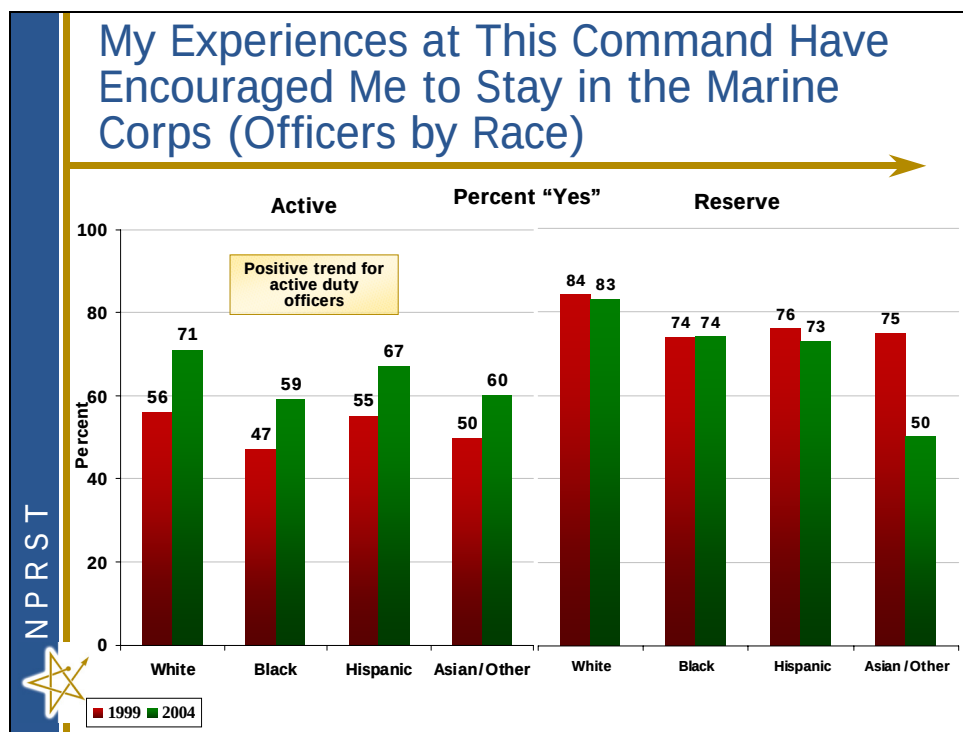
Marine Corps expectations for retention, especially among juniors, are lower than for other services.

But the key finding of the item is not that the overall numbers are low, it is that there has been a clear positive delta for Active Duty compared to 1999.



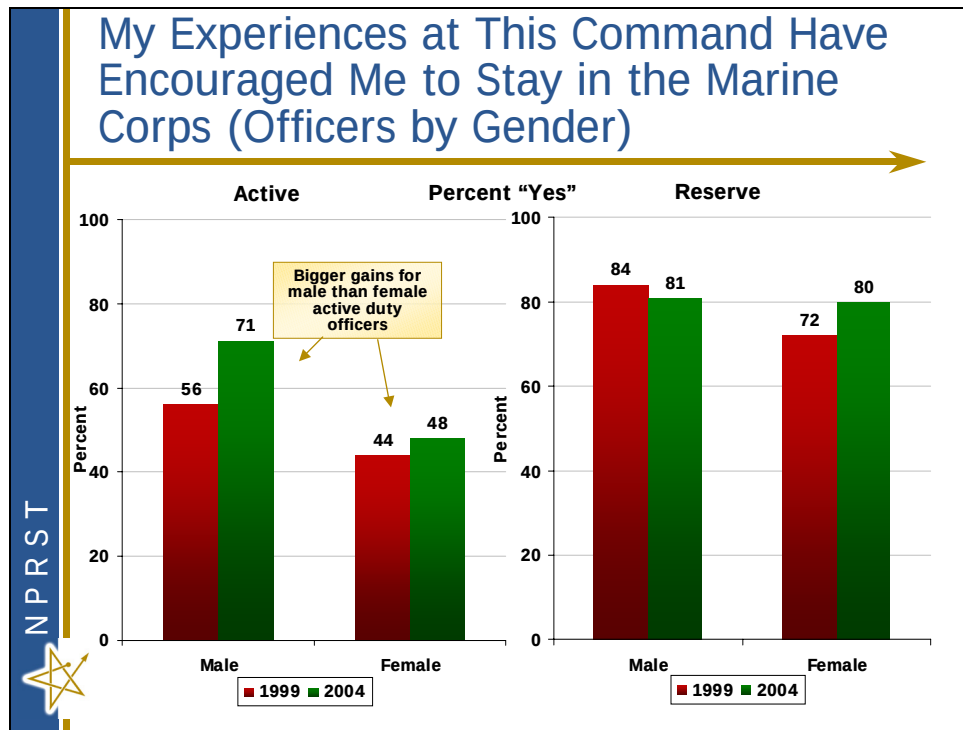
As can be seen, the results for Active Duty differ from those of Reserves. Both male and female Active Duty enlisted indicated higher retention intentions for this item compared to 1999. Among Reserves, both men and women were somewhat less likely to agree with this item in 2004 than in 1999.

This divergent pattern may have to do with the increasing role of the Reserves in the Global War on Terror (GWOT). Faced with a change in expectations about what their roles and mission may be, it appears that some Reservists are choosing to leave the Corps.



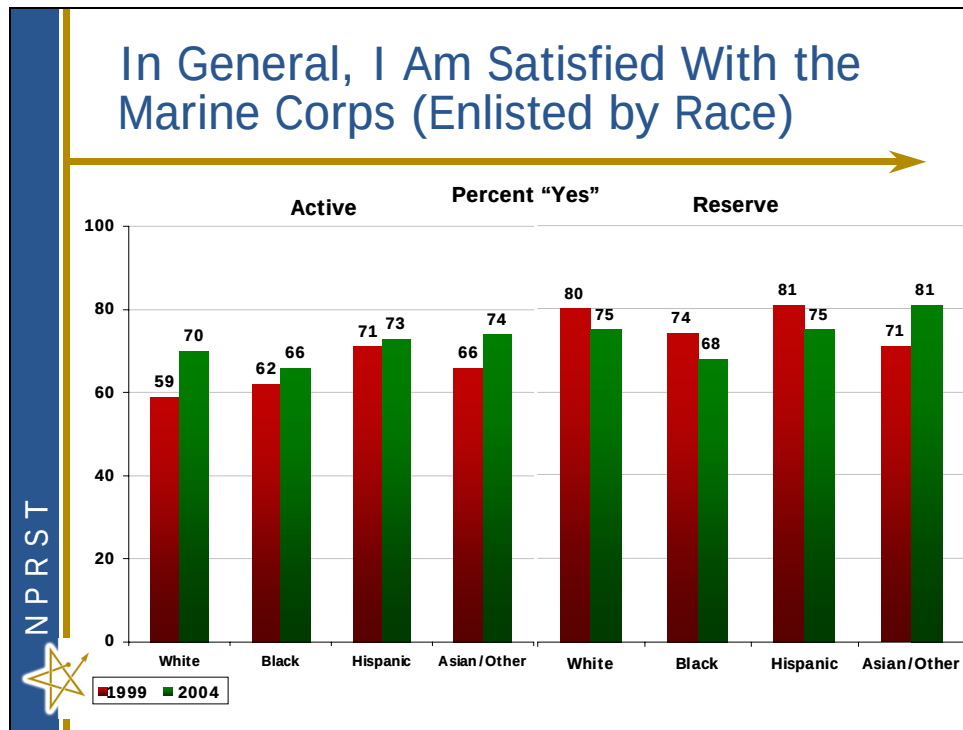
Compared to 1999, there is a clear trend upward for Active Duty Officers.

This is not the case for Reserve Marine Officers. As the graph indicates, their responses in 2004 were the same or lower than in 1999.



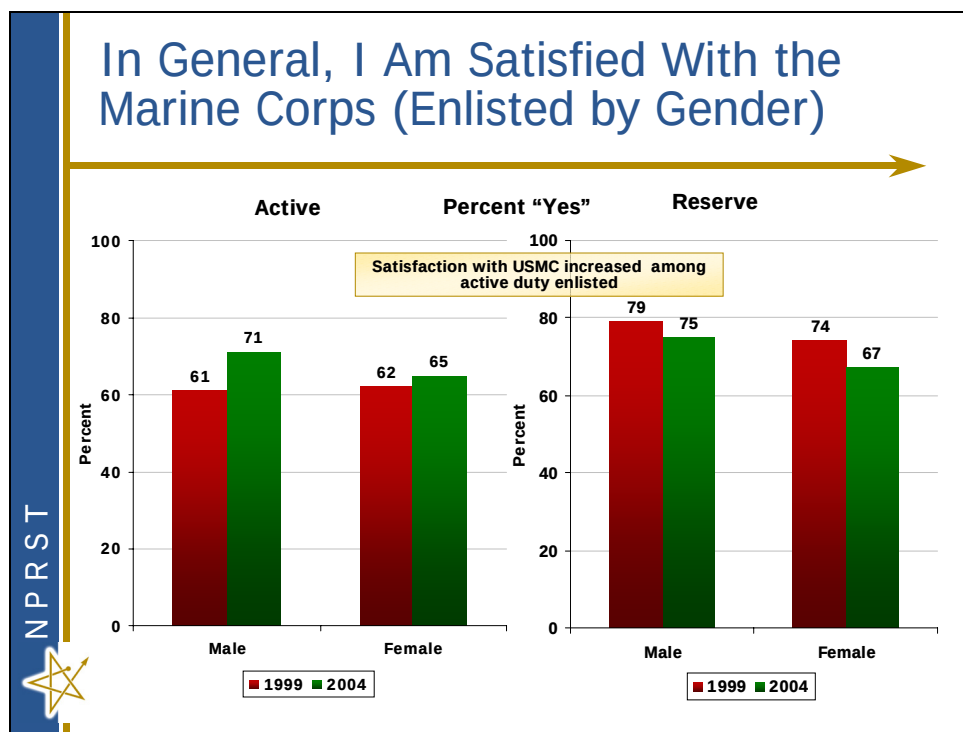
The Active Duty slide shows that while Active Duty male Officers increased 15 points on this item between 1999 and 2004, Active Duty women Officers increased only 4 percentage points. Thus, the gender gap for this item has widened,

Among Reserves, the overall rates of endorsement for this item are higher than for Active Duty and there is very little difference between the male and female responses.



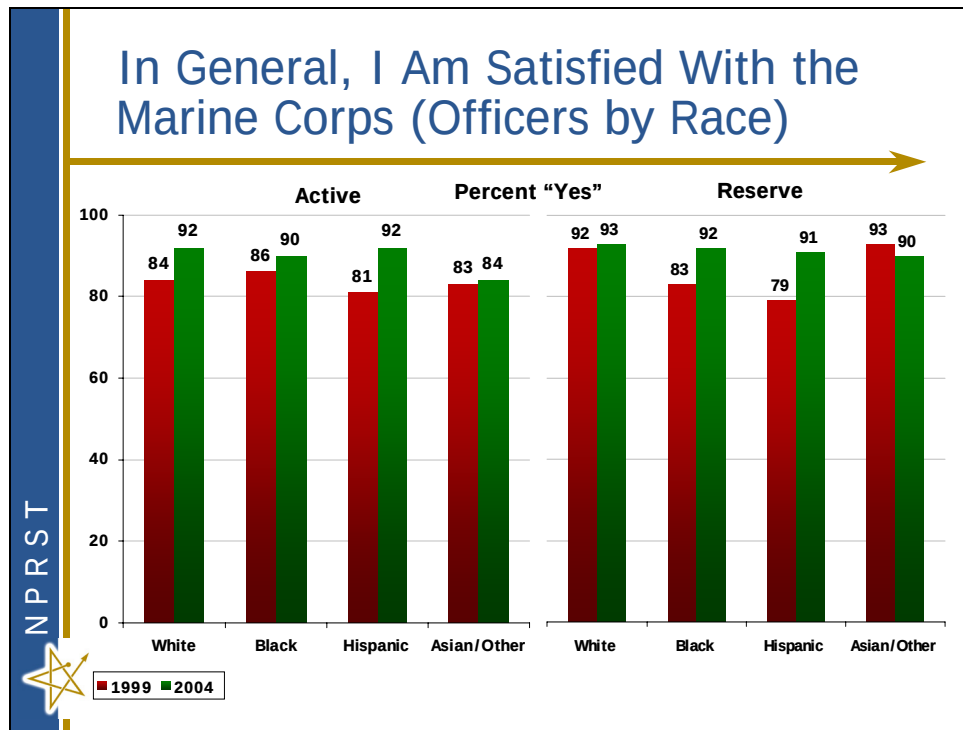
It was found that 66 percent or more were satisfied with the Corps, and these numbers increased for Active Duty Enlisted but decreased for all Reserve Enlisted groups except for Asian/Others.

One of the key measures on the MCCA is how satisfied respondents are with the Marine Corps.



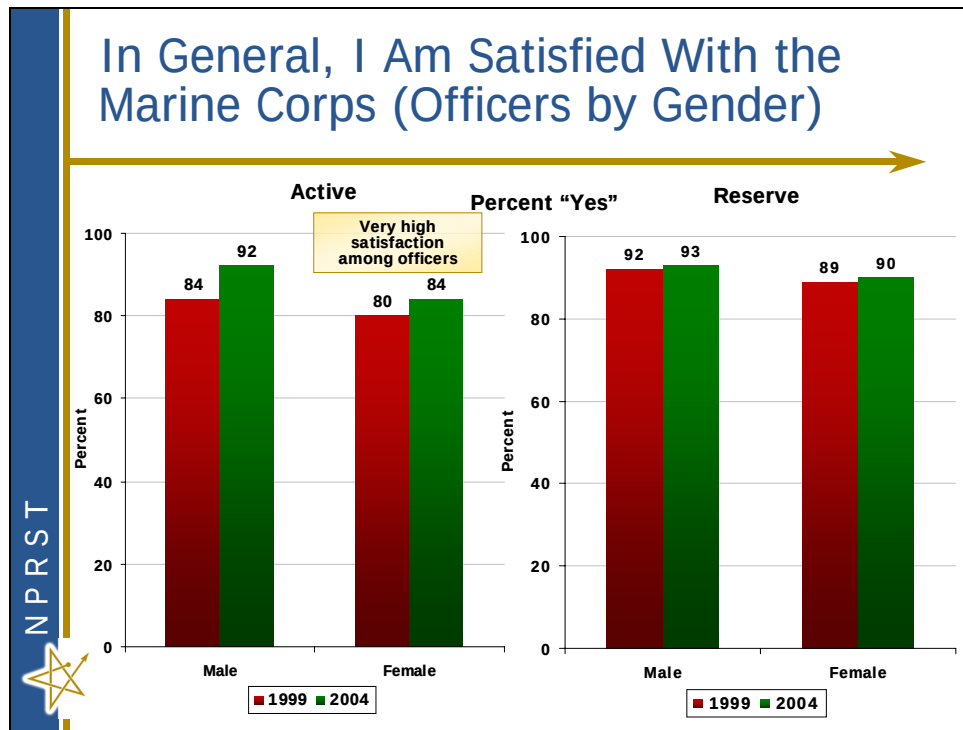
Although satisfaction with the Marine Corps is higher among Reserves than Active Duty Enlisted the trend is going in opposite directions. Compared to 1999, Active Duty Enlisted indicated higher satisfaction with the Marine Corps while Reserves indicated somewhat less satisfaction.

Again, the reasons may have to do with GWOT, the increased mobilization, and reduced predictability about the future among Reservists.



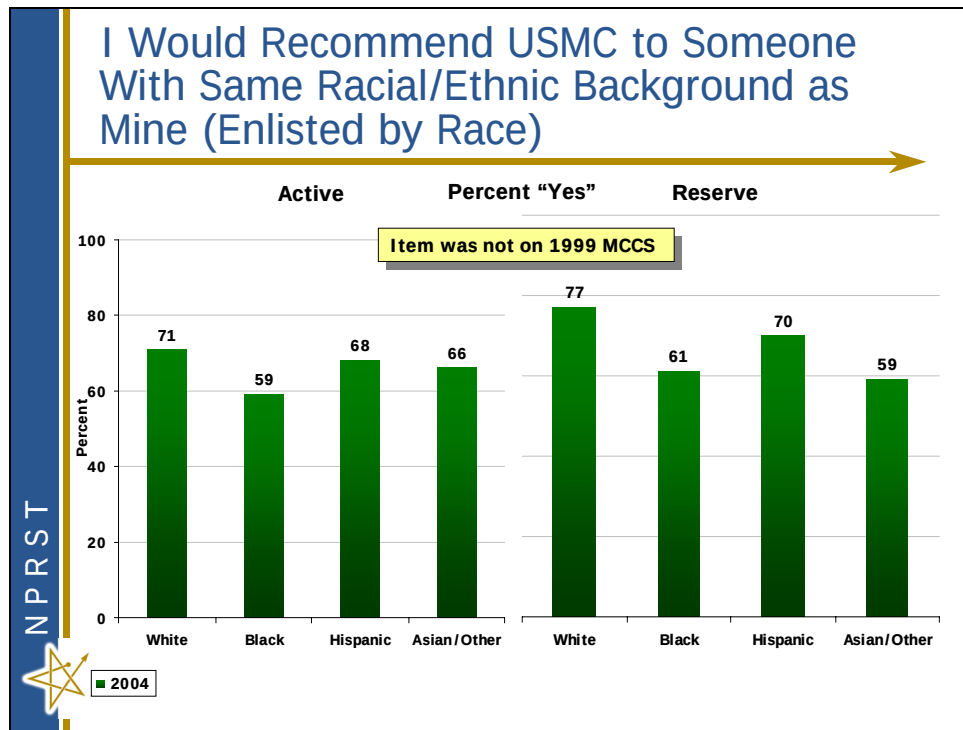
For comparison, we have administered a very similar item on recent Active Duty Navy-wide surveys and the job satisfaction for Officers is typically between 75–80 percent using a somewhat different response scale than the one used on the MCCS.

Among both Active and Reserve Marine Corps Officers satisfaction has increased since 1999, and is at 90 percent or higher for all groups except Active Duty Asian/Other Officers.



The gender breakout for Officers shows very high satisfaction with the Marine Corps among both Active and Reserve Marine Corps Officers.

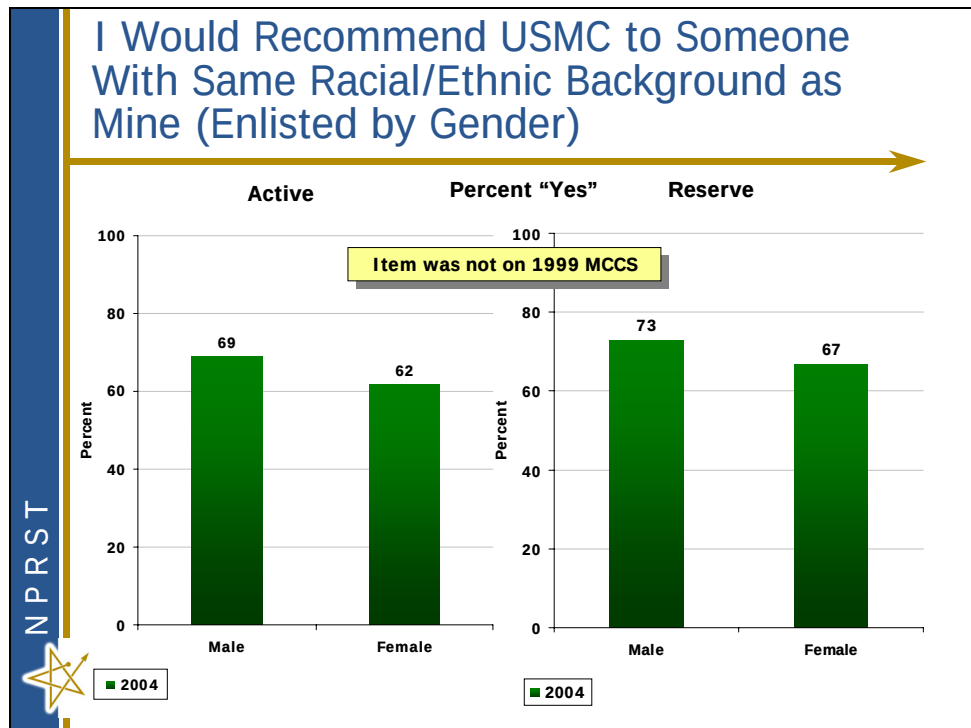
These high Officer satisfaction scores are a positive takeaway from the 2004 MCCA. Of all the climate items that are measured on surveys such as the MCCA, satisfaction with the organization is considered among the most important bottom-line indicators and is usually a good predictor of retention.



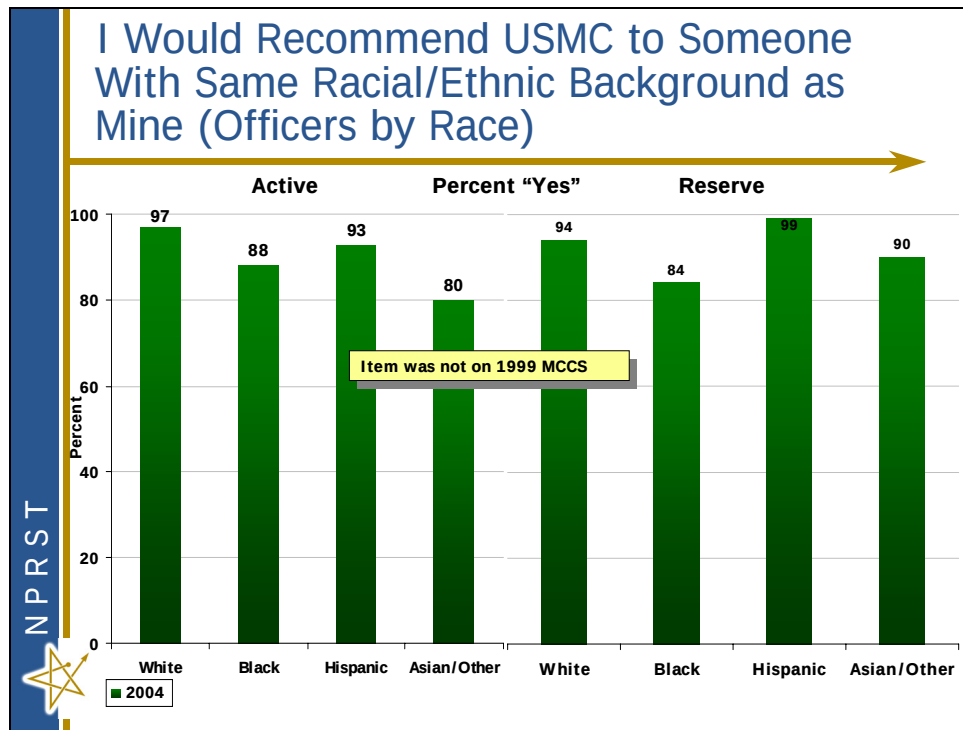
This item was added to the 2004 MCCS at the sponsor's request.

For Enlisted, 66 percent or more of Enlisted race/ethnic groups, with the exception of Active Duty and Reserve Blacks and Reserve Enlisted Asian/Others, endorsed this item.

The lower scores for Blacks and Reserve Asian/Others may be an indirect indicator of a lower perceived racial/ethnic climate. This item should be included on future MCCS Surveys and tracked over time. A goal should be reducing this gap.

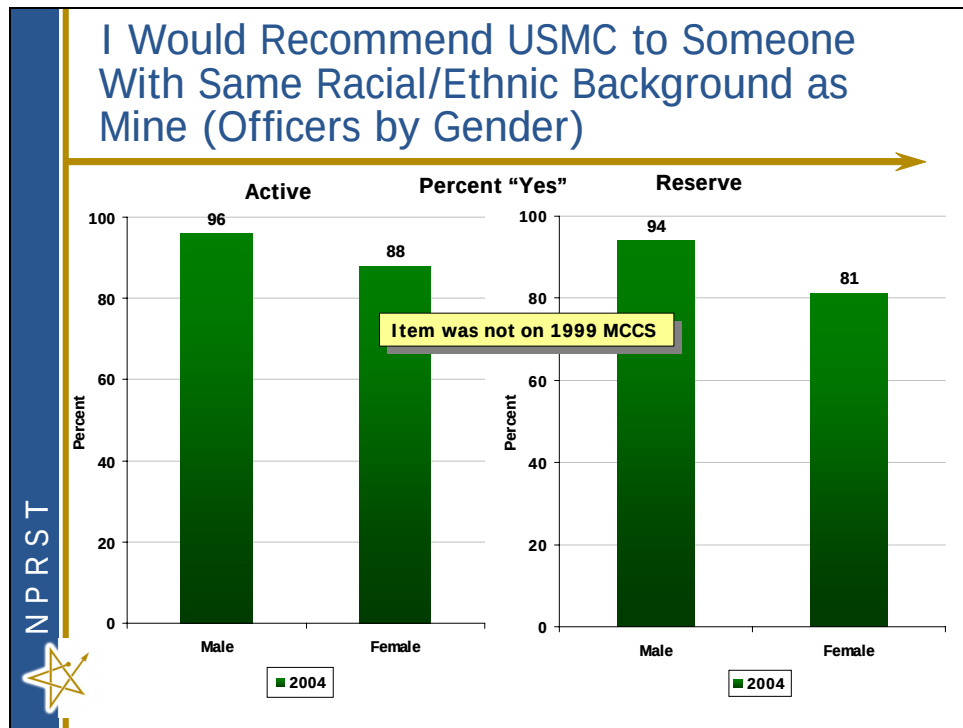


There were only small differences (7 percentage points or less) between Enlisted males and females for this item.



Over 80 percent of all groups endorsed this item, and for 5 of the 8 items the percentage who responded "yes" was above 90 percent.

While this is a very good finding, there still was a tendency for Blacks and Active Duty Asian/Others to have somewhat lower rates of agreement with this item.



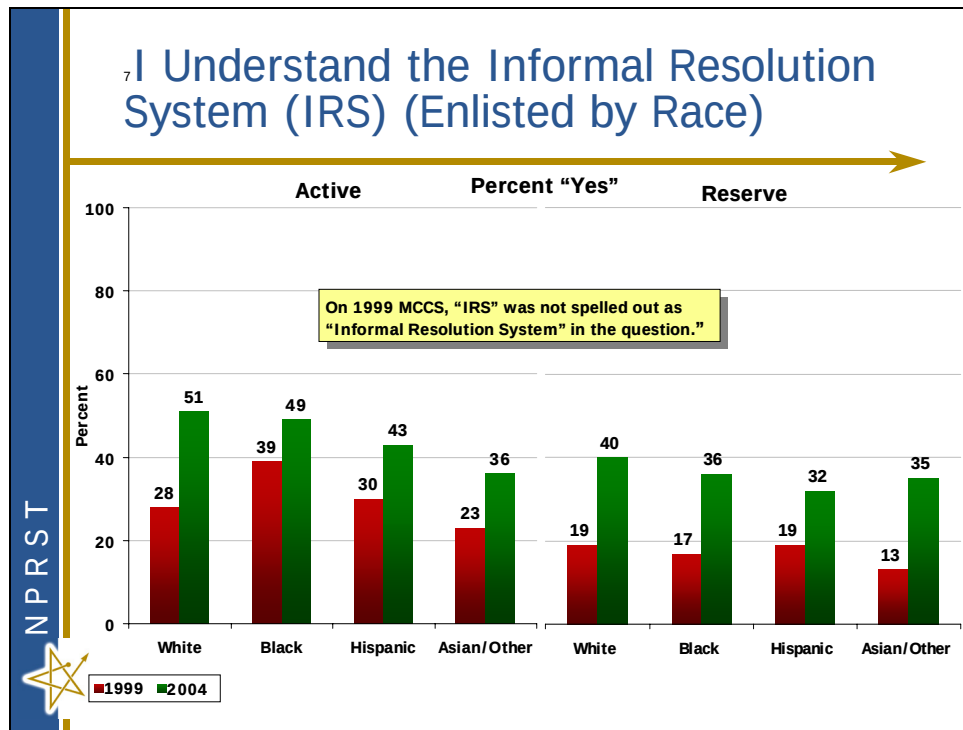
While all Officer responses were very positive, there was a larger gender gap for responses between Officers than previously seen for Enlisted responses. This may be the result of the extremely high endorsement of this item by male Officers (96% for Active, 94% for Reserves).

Compared to this near unanimous endorsement of this item by male Officers, the responses of female Officers are relatively lower although still very positive.



An important indicator of a healthy climate is the state of resolution systems that Marines may use to address issues related to EO, sexual harassment, or other related areas.

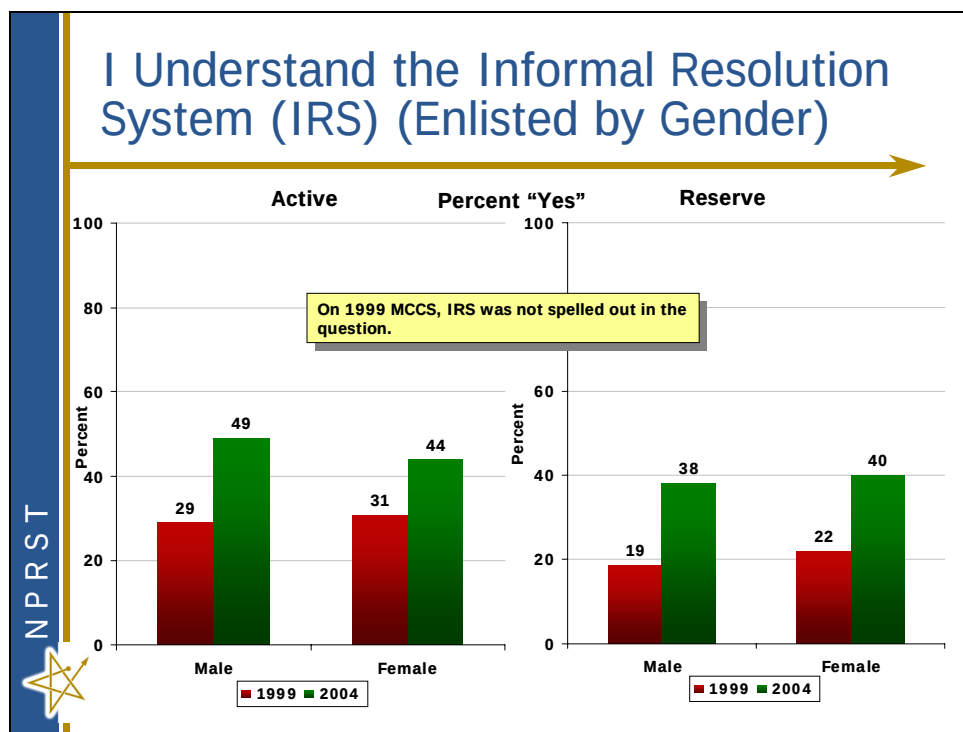
The items in this section asked about the IRS or Informal Resolution System as well as Request Mast.



This positive increase must be balanced against the fact that even in 2004 only about 50 percent or less of all Enlisted Marines indicate that they understand the IRS.

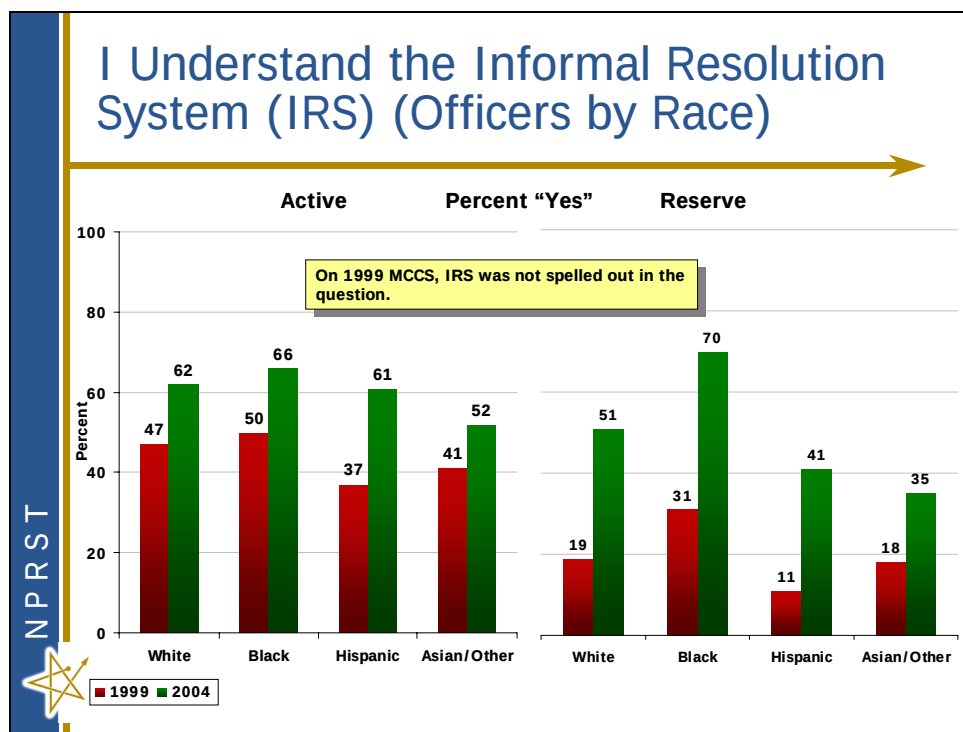
Some of the increase may also be due to a change in the question wording. In 1999, "IRS" was not spelled out, but it was spelled out as "Informal Resolution System" in 2004.

For both Enlisted groups, the results in 2004 are clearly more positive than they were in 1999.



This slide again shows a clear increase in 2004 compared to 1999, and very small differences between males and females.

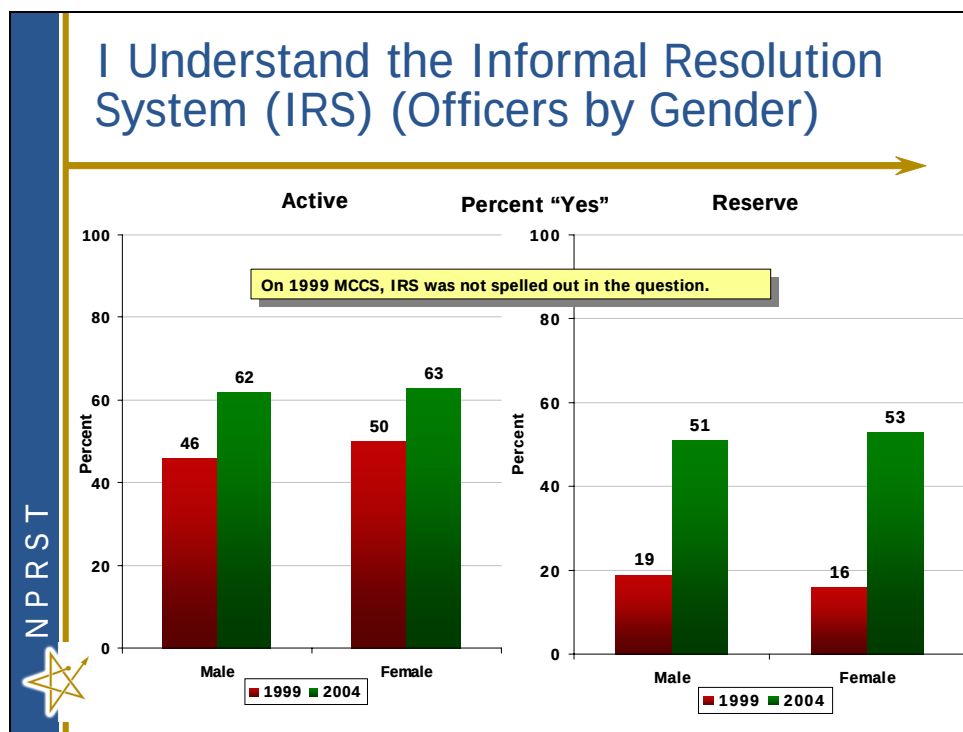
As on the previous slide, the takeaway is that even with the gains in 2004, the overall level of understanding of the IRS among Enlisted Marines needs improvement.



Officers also showed dramatic increases in 2004 compared to 1999, however, as noted; some of the increase may be due to the change in the question wording on the 2004 survey.

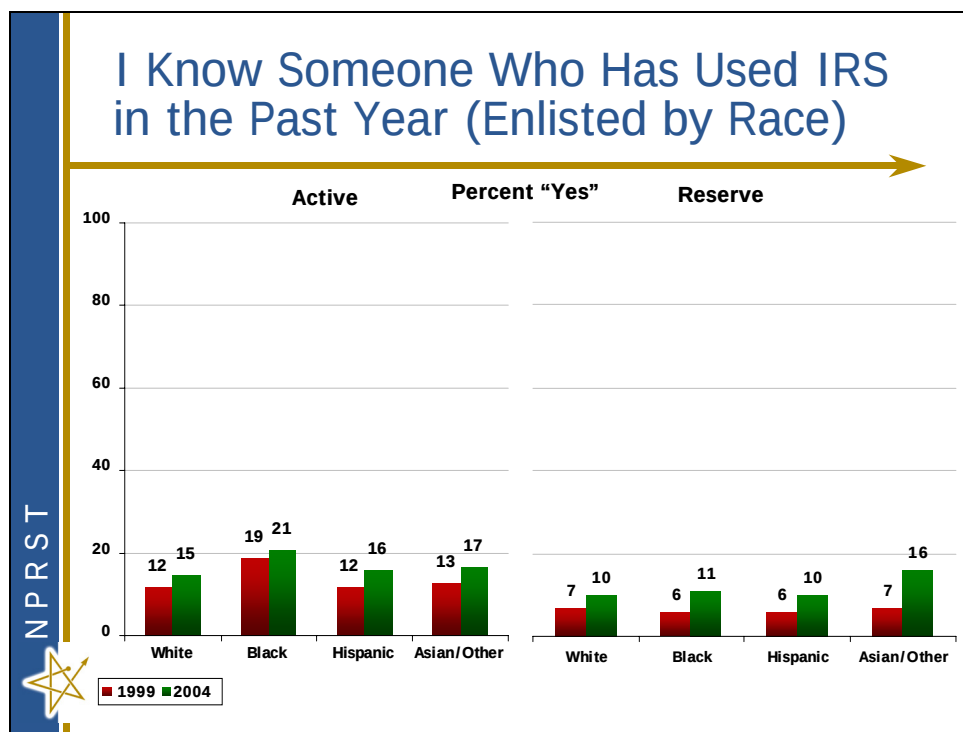
The responses of Reserve Marine Officers varied quite a bit by race/ethnic group. It is not readily apparent why, and this pattern was not found on most of the other climate items.

Even with the increases in 2004, there is clearly room for improvement in understanding of the IRS. This should be addressed in various Marine Corps training and education venues. Marines cannot effectively use a system that many do not understand.



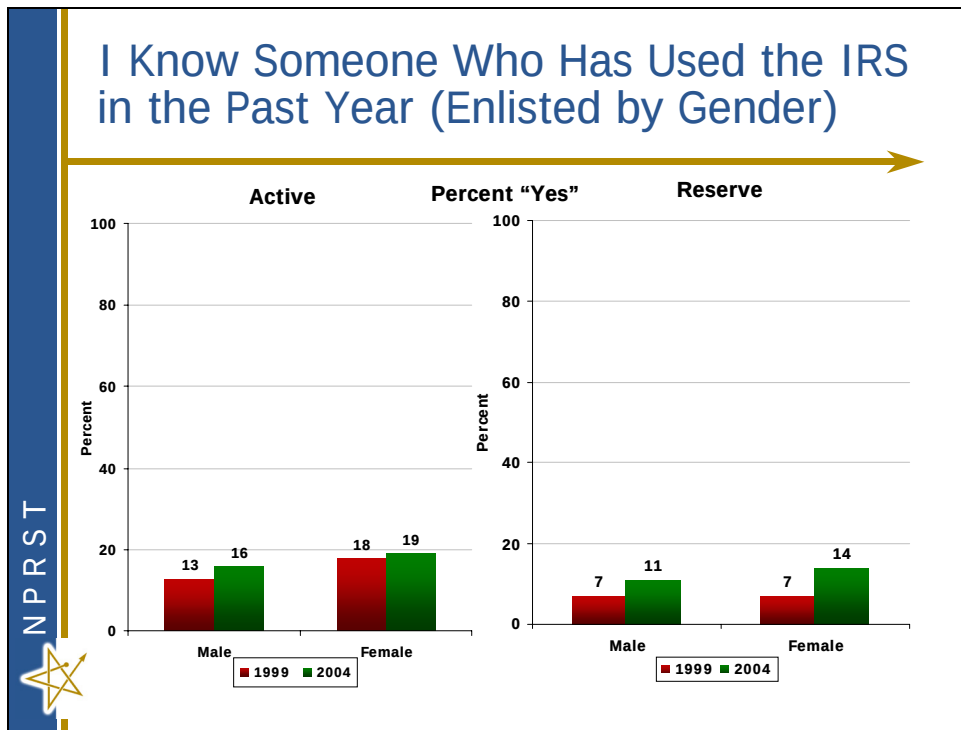
There was little variance between the responses of male and female Officers to this item.

The increase for all groups is apparent, but even with the increase, only about 6 in 10 Active Duty Officers and just over half of Reserve Officers said that they understood the IRS.



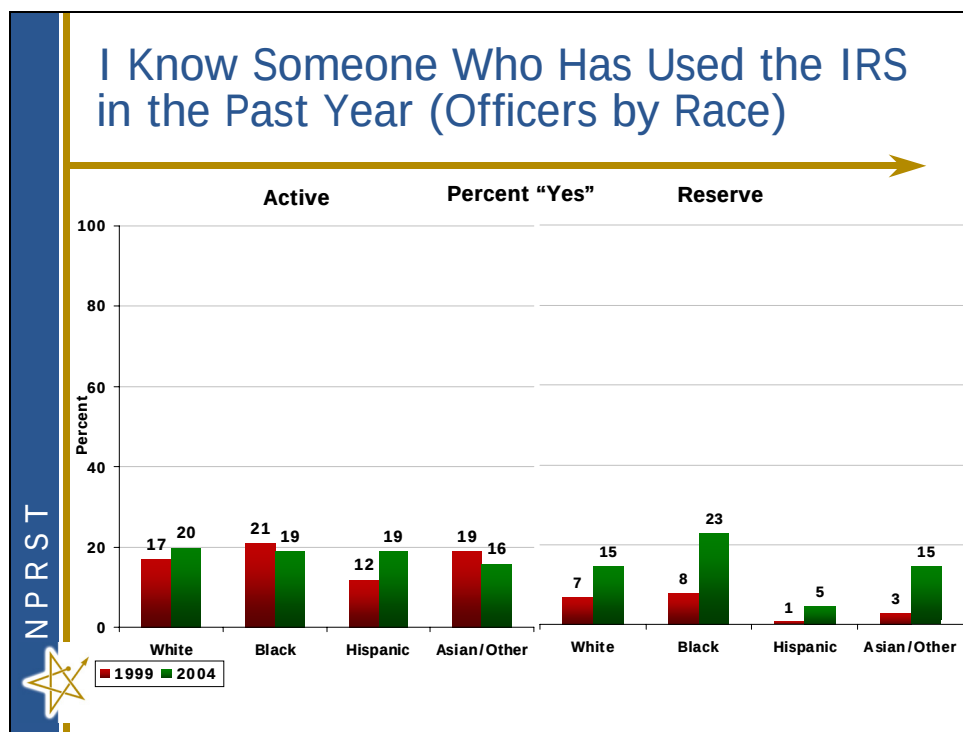
The results increased for all Enlisted race/ethnic groups but the increases were not large. In all cases, about 20 percent or less indicated that they knew someone who had used the IRS in the past year.

For some items that Marines may be hesitant to admit to, such as use of the IRS, an indirect or proxy measure can be used to assess the issue. Such was the case for this item, which asked Marines if they knew someone who had used the IRS in the past year.



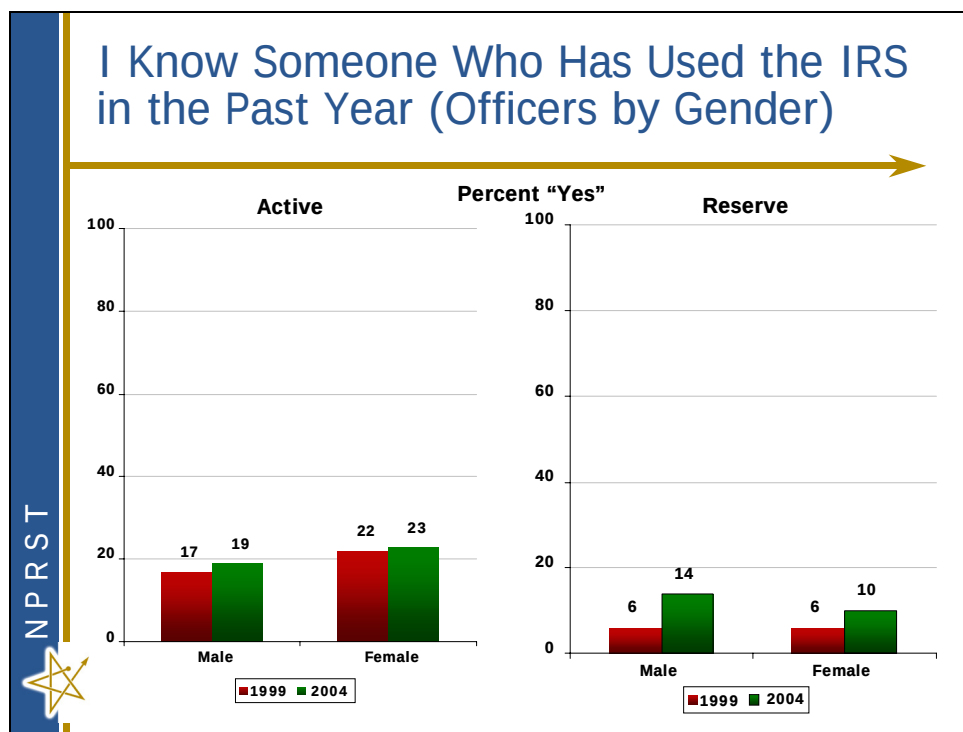
The responses of male and female Enlisted Marines were similar for this item.

The increase from 1999–2004 was somewhat larger among Reserves, but the overall rates are still higher for Active Duty.

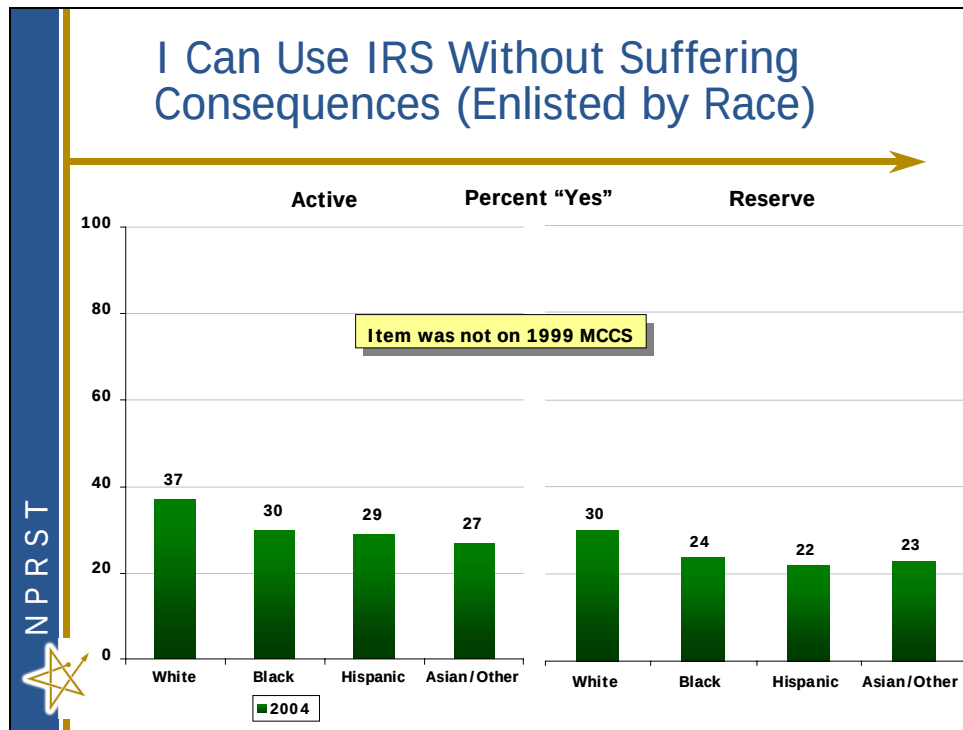


Among Reserve Officers, there were much larger increases in the percentage who said they know someone who has used the IRS than among Active Duty Officers.

Reserve leadership may want to attempt to determine why this increase occurred.



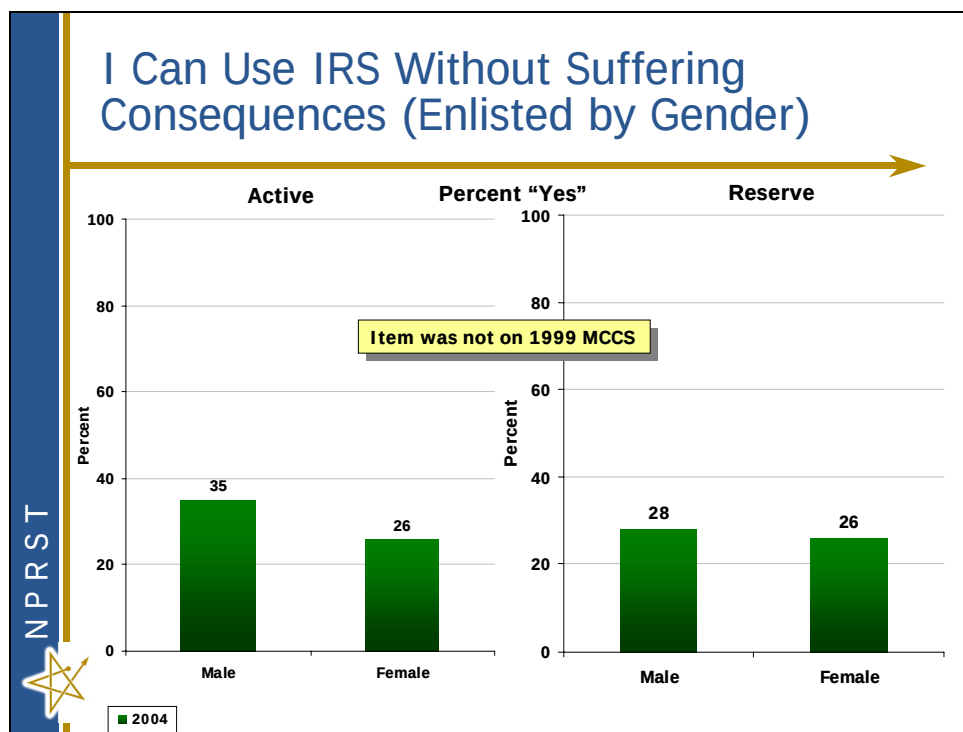
While the results for Active Duty males and females are very similar to those obtained in 1999, there was a somewhat larger increase for both Reserve male and female Officers.



As can be seen, the overall rates of endorsement are low—about one-third or less. Also, there was a tendency for minority responses to be lower than those of majorities.

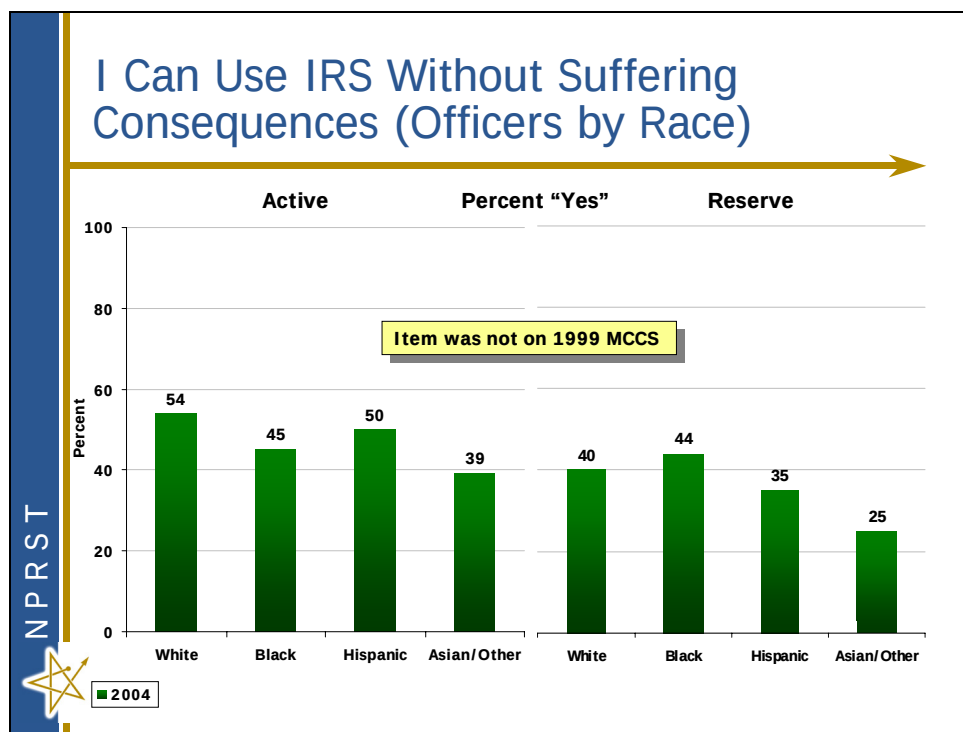
As confidence in resolution systems is an important component of a good climate, this is an area that should be addressed by leadership and monitored in future surveys.

This item was added to the 2004 MCCS at sponsor's request.



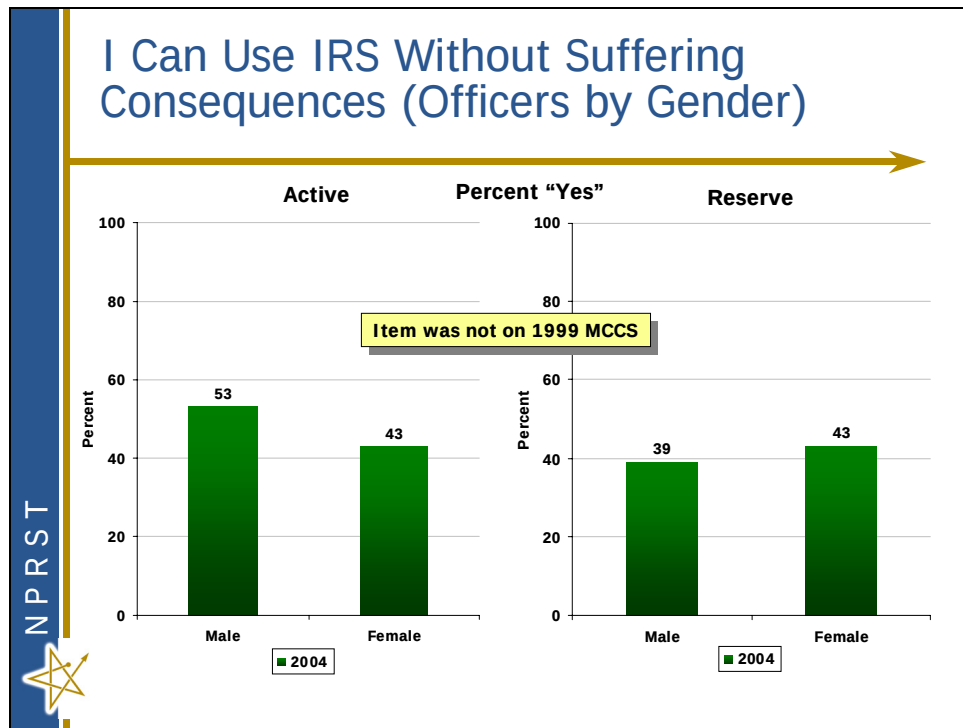
Enlisted females were somewhat less likely to respond “yes” to this item than Enlisted males were.

Among Enlisted Reservists, the responses of males and females were about the same.



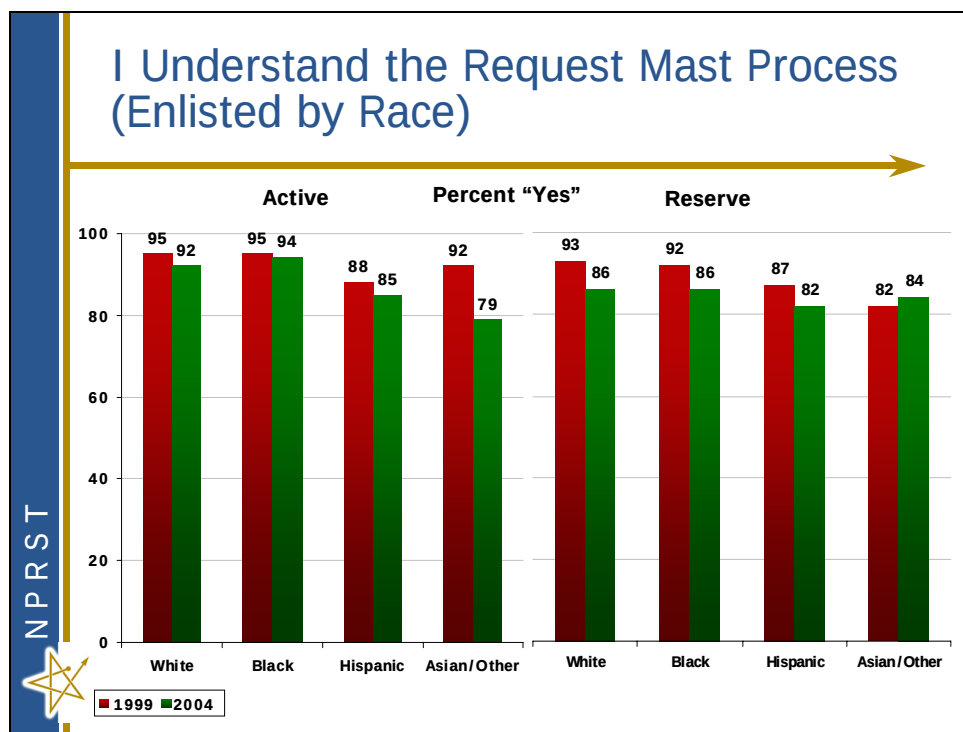
While the responses for Officers are higher than those of Enlisted, they still are relatively low. Only about 50 percent or less of Marine Corps Officers indicated that they could use the IRS without suffering consequences.

There were some differences between race/ethnic groups that should be tracked on future surveys.



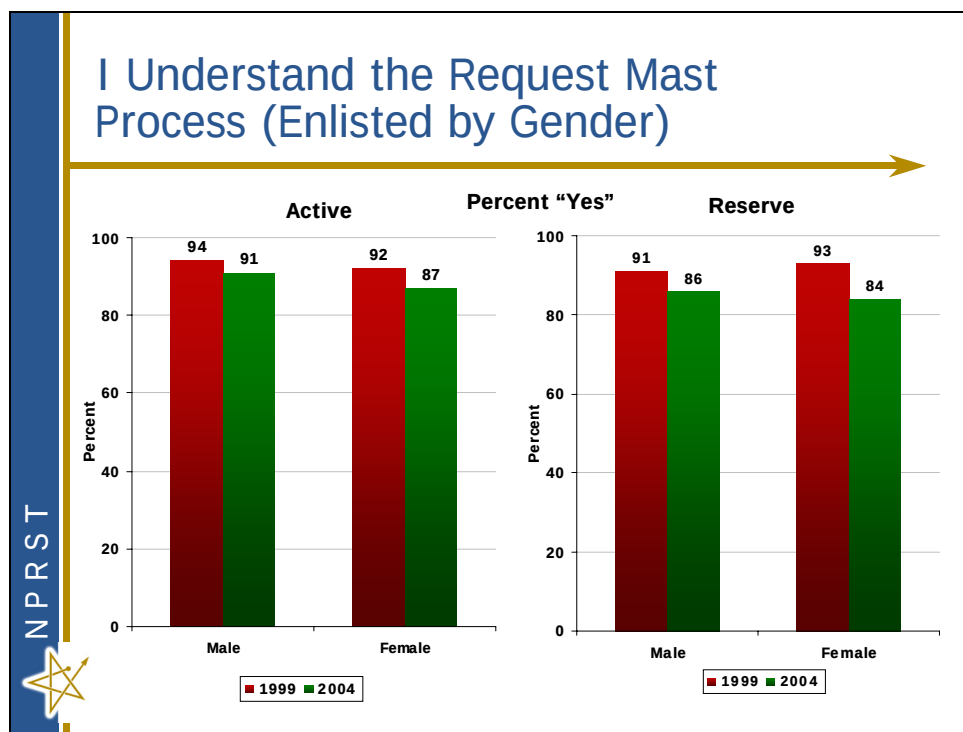
Active Duty Male Officers were more likely to endorse this item than were their Reserve Male counterparts.

The responses of female Active Duty and Reserve Officers were the same, but both were lower than those of Active Duty Male Officers and somewhat higher than Reserve Male Officers.



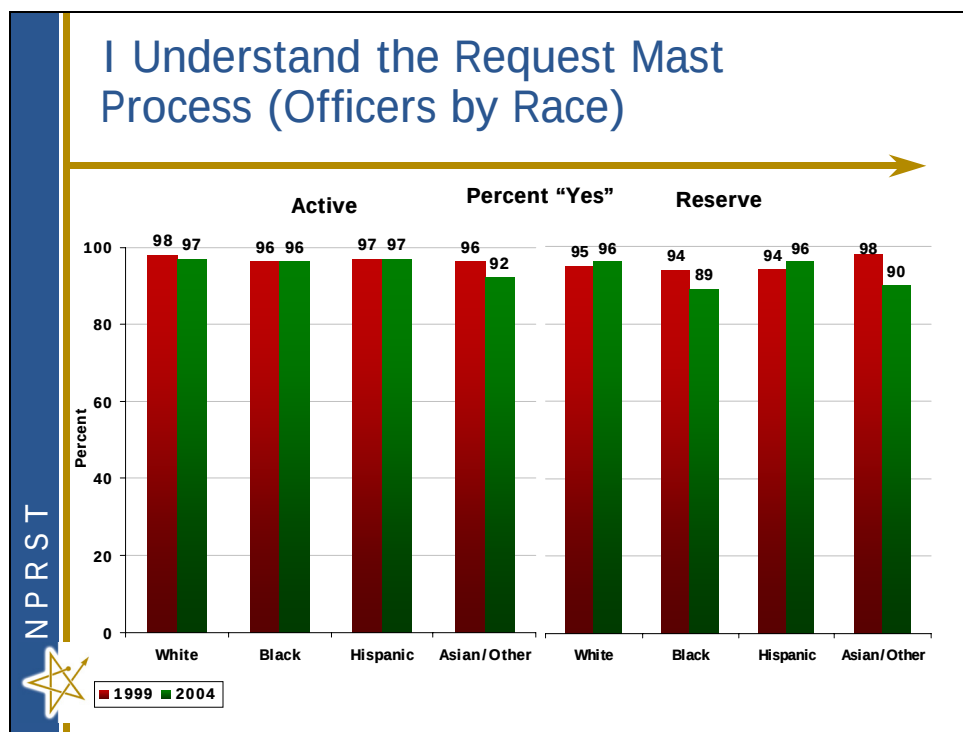
One takeaway from these results is that the Marine Corps success with explaining the RM process needs also to be transferred to increasing the understanding of the IRS.

Unlike the IRS, a much higher percentage says they understand the Marine Corps request mast (RM) process.



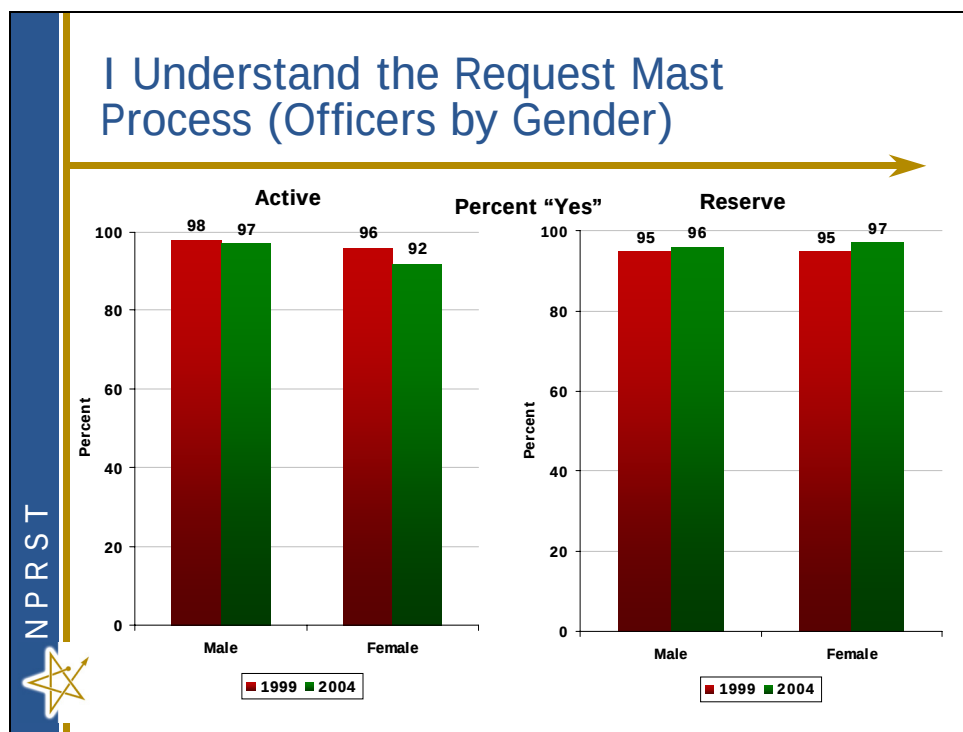
Again, very high rates of understanding the RM process and very small gender differences.

For both this and the previous graph, the results were slightly less positive in 2004 than in 1999. Since this runs counter to the prevailing trend found throughout the MCCS (2004 was usually more positive than 1999), it is worth monitoring in the future.

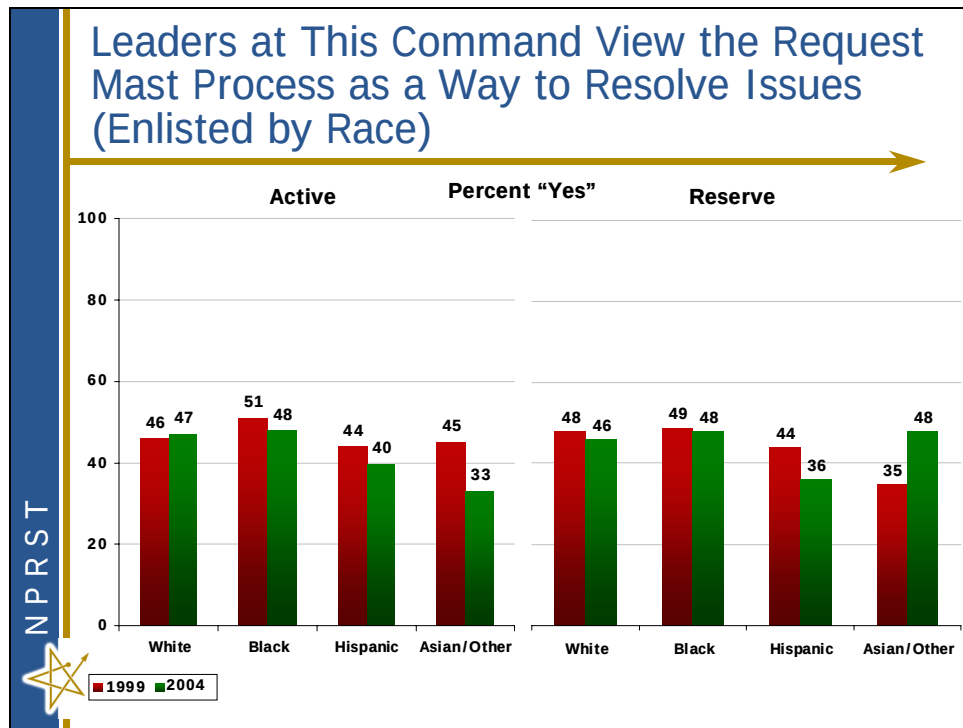


Very high rates of understanding the RM process among both Active and Reserve Officers.

There was about 90 percent or greater endorsement of this item by all race/ethnic groups.

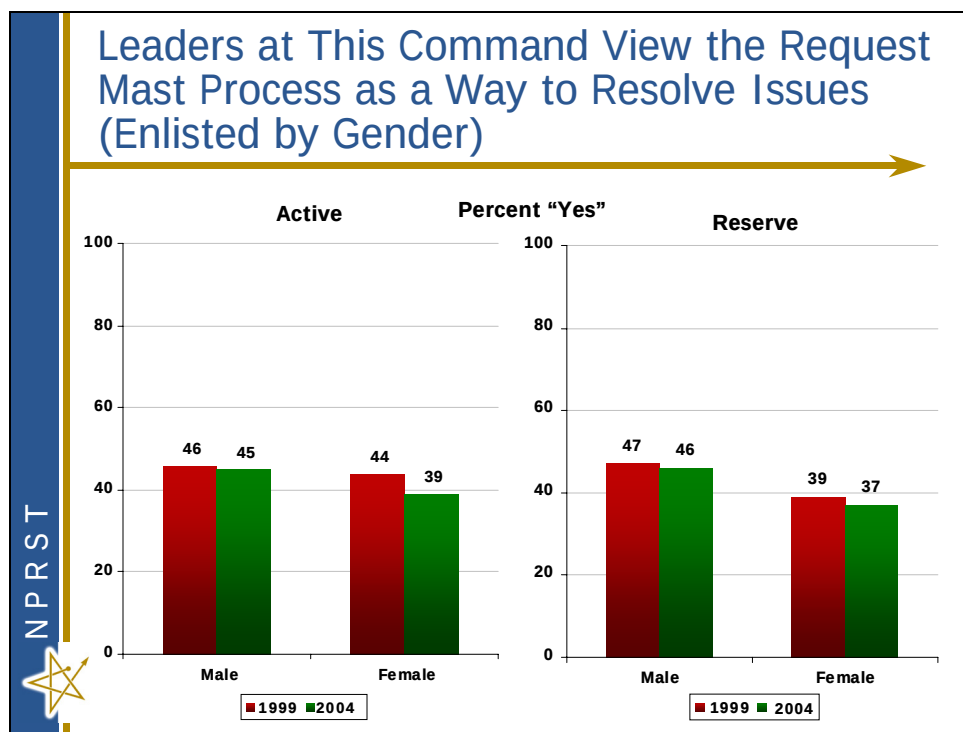


Virtually all Officers—male and female, Active and Reserve—indicate that they understand the RM process.



This is one finding that needs to be followed up with input from USMC leaders to better understand what it means.

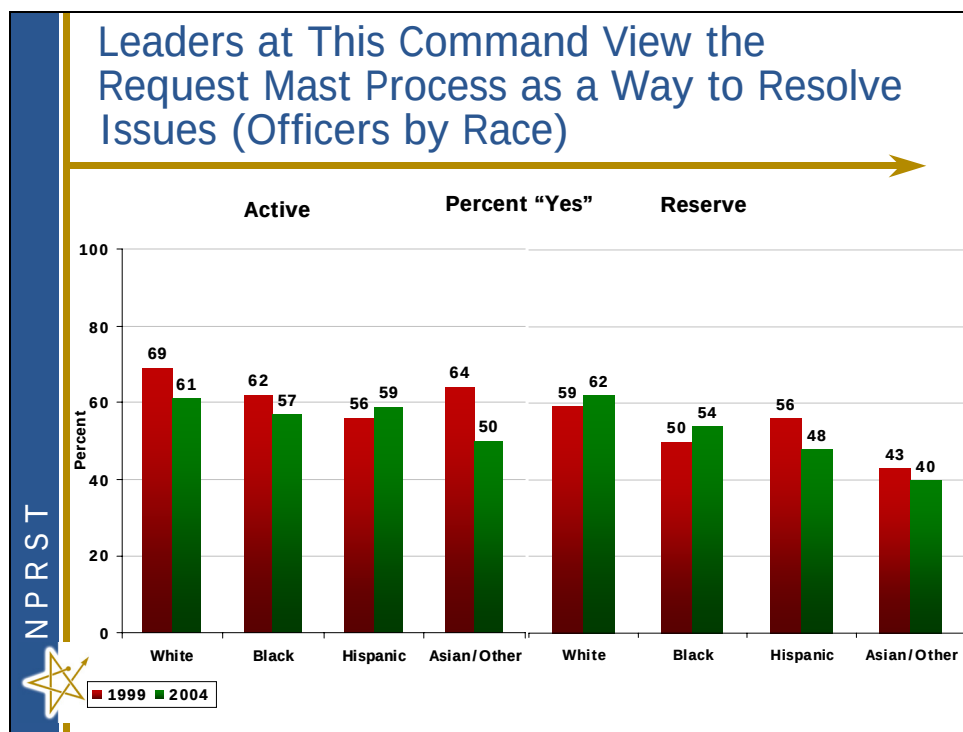
When this item was briefed to senior Marine Corps leadership, it was suggested that leadership might not view Request Mast as a way to resolve problems because they solve them in ways other than Request Mast.



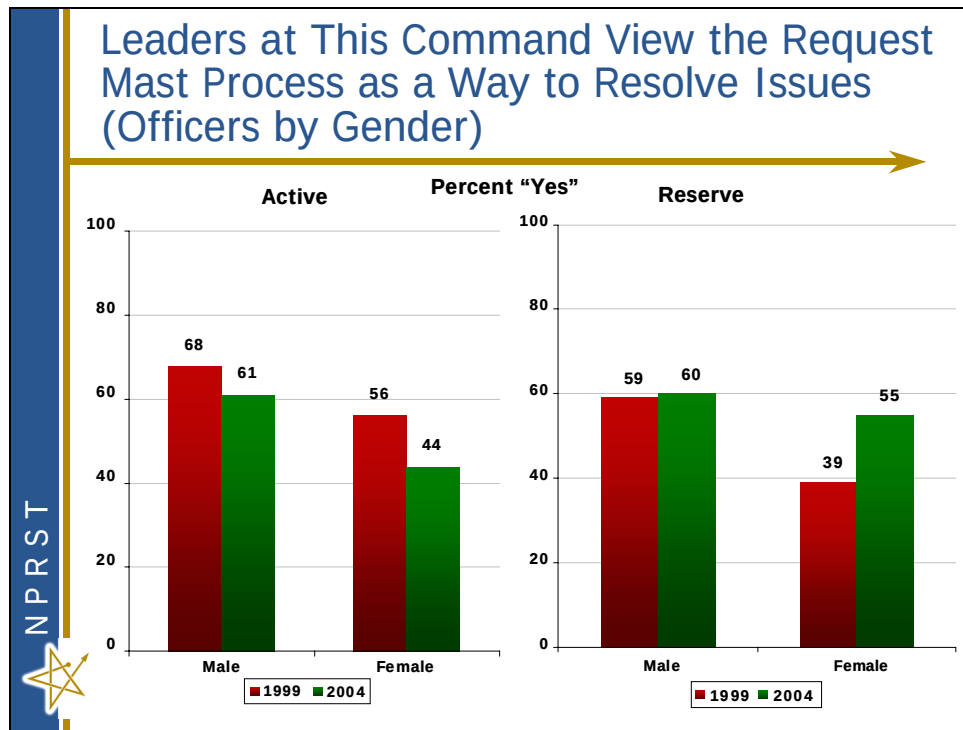
As suggested on the previous slide, a determination of why this result was found needs to be made. It was also suggested at the briefings for senior Marine Corps leadership that this question might need to be rephrased to avoid ambiguity in interpretation.

It is possible that the lack of endorsement may indicate the use of IRS or means other than Request Mast to address issues, and that would be a good finding.

Agreement for all Enlisted groups was below 50 percent.



Unlike most of the other breakouts presented in this report, these results do not show a consistent pattern and are therefore difficult to interpret.



As above, it might be that Active Duty leaders see ways other than RM to solve issues or it may indicate some lack of confidence in the RM system.

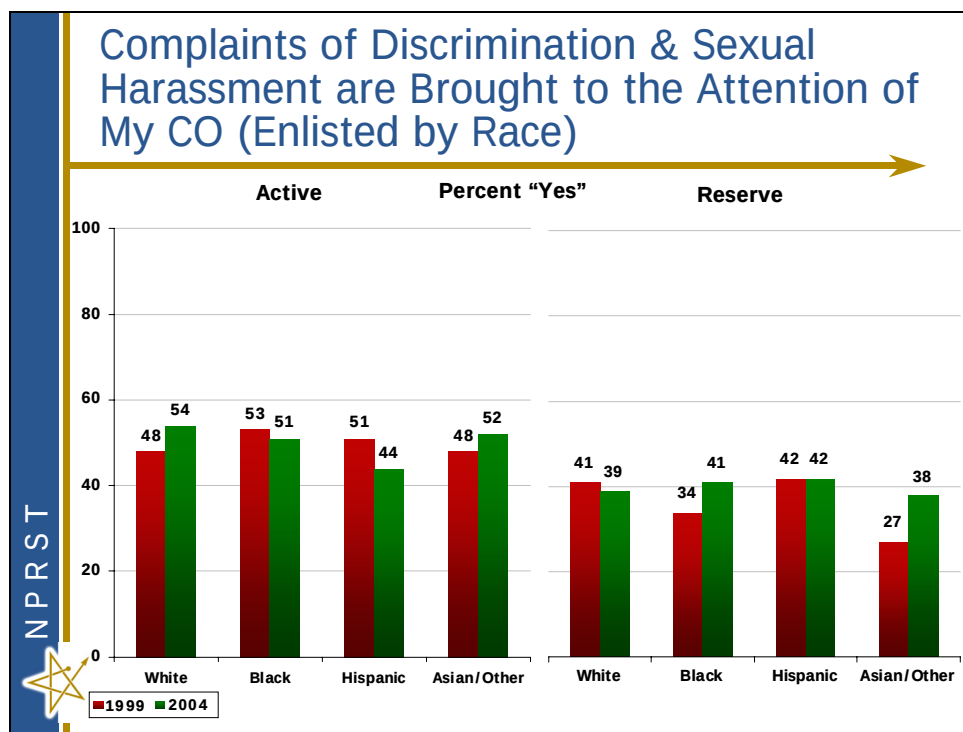
Also, Reserve Marines may have less experience with RM than Active Duty Marines do.

As can be seen, the results trended down for active duty officers but increased for Reserve female Officers.



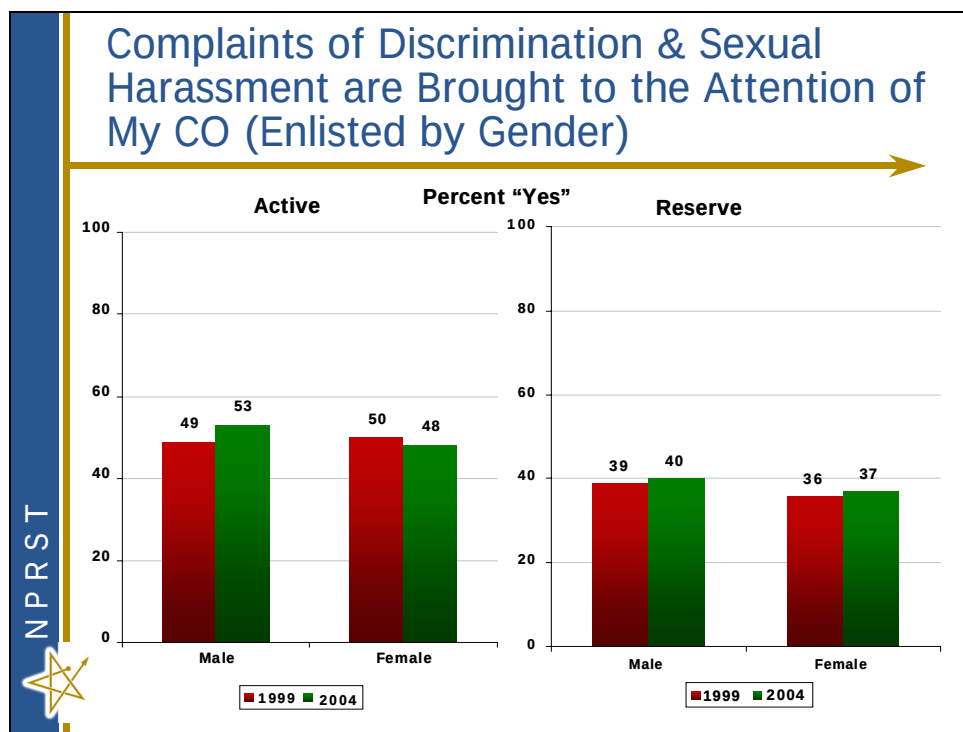
Complaints have typically been an area of concern on past Marine Corps and other military surveys. The Services have struggled to make complaint systems fair and objective while still respecting the Chain of Command.

On the MCCS, the Complaints area was assessed both in the Climate items as well as in the Sexual Harassment section. The Sexual Harassment results are presented in Part II of this report.

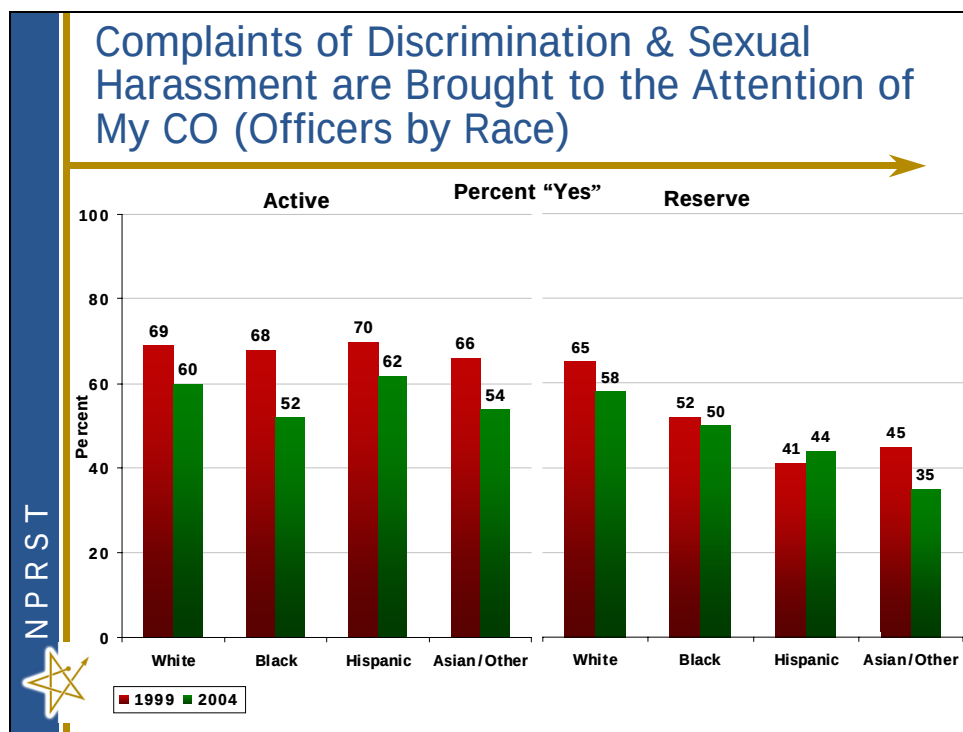


Despite this, items of this sort can be useful climate measures because they tap into perceptions of whether the climate of a command is such that Marines feel that discrimination and sexual harassment complaints could be brought to the attention of the CO.

Although the overall rates here are relatively low, this may be an area where many Marines simply do not know since discrimination and sexual harassment complaints are often rare and not always public knowledge.

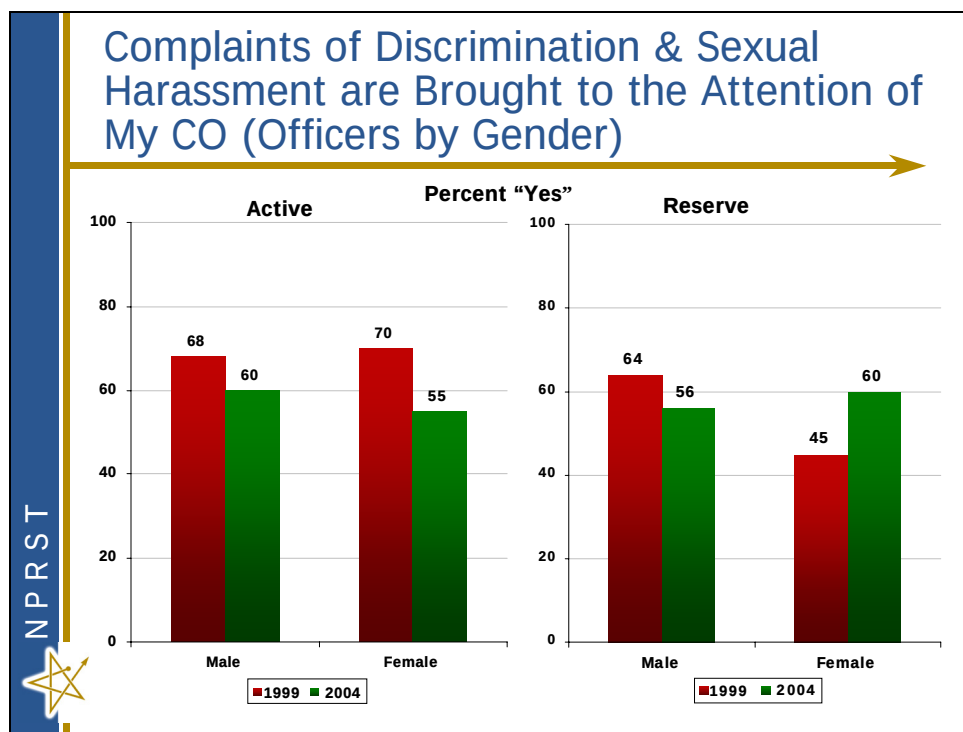


The differences between male and female Enlisted responses are small, which is a good thing given that the question asks about sexual harassment complaints in addition to discrimination complaints.



The results clearly declined among Active Duty Officers when compared to 1999.

This may reflect a greater lack of awareness about complaints, the greater use of the IRS by Marines so that there are less complaints, or an increased tendency not to bring discrimination/SH to the CO's attention, perhaps even when they should.

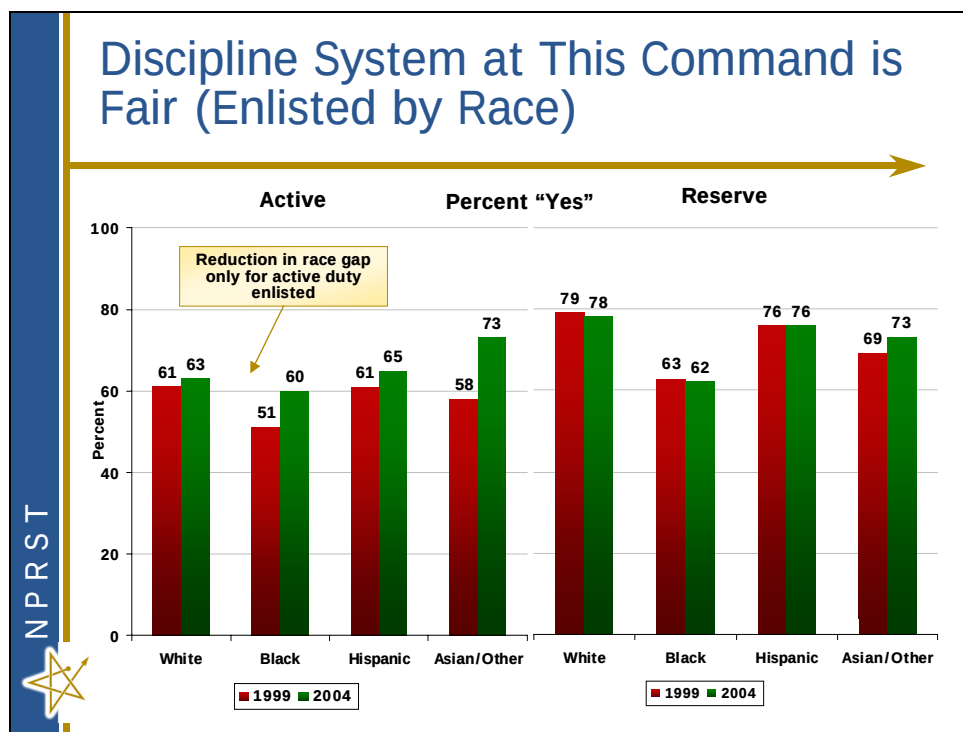


Among Reserve Officers, males decreased but females increased compared to 1999.

As can be seen, both male and female Active Duty Officers were less likely to endorse this item in 2004 than in 1999.



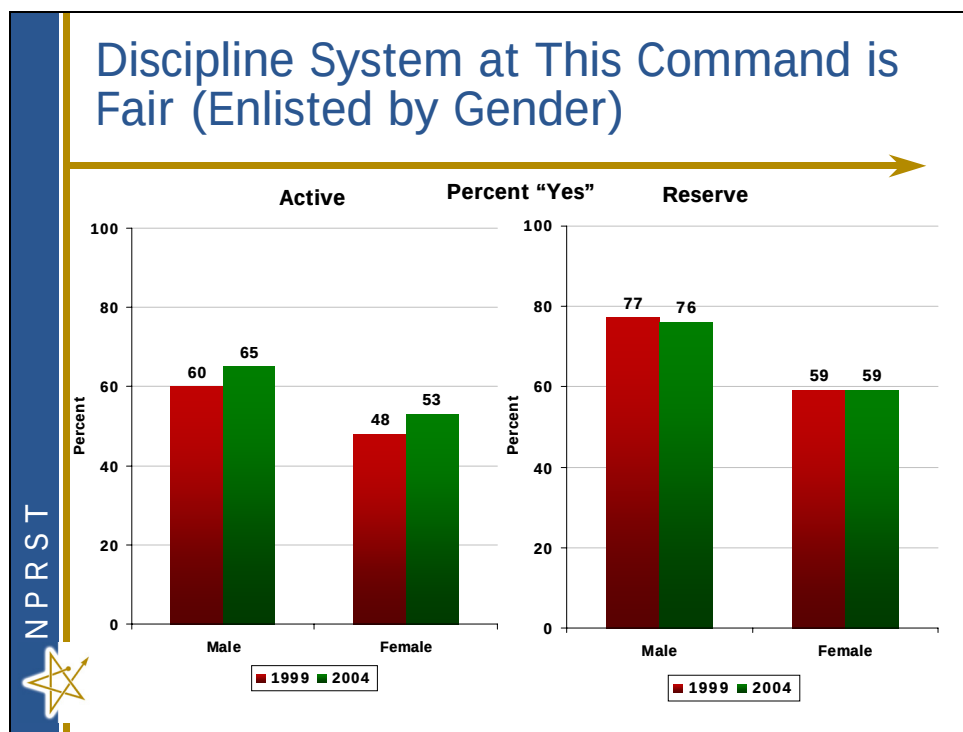
On previous Marine Corps and DOD EO surveys, items related to Discipline have typically resulted in the largest perceptual gaps between Whites and minority group members.



As can be seen, minority Enlisted trended upward compared to 1999.

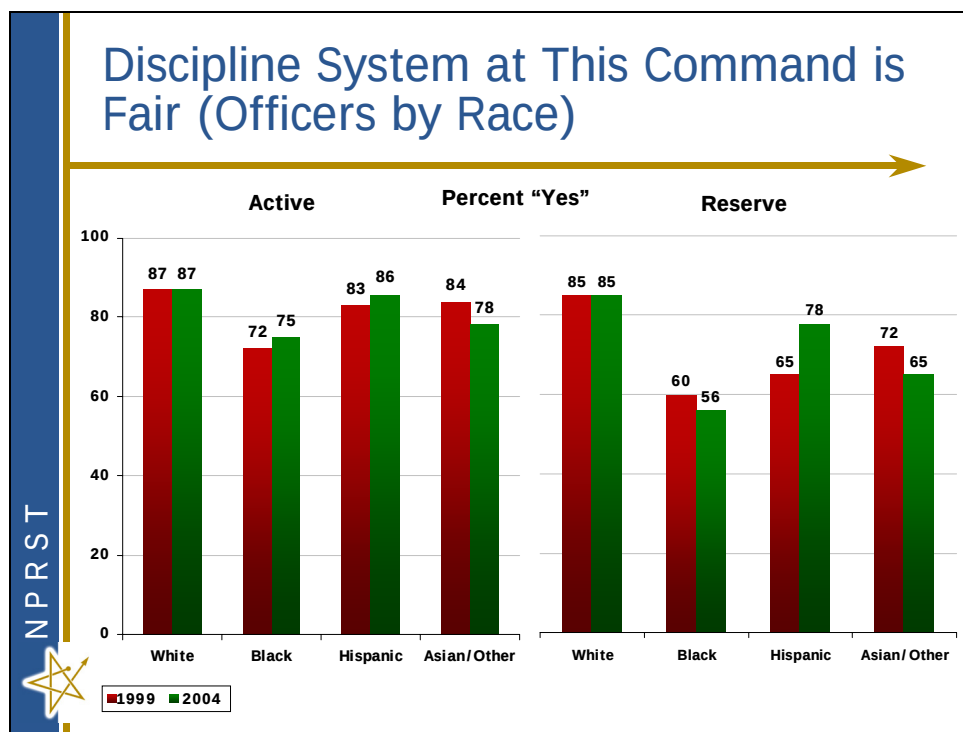
That is an important finding since discipline gaps almost always occur between Whites and race/ethnic minority groups on military surveys. The reduction in the gap may have to do with increased unit cohesion, sense of purpose, OPTEMPO.

In the midst of the GWOT, there is less time to get in trouble, less punishment, fewer disciplinary problems.



There is a gender gap among Enlisted.

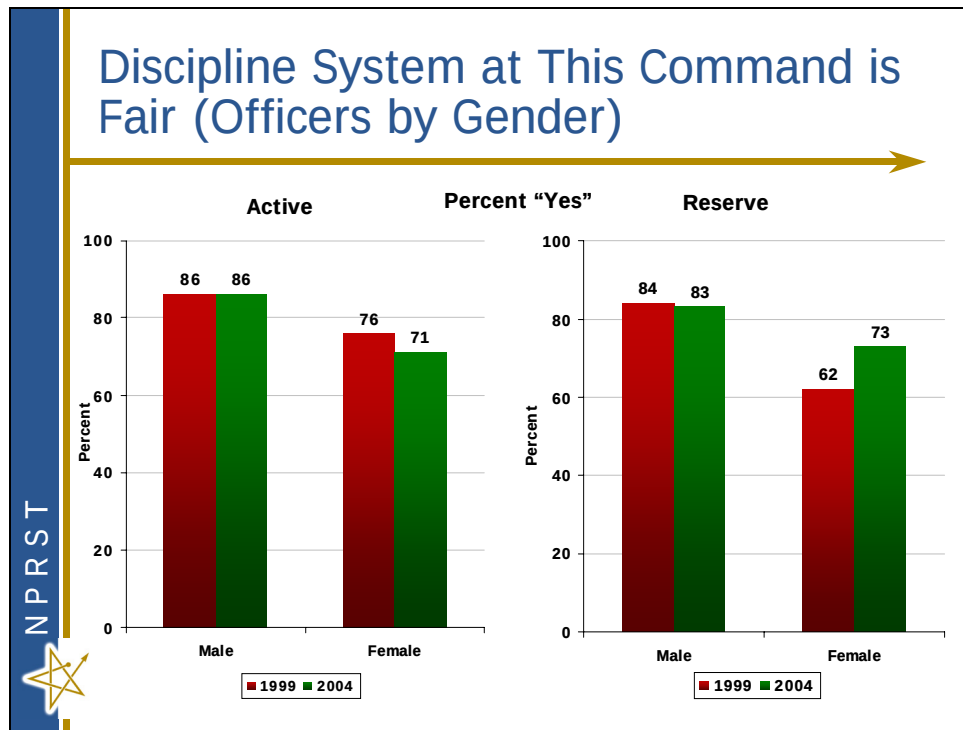
Male Enlisted Marines are more likely to indicate that the discipline system at their commands is fair than are female Enlisted Marines.



While these racial differences in Officers' discipline perceptions pose a challenge to the Marine Corps, the issue should also be put into the context of other findings.

Public opinion surveys and newspaper articles have noted that while the majority of Whites believe in the fairness of the U.S. criminal justice system, most Blacks do not—believing instead that racial bias exists.

While the racial gap in fairness of discipline perceptions previously found on past Marine Corps and other military surveys has decreased for Active Duty Enlisted, it clearly shows up for Officers, especially in comparisons between Whites and Blacks, both Active Duty and Reserves.



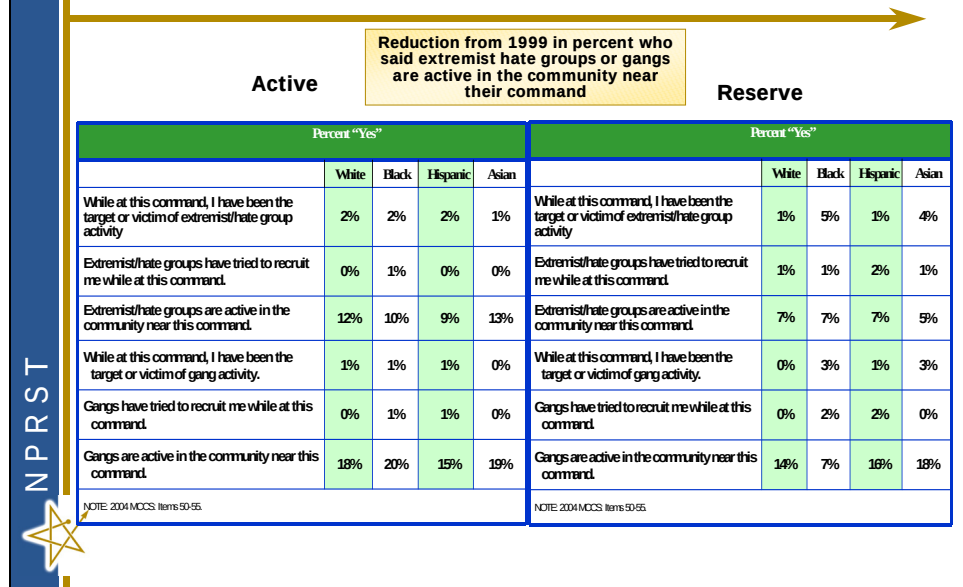
Among Officers, the gender gap between males and females increased for Active Duty but decreased among Reserves.

Even with these changes since 1999, for both Active and Reserve Officers, males are more likely to view their command's discipline system as fair than are females.



Following several highly publicized Army incidents with extremist/hate groups, items related to these topics and gangs were added to the Marine Corps EO surveys in 1997.

Extremist Groups/Gangs (Enlisted by Race)



While few indicated that they were the target of extremist hate groups or gangs, or that these groups tried to recruit them, higher percentages indicated that these groups were active in the community near their commands.

There was a reduction since 1999 in the percent who said that extremist hate groups/gangs are active in the community near their command.

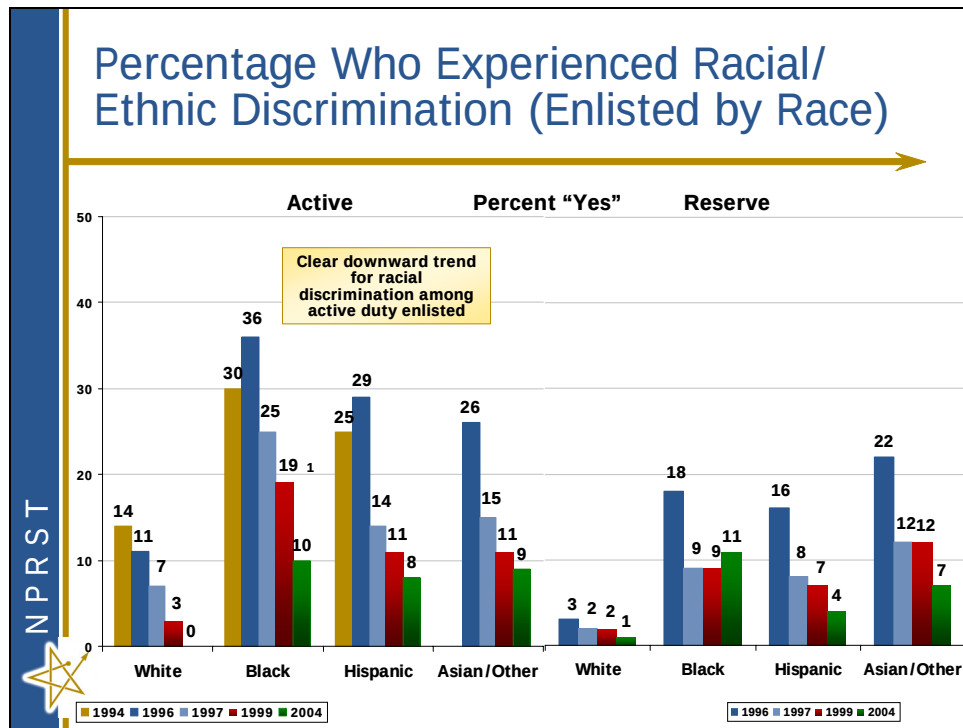
Extremist Groups/Gangs (Officers by Race)

NPRST	Active					Reserve				
	Percent "Yes"					Percent "Yes"				
		White	Black	Hispanic	Asian		White	Black	Hispanic	Asian
	While at this command, I have been the target or victim of extremist/hate group activity	0%	0%	0%	0%	While at this command, I have been the target or victim of extremist/hate group activity	0%	0%	0%	0%
	Extremist/hate groups have tried to recruit me while at this command.	0%	0%	0%	0%	Extremist/hate groups have tried to recruit me while at this command.	0%	0%	0%	0%
	Extremist/hate groups are active in the community near this command.	7%	8%	9%	10%	Extremist/hate groups are active in the community near this command.	11%	15%	9%	5%
	While at this command, I have been the target or victim of gang activity.	0%	0%	0%	0%	While at this command, I have been the target or victim of gang activity.	0%	0%	0%	0%
	Gangs have tried to recruit me while at this command.	0%	0%	0%	0%	Gangs have tried to recruit me while at this command.	0%	0%	0%	0%
	Gangs are active in the community near this command.	19%	16%	16%	12%	Gangs are active in the community near this command.	25%	26%	17%	29%
	NOTE: 2004 MCS Items 50-55					NOTE: 2004 MCS Items 50-55				

The extremist groups/gang results for Officers are presented above.



The following slides show the rates of racial/ethnic and gender discrimination for Active Duty and Reserve Marines.



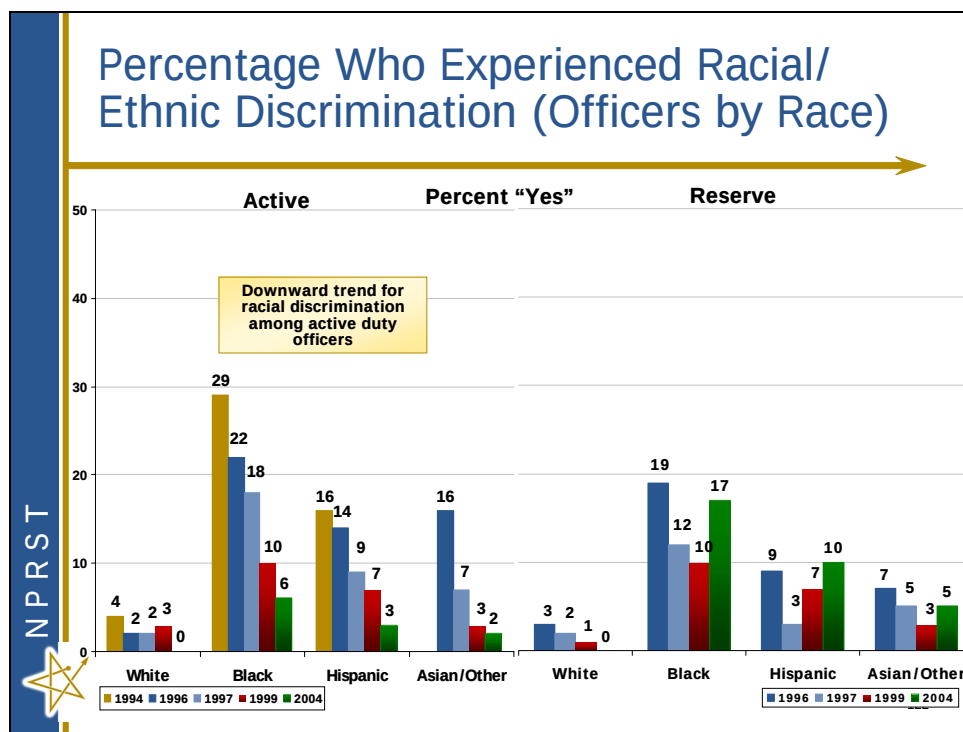
These results show a clear decrease in the percentage of Active Duty Enlisted Marines who said they experienced racial discrimination in the past year.

The next slide shows a similar pattern for Active Duty Officers. The question is why did this decrease occur?

For enlisted, it could be the bonding and cohesion lessons taught by the Crucible. The decrease over time might also be generational—younger Marines have grown up in society that is more racially diverse and tolerant.

Also, Marines have the highest percentages of Hispanics of any service and that takes this beyond just the traditional "Black vs. White" of racial discrimination.

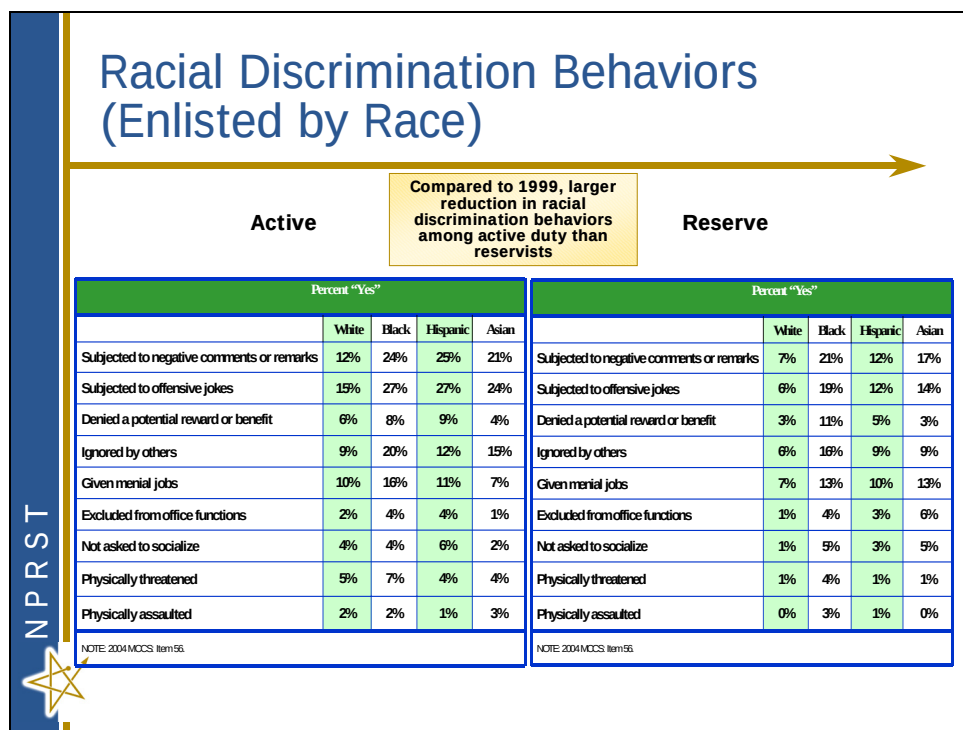
An increased sense of mission and purpose related to GWOT may be a factor as well. In times of war, racial discrimination may be less likely to occur.



Among Active Duty Officers there has been a clear downward trend in the percentage who experienced racial/discrimination. This trend goes all the way back to the 1994 Marine Corps Equal Opportunity Survey, the predecessor to the MCCS. This long-term downward trend is a major positive takeaway of this survey.

This is not the pattern found among Reserve Officers. The first Reserve survey to include this item was administered in 1996. Although there were some downward trends in 1997 and 1999, this did not occur in 2004. Indeed, the 2004 numbers are higher for all three Reserve minority Officer groups.

This, along with the other Reserve findings throughout the survey, suggests that additional focus on race/ethnic climate issues is needed in the Reserves to match the clear improvements seen on the Active Duty side.

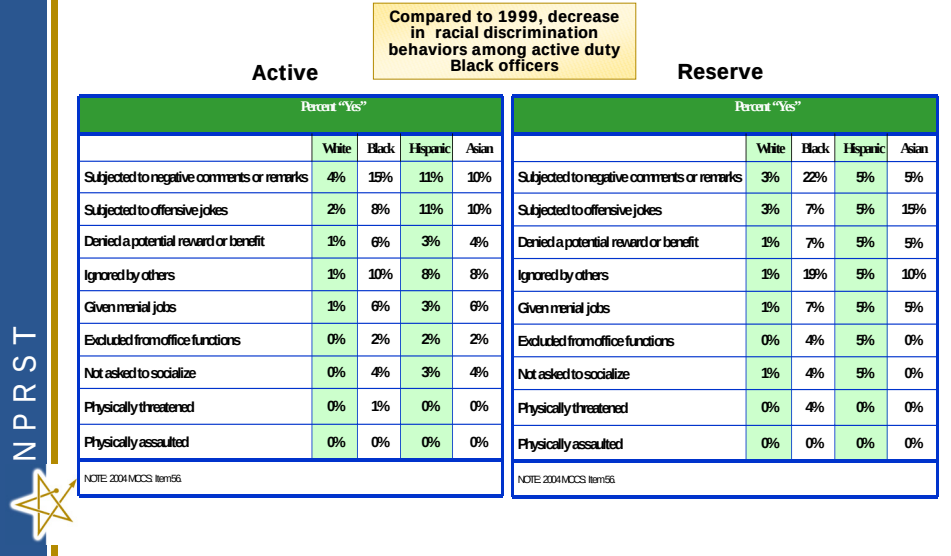


Another way to measure discrimination is by asking whether respondents experienced one of nine categories of racial discrimination behaviors during the past year.

While the previous slides show a reduction in the percentage of Marines who have experienced racial discrimination, this slide shows approximately 25 percent of Active Duty Enlisted minority population saying that they have been subject to negative comments, remarks, or jokes.

It might be that many people who make these comments and jokes do not realize that they can be considered by some who are the targets, as offensive and are forms of discrimination. If you asked the people telling the jokes or making the comments they would probably say they had no idea that it was that bad. That suggests that Marine Corps efforts which justifiably have been aimed at the most serious behaviors such as sexual harassment, sexual assault, etc., should also address these "milder" forms through media campaigns, recruit training, and various leadership training vehicles. The Navy created several small "public information" messages based on the similar finding on the 2002 Navy survey, and they are playing them through Navy media in the Fleet. It is recommended that the USMC consider a similar effort.

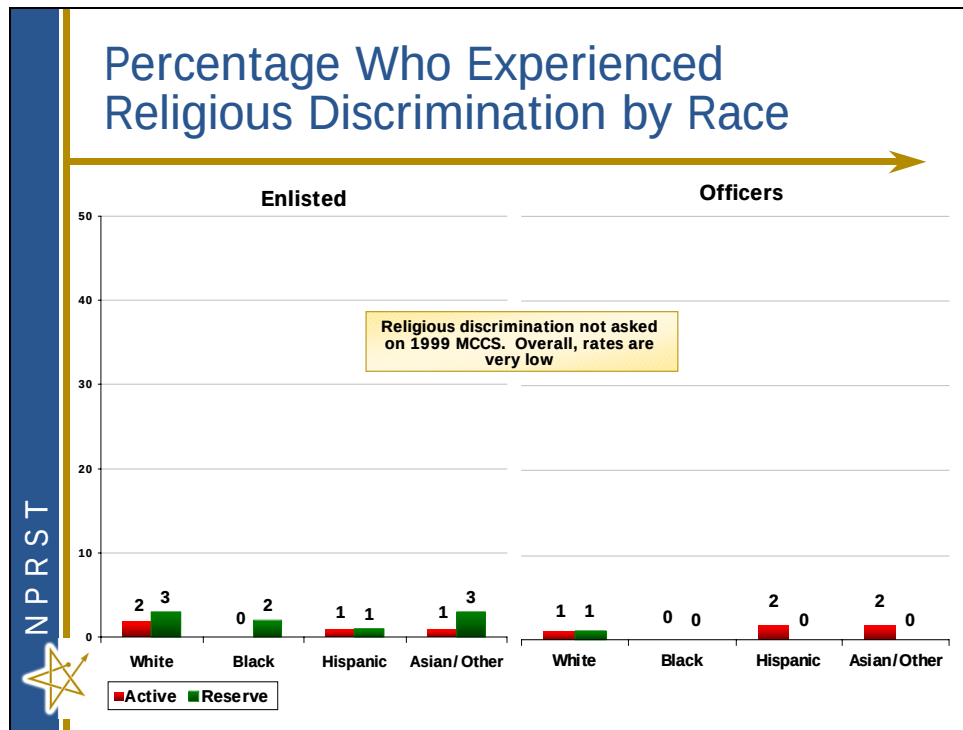
Racial Discrimination Behaviors (Officers by Race)



Blacks generally report more overall racial discrimination and discrimination behaviors than other groups do.

Also, "being ignored by others," which was reported second most frequently by Active and Reserve Black Officers is more of a passive form of discrimination.

While the services have clearly outlawed the more active forms of discrimination, the passive forms are harder to detect and eliminate.



As can be seen, that did not seem to occur on the 2004 MCCA. The overall rates of religious discrimination were very low and did not vary much by race/ethnic status.

For the first time, religious discrimination was included on the 2004 MCCA. The results are broken out by race/ethnic group based on past experience that race and religion have sometimes been both involved (e.g., Black Muslims) in the experience of religious discrimination.

Part I: Summary of Results

Positive Trends

- Positive climate trends for active duty enlisted; fewer racial disparities than in 1999
- Increase in agreement that the USMC Performance Evaluation System is fair
- Bottom line indicators, retention intentions, and overall satisfaction increased for both active duty enlisted and officers
- Racial discrimination rates have dropped; clear downward trend since 1994
- Rates of religious discrimination are low for both active duty and reserves
- Rates of extremist/hate groups are lower than in 1999
 - Largest reductions in percent who said extremist hate groups or gangs are active in the community near their command

NPRST



As can be seen from many of the previous slides, the overall story of the 2004 MCCA is one of generally good news. There were positive climate trends especially for Active Duty Enlisted, and compared to 1999, fewer racial/ethnic or gender disparities.

Of particular note, is the increase in the agreement that the Marine Corps Performance Evaluation System is fair when compared to the 1999 survey. This is very good news especially since performance evaluation systems are not generally rated favorably on other military climate surveys.

There was a clear downward trend in racial/ethnic discrimination rates that was especially notable for Active Duty Enlisted and Officers, occurred somewhat among Reserve Enlisted, but not among Reserve Officers.

There was also improvement in the area of extremist/hate groups and gangs which had been a key DOD area of concern in the mid-late 1990s.

Part I: Summary of Results (continued)

Areas to Watch

- Less than half of enlisted across all active and reserve race/gender groups indicate that leaders at their command view the Request Mast process as a way to resolve issues
- Despite overall positive trends in racial discrimination,
 - about 1/4 of active duty enlisted minorities report that they experienced negative racial/ethnic comments, remarks, or offensive jokes during the past year

NPRST



While the 2004 MCCA findings were generally positive, there were certain areas of concern that need further attention by Marine Corps leadership. These are noted throughout the report.

Of particular concern, were the areas of complaints resolution with both the Informal Resolution System, which still has a relatively low rate of awareness among Marines; and the Request Mast system, which also had a relatively low rate of endorsement, although some of that may have been a function of how the question was worded.

While the reduction in rates of racial/ethnic discrimination is a positive indicator of progress made, there still is room for improvement among Reserve Officers for overall discrimination rates, and for the other groups, for the experience of offensive jokes and negative racial/ethnic comments.



Part II Sexual Harassment (SH)

The second part of the Marine Corps Climate Survey (MCCS) addresses sexual harassment (SH). SH became a prevalent topic in the U.S. in general in the 1990s and in the military with events such as Tailhook. NPRST has investigated this issue for the Marine Corps since 1994, with the last assessment conducted in 1999. This section of the Management Report focuses on Part II of the MCCS and contains the results for SH and for Gender Discrimination.

As a result of a DOD mandate, a change was made on the question used to calculate the SH rate on the 2004 MCCS. Despite this, as will be seen, the overall pattern of results found are consistent with those typically found on previous administrations of this survey.

NPRST

Measurement of Sexual Harassment: Background

- Two approaches to measuring SH
 - Direct question approach
 - Behavioral checklist approach
- Both methods have previously been used to measure SH in the DOD
 - Led to conflicting reports of SH rates in DOD
- Uniform DOD SH measurement mandated in 2002
- 2004 MCCS Survey adapted the behavioral checklist approach
 - New baseline for SH measurement in the Marine Corps

There are two methods for measuring SH that have been used in academic and research settings and on previous military surveys.

Direct Question approach, where respondents are given a definition of SH and asked if they have experienced SH; and Behavioral Checklist approach, where respondents are given a list of specific SH behaviors, asked to check those that they have experienced, and to indicate if they consider the behaviors SH.

The MCCS/MCEOS Surveys used the direct question approach between 1994 and 1999. DMDC, the DOD research organization that also conducts a SH survey and reports a Marine Corps SH rate, has used the behavioral checklist approach. The Behavioral Checklist approach yields higher SH rates than the Direct Question approach, leading DMDC and the MCCS to report very different numbers in the past.

In 2002, Dr. Chu, the Under Secretary for Defense, mandated that all DOD SH surveys use the Behavioral Checklist method to assess SH in the DOD. DMDC conducted a SH survey in 2002. The 2004 survey is the first time the Behavioral Checklist was used on the MCCS.

This new method has some implications for the results.

With the new measurement approach, the rate of SH will be higher than that found in the past on the MCCS. This is due to asking the question in a different way and is an expected result.

In using the Behavioral Checklist approach, the results of this year's survey will not be comparable to previous MCCS surveys but this year's survey results will serve as a new baseline measurement of SH in the USMC. To provide some comparability, this report includes SH rates for Marines from the 1995 DOD survey that used the Behavioral Checklist method.

Measurement of Sexual Harassment: Differing Approaches

1. Direct Question Approach

- Respondents given definition of SH and asked if they have experienced SH
- Example: "During the past year, have you been sexually harassed on/off base?"

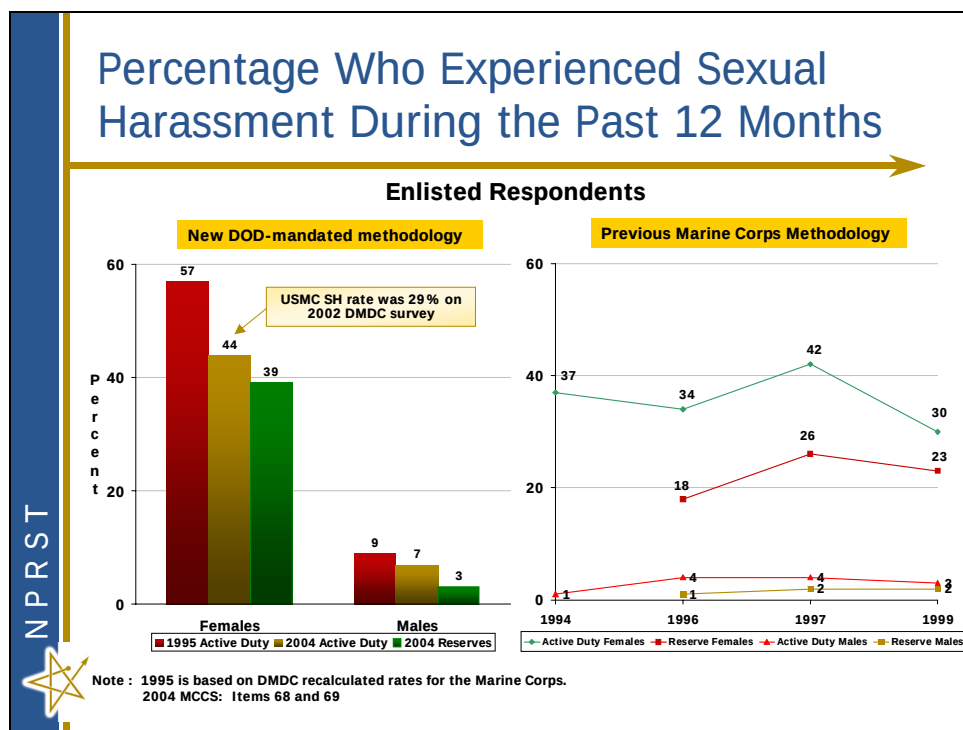
2. Behavioral Checklist Approach

- Respondents asked to check specific SH behaviors they have experienced and to indicate if they consider any of the behaviors SH

NPRST



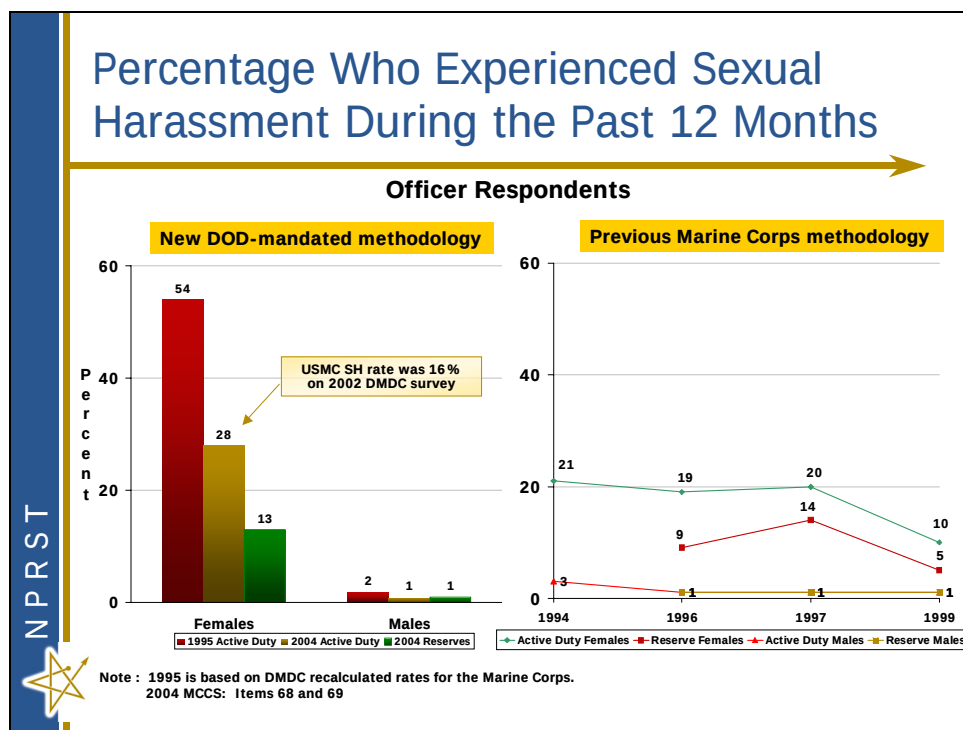
This slide summarizes the two ways to measure sexual harassment.



The graph on the left displays Enlisted respondents SH rate, using the new method, the behavioral checklist approach. The yellow bar is the current MCCS SH rate for Active Duty men and women. Forty-four percent of Enlisted Active Duty women reported SH compared to 7 percent of Enlisted Active duty men. The green bar is the current MCCS rate for Reserve men and women. Thirty-nine percent of Reserve Enlisted women reported SH compared to 3 percent of Reserve Enlisted men. The 1995 DMDC rate for the Marine Corps Active Duty, the red bar, which was recalculated by DMDC using the Behavioral Checklist approach, is included as a comparison. The 1995 rate is based on the responses of Marines to a 1995 DOD Survey that used the behavioral checklist approach.

The graph on the right displays the historical SH rates found on the MCCS. As expected, the current SH rates using the new method are higher than the 1999 SH rates using the direct query method.

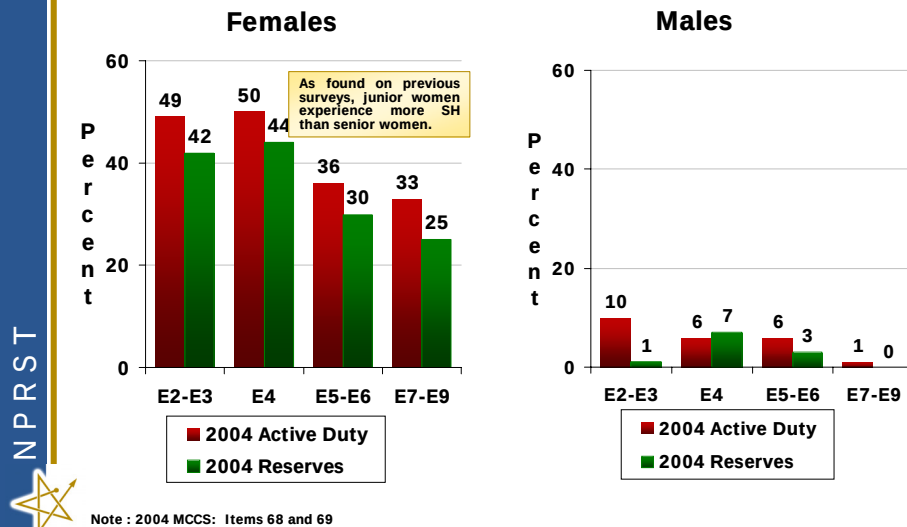
DMDC conducted an SH survey of the Active Duty services in 2002 and reported a 29 percent SH rate for Marine Corps Enlisted women. We are uncertain why we found different rates from DMDC, but a similar pattern was found on the Navy's SH survey we conducted in 2002. During a meeting with DMDC to try to determine the reason for the difference, they checked our data files and determined that we were calculating the rates correctly. One reason offered for the difference in rates was the timing of the surveys. DMDC mailed their survey a few months after 9/11, the NEOSH and MCCS surveys were a year or more after 9/11. The reasons for the differences are still being investigated, but while the two surveys found different rates, key for the Marines is that both show the similar pattern of a decline in the SH rate for the Marine Corps since 1995. So it is clear that SH in the Marine Corps has declined.



The graph on the left displays the current SH rate for Officer men and women. Twenty-eight percent of female Officers reported SH on this survey, compared to 1 percent of male Officers.

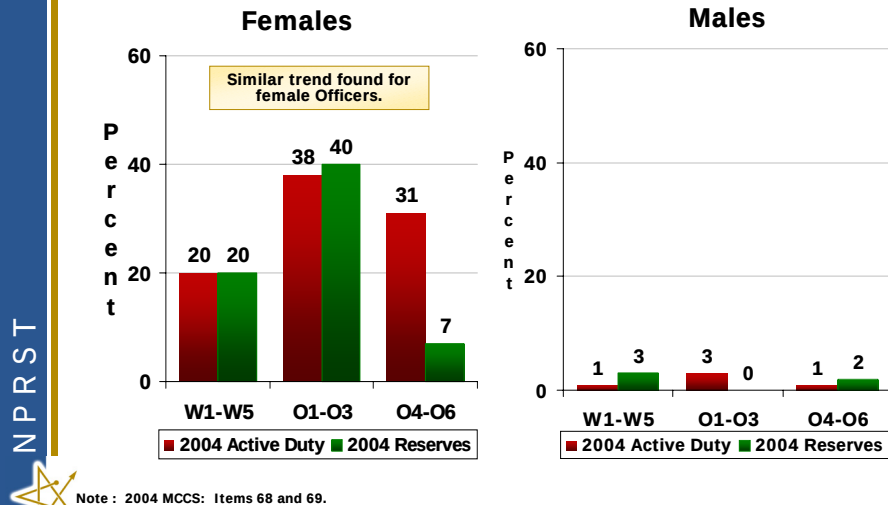
The pattern of results is similar to that found for Enlisted—women experienced more of these behaviors than men, the 2004 MCCS rate is lower than the 1995 DMDC MC rate for female Officers, and higher than the historical MCCS SH rates. Lastly, while DMDC found a lower SH rate for female Officers on their 2002 survey, again, both DMDC and MCCS found a decline in the female Officer SH rate.

Sexual Harassment by Enlisted Paygroups (Active Duty vs. Reserves)



These slides display the SH rate by paygroup. SH is typically seen in terms of power over another person, with those having little power experiencing more SH than those in power. This can be seen when looking at the SH rate by paygroup—50 percent of Enlisted women in the lower paygrades reported SH, while less than 33 percent of E-7 to E-9 Enlisted women reported SH.

Sexual Harassment by Officer Paygroups (Active Duty vs. Reserves)



A similar trend was found for female Officers, although less pronounced for Active Duty female Officers, where 36 percent of junior Officers reported SH versus 31 percent of senior female Officers.

SH Behaviors Experienced During the Past Year (Enlisted Active Duty vs. Reserves)

	Females		Males	
	Active Duty	Reserve	Active Duty	Reserve
<i>Crude/Offensive Behavior:</i>	63 %	58 %	25 %	19 %
Sexual stories/jokes				
Attempts to discuss sexual matters				
Remarks on appearance				
Gestures/use of body language				
<i>Unwanted Sexual Attention:</i>	46 %	37 %	8 %	2 %
Attempts to establish romantic relationship				
Continued attempts for dates				
Unwanted touching				
Attempts to stroke, fondle, kiss you				
<i>Sexual Coercion:</i>	15 %	12 %	3 %	1 %
Bribes for rewards for sexual favors				
Treated badly for refusing sex				
Threats for not being sexually cooperative				
Implied faster promotion, etc. if sexually cooperative				

Note : 2004 MCCS: Items 68 a – s.
Multiple responses allowed.

The SH rate is comprised of questions that measure three general categories of Sexual Harassment: Crude and Offensive Behavior, which includes sexual jokes/stories; Unwanted Sexual Attention, which includes pressure for dates; and Sexual Coercion. The percentage of Enlisted men and women reporting harassment within these categories are displayed on this slide.

On the 2004 MCCS, 63 percent of Active Duty Enlisted women reported crude and offensive behavior, compared to 58 percent of Reserve Enlisted women; 46 percent reported unwanted sexual attention vs. 37 percent of Reserve Enlisted Women; and 15 percent reported sexual coercion vs. 12 percent of Reserve Enlisted women. While the percentages are higher than those found on previous MCCS surveys, the overall pattern of results are the same: women report more of these behaviors than men and milder forms of these behaviors are reported more frequently than the severe forms of these behaviors.

Although it might seem unusual for one-quarter of men to report even the milder forms of SH, this phenomenon has also been found in civilian organizations, and typically is seen as a form of horseplay or locker room behavior. Less than 10 percent of men reported Unwanted Sexual Attention or Sexual Coercion.

Given that two-thirds of Enlisted women and one-third of men reported Crude and Offensive Behaviors, this might be an area to target for improvement. Another would be the Unwanted Sexual Attention for Enlisted women.

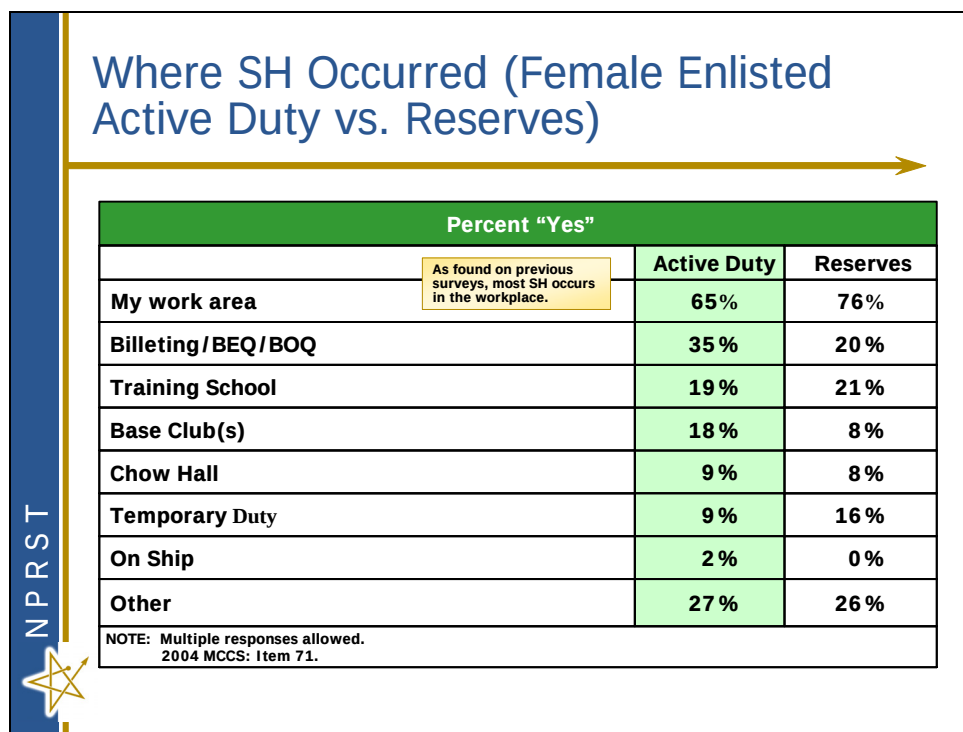
SH Behaviors Experienced During the Past Year (Officers Active Duty vs. Reserves)				
	Females		Males	
	Active Duty	Reserve	Active Duty	Reserve
<i>Crude/Offensive Behavior:</i>	63 %	23 %	15 %	11 %
Sexual stories/jokes				
Attempts to discuss sexual matters				
Remarks on appearance				
Gestures/use of body language				
<i>Unwanted Sexual Attention:</i>	26 %	10 %	1 %	1 %
Attempts to establish romantic relationship				
Continued attempts for dates				
Unwanted touching				
Attempts to stroke, fondle, kiss you				
<i>Sexual Coercion:</i>	3 %	0 %	0 %	0 %
Bribes for rewards for sexual favors				
Treated badly for refusing sex				
Threats for not being sexually cooperative				
Implied faster promotion, etc. if sexually cooperative				



Note : 2004 MCCS: Items 68 a – s.
Multiple responses allowed.

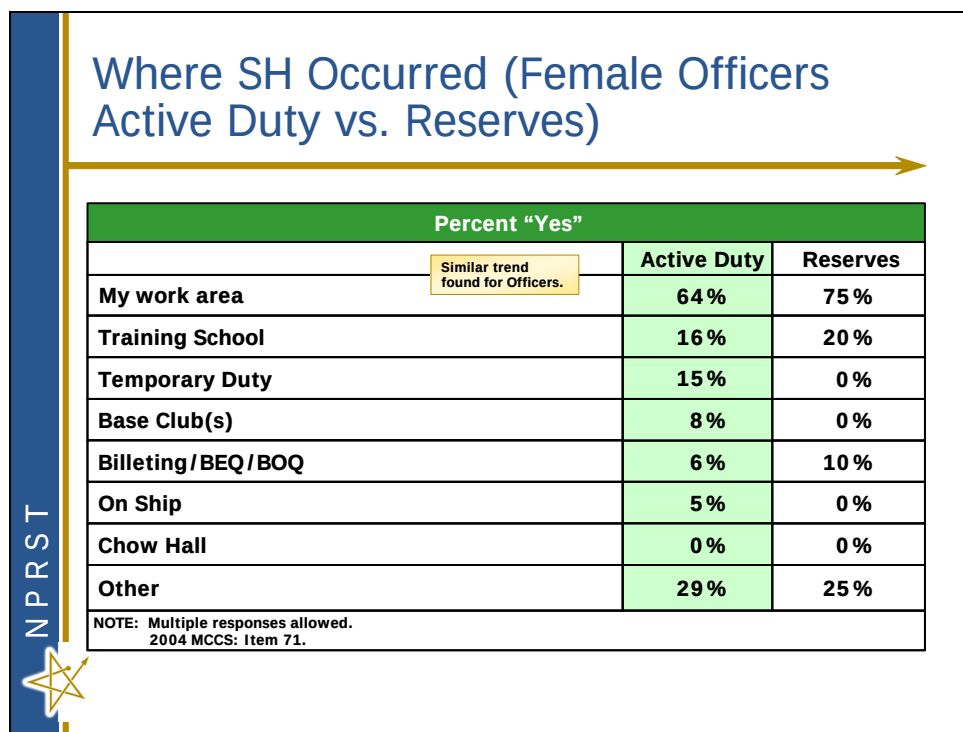
A similar trend was found for Officers, the less severe forms of SH are more prevalent than severe forms of these behaviors, and men report less of these behaviors than women do.

One difference is that the percentage of Reserve women Officers reporting these behaviors is markedly less than the Active Duty women Officers. Half as many Reserve women Officers reported crude/offensive behaviors and unwanted sexual attention as Active Duty women Officers. A similar pattern was found in the overall SH rate for women. Taken together, this indicates that SH may be more of a problem in the Reserves for Enlisted women than Officer women.

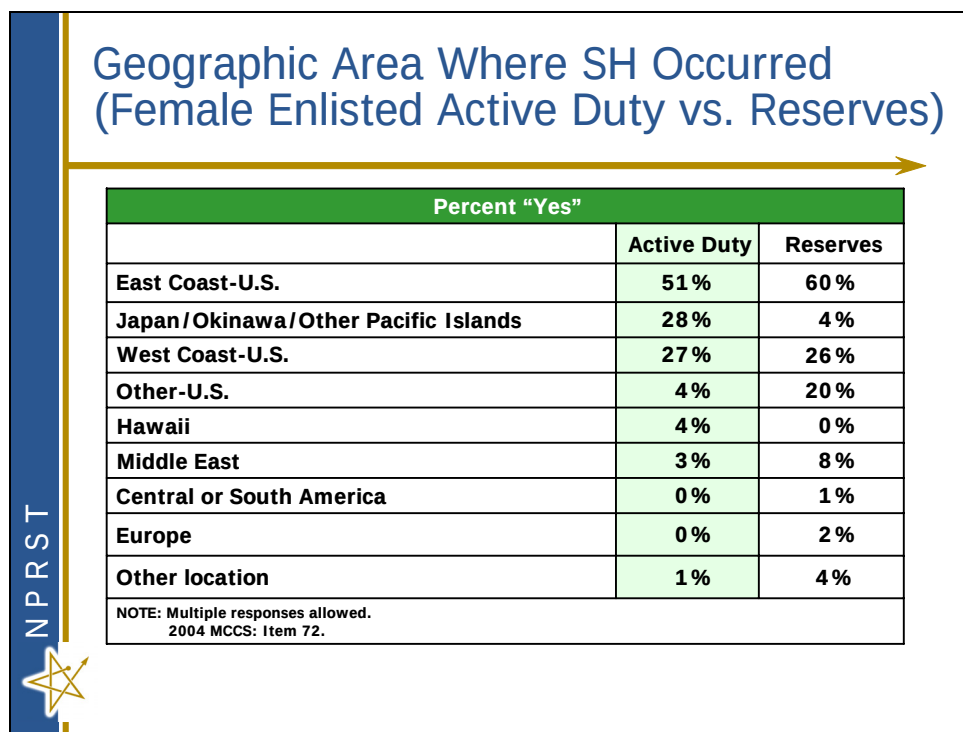


Since so few men reported sexual harassment, the remaining SH slides will only include the responses of women.

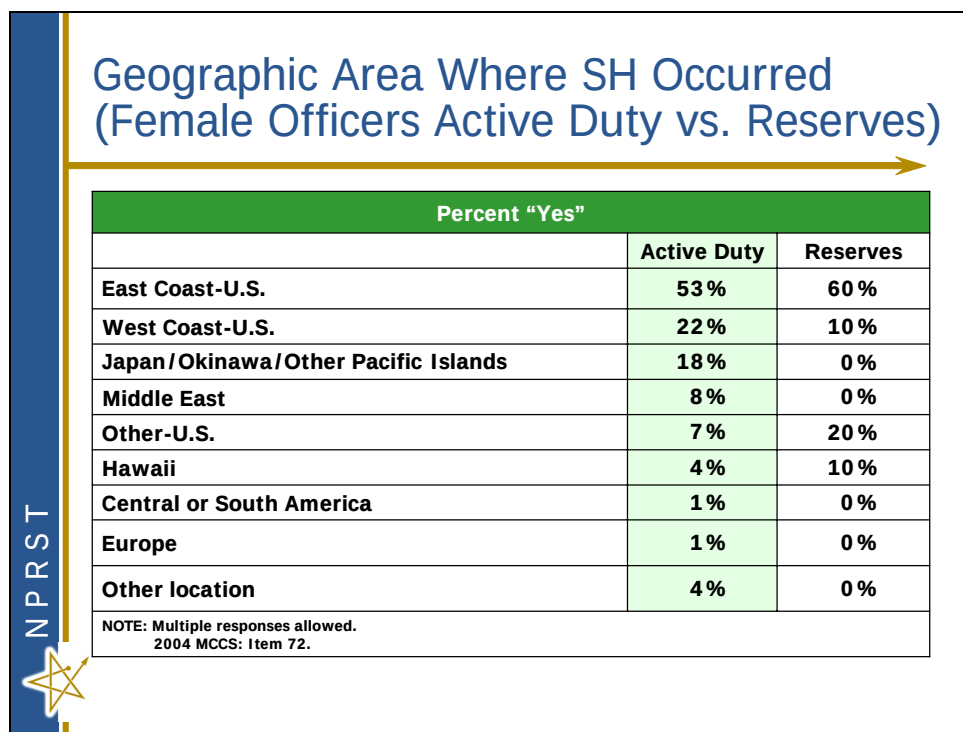
This slide shows where Enlisted women were harassed. Most reported SH in their workplace. More than two-thirds of Active Duty and Reserve Enlisted women report SH in this area, with another third reporting SH in the BEQ/BOQ.



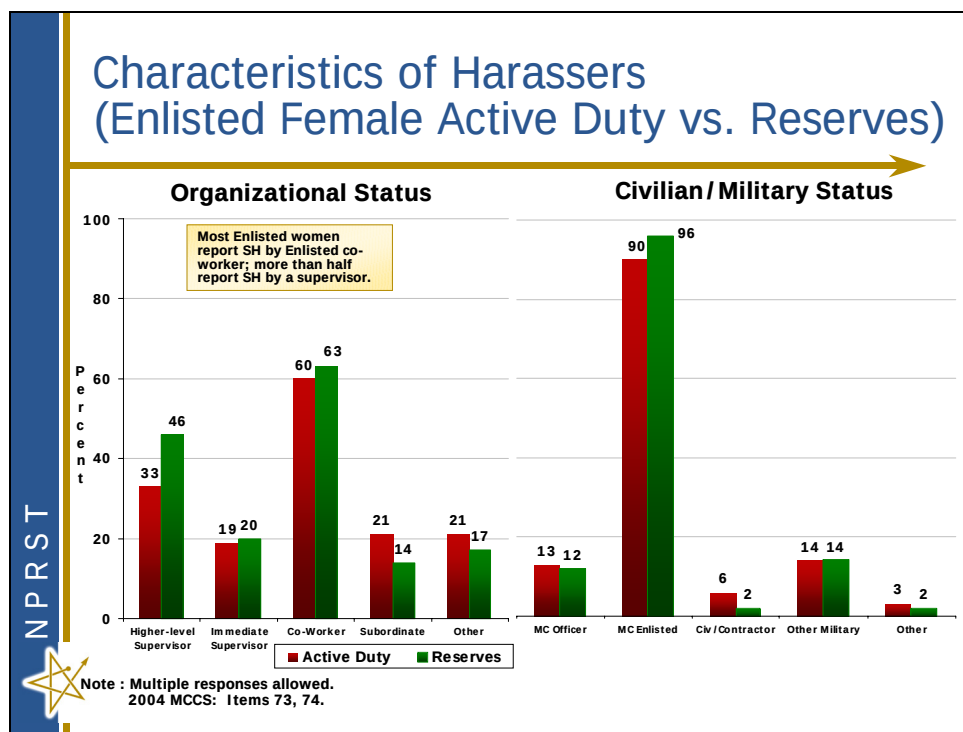
A similar pattern was found for female Officers. The majority reported SH in their workplace, followed by Training School. Fewer female Officers report SH in Billeting/BEQ/BOQ.



In terms of the geographic area(s) where the SH was experienced, most reported being on the East Coast than in any other area. We investigated this issue further, and found that this is most likely be due to the fact that more women are located on the East Coast than the West Coast or other areas.

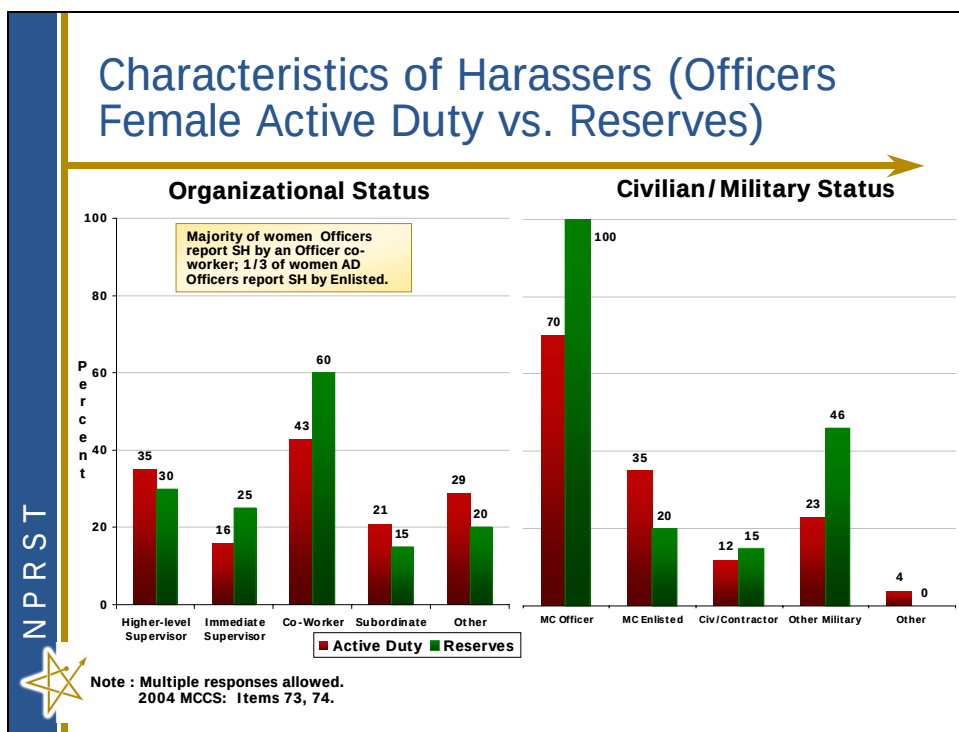


A similar trend was found for women Officers, most reported SH on the East Coast. As mentioned on the previous slide, it was determined that nearly twice as many female Marines are assigned to the East Coast, compared to the West Coast, which likely is the reason for more SH being reported on the East Coast



This slide describes the characteristics of the harasser in terms of their organizational and civilian/military status. As found on previous MCCS surveys, most Enlisted women were harassed by a co-worker. Of concern is that half of Active Duty Enlisted women and more than 60 percent of Reserve Enlisted women reported SH by either a higher level or immediate supervisor. This is a concern as harassment by a senior level person might be harder to deal with.

In looking at the civilian/military status of the harasser, the majority of Enlisted women were harassed by another Enlisted person in the Marines, a rate that was more than 95 percent for both the Active Duty and Reserves.

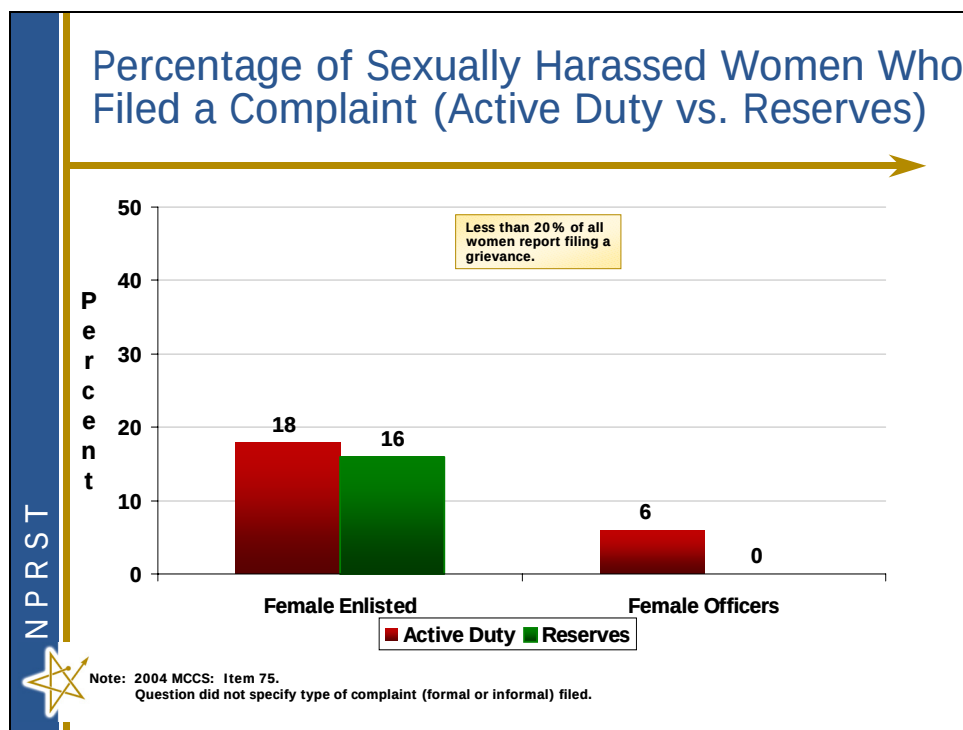


Turning to women Officers, a similar pattern is found for the organizational status of the harasser, but the pattern for Civilian/Military status differs.

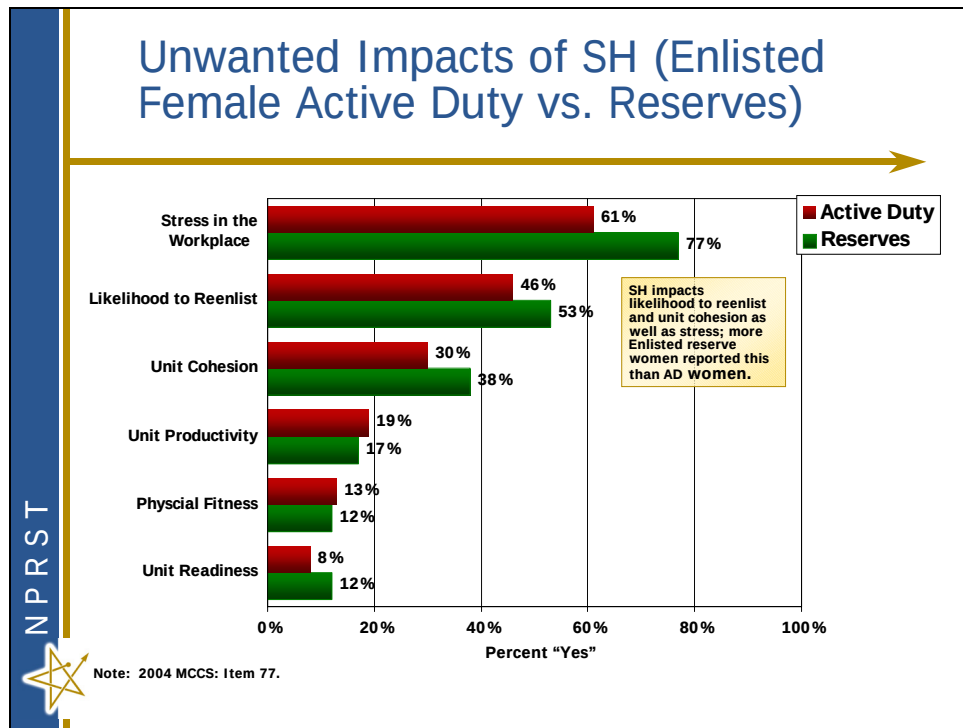
Forty-three percent of Active Duty women Officers and 60 percent of Reserve women Officers report SH by a co-worker; and half or more of both groups report SH by a higher level or immediate supervisor.

In terms of the military/civilian status of the harasser, while 100 percent of Reserve Officers reported SH by a Marine Corps Officer, 70 percent of Active Duty women Officers report SH by another Officer. One-third of Active Duty women also reported SH by a Marine Corps Enlisted. A similar trend was found on the last survey and may indicate a “lack of respect” effect, where women Officers are harassed by someone lower in the chain of command.

Fewer Reserve women Officers reported SH by an Enlisted Marine; however, a large percentage of Reserve women Officers also reported SH by another military person, compared to 20 percent of Active Duty women Officers.

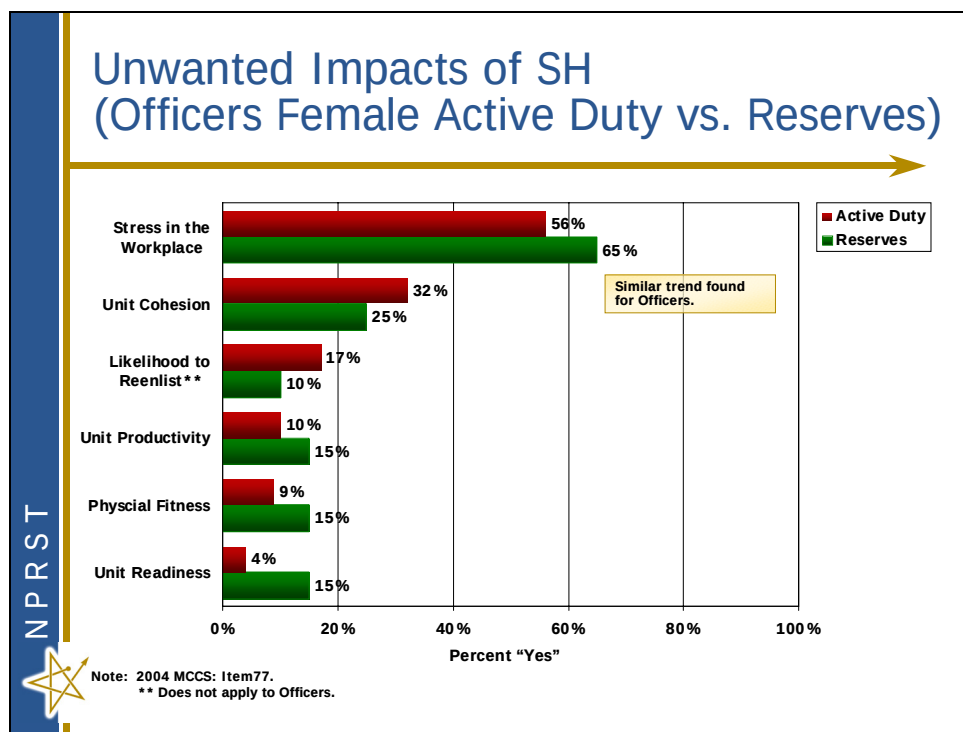


Less than 20 percent of all women reported filing a complaint after being harassed. This might indicate that the informal repopulation system worked or it could indicate a lack of faith in the grievance system, although the survey did not ask reasons for not filing a complaint. Previous Marine Corps and Navy SH surveys have found that top reasons for not filing a grievance were that other actions worked to resolve the situation. Other common reasons given are that women thought it would make the work situation unpleasant, thought nothing would be done, thought it would take too much time and effort, and they did not want to hurt the person.

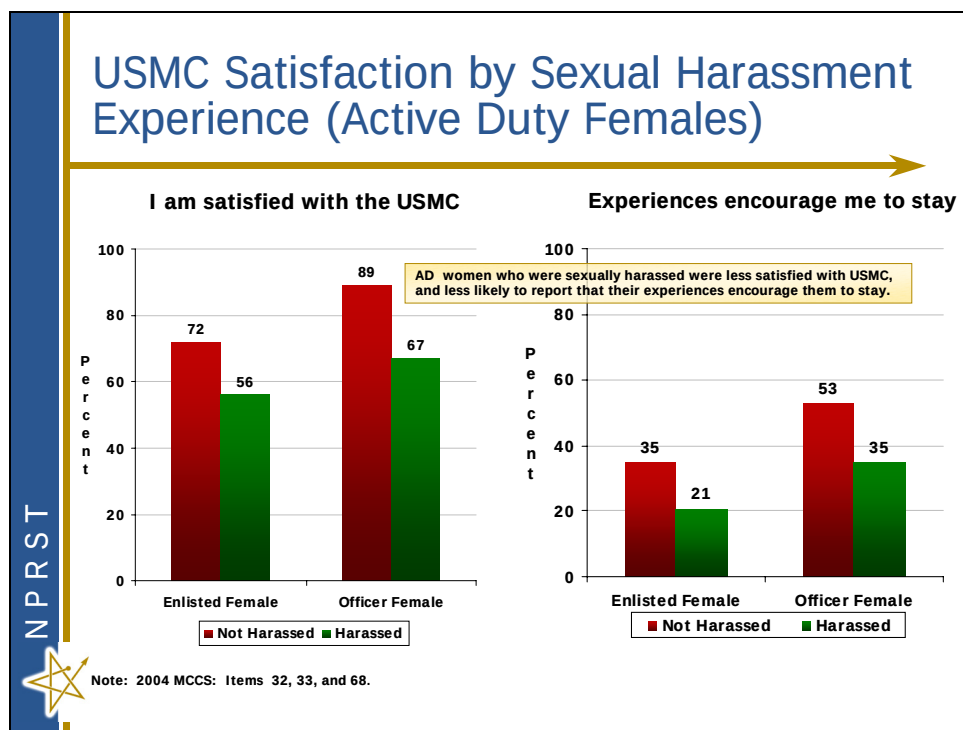


Thirty percent or more of Enlisted women also indicated that SH impacts unit cohesion; unit readiness is closely related to this. Taken together, this slide indicates that there may be real consequences to having SH in the Marine Corps. Also of interest is that a larger percentage of Reserve women reported these impacts than did Active Duty women.

Respondents were asked to indicate whether or not the items listed above were unwanted impacts of SH. Most reported that stress in the workplace and their likelihood to reenlist were unwanted impacts.

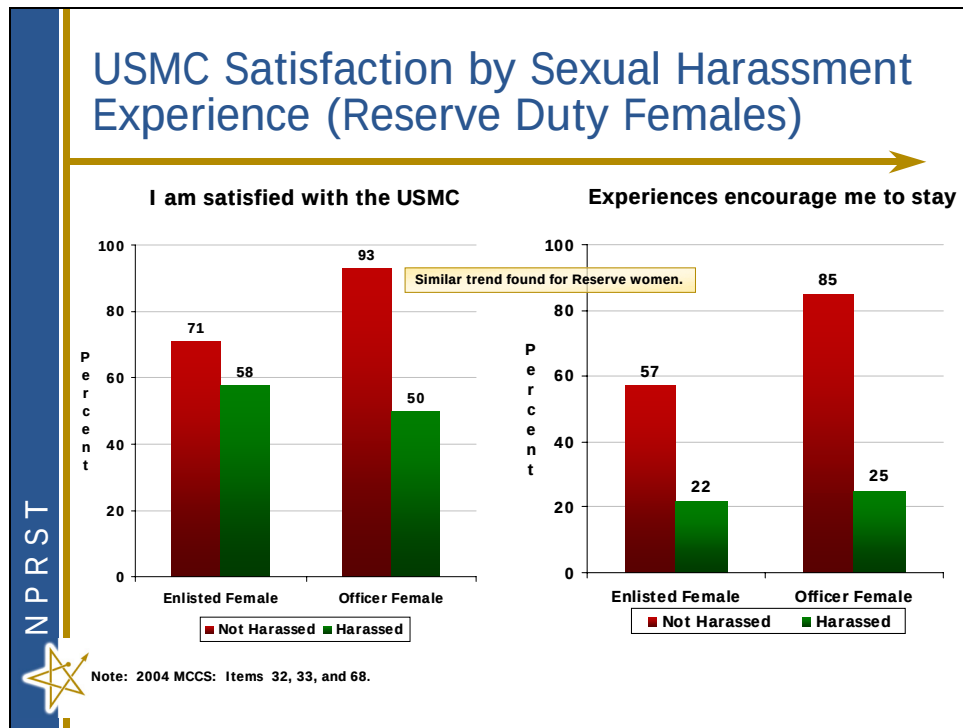


In terms of the top three unwanted impacts of SH, a similar pattern was found for women Officers. Stress in the Workplace, Unit cohesion, and Likelihood to Reenlist were areas likely to be impacted. The difference between Active Duty and Reserve Officers is less pronounced than the differences found for Enlisted women.



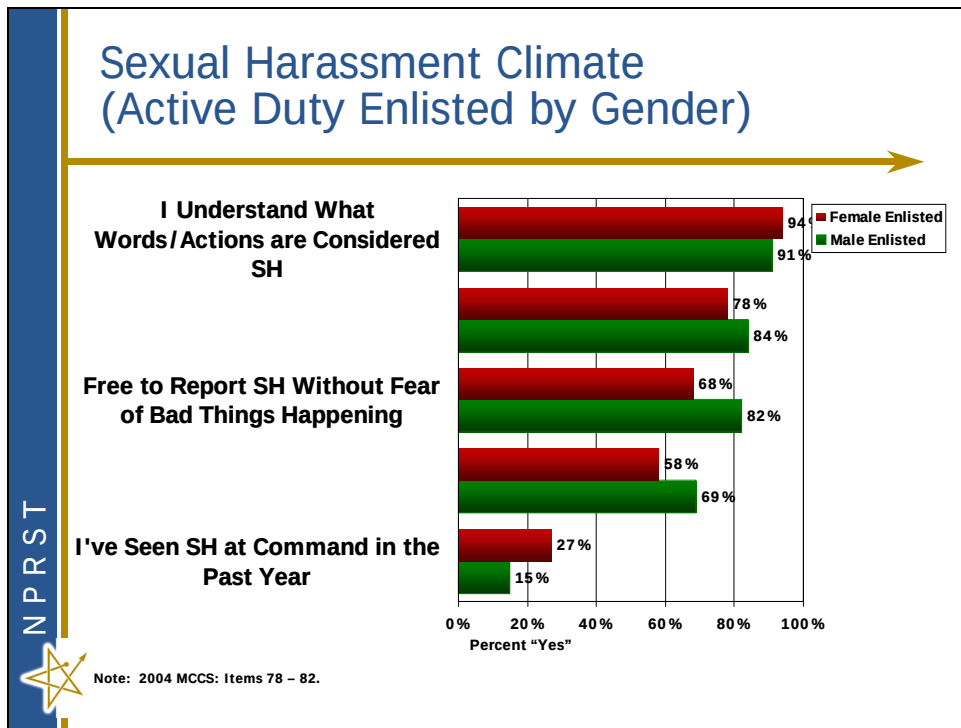
This slide presents another way to investigate organizational consequences of SH. It displays Satisfaction with the USMC and whether experiences encourage respondents to remain in the USMC.

For Officer and Enlisted women on both items, those who have been harassed have more negative responses to these items than those who have not been harassed. Fifty-six percent of Enlisted females who have been harassed report that they are satisfied with the USMC compared to 72 percent of Enlisted females who have not been harassed. This data seems to suggest that there are organizational consequences of SH.



This slide presents another way to investigate organizational consequences of SH. It displays satisfaction with the USMC and whether experiences encourage respondents to remain in the USMC.

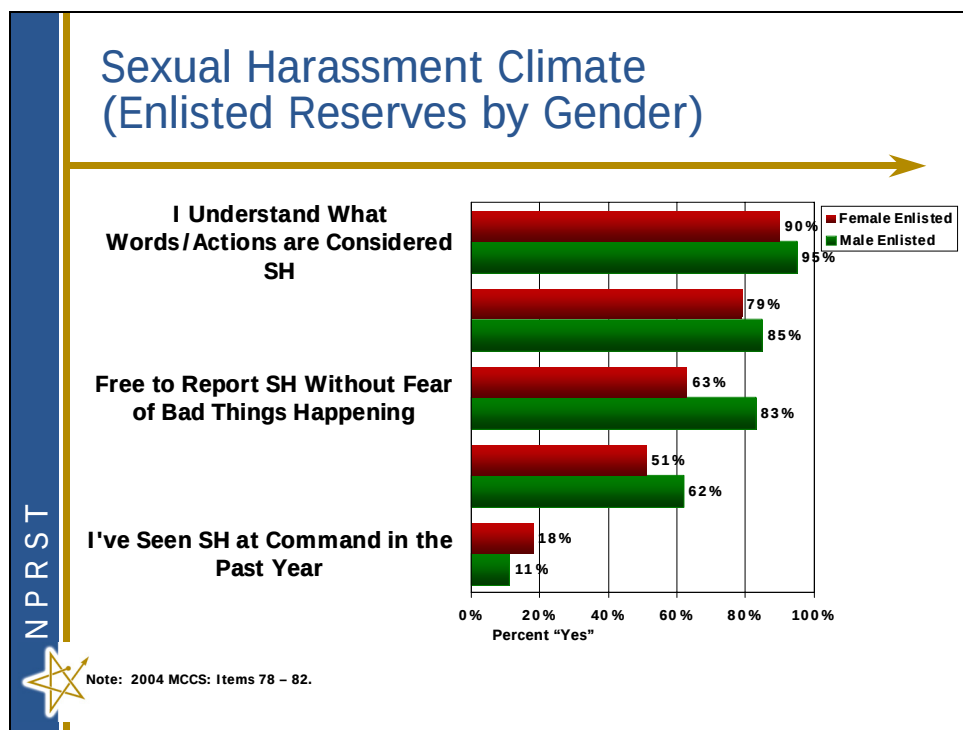
For Officer and Enlisted women on both items, those who have been harassed have more negative responses to these items than those who have not been harassed. Fifty-six percent of Enlisted females who have been harassed report that they are satisfied with the USMC compared to 72 percent of Enlisted females who have not been harassed. This data seems to suggest that there are organizational consequences of SH.



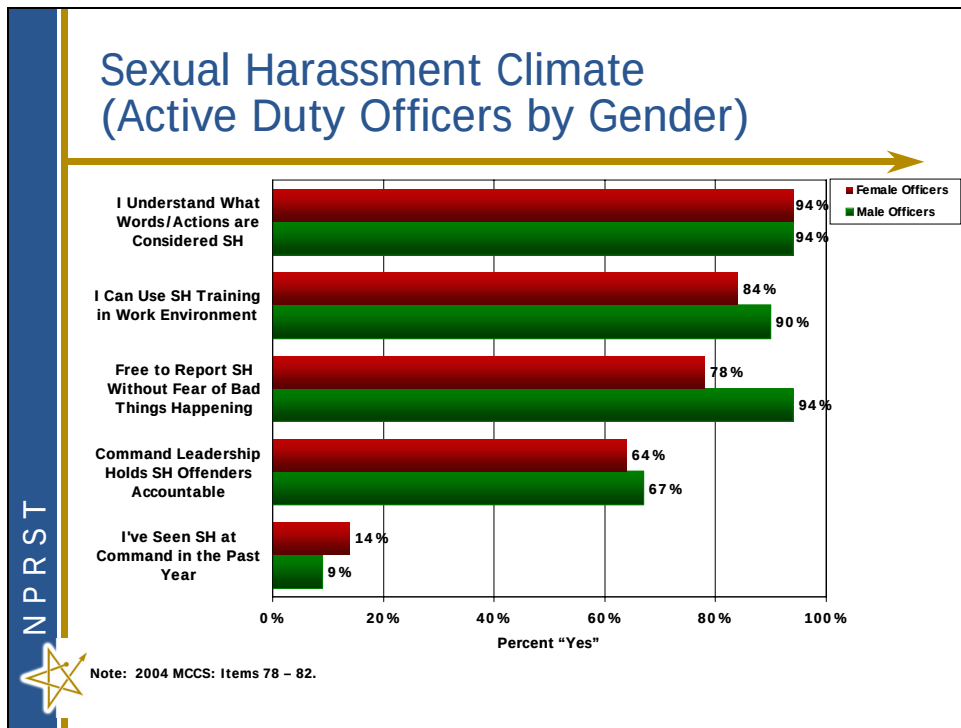
This slide displays SH perceptions of Active Duty Enlisted men and women. More than 90 percent of both groups report that they understand what words/actions are considered SH, and close to 80 percent or more of both groups believe they can use SH training in the work environment.

Larger gaps were obtained on three items. A larger percentage of men feel free to report SH without fear of bad things happening, and believe command leadership holds SH offenders accountable. Women were more likely than men to report that they've seen SH at their command in the past year.

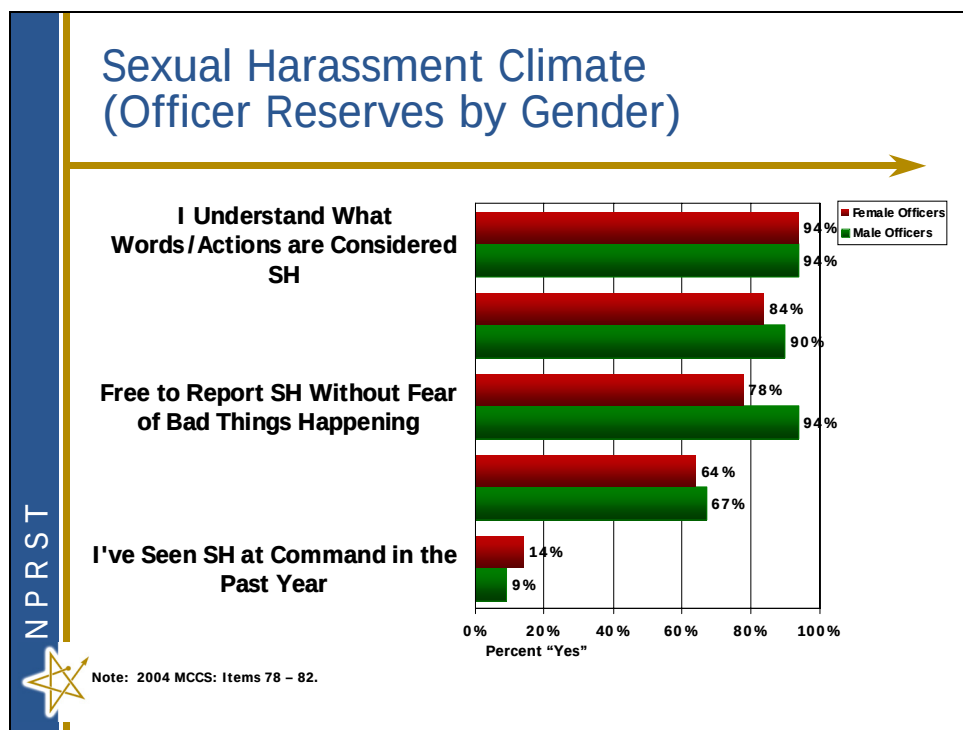
Overall, these results indicate that Active Duty Enlisted men and women have positive perceptions of the SH climate in the Marine Corps. Most of these results are positive; the last two suggest that there is room for improvement.



The same pattern was found for Reserve Enlisted men and women.



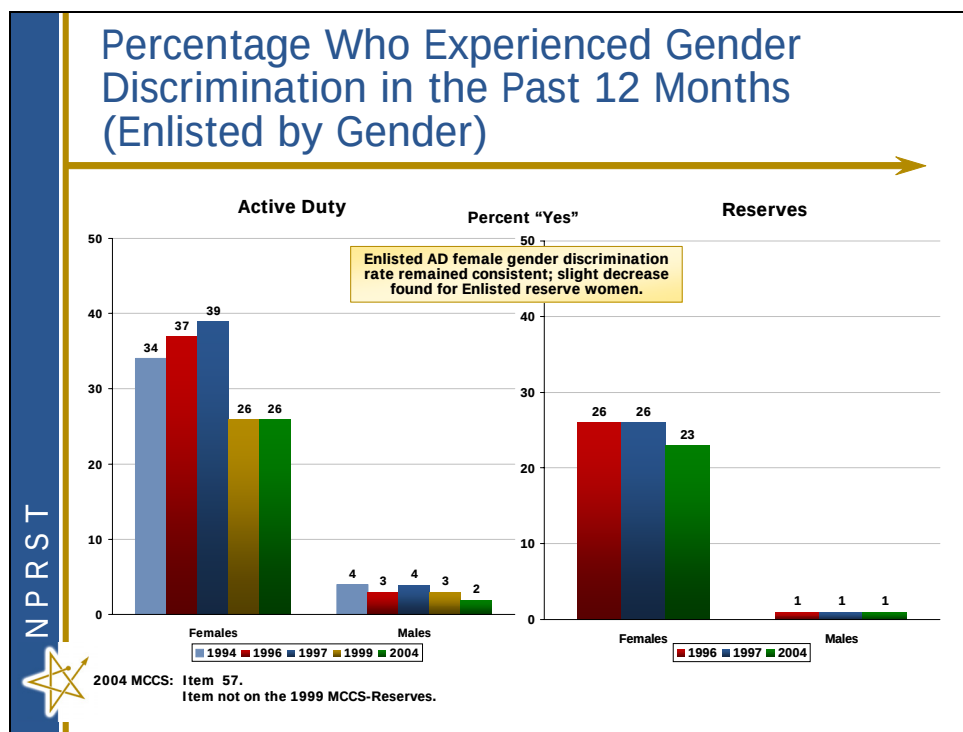
This slide shows the SH perceptions of Active Duty Officers, and a similar pattern was found here for these items to those found on previous slides.



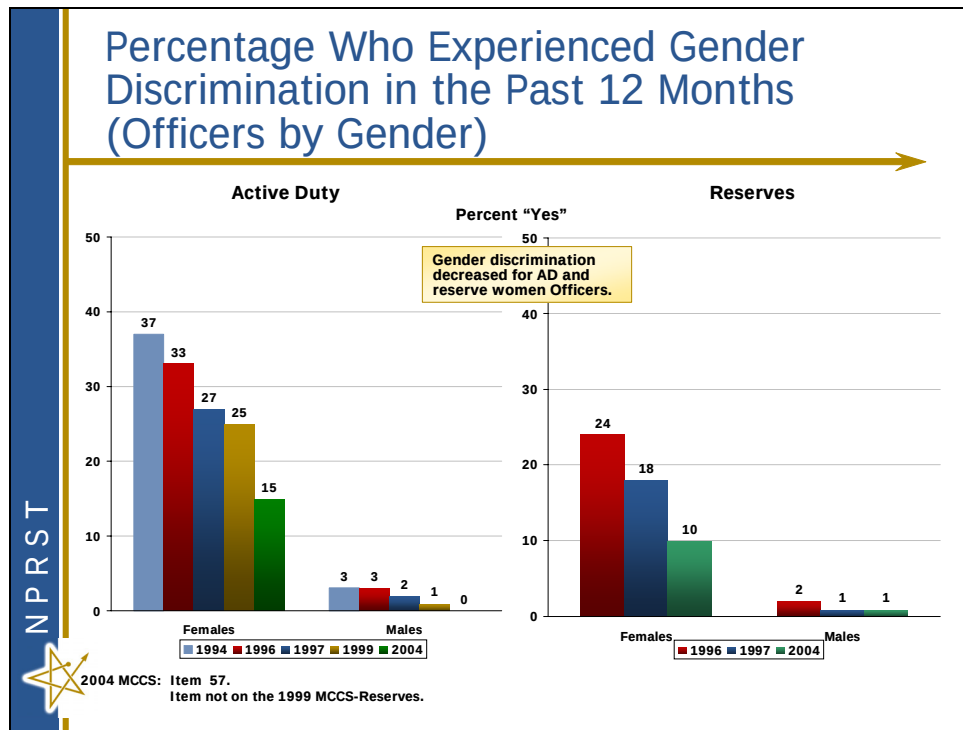
Similar pattern also found for Reserve Officer men and women.



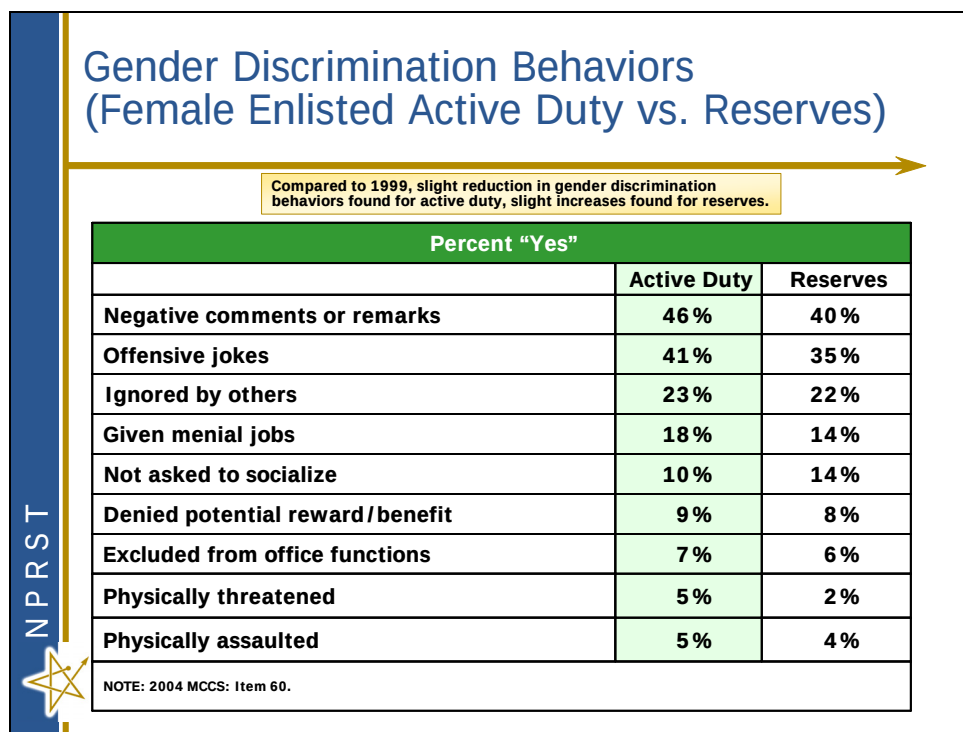
Results of the gender discrimination (GD) section will be presented next. Since they deal with gender issues, the results are presented in this section that also focus on sexual harassment.



This slide shows the rates for Active Duty and Reserve men and women from 1994 through 2004. The GD rate for Active Duty Enlisted women did not change from 1999 to 2004. A slight difference was for Reserve Enlisted women from 1997 to 2004 (the GD section was not included on the 1999 Reserve survey). Less than 5 percent of Active Duty and Reserve men reported GD.



This slide displays the GD rates for Active Duty and Reserve Officers. In looking at the GD rate for Active Duty women, there was a decline in the GD rate from 25 percent in 1999 to 15 percent in 2004. A similar decrease was also found for Reserve women Officers from 1997 to 2004.



This slide displays the GD behaviors experienced by Active Duty and Reserve Enlisted women. Since so few men reported these behaviors, their responses will not be presented.

The behaviors listed are the same as those listed for racial discrimination, but the percentages here are somewhat higher than the racial discrimination percentages for these behaviors. In terms of the overall pattern of the results, this is typical of what is usually found on these items—less severe behaviors are more common than the severe ones. In looking at the percentages over time, the 2004 rates have declined for Active Duty Enlisted women and slightly increased for Reserve Enlisted women. For example, 27 percent of Reserve Enlisted women reported offensive jokes in 1999 and 35 percent reported it in 2004.

Gender Discrimination Behaviors (Female Officers Active Duty vs. Reserves)

Fewer Officers reported gender discrimination behaviors in 2004 than in 1999.

Percent "Yes"		
	Active Duty	Reserves
Negative comments or remarks	29 %	20 %
Offensive jokes	22 %	10 %
Ignored by others	20 %	10 %
Not asked to socialize	10 %	3 %
Denied a potential reward / benefit	8 %	3 %
Given menial jobs	8 %	10 %
Excluded from office functions	5 %	0 %
Physically threatened	2 %	0 %
Physically assaulted	2 %	0 %

NOTE: 2004 MCCS: Item 60.

This slide displays the GD behaviors for Active Duty and Reserve women. As we found with the overall GD rate, fewer Officers reported experiencing these behaviors this year as compared to the 1999 survey. The overall pattern of results is again similar to what is typically found—milder forms of GD are more prevalent than the more severe forms of GD.

NPRST

Sexual Harassment: Summary

Positive Trends

- Active duty female SH rates declined compared to 1995 DOD survey
 - True for both Officers and Enlisted
- Most frequently reported SH are the milder forms (jokes, teasing, etc.); severe forms of SH rarely occurred
- More than 90% of all groups report that they know what is considered SH
- Majority believe SH training is useful in their work environment
- Female gender discrimination rate declined from 1999
- Marine Corps assessment of SH in compliance with DOD requirement
 - Despite changes in SH measurement, overall trends found on previous MCCA survey remained consistent

The SH rate has declined since 1995, both for Active Duty Officer and Enlisted women.

While SH still exists in the Marine Corps, the most commonly occurring SH behaviors are the milder forms that may be easier for respondents to deal with directly, by talking with the person, or getting someone else to. The more severe forms of SH, including sexual coercion and quid pro quo SH are rarely reported. The survey found that relatively few experience the forms of SH that may be most difficult to handle.

Most respondents reported that they know what is considered SH and believe SH training is useful to them in their work environment.

Gender discrimination declined for women Officers. In 2004, fewer reported this behavior than in 1999.

The 2004 MCCA Survey brings the Marine Corps into compliance with the DOD-mandated methodology to use the Behavior Checklist to measure SH. The overall trends—in terms of the types of harassment experienced and actions taken after SH—were very similar to those found in the past.

NPRST

Sexual Harassment: Summary (Cont.)

Areas to Watch

- A large percentage of Enlisted women continue to report SH by a higher level supervisor
- While most women indicate that they would feel free to report SH, less than 20% of those who were sexually harassed filed a complaint
- Close to one-third of Enlisted women reported gender discrimination
 - Milder forms (negative comments, offensive jokes) reported more than severe forms (physically threatened or assaulted)
- Reserve females reported larger negative impact of SH than Active Duty females
- SH/GD experiences may influence decisions to stay or leave the USMC

One trend found on the last survey continued on this one—a large percentage of Enlisted women reported SH by a higher-level supervisor. This is an area of concern because it may be harder for women to deal with than if the harasser is their peer or a subordinate.

While a large percentage of women reported that they feel free to report SH, less than 20 percent of women who've experienced SH reported that they've filed a complaint. This may indicate that they resolved the problem through other actions, or that the low percentage of complaints filed may indicate a lack of confidence in the system.

Women in the Reserves report a larger negative impact of SH than women on active duty do.

The percentage of Enlisted women reporting gender discrimination has remained steady with approximately one-third of Enlisted women reporting GD in the past year. Milder forms of GD, such as jokes or negative comments, were more common than more severe forms. Since these milder forms of GD are closely related to the milder forms of SH, they can be addressed during SH training.

Those who reported SH and GD were less satisfied with the Marine Corps than those not reporting these experiences, indicating that these behaviors may have organizational consequences for Marine Corps bottom-line outcomes such as satisfaction and retention.

NPRST

Recommendations

➔

- Coordinate follow-on briefing of MCCA results to
 - Senior leadership and new Flags
 - EOAs at March 05 conference
 - DEOMI for inclusion in USMC service-specific training
- Draft ALMAR summarizing key survey results and publicize findings through comm plan/media campaign
- Address areas that trended lower compared to 1999
 - Lower rates of Team Marine training
 - Lack of confidence in RM and SH complaints process

The results of the 2004 MCCA were extensively briefed to Marine Corps Leadership as indicated below.

2004 MCCA briefed to:

Col A.J. Dyer & Ms. D.L. Sosnowski, Sponsor, Manpower Equal Opportunity Branch (December 2004)

MajGen Ghormley, Director, MP (January 2005)

LtGen Osman, Deputy Commandant Manpower & Reserve Affairs (February 2005)

Commandant of the Marine Corps and Executive Offsite (March 2005)

Sergeant Major of the Marine Corps and senior enlisted leadership (March 2005)

USMC EO Advisors Conference (March 2005)

Mr. Navas, Assistant Secretary of the Navy (M&RA) (April 2005)

BrigGen Select Orientation Course (April 2005)

LtGen Mutter, USMC (ret.) (April 2005)

The results brief is also available on the Internet at:

http://www.marinecorpstimes.com/content/editorial/pdf/mc_climate_survey091305.zip

The findings should also be included in USMC service-specific training at DEOMI so that new Marine Corps Equal Opportunity Advisors and Representatives are aware of them.

Finally, the results should be followed up by Marine Corps leadership using interviews, focus groups and other data gathering mechanisms to validate them, better understand their underlying cause, and to generate actions to maintain the positive results and correct the shortfalls.