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Retention Quick Polls of Three Navy Communities

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Kimberly P. Whittam**



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14. ABSTRACT Retaining quality Sailors is a key goal of the U.S. Navy. Incentives, often in the form of cash bonuses, are offered to retain individuals with specialized and critical skills. Bonuses of up to \$150,000 for a 6 year reenlistment were offered in FY07, and additional incentives are being considered to motivate personnel to "Stay Navy". Since retention decisions are impacted by a number of issues, it is useful to know what motivates Sailors to stay or leave, and what incentives influence that decision. This report presents results of three Navy Quick Polls that asked about job satisfaction, continuation intentions, motivators to stay or leave, and incentives that would increase the likelihood of staying. These polls were targeted to the Naval Aviation Enterprise, Nuclear officers, and Special Operations/Special Warfare personnel. Findings show that, although job characteristics of the three communities may be vastly different, their concerns related to retention are similar.					
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Foreword

Retention was a concern in the early- to mid-2000s, and a number of efforts focused on motivating personnel to remain in the Navy. While bonuses proved effective in the past, there was discussion among Navy leaders about less costly and perhaps more effective means of influencing retention within communities. Several Quick Polls within specific communities included questions aimed at determining influencers of retention behaviors, and results of those questions have been combined into this technical report because of the consistency of the issues across groups.

As with all survey projects, the success of the projects were dependent upon all those who took the time to participate; the authors would like to thank all Navy men and women who provided input on each of the surveys discussed here. In addition, the authors would like to thank the points-of-contact for each of the surveys: CDR Snow of the Naval Aviation Enterprise; LCDR Jackie Killman and LCDR Camille Flaherty for the Nuclear Officer Quick Poll; and LCDR Lee Levells, LCDR Paul Giberson, and EODCM John Siegel for the Special Operations/Special Warfare Quick Poll.

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Director

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Retention Quick Polls of Three Navy Communities

The end of the draft and the implementation of the All Volunteer Force gave policymakers a heightened appreciation of the value of recruiting and retaining personnel. Even while reducing the Navy's end-strength to about 322,000 by 2013 (Chief of Naval Personnel Public Affairs, 2007), retaining the best Sailors in the Navy who have "the rights skills and essential Fleet and leadership experience" (Chief of Naval Operations, 2007e) is crucial to realizing the Chief of Naval Operations' (CNO) vision of making the Navy a top 50 employer (CNO, 2008b).

Factors that Influence Retention

A number of factors have been studied as possible influencers of retention decisions, dating at least as far back as 1969. Demographics of personnel were originally of interest, including aspects such as aptitude, time at last duty station, age of initial enlistment, number of dependents, and pay grade (Singer & Morton, 1969). These demographics have also expanded to include aspects of the service member and his/her relation to the family, including maternal role and separation anxiety (Kelley, Hock, Bonney, et al., 2001) and marital issues and spouse commitment (Rosen & Durand, 1995).

Some factors that have been considered are clearly work-related factors. For example, Youngblood, Mobley, and Meglino (1983) investigated the expected utility of being in the service as well as the expected utility of being in a civilian job, to include issues such as learning new skills, job pride, and family separation. They also addressed job satisfaction, a factor that Motowidlo and Lawton (1984) considered along with job expectations. Hom and Hulin (1981), Farkas and Tetrick (1989), and Janega (2004) also added job satisfaction as well as organizational commitment.

Quality of life has also been hypothesized to be an overarching influencer of retention decisions. In particular, domains such as career development, personal health, attitudes towards residence, relationships with relatives, and standard of living/income have been researched by some (e.g., Wilcove, Schwerin, & Kline, 2009; Hindelang, Schwerin, & Farmer, 2004; Wilcove, Schwerin, & Wolosin, 2003). General compensation has also been considered (e.g., Gilroy, Horne, & Smith, 1991).

Recently, Navy leadership promulgated information covering six key programs that are described as being the foundations for retention, which include some of the factors considered above: command sponsorship, command indoctrination, career development boards, mentorship, ombudsman programs, and recognition programs (CNO, 2008a). These programs were previously in existence, but are discussed in combination now to assist each unit to become "brilliant on the basics" and retain Sailors to meet all current and future missions. These programs range in scope from welcoming a Sailor aboard a new command, to ensuring that they have a mentor, to on-going periodic checks of their career.

In addition to these career spanning efforts, the Navy also has a number of monetary bonuses available to Sailors at the time of their retention decision. These bonuses include the Selective Reenlistment Bonus (SRB), Critical Skills Retention Bonus (CSRB), Enlisted Supervisor Retention Pay (ESRP), Incentive Special Pay (ISP), Additional Special Pay, and Aviation Career Continuation Pay (ACCP) (see CNO, 2007e; CNO, 2007a; CNO, 2006; CNO, 2007d; CNO, 2007b; CNO, 2007c). In addition, the recent Quadrennial Review of Military Compensation was tasked to look at more flexible authorities for retention (Tenth Quadrennial Review of Military Compensation, 2008).

Navy leadership has also instituted Task Force Life/Work, which focuses on ways to balance life and work and help the Navy remain relevant when competing in the marketplace for talent (CNO, 2007f). Some of the ideas being considered by the task force include geographic stability, sabbaticals, and telecommuting, which differ from traditional incentives in that they are non-monetary (Faram, 2007).

Collecting Data on Retention Influencers

A number of models have been generated to determine causal relationships between factors and intentions to remain in military service. The vast majority use survey data as input into the models, either through onsite administration (e.g., Motowidlo & Lawton, 1984; Hom & Hulin, 1981; Farkas & Tetrick, 1989 [survey 1]; Kelley, et al., 2001; Hindelang, Schwerin, & Farmer, 2004 [with some additionally mailed]; Youngblood, Mobley, & Meglino, 1983 [surveys 1 & 2]) or through surveys mailed to respondents (e.g.; Farkas & Tetrick, 1989 [surveys 2 & 3]; Rosen & Durand, 1995; Wilcove, Schwerin, & Wolowin, 2003; Youngblood, Mobley, & Meglino, 1983 [survey 3]; Wilcove, Schwerin, & Kline, 2009 [70% of respondents]; Janega, 2004).

Technological advances and increases in Internet connectivity have led to surveys being administered on the Internet, but few models have included data from web surveys (Wilcove, Schwerin, & Kline, 2009 [30% of respondents]). In 2002, an Internet polling capability called Quick Poll was proposed for the Navy that would utilize the advances offered by the Internet but also include a fast notification process, allowing for quick surveying of the Fleet.

The goal of this report is to determine if retention-related data can be collected through Quick Polls. This report describes the results of three Quick Polls of specific Navy communities: personnel in the Naval Aviation Enterprise, Navy Nuclear officers, and Navy Special Operations/Special Warfare personnel. Given the key role that these communities play in executing the Navy's mission, retention of key personnel within these communities is often a concern. While each community is unique, the results of the retention-related questions show common themes among them.

Quick Polls

Quick Polls (Uriell, Whittam, Newell, & Hargrove, 2007), as realized by the Navy Personnel Research, Studies, and Technology (NPRST) Department, are designed to be quick, scientifically-sound, web-based polls of Navy personnel, addressing “hot-button” issues. They are more limited in scope due to their fast turnaround, with ideally only 25 questions, although each poll may vary. From start (a data need identified) to finish (a briefing of results), a Quick Poll will typically last between 13 and 21 business days. Questions are adapted from other Navy-wide surveys wherever possible to minimize development time as well as allow for comparisons to established Navy-wide norms. Minimal breakouts are provided (e.g., enlisted versus officer for Navy-wide Quick Polls) to allow for standardized tabulations and briefing templates. Recently, the Defense Manpower Data Center (DMDC) has developed a DoD rapid e-mail polling capability called Quick Compass that was inspired by Navy Quick Polls (DMDC, 2007).

Because of the minimal breakouts, Navy-wide Quick Polls are typically sent to a stratified, random sample of approximately 6,000–8,000 active Navy personnel. The sample size is large enough to ensure that results are representative of the population of interest, with margins of error ± 5 percent or less.

To enable the quick turnaround, a novel approach is used to notify personnel of their selection. Navy Messages are created that alert respondents of the Quick Poll sponsor, the general subject, and procedures to access the survey. The Navy Message is electronically transmitted to those commands where selected respondents are assigned, generally requesting that the Command Career Counselor serve as the point of contact to notify personnel selected for the poll as indicated in the message. To ensure security, respondents are requested to login with information already known to them (e.g., last digits of their SSN and date of birth).

Quick Polls are voluntary, which is reiterated in the Navy Message, on the cover screen, login screen, and before the first question. Respondents are also notified that they can skip individual questions. The login information is available only for one complete submission, ensuring that personnel complete the survey only once. To maintain respondent anonymity, these identifiers are subsequently stripped from the data file. All Quick Polls are reviewed and approved by a Navy Institutional Review Board (IRB) to ensure that any issues regarding protection of human subjects are addressed.

Approximately 50 Quick Polls have been completed to date, and results for most are available from the NPRST website. Response rates for Navy-wide Quick Polls are typically between 30–35 percent, similar to Navy-wide, large-scale surveys (Newell, Rosenfeld, Harris, & Hindelang, 2004), while response rates for community specific (e.g., Surface Warfare, Aviation) Quick Polls tend to be higher.

Quick Poll 1 – Naval Aviation

The Naval Aviation Enterprise (NAE) (which includes pilots and Naval Flight Officers [NFOs], the mechanics who tend the planes and helicopters, and aviation support personnel) recently adopted a diversity-centric focus. In 2006, they sponsored a community-wide Quick Poll to provide baseline data for their efforts related to gender diversity.

Method

The population of interest was all active component personnel in the Naval Aviation Enterprise, regardless of job. The enlisted population included personnel in the Aviation Boatswain's Mate (AB, ABE, ABF), Air Traffic Controller (AC), Aviation Machinist's Mate (AD), Aviation Electrician's Mate (AE), Aerographer's Mate (AG), Aviation Structural Mechanic (AM, AME), Aviation Ordnanceman (AO), Aviation Support Equipment Technician (AS), Aviation Electronics Technician (AT), Aviation Warfare Systems Operator (AW), and Aircrew Survival Equipmentman (PR) ratings, while the officer population included those designated as Naval Aviators (131X designator), Naval Flight Officers (132X), Aerospace Engineering Duty Officers (15XX), Limited Duty Officers – Aviation (63XX), and Chief Warrant Officers – Aviation (73XX), yielding a total of 70,090 in the population. A random sample of 10,973 was selected, stratified by officer and enlisted status as well as gender. In addition, the enlisted population was further stratified by technical and non-technical ratings (i.e., jobs).

The Quick Poll investigated the diversity climate, career progression, and retention intentions of personnel in the NAE (see Appendix A for the entire questionnaire and Appendix B for the executive summary of results). Questions were adapted from other surveys and forwarded through the IRB as well as through the Navy Survey Approval Manager for Report Control Symbol (RCS) technical review. In keeping with traditional Quick Poll methodology, commands were notified by Navy message. Personnel selected were given eight business days to complete the Quick Poll, with a reminder sent midway through the fielding period.

The Quick Poll was conducted in March 2006 and 4,277 responded, for an overall response rate of 39 percent. Frequencies and cross-tabulations were conducted using the Statistical Package for the Social Sciences (SPSS, version 11.5). Margins of error, calculated using SUDAAN (Shah, Barnwell, & Bieler, 1997), were ± 5 percent or less for the key subgroups.

Results

Overall, respondents were satisfied with various aspects of Naval Aviation, with officers more satisfied than enlisted, and men more satisfied than women (see Table 1). Satisfaction was highest for male officers, with 70 percent or more of respondents indicating satisfaction with all but 3 aspects. For all groups, the most satisfying aspect was Naval Aviation overall (57% or higher for enlisted and 76% or higher for officers).

For enlisted, the least satisfying aspect was communication in Naval Aviation, with only 45 percent of males and 40 percent of females indicating they were satisfied. Officers also were not satisfied with communication (62% of males and 52% of females indicated satisfaction), but the least satisfying aspect for them was the availability of mentoring (54% of males and 49% of females indicated satisfaction), which is key component of diversity programs.

Table 1
Percentage of NAE satisfied with aspects of Naval Aviation

Overall, how satisfied are you with:	Enlisted		Officer	
	Men	Women	Men	Women
Career development in Naval Aviation	61	56	74	65
Availability of mentoring in Naval Aviation	53	48	54	49
Assignments in Naval Aviation	55	50	75	68
Promotion opportunity in Naval Aviation	47	44	72	64
Evaluations in Naval Aviation	50	48	64	59
Leadership in Naval Aviation	51	47	70	64
Leadership opportunities in Naval Aviation	55	50	75	68
Morale in Naval Aviation	47	42	70	69
Communication in Naval Aviation	45	40	62	52
Racial/ethnic relations in Naval Aviation	59	56	78	64
Gender relations in Naval Aviation	57	50	75	60
Naval Aviation	61	57	84	76

Note: % "Very Satisfied" or "Satisfied."

The pattern of results was generally similar for male and female enlisted, with women tending to be about 5 percentage points lower than men. For officers, women were approximately 6 percentage points lower than men. The pattern for officers was not as consistent as for enlisted; the two genders were closer in their satisfaction with morale (69% of women and 70% of men) and further apart in their satisfaction with gender relations (60% of women and 75% of men).

Respondents were asked the standard Navy retention intention survey questions: the likelihood that they will remain in the Navy, both at their next decision point and until they can retire. Men (72% of officers and 60% of enlisted) were more likely to remain at their next decision point than women (56% of officers and 58% of enlisted). Of those who indicated they were likely to remain, a larger percentage of men (84% of officers and 77% of enlisted) than women (67% officers and 72% enlisted) indicated they would remain for 20 years or more.

Across all four groups, the most common reason for leaving Naval service was Family Concerns, ranging from 85 percent of officer women to 71 percent of enlisted men (see Table 2). For enlisted, Pay, Lack of career advancement/promotion, and

Educational concerns were also key reasons to leave. For officers, other reasons for leaving included High OPTEMPO, Lack of career advancement/promotion, and Uncertainty related to the Global War on Terrorism (GWOT). While men and women differed in the percentages for these categories, the pattern of results was generally the same for both groups.

Table 2
Percentage of NAE personnel citing key reasons for leaving Naval service

	Enlisted		Officer	
	Men	Women	Men	Women
Family Concerns	71	73	76	85
Pay (including Special Pay)	55	30	24	11
Lack of career advancement/promotion	48	44	39	17
Lack of time to pursue further education	44	49	23	30
Lack of opportunity to pursue higher education	29	29	21	16
Lack of educational opportunities	18	17	9	12
Job security	12	16	12	13
High OPTEMPO	11	4	49	27
Uncertainty related to GWOT	9	6	34	36
Low OPTEMPO	3	1	3	0

Note: % "Yes". Sorted by male enlisted responses.

Respondents were asked to rate the impact of 12 different incentives on their decision to remain in the Navy (see Table 3). Two-thirds or more of all respondents indicated guaranteed assignment or location of choice, increase in base or bonus pay, geographical stability, flexible work hours, and ability to take a sabbatical would increase their desire to remain in the Navy. Additionally, approximately half or more of all groups (except officer men) also indicated that daycare options (subsidy for child daycare or availability of after-hours or extended hours daycare) would increase their desire to remain in the Navy. Female officers and enlisted reported that an increase in the operational deferment from 4 to 6 or 12 months would increase their desire to remain in the Navy; less than 15 percent of men selected this option.

Table 3
Percentage of NAE indicating incentives increase desire to remain in the Navy

	Enlisted		Officer	
	Men	Women	Men	Women
Guaranteed Assignment of Choice	85	85	93	91
Guaranteed Geographic Location of Choice	85	86	92	91
Increase in Base Pay	82	79	84	67
Increase in Bonus Pay	78	75	78	60
Geographical Stability	75	74	78	73
Flexible Work Hours	72	75	67	76
Ability to Take Sabbatical to Obtain advanced degree, have family, etc.	69	71	68	84
Subsidy for Child Daycare	53	61	39	55
Availability of After-hours Daycare	52	63	36	60
Availability of Extended Hours Daycare	52	63	35	60
Increase operational deferment for pregnancy from 4 to 6 mos	13	50	5	62
Increase operational deferment for pregnancy from 4 to 12 mos	12	49	5	63

Note: % "Greatly Increases Desire to Stay" or "Increases Desire to Stay." Results sorted by male enlisted responses.

Quick Poll 2 – Nuclear Officers

Nuclear officers are assigned to either a surface ship (e.g., aircraft carrier) or submarine and generally are tasked to keep the ship or submarine running by maintaining the nuclear propulsion plant aboard. As with Aviators, training to become a nuclear officer is costly, making retention of a trained nuclear officer a key goal, especially since these highly-skilled personnel are in demand in the civilian community. The Nuclear Officers Quick Poll was developed to assess the job satisfaction, continuation intentions, factors influencing these intentions, and the impact of various incentives on these intentions.

Method

The target population was active component Surface Warfare Nuclear officers (SWO(N)) and submarine officers (SUB) in ranks Ensign (O-1) through Commander (O-5). Questions were adapted from the 2004 SWO Quick Poll and the Navy Personnel Survey, a Navy-wide survey geared towards personnel-related issues (Whittam, 2008), and the survey was approved by the IRB as well as the Navy Survey Approval Manager

(see Appendix C for the complete questionnaire and appendix D for the executive summary of results). The poll was a census of the two communities; all SWO(N) and SUB officers in ranks O-1 to O-5 (N = 3,051) were selected to participate. Standard Quick Poll procedures were used for this poll; respondents were notified via Navy Message in May 2007 and the poll was completed online. Of those selected, 1,514 completed the poll, for a 53 percent response rate. The data were weighted to match the officer rank distribution of the active duty SWO(N) and SUB populations. Margins of error were calculated by SUDAAN (Shah et al., 1997) to be ± 3 percent or less on all items for both SWO(N) and SUB officers. Frequencies and cross-tabulations were conducted using the Statistical Package for the Social Sciences (SPSS, version 11.5).

Results

SWO(N) and SUB officers were asked their satisfaction with the Navy, morale, and continuation intentions. Approximately half of SWO(N) (52%) and 57 percent of SUB officers were satisfied with Navy life while about one-third of SWO(N) and SUB officers were dissatisfied (30% and 27%, respectively). Junior SWO(N) and SUB officers (pay grades O-1 to O-3) were less satisfied (41% & 43%, respectively) than prior enlisted junior officers (58% and 63%, respectively) and senior officers (85% and 83%, respectively). In terms of morale at their present command, 68 percent of SWO(N) and 78 percent of SUB officers reported high or medium levels of morale.

SWO(N) and SUB officers were asked questions about their community (see Table 4). Most SWO(N) and SUB officers agreed that the nuclear propulsion program provides valuable skills for becoming a successful officer (77% and 75%, respectively) and that the nuclear program provides valuable skills to succeed in life (77% and 76%, respectively). Similarly, SWO(N) and SUB officers agreed that their community managers look after their interests (67% and 68%, respectively) and were satisfied with their community selection (66% and 68%, respectively). Only about half of SWO(N) (45%) and SUB (50%) officers report that they are provided with adequate mentorship by leadership, and 31 percent of SWO(N) and 33 percent of SUB officers agreed that if they could choose again, they would choose another community.

Table 4
Percentage of nuclear officers who agree with attitudes towards the Naval Nuclear Propulsion Program

	SWO(N)	Submarine
Nuclear Propulsion Program provides valuable skills to succeed in life	77	76
Nuclear Propulsion Program provides valuable skills for becoming a successful officer	77	75
My community managers look after my best interests	67	68
Satisfied with my community selection	66	68
I would recommend the Naval Nuclear Propulsion Program	58	62
My community values my contribution	56	61
I want to be a Commanding Officer	48	42
Detailers look after my best interests	47	28
I am provided adequate mentorship by leadership	45	50
If I could choose again, I would have selected another community	31	33

Note: % "Strongly Agree" or "Agree". Sorted by SWO(N) results.

Thirty-six percent of SWO(N) and 44 percent of SUB officers plan to remain on active duty at their next decision point while another third indicate they are unlikely (37% for SWO(N) and 36% for SUB officers). Again, junior SWO(N) and SUB officers (24% and 26%, respectively) were less likely to remain than prior enlisted (50% and 66%, respectively) and senior officers (67% and 67%, respectively).

Respondents were presented with a list of factors and asked to rate the degree to which the factors influenced them to stay or influenced them to leave the Navy on a 7-point Likert-type scale. The top 5 reasons to stay in the Navy are displayed in Table 5. SWO(N) and SUB officers reported similar reasons for staying in the Navy, including loyalty to nation/service (85% and 86%, respectively), retirement benefits (85% and 84%, respectively), and patriotism (84% and 85%, respectively).

Table 5
Top influencers of retention decisions for Nuclear officers

	SWO(N)	Submarine
Influencers to Stay in the Navy^a		
Loyalty to nation/service	85%	86%
Retirement benefits	85%	84%
Patriotism	84%	85%
Job security	81%	79%
Medical/Dental benefits	79%	80%
Influencers to Leave the Navy^b		
Overall time spent away from home	85%	82%
Balance between work & personal time	82%	81%
Effect of Naval service on family	72%	72%
Micro-management	70%	81%
Impact of deployment uncertainty on family	72%	68%
Working hours in port	63%	74%

Note: Sorted by SWO(N) results.

^a Percentage who indicated “1,” “2,” or “3” on a Likert scale ranging from “1-Influence to Stay” to “7 – Influence to Leave.”

^b Percentage who indicated “5,” “6,” or “7” on a Likert scale ranging from “1-Influence to Stay” to “7 – Influence to Leave.”

Table 5 also displays the Top 5 reasons to leave the Navy. For both SWO(N) and SUB officers, work/family balance factors appeared in the Top 5, with overall time spent away from home (85% and 82%, respectively) and balance between work and personal time (82% and 81%, respectively) being the top reasons to leave the Navy. Little difference was found on these items by pay group.

SWO(N) and SUB officers were presented with a list of incentives and asked if these would influence their decision to remain in the Navy at their next decision point (see Table 6). Both monetary and non-monetary factors would influence continuation intentions. Geographic location (78% and 83%, respectively), guarantee not to go on Individual Augmentee (i.e., assignments supporting GWOT, usually in Iraq or Afghanistan), assignment on shore duty (75% and 67%, respectively), and assignment of choice (74% and 86%, respectively) were top non-monetary influencers. Top monetary influencers were a \$40,000 retention bonus (77% and 82%, respectively), matching contribution to the Thrift Savings Plan (retirement) (71% and 78%, respectively), and \$35,000 retention bonus (71% and 74%, respectively).

Table 6
Percentage of Nuclear officers who indicate an increased desire to remain in the Navy at their next decision point based on key incentives

	SWO(N)	Submarine
Geographic location of choice	78	83
Retention Bonus (\$40,000)	77	82
Guarantee not to go on IA on shore duty	75	67
Assignment of choice	74	86
Matching contributions to TSP	71	78
Retention Bonus (\$35,000)	71	74
Retention Bonus (\$30,000)	64	61
Graduate education at PRD	59	52

Note: Percentage “Greatly Increases Desire to Stay” or “Increases Desire to Stay.”

Quick Poll 3 – Special Operations/Special Warfare

Special Operations and Special Warfare personnel have become increasingly important in the GWOT. In particular, Navy leadership has expressed the need to “optimize Naval contribution to Special Operations Forces” and “provide the Combatant Commanders tools to counter Improvised Explosive Devices (IED)” (Secretary of the Navy, 2006) and the Navy is attempting to increase the number of Sailors within these communities (Fuentes, 2008). Recruiting and retaining personnel in Special Operations/Special Warfare communities is key to contributing to these efforts.

Method

The Special Operations/Special Warfare Quick Poll followed the standard Quick Poll methodology. All active-component enlisted personnel in the Special Operations (SO), Special Warfare Boat Operator (SB), Explosive Ordnance Disposal Technician (EOD), and Navy Diver (ND) ratings were included in the sample, along with those with Navy Enlisted Classification Codes associated with Rescue Swimmers (7815, 8401, 7811, 7873, 7876, 7875, 7805, and 7807). In addition, active-component officer personnel with Special Operations, Special Warfare, EOD, or ND designators were included.

Survey questions were taken from established surveys and routed through the IRB and the Navy Survey Approval Manager. Topics included reenlistment/continuation intentions, factors that might impact those intentions, and the impact of specific incentives on intentions to remain in the Navy (see appendix E for the complete questionnaire and appendix F for the executive summary of results). The survey was available for 12 business days, from 22 February to 9 March 2007. During the survey fielding period, a reminder Navy Message was also sent out to all commands with

personnel in the sample. A total of 6,419 enlisted and officers were invited to participate; of those, 3,185 provided responses for a response rate of 50 percent overall. Within the individual communities, response rates varied from 61 percent for ND to 29 percent for SEALs. Frequencies and cross-tabulations were conducted using the Statistical Package for the Social Sciences (SPSS, version 11.5). The margins of error, as computed by SUDAAN (Shah et al., 1997), ranged from ± 3 percent or less for enlisted to ± 5 percent or less for officer results; margins of error were larger for the individual communities, with a maximum of ± 7 percent for SEAL officers and ± 4 percent for the individual enlisted communities.

Results

Results were weighted to reflect the population of interest. Because of the low number of returns for Special Warfare Combat Crewman (SWCC) and ND officers, and because there are no officer rescue swimmers, officer results are only presented for SEAL and EOD officer communities.

The majority of both enlisted and officer personnel agreed that they were satisfied with their rating or designator (70% and 84%, respectively) and Navy life overall (63% and 77%, respectively). When looking at individual communities, the enlisted EOD and the officer SEALs were the most satisfied with their rating/designator, although highest agreement for satisfaction with the Navy changes for enlisted; ND were the most satisfied with the Navy (see Table 7).

Table 7
Percentage of Special Operations/Special Warfare who are satisfied with current job and with Navy

	"Very Satisfied"/"Satisfied"						
	Enlisted					Officer	
	SO	SB	EOD	ND	Rescue Swimmer	SEAL	EOD
Satisfaction with Current Rating/Designator	73	66	77	66	66	85	80
Satisfaction with Navy	58	65	59	70	66	78	74

Note: Percentage "Very Satisfied" or "Satisfied."

Respondents were also asked how they would rate the overall morale at their present command. Most Sailors reported that their command morale was either high or medium; only 20 percent of enlisted and 10 percent of officers rated their command morale as low. There was little variability between the enlisted communities and no variability between the officer communities for this item. The most important factor in raising command morale overall was command leadership (indicated by 25% of enlisted personnel), but results varied by enlisted community; the SO and SB personnel were

most likely to indicate operational employment (25% and 29%, respectively), EOD were most likely to indicate amount of time at home (26%), and the ND and Rescue Swimmers were most likely to indicate command leadership (29% for both).

The Quick Poll asked about career intentions, specifically about intentions to reenlist/continue in the Navy at the respondent's next decision point. Fifty-seven percent of enlisted and 56 percent of officers indicated that they likely will remain, with 18 percent of both groups indicating that they are unlikely to remain. Results by community show that Navy Divers and Rescue Swimmers are most likely to stay in the Navy (69% and 60%, respectively).

A number of factors may impact a Sailor's decision to stay or leave the Navy; 35 factors were included on the Quick Poll and Sailors were asked to rate if these factors were influences to stay or leave using a 7-point Likert-type scale. All five of the top factors influencing the decision to stay were shared by both enlisted and officers (see Table 8); enlisted were also influenced by educational benefits (62%) and geographical stability (51%) while officers were also influenced by promotion/advancement opportunities (63%) and morale at their command (58%).

Table 8
Top influencers of retention decisions for Special Operations/Special Warfare

	Enlisted					Officer	
	SO	SB	EOD	ND	Rescue Swimmer	SEAL	EOD
Influencers to Stay in the Navy^a							
Loyalty to nation/service	88%	85%	84%	84%	85%	92%	92%
Patriotism	85%	82%	84%	80%	83%	91%	90%
Job security	70%	67%	74%	77%	81%	71%	70%
Ability to contribute to GWOT	80%	74%	72%	63%	67%	89%	82%
Medical/dental benefits	61%	65%	70%	78%	80%	73%	85%
Influencers to Leave the Navy^b							
Time spent away from home	59%	53%	68%	40%	58%	67%	61%
Impact of being in the Navy on family	56%	50%	66%	45%	51%	73%	66%
Balance between work and personal time	53%	51%	61%	32%	45%	60%	61%
Impact of Navy career on marriage	49%	44%	58%	40%	42%	55%	56%

Note: Sorted by overall enlisted results.

^a Percentage who indicated "1," "2," or "3" on a Likert scale ranging from "1-Influence to Stay" to "7 – Influence to Leave."

^b Percentage who indicated "5," "6," or "7" on a Likert scale ranging from "1-Influence to Stay" to "7 – Influence to Leave."

The top four most common influencers to leave were shared by both enlisted and officer personnel (see Table 10). The impact of these factors varied by community; for example, only 40 percent of Navy Divers indicated time spent away from family was an influence to leave while 68 percent of enlisted EOD and 67 percent of SEAL officers indicated the same.

Two different sets of questions asked about the impact of incentives on decisions to remain in the Navy. The first asked the impact of certain incentives on the decision to stay at the next decision point (see Table 9), while the second asked about the impact on the intention to remain for another four years (see Table 10). There was more variability between the enlisted communities than the officer communities; for example, 64 percent of SB and 67 percent of SO indicated that choice of geographic location would increase their desire to stay at the next decision point while 84 percent of ND indicated the same. Choice of geographic location also showed a wide range of answers in regards to likelihood to remain in the Navy for another 4 years; 54 percent of SO indicated this would make them likely or very likely to remain while 78 percent of ND and 76 percent of Rescue Swimmers indicated the same.

Table 9
Percentage of Special Operations/Special Warfare who indicate an increased desire to stay at their next decision point based on the listed incentives

	Enlisted					Officer	
	SO	SB	EOD	ND	Rescue Swimmer	SEAL	EOD
Hazardous duty pays included in retirement pay calculation	91	88	95	92	84	89	86
Incentive pay for assignment	84	80	86	84	77	81	80
Matching TSP contributions	78	76	83	79	74	83	82
Special consideration for next job assignment	75	70	79	83	78	77	86
Special consideration for geographical location	67	64	79	84	78	81	84
Special consideration for promotion	64	74	71	81	79	52	68
Guaranteed Navy education at PRD	55	65	65	71	72	49	50

Note: Percentage “Greatly Increases Desire to Stay” or “Increases Desire to Stay.” Sorted by overall enlisted responses.

Table 10
Percentage of Special Operations/Special Warfare who indicate likelihood to remain in the Navy for another 4 years based on the listed incentives

	Enlisted					Officer	
	SO	SB	EOD	ND	Rescue Swimmer	SEAL	EOD
\$25K per year bonus pay	87	87	90	92	91	87	80
\$20K per year bonus pay	69	69	71	83	82	69	67
Guaranteed job of choice – next assignment	63	69	67	79	78	70	72
Guaranteed geographic location of choice – next assignment	54	65	65	78	76	64	72
\$15K per year bonus pay	45	49	40	63	71	41	42
\$10K per year bonus pay	35	39	30	53	60	29	33

Note: Percentage “Very likely” or “Likely.” Sorted by overall enlisted responses.

Discussion

Quick Polls have become a popular tool for Navy leadership to quickly provide scientifically sound results to “hot-button” issues. While Quick Polls were designed for Navy-wide populations, findings presented here show that Quick Polls of specific Navy communities are possible as well, and can address key organizational issues such as job satisfaction, morale, and retention to support decision-making of leadership.

All three Quick Polls show that personnel were generally satisfied with their respective communities. Officers tended to be more satisfied than enlisted personnel, a common finding in Navy survey research (see also Whittam, [2008]; Wilcove, Schultz, & Patrissi [2007]). The lowest satisfaction (for enlisted personnel in the aviation community) still shows that over half were satisfied.

The majority of the aviation community and the Special Operations/Special Warfare community indicate they were likely to remain at their next decision point, higher than Navy-wide results of 49 percent of enlisted and 59 percent of officers found on the most recent Navy-wide Personnel Survey (Whittam, 2008); findings for Nuclear officers as well as for the other two communities discussed here are lower than the Navy-wide norms, with just over one-third indicating they were likely to remain while almost the same percentage indicate they were unlikely to remain. Loyalty and patriotism were key reasons to stay in the Navy, and family related issues (including time spent away and balance between work and life) were key reasons to leave. Only about one-third of the aviation community (although 53% of male officers) indicate that they are satisfied with their work/life balance. Special operations/special warfare personnel (especially SEAL and EOD) indicate that their career causes a significant amount of separation from their family or others important in their personal lives.

While the retention-related issues generally are the same across communities, incentives to encourage personnel to remain in the Navy vary somewhat. For the aviation community, assignment factors (guaranteed assignment as well as location of assignment) are the most popular incentives. Geographic location of next assignment is also an incentive for Nuclear officers, although a \$40,000 retention bonus is almost as likely to increase desire to remain in the Navy; three-fourths of SWO(N) also indicate that a guarantee not to become an Individual Augmentee while on shore duty would increase the likelihood they would remain in the Navy at their next decision point. Of the top three incentives for Special Operations/Special Warfare, two relate to retirement (including hazardous duty pay in retirement pay calculation and matching TSP contributions) while the third relates to additional pay based on the assignment. Across all groups, both monetary and non-monetary factors would increase desire to remain in the Navy, giving Navy leadership a number of options to consider to influence reenlistment intentions.

These findings suggest that similar issues face personnel, but methods of dealing with these issues to increase retention vary on at least a community level, if not an individual level. Some possible ways of increasing retention include the use of bonuses, allowing more choice in assignment, or finding options that will minimize separation from family.

While results show that Quick Polls of specific Navy communities can yield useful information, one concern might be that the results are biased by non-response. For example, a larger percentage of SWO(N) (63%) completed the second poll than SUB officers (53%), and a larger percentage of Navy Divers (61%) than SEALs (29%) completed the third poll; while overall response rates are higher than the 30 percent typical of most Navy surveys, these differences between groups could be due to some having less Internet access than others. However, findings from non-response follow-ups to Quick Polls (Newell & Kang, 2006; Uriell, et al., 2007) as well as Navy-wide surveys (Newell, Rosenfeld, et al., 2004) find no non-response bias even on surveys and polls with low response rates. To alleviate this concern further, future targeted Quick Polls as well as Navy-wide Quick Polls should include non-response follow-ups and utilize any findings from them related to increasing response rates.

Results of these Quick Polls provided Navy leaders with information in near real time, something not possible with any previous survey techniques. While these Quick Polls do provide a wide breadth of findings related to retention, there is more long range and in-depth work that can be done. Statistical modeling should be explored that utilizes the Quick Poll data to develop better predictors of retention and other outcomes, allowing leadership to forecast retention-related issues and take action before an issue becomes a problem. Also, the Quick Polls suggest some utility for non-monetary incentives, and these should be explored in more depth since monetary incentives may not be the answer for some groups, such as women aviators.

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Appendix A:

Naval Aviation Enterprise Quick Poll

Naval Aviation Enterprise Quick Poll

This poll was designed to assess your perceptions of the Naval Aviation Enterprise (NAE). The results will provide NAE leaders with valuable information to improve the community.

Your participation in this poll is very important; please be assured that your responses will remain anonymous and confidential and will not affect your career in any way. The poll contains 38 questions and should take about 15-20 minutes to complete.

If you have any questions regarding this poll, please contact the survey researcher at (901) 874-2321 (DSN 882-2321) or email mill_NPRSTSurveys@navy.mil.

[Click here to take poll](#)

Naval Aviation Enterprise Quick Poll

Participation in this poll is voluntary. If you would like to take this poll, please enter the requested information below.

This survey is protected with identifiers to limit responses to those selected to participate. This information will only be used to verify identity and will not be included with your survey responses.

What is your SSN? (With no dashes; e.g., 123456789)

What is your date of birth? (YYMMDD format)

PRIVACY ACT STATEMENT

Authority to request this information is granted under Title 5, U.S. Code 301, and Department of the Navy Regulations. License to administer this survey is granted under OPNAV Report Control Symbol 1000-4, which expires on 31 March 2007.

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

ROUTINE USES: The information provided in this questionnaire will be analyzed by the Navy Personnel Research, Studies, and Technology Department. The data files will be maintained by the Navy Personnel Research, Studies, and Technology Department where they may be used for determining changing trends in the Navy.

ANONYMITY: All responses will be held in confidence by the Navy Personnel Research, Studies, and Technology Department. Information you provide will be considered only when statistically summarized with the responses of others, and will not be attributable to any single individual.

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

Next

CAREER DEVELOPMENT & ASSIGNMENTS

Instructions: Please answer the following questions. To continue to the next page, please click the "Next" button. As mentioned earlier, your participation is voluntary; if you do not wish to answer a question below, simply skip to the next question.

How much do you **AGREE** or **DISAGREE** with the following statements regarding your career development and assignments?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/N applicat (NA)
I have had a well-defined career path to guide my selection of assignments	☐	☐	☐	☐	☐	☐
I have made sufficient progress in my career path in Naval Aviation	☐	☐	☐	☐	☐	☐
My current job assignment is career-enhancing	☐	☐	☐	☐	☐	☐
My prior assignments were generally career-enhancing	☐	☐	☐	☐	☐	☐
I have received adequate guidance to prepare me for a leadership position	☐	☐	☐	☐	☐	☐
The detailing process ensures that everyone has a fair chance at getting good, career-enhancing jobs	☐	☐	☐	☐	☐	☐

I am satisfied with my current assignment	☐	☐	☐	☐	☐	☐
A chosen few get the "gouge" for the best assignments in Naval Aviation	☐	☐	☐	☐	☐	☐
I have had a Career Development Board	☐	☐	☐	☐	☐	☐

Next

MENTORING

The following items ask your views about mentoring. Mentoring typically involves a relationship in which a person with greater experience and wisdom guides another person in both personal and professional development. Mentors are considered those who support, train, "teach the ropes" or endorse others as they pursue their careers.

How important do you think having a mentor is to your career in the Navy?

- ☐ Very important
- ☐ Important
- ☐ Neither important nor unimportant
- ☐ Unimportant
- ☐ Very unimportant

How much do you AGREE or DISAGREE with the following statements regarding mentoring?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/N
In Naval Aviation, mentoring is available to those who want it	☐	☐	☐	☐	☐	☐
My supervisor provides most of my career-guidance/mentoring	☐	☐	☐	☐	☐	☐
I am satisfied with my access to mentoring at this command	☐	☐	☐	☐	☐	☐
I am satisfied with my access to mentoring throughout the Navy	☐	☐	☐	☐	☐	☐

Are you currently a mentor to someone in the Navy?

- ☐ Yes
- ☐ No

Do you currently have someone you consider to be a mentor (formal or informal) to you

within the Navy?

- ☐ Yes
- ☐ No

Have you ever had a mentor (formal or informal) at some time in your Navy career?

- ☐ Yes
- ☐ No

Next

MENTORING (continued)

Overall, how satisfied are you with the mentoring you have received in the Navy?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Dissatisfied
- ☐ Very dissatisfied
- ☐ Don't know/NA

Next

YOUR NAVY JOB

Using the scale below, please indicate the extent to which the following factors contribute to your decision to work in your current rating/designator.

	Not at all	To a small extent	To some extent	To a great extent	Don't know/No
Classifier recommended rating/designator	☐	☐	☐	☐	☐
Recruiter recommended rating/designator	☐	☐	☐	☐	☐
Family member or friend recommended rating/designator	☐	☐	☐	☐	☐
Opportunity to work in my occupation of interest	☐	☐	☐	☐	☐
Opportunity to do physically challenging work	☐	☐	☐	☐	☐
Training in skills useful for civilian employment	☐	☐	☐	☐	☐
Training in cutting-edge technology	☐	☐	☐	☐	☐
Opportunity to work as a part of a team	☐	☐	☐	☐	☐
Opportunity for mentally challenging work	☐	☐	☐	☐	☐
Promotion opportunities	☐	☐	☐	☐	☐
Opportunity for bonus pay (SRB, flight pay, etc.)	☐	☐	☐	☐	☐
Travel opportunities	☐	☐	☐	☐	☐
Prestige	☐	☐	☐	☐	☐
Future job security	☐	☐	☐	☐	☐
Other 	☐	☐	☐	☐	☐

Next

YOUR NAVY JOB (continued)

Please rate how **SATISFIED** or **DISSATISFIED** you are with the following aspects of your workplace climate:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Amount of freedom I am given to do my job	☐	☐	☐	☐	☐
Amount of responsibility I have in my job	☐	☐	☐	☐	☐
Amount of challenge in my job	☐	☐	☐	☐	☐
Opportunity for personal growth and development on the job	☐	☐	☐	☐	☐
Feeling of accomplishment I get from doing my job	☐	☐	☐	☐	☐
Job security	☐	☐	☐	☐	☐
Physical working conditions of my work site	☐	☐	☐	☐	☐
Availability of parts and supplies to get the job done	☐	☐	☐	☐	☐
Flexibility of my command in dealing with family/personal issues	☐	☐	☐	☐	☐

Next

ADVANCEMENTS/PROMOTIONS

How much do you **AGREE** or **DISAGREE** with the following statements regarding advancements/promotions?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/No opinion
There are good advancement/promotion opportunities for me in Naval Aviation	☐	☐	☐	☐	☐	☐
Advancement/promotion in Naval Aviation is driven primarily by performance	☐	☐	☐	☐	☐	☐
My future chances for advancement/promotion are good	☐	☐	☐	☐	☐	☐
The advancement/promotion system in the Navy is fair	☐	☐	☐	☐	☐	☐
Some people get promoted/advanced quicker just because they are women	☐	☐	☐	☐	☐	☐
Some people get promoted/advanced quicker just because they are men	☐	☐	☐	☐	☐	☐

Next

EVALUATIONS/FITREPS

How much do you **AGREE** or **DISAGREE** with the following statements regarding Evaluations/FITREPs?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/N
My most recent performance evaluations/FITREPs have been fair	☐	☐	☐	☐	☐	☐
The scores I received on my most recent evaluation/FITREP accurately reflected the job that I did	☐	☐	☐	☐	☐	☐
Overall, I am satisfied with the evaluations/FITREPs I have received	☐	☐	☐	☐	☐	☐
Evaluations/FITREPs are based on performance alone	☐	☐	☐	☐	☐	☐
The evaluation/FITREP system is used as a tool to counsel Sailors on performance improvement at this Command	☐	☐	☐	☐	☐	☐

Next

LEADERSHIP

How much do you **AGREE** or **DISAGREE** with the following statements regarding leadership?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/N
My leaders in Naval Aviation treat subordinates well	☐	☐	☐	☐	☐	☐
My leaders in Naval Aviation communicate well	☐	☐	☐	☐	☐	☐
My leaders in Naval Aviation play an active role in the professional development of junior personnel	☐	☐	☐	☐	☐	☐
Overall, I am satisfied with leadership in Naval Aviation	☐	☐	☐	☐	☐	☐
Overall, I am satisfied with the leadership in the Navy	☐	☐	☐	☐	☐	☐

Next

GENDER INTEGRATION

How much do you **AGREE** or **DISAGREE** with the following statements regarding gender integration?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/N
Leadership in Naval Aviation is supportive of gender integration	☐	☐	☐	☐	☐	☐
Women have the ability to successfully carry out the duties of their combatant roles	☐	☐	☐	☐	☐	☐
Women are being successfully integrated into combatant ships	☐	☐	☐	☐	☐	☐
Women are being successfully integrated into aviation squadrons	☐	☐	☐	☐	☐	☐
Women in Naval Aviation possess the technical skill to do their job	☐	☐	☐	☐	☐	☐
For women to be successful in Naval Aviation, they have to choose their career over marriage	☐	☐	☐	☐	☐	☐
For women to be successful in Naval Aviation, they have to choose their	☐	☐	☐	☐	☐	☐

career over having children						
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Next

WORK/FAMILY BALANCE

How much do you **AGREE** or **DISAGREE** with the following statements about the impact your career in Naval Aviation on your personal life?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/N
My career gets in the way of my ability to have or maintain a personal life	☐	☐	☐	☐	☐	☐
My career causes a significant amount of separation from my family or other important people in my personal life	☐	☐	☐	☐	☐	☐
My career disrupts my spouse's career	☐	☐	☐	☐	☐	☐
My career disrupts my children's schooling because of frequent moves	☐	☐	☐	☐	☐	☐
My career makes it difficult for me to plan to have a family	☐	☐	☐	☐	☐	☐
I have difficulty juggling the demands of my personal life and my Navy career	☐	☐	☐	☐	☐	☐
I am satisfied with the work/life balance I have in Naval Aviation	☐	☐	☐	☐	☐	☐
Senior leaders						

within Naval Aviation are good role models for work/life balance	☐	☐	☐	☐	☐	☐
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What kind of effect do the following factors have on your work and family life balance?

	Strong positive effect	Positive effect	No effect	Negative effect	Strong negative effect	Don't know/N
Deployments	☐	☐	☐	☐	☐	☐
Back-to-back sea tours	☐	☐	☐	☐	☐	☐
Workload/hours in port	☐	☐	☐	☐	☐	☐
Workload/hours at sea	☐	☐	☐	☐	☐	☐
Standing overnight duty every few days	☐	☐	☐	☐	☐	☐
Uncertainty of schedule	☐	☐	☐	☐	☐	☐
PCS moves	☐	☐	☐	☐	☐	☐

Next

NAVAL AVIATION CULTURE/ENVIRONMENT

How much do you **AGREE** or **DISAGREE** with the following statements regarding the Naval Aviation environment/culture?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/N
My values and Naval Aviation values are very similar	☐	☐	☐	☐	☐	☐
In order to have a successful career, it is important to fit the "Naval Aviation image"	☐	☐	☐	☐	☐	☐
I had a difficult time adjusting to Naval Aviation's environment	☐	☐	☐	☐	☐	☐
Individuals from different cultural backgrounds need to fit the "Naval Aviation mold" to be successful	☐	☐	☐	☐	☐	☐
I am sometimes excluded from social interactions that might help my Naval Aviation career	☐	☐	☐	☐	☐	☐
In Naval Aviation, a person can retain their gender identity and still be successful	☐	☐	☐	☐	☐	☐
In Naval Aviation, a person can						

retain their cultural identity and still be successful	☐	☐	☐	☐	☐	☐
It upsets me that Naval Aviation is losing its military traditions and customs	☐	☐	☐	☐	☐	☐
I feel like "part of the team" at my current command	☐	☐	☐	☐	☐	☐
I feel like "part of the team" in Naval Aviation	☐	☐	☐	☐	☐	☐
I fit the "Naval Aviation mold"	☐	☐	☐	☐	☐	☐

Next

DIVERSITY

As noted in the CNO Guidance, the Navy is implementing a strategic diversity effort. In support of this effort, this poll contains a number of questions related to diversity. According to the Navy's definition, diversity is all the different characteristics and attributes of individual Sailors and civilians that enhance the mission readiness of the Navy. This includes creativity, culture, race, ethnicity, gender, religion, skills and talents

How much do you **AGREE** or **DISAGREE** with the following statements regarding diversity?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/N
I am aware of Navy's diversity efforts	☐	☐	☐	☐	☐	☐
I support Navy's diversity efforts	☐	☐	☐	☐	☐	☐
In the past year, I have heard Navy leaders speak about diversity	☐	☐	☐	☐	☐	☐
I have a good understanding of what diversity means	☐	☐	☐	☐	☐	☐
The Navy is serious about its diversity emphasis	☐	☐	☐	☐	☐	☐
Diversity is an important element in building a quality force	☐	☐	☐	☐	☐	☐
The Navy's focus on diversity will help to unify its personnel	☐	☐	☐	☐	☐	☐
I personally feel committed to leading diversity	☐	☐	☐	☐	☐	☐

Naval Aviation
leadership is
serious about
diversity



Next

CAREER INTENTIONS

When you first entered the Navy, what were your career intentions?

- ☐ I planned to stay for a career
- ☐ I planned to stay for my first term or obligation and then leave
- ☐ I was undecided

Suppose that you had to decide whether to stay on active duty. Assuming you could stay, how likely is it that you would choose to do so?

- ☐ Not applicable
- ☐ Very likely
- ☐ Likely
- ☐ Neither likely nor unlikely
- ☐ Unlikely
- ☐ Very unlikely

Next

CAREER INTENTIONS (continued)

If you could stay on active duty as long as you want, how likely is it that you would choose to serve in the Navy for at least 20 years?

- ☐ Not applicable
- ☐ Very likely
- ☐ Likely
- ☐ Neither likely nor unlikely
- ☐ Unlikely
- ☐ Very unlikely

Next

CAREER INTENTIONS (continued)

Please select all your reasons for leaving Naval service. (Mark ALL that apply.)

- ☐ Family concerns
- ☐ High OPTEMPO
- ☐ Low OPTEMPO
- ☐ Lack of career advancement/promotion
- ☐ Pay (including Special Pay)
- ☐ Job security/future
- ☐ Lack of educational opportunities
- ☐ Lack of time to pursue further education
- ☐ Lack of opportunity to pursue higher education
- ☐ Uncertainty related to GWOT (i.e., individual augmentee assignment)
- ☐ Other

Next

CAREER INTENTIONS (continued)

If you selected "Family concerns", what were the specific concerns? (Mark ALL that apply.)

- ☐ Too much time away from spouse/disrupts relationship with spouse
- ☐ Too much time away from children/disrupts relationship with children
- ☐ Interruptions to spouse's career
- ☐ Inability to have a family and continue Naval Aviation career
- ☐ Children do not adjust well to my time away
- ☐ Interruptions to children's schooling because of frequent moves
- ☐ Inability to be located near extended family (e.g., parents)
- ☐ Other

Next

CAREER INTENTIONS (continued)

What impact would the following factors have on your decision to continue your Naval s

	Greatly increase desire to stay	Increase desire to stay	No impact	Decrease desire to stay	Greatly decrease desire to stay
Increase in base pay	☐	☐	☐	☐	☐
Increase in bonus pay	☐	☐	☐	☐	☐
Guaranteed assignment of your choice	☐	☐	☐	☐	☐
Guaranteed geographic location of your choice	☐	☐	☐	☐	☐
Ability to take a sabbatical to obtain advance degree, have a family, etc.	☐	☐	☐	☐	☐
Increase operational deferment for women following pregnancy from 4 months to 6 months	☐	☐	☐	☐	☐
Increase operational deferment for women following pregnancy from 4 months to 12 months	☐	☐	☐	☐	☐
Geographical stability	☐	☐	☐	☐	☐
Flexible work hours	☐	☐	☐	☐	☐
Subsidy for children's daycare	☐	☐	☐	☐	☐
Availability of after-hours daycare	☐	☐	☐	☐	☐
Availability of extended hours childcare	☐	☐	☐	☐	☐
Other 	☐	☐	☐	☐	☐

Next

CAREER INTENTIONS (continued)

Overall, how satisfied are you with:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Don't know/N
Career development in Naval Aviation	☐	☐	☐	☐	☐	☐
Availability of mentoring in Naval Aviation	☐	☐	☐	☐	☐	☐
Assignments in Naval Aviation	☐	☐	☐	☐	☐	☐
Promotion opportunity in Naval Aviation	☐	☐	☐	☐	☐	☐
Evaluations in Naval Aviation	☐	☐	☐	☐	☐	☐
Leadership in Naval Aviation	☐	☐	☐	☐	☐	☐
Leadership opportunities in Naval Aviation	☐	☐	☐	☐	☐	☐
Morale in Naval Aviation	☐	☐	☐	☐	☐	☐
Communication in Naval Aviation	☐	☐	☐	☐	☐	☐
Racial/ethnic relations in Naval Aviation	☐	☐	☐	☐	☐	☐
Gender relations in Naval Aviation	☐	☐	☐	☐	☐	☐
Overall, how satisfied are you with Naval Aviation	☐	☐	☐	☐	☐	☐

Considering everything, how satisfied are you with your Navy job?

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

Next

DEMOGRAPHICS

What is your current paygrade?

- | | | |
|--------------------------|--------------------------|-----------------------------------|
| ☐ E1 | ☐ W2 | ☐ O1/O1E |
| ☐ E2 | ☐ W3 | ☐ O2/O2E |
| ☐ E3 | ☐ W4 | ☐ O3/O3E |
| ☐ E4 | ☐ W5 | ☐ O4 |
| ☐ E5 | | ☐ O5 |
| ☐ E6 | | ☐ O6 |
| ☐ E7 | | ☐ O7 or above |
| ☐ E8 | | |
| ☐ E9 | | |

What is your rating/designator? (Please type your rating/designator in the box below.)

Are you:

- ☐ Male
- ☐ Female

The next questions are based on the standard Navy and DoD race and ethnicity categories/questions.

Are you of Spanish, Hispanic, or Latino origin?

- ☐ Yes
- ☐ No

What is your racial background? *If you are of mixed heritage, please select the response(s) with which you MOST closely identify. (Mark ALL that apply.)*

- ☐ American Indian or Alaska Native
- ☐ Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese, etc.)
- ☐ Black or African-American
- ☐ Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, Chamorro, etc.)
- ☐ White

Are you currently:

- ☐ Single, never married
- ☐ Married
- ☐ Legally separated
- ☐ Divorced
- ☐ Widowed

Next

DEMOGRAPHICS (continued)

What is the current employment status of your spouse?

- ☐ Spouse currently not employed
- ☐ Active Duty/Reserve service member
- ☐ Employed full-time (non-military)
- ☐ Employed part-time

Next

DEMOGRAPHICS (continued)

How many dependent children (under the age of 21) do you have?

- ☐ None
- ☐ One or more dependent child(ren)

How long have you been on active duty in the Navy? (Type in the number.)

Years Months

Are you in your first enlistment or initial obligation in the Navy?

- ☐ Yes
- ☐ No

Will you be making a formal decision about continuing your Navy career (i.e., reenlistment or continuation) within the next 12 months?

- ☐ Yes
- ☐ No

Next

OPEN-ENDED COMMENTS

What are your top three issues/concerns about Naval Aviation? (NOTE: 1,000 character limit)

Navy leadership has placed an emphasis on Diversity issues. What are your thoughts about Diversity as it applies to Naval Aviation? (NOTE: 1,000 character limit)

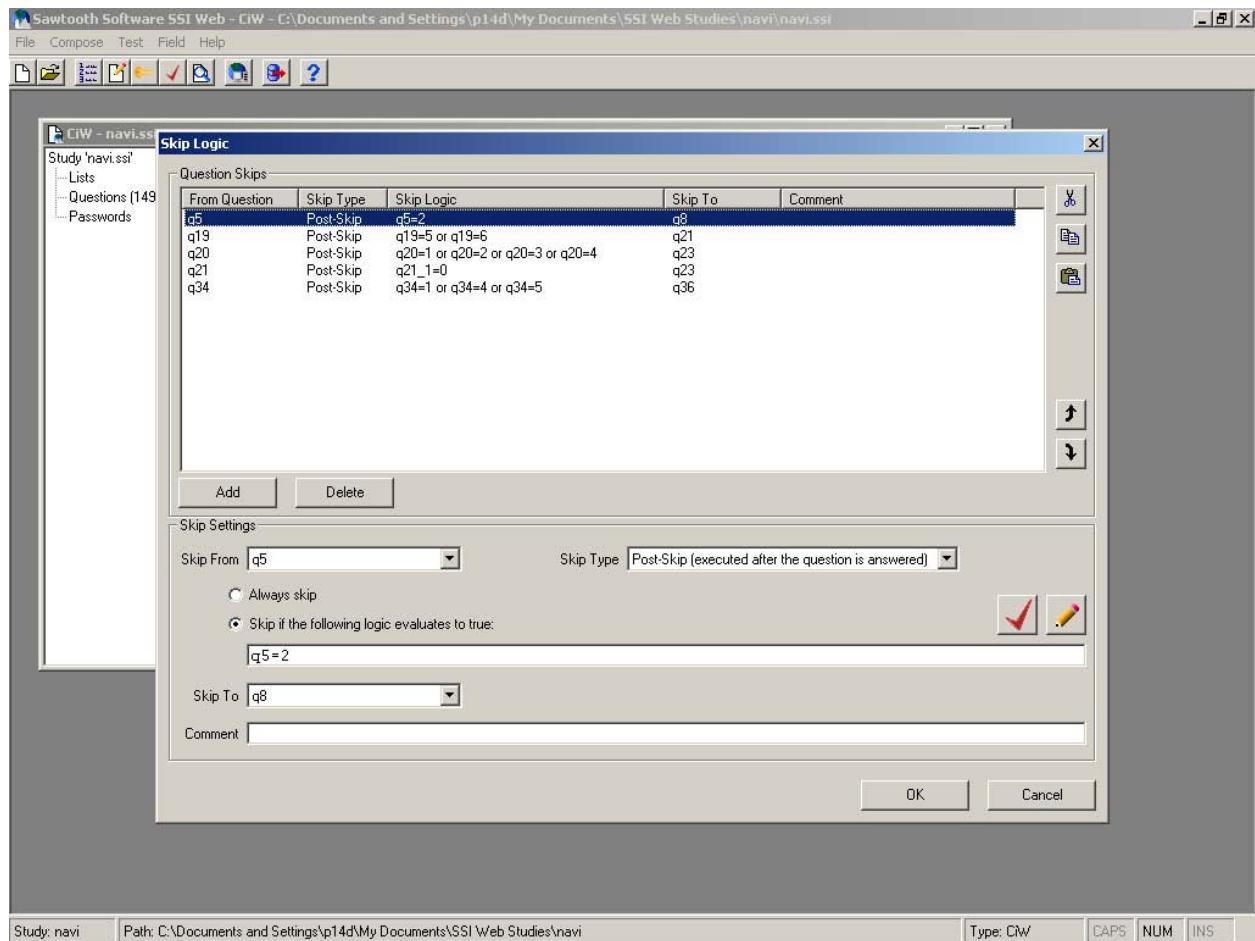
Next

Naval Aviation Enterprise (NAE) Quick Poll

THANK YOU!

You have completed the Naval Aviation Enterprise Quick Poll and your answers have been successfully submitted to the database.

You may now close this window. Click [here](#) to go to the NPRST main page.



Appendix B:
Naval Aviation Enterprise Quick Poll
Executive Summary



<http://quickpolling.nprst.navy.mil/>

Naval Aviation Enterprise Quick Poll

Carol Newell, Kimberly Whittam, & Zannette Uriell

Background

This poll investigated the climate, career progression, and retention intentions of the Naval Aviation Enterprise (NAE) overall, as well as provided scientifically sound paygrade (junior/senior) and gender (men/women) estimates. A scientific, random sample of the active component NAE was selected, stratified by paygroup and gender to ensure that the results are representative of the overall community as well as representative of the men and women and officer and enlisted personnel in the community. NPRST collaborated with the sponsor to develop and refine the poll questions.

The poll – fielded in March 2006 - included demographic questions, reasons for joining the Aviation community, reasons for staying and leaving the community, retention intentions, and work climate issues in the NAE (i.e., job satisfaction, satisfaction with career, work/family balance issues, etc.). Of the 10,973 sampled, 4,277 completed the poll, for a 39% response rate. The margins of error were +/- 5 or less for the key subgroups.

Findings

Key reasons for joining Naval Aviation were opportunity for mentally challenging work, opportunity to work as a part of a team, travel, and ability to work in area of interest. This was true for both officer and enlisted men and women.

In terms of career plans, 70% of officers and 60% of enlisted plan to reenlist in the Navy. Women officers were less likely to continue (56%) than men (72%). Top reasons for leaving the Navy included family concerns, lack of advancement/promotion opportunities, pay, and high OPTEMPO. However, both monetary and non-monetary incentives would influence Sailors to remain in the Navy. Guaranteed choice of assignment or location, increase in base or bonus pay, geographical stability, flexible work hours, and sabbatical leave were top influencers for all groups. In addition, for women, day care and increase in operational deferment following pregnancy were also key influencers.

While more than 75% believe that mentoring is important to a Navy career, less than half are satisfied with their access to mentoring in the Navy. Fifty-nine percent of officers and 73% of enlisted reported currently having a mentor. Less than half report mentoring someone in the Navy.

Both men and women reported work/family balance concerns. Both groups agree that their career causes significant separation from their families. Forty-nine percent of women officers and 31% of enlisted women believe women have to choose their career over marriage to be successful in the NAE. Similarly, seventy-one percent of women officers and 40% of enlisted women believe women have to choose their career over having children to be successful.

Overall positive attitudes were found towards diversity. Eighty-three percent of officers and 68% of enlisted were aware of and supported the Navy's diversity effort. Most reported having a good understanding of what diversity means. The majority felt part of the NAE team; however, women were less likely to agree that they fit the "NAE mold".

Appendix C:

Nuclear Officer Continuation Intentions Quick Poll

Nuclear Officer Continuation Intentions Quick Poll

This poll was designed to assess continuation intentions of Navy nuclear officers. The results will provide Navy leadership with valuable information.

Your participation in this poll is very important because your views represent the Fleet. Please be assured that your responses will remain anonymous and confidential, and will not affect your career in any way. The poll should take 15-20 minutes to complete.

If you have any questions regarding this poll, please contact the Navy Survey Hotline at (901) 874-2202 (DSN 882-2202) or email mill_navyquickpolling@navy.mil.

[Click here to take poll](#)

Nuclear Officer Continuation Intentions Quick Poll

Participation in this poll is voluntary. If you would like to take this poll, please enter the requested information below.

This survey is protected with identifiers to limit responses to those selected to participate. This information will only be used to verify identity and will not be included with your survey responses.

What is your SSN? (With no dashes; e.g., 123456789)

What is your date of birth? (YYMMDD format)

PRIVACY ACT STATEMENT

Authority to request this information is granted under Title 5, U.S. Code 301, and Department of the Navy Regulations. License to administer this survey is granted under OPNAV Report Control Symbol 1000-4, which expires on 31 December 2008.

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

ROUTINE USES: The information provided in this questionnaire will be analyzed by the Navy Personnel Research, Studies, and Technology Department. The data files will be maintained by the Navy Personnel Research, Studies, and Technology Department where they may be used for determining changing trends in the Navy.

ANONYMITY: All responses will be held in confidence by the Navy Personnel Research, Studies, and Technology Department. Information you provide will be considered only when statistically summarized with the responses of others, and will not be attributable to any single individual.

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

Next

Nuclear Officer Continuation Quick Poll

Instructions: Please answer the following questions. To submit your answers, scroll down to the bottom of the page and click the "Submit your poll" button; the survey will not be forwarded to our database unless you press the "Submit your poll" button at the end of the poll. As mentioned earlier, your participation is voluntary; if you do not wish to answer a question, simply skip to the next one.

BACKGROUND

What is your current paygrade?

- ☐ O-1
- ☐ O-1E
- ☐ O-2
- ☐ O-2E
- ☐ O-3
- ☐ O-3E
- ☐ O-4
- ☐ O-5

Community

- ☐ Surface Warfare (SWO(N))
- ☐ Submarine

Gender

- ☐ Male
- ☐ Female

Are you currently:

- ☐ Single, never married
- ☐ Married
- ☐ Legally separated/Divorced/Widowed

What is the current employment status of your spouse?

- ☐ Does not apply - not married
- ☐ Spouse currently not employed
- ☐ Active Duty/Reserve service member
- ☐ Employed full-time (non-military)
- ☐ Employed part-time

How many dependent children (under the age of 21) do you have?

- ☐ None
- ☐ Planning/expecting a child within the next 12 months
- ☐ One or more dependent child(ren)

Have you completed your minimum service obligation?

- ☐ Yes
- ☐ No

What is your commissioning source?

- ☐ USNA
- ☐ NROTC/STA-21N
- ☐ NUPOC

I am currently:

- ☐ SWO(N) in my first Division Officer tour
- ☐ In the nuclear power training pipeline
- ☐ In my nuclear Division Officer tour
- ☐ In my post-Division Officer shore tour
- ☐ In my first DH tour
- ☐ In my second DH tour (SWO(N) only, CVN Principal Assistant)
- ☐ In my post DH shore tour
- ☐ In a post DH sea tour
- ☐ In my XO tour
- ☐ In a post-XO shore tour
- ☐ In a post-XO sea tour
- ☐ In my Command tour
- ☐ In a post Command shore tour
- ☐ In a post Command sea tour

CAREER INTENTIONS/NAVY SATISFACTION

At your next decision point, how likely is it that you will continue in the Navy?

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

How much do you AGREE or DISAGREE with the following statements regarding your current career plans?

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
I plan to separate after my current tour	☐	☐	☐	☐	☐
I plan to continue with the Navy	☐	☐	☐	☐	☐
I plan to make the Navy a career as a nuclear officer	☐	☐	☐	☐	☐
I plan to make the Navy a career, but not necessarily as a nuclear officer	☐	☐	☐	☐	☐

How satisfied are you with Navy life?

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

How would you rate the overall morale of your present (or most recent) command?

- ☐ Very high
- ☐ High
- ☐ Medium
- ☐ Low
- ☐ Very low

The most important factor in raising morale at my current command would be:

- ☐ Command leadership
☐ The amount of time at home
☐ Performance of the unit
☐ Deployment schedule
☐ Operational employment
☐ Pay
☐ Liberty while deployed
☐ Other
☐ None

Using the scale below, please indicate whether the following factors have influenced your decision to stay or leave the Navy for a career.

	1 - Influence to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Current job satisfaction	☐	☐	☐	☐	☐	☐	☐
Promotion/ Advancement opportunities	☐	☐	☐	☐	☐	☐	☐
Recognition (FITREP/ awards, etc.)	☐	☐	☐	☐	☐	☐	☐
OPTEMPO	☐	☐	☐	☐	☐	☐	☐
Working hours at sea	☐	☐	☐	☐	☐	☐	☐
	1 - Influence to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Working hours while in port	☐	☐	☐	☐	☐	☐	☐
Expected deployment length	☐	☐	☐	☐	☐	☐	☐
Ability to laterally transfer to another community	☐	☐	☐	☐	☐	☐	☐

Civilian job opportunities - better compensation	☐	☐	☐	☐	☐	☐	☐
Civilian job opportunities - better work hours	☐	☐	☐	☐	☐	☐	☐
	1 - Influence to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Civilian job opportunities - other	☐	☐	☐	☐	☐	☐	☐
Morale in your community	☐	☐	☐	☐	☐	☐	☐
Manning levels in your community	☐	☐	☐	☐	☐	☐	☐
Amount of Base Pay	☐	☐	☐	☐	☐	☐	☐
Amount of BAH	☐	☐	☐	☐	☐	☐	☐
	1 - Influence to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Amount of Sea Pay	☐	☐	☐	☐	☐	☐	☐
Amount of Special Pays	☐	☐	☐	☐	☐	☐	☐
Amount of Continuation Pay	☐	☐	☐	☐	☐	☐	☐
Amount of Critical Skills Bonus	☐	☐	☐	☐	☐	☐	☐
Retirement benefits	☐	☐	☐	☐	☐	☐	☐
	1 - Influence to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Medical/Dental benefits	☐	☐	☐	☐	☐	☐	☐
Job security	☐	☐	☐	☐	☐	☐	☐

Educational benefits	☐	☐	☐	☐	☐	☐	☐
Other benefits (leave, Commissary, Exchange)	☐	☐	☐	☐	☐	☐	☐
Balance between work and personal time	☐	☐	☐	☐	☐	☐	☐
	1 - Influence to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Your family's support for your Navy career	☐	☐	☐	☐	☐	☐	☐
Effects of Naval service on your family	☐	☐	☐	☐	☐	☐	☐
Effects of your Navy career on your spouse's career	☐	☐	☐	☐	☐	☐	☐
The impact of deployment uncertainty on your family	☐	☐	☐	☐	☐	☐	☐
Overall time spent away from home	☐	☐	☐	☐	☐	☐	☐
	1 - Influence to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Navy culture (regulations/discipline/standards)	☐	☐	☐	☐	☐	☐	☐
Patriotism	☐	☐	☐	☐	☐	☐	☐
Loyalty to nation/service	☐	☐	☐	☐	☐	☐	☐
Individual Augmentee assignments	☐	☐	☐	☐	☐	☐	☐

Geographic stability	☐	☐	☐	☐	☐	☐	☐
	1 - Influence to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Micro-management	☐	☐	☐	☐	☐	☐	☐

Please rate how SATISFIED or DISSATISFIED you are with the following aspects of your job:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Amount of responsibility I have to do my job	☐	☐	☐	☐	☐
Amount of challenge in my job	☐	☐	☐	☐	☐
Feeling of accomplishment I get from my job	☐	☐	☐	☐	☐
Flexibility of my command in dealing with family/ personal issues	☐	☐	☐	☐	☐
Number of personnel in my workgroup	☐	☐	☐	☐	☐
Distribution of workload in my workgroup	☐	☐	☐	☐	☐

What kind of effect has the time you've spent away from your permanent duty station during the past year for TAD, deployment, training, or other work-related activities had on your overall satisfaction with Navy life?

- ☐ Does not apply; I have not been away from my permanent duty station during the past year
- ☐ Strong positive effect
- ☐ Positive effect
- ☐ Neither positive nor negative effect
- ☐ Negative effect
- ☐ Strong negative effect

Have you been away from your permanent duty station for TAD, TDY deployments, training, or other work-related activities more or less than you expected when you joined the Navy?

- ☐ Much more than expected
- ☐ More than expected
- ☐ About the same as expected
- ☐ Less than expected
- ☐ Much less than expected

How much do you AGREE or DISAGREE with the following statements about the impact of Naval service on your personal life?

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
I am satisfied with the amount of time I am able to spend at my permanent duty station (homeport)	☐	☐	☐	☐	☐
I am satisfied with the amount of time I have spent on shore duty	☐	☐	☐	☐	☐
I am satisfied with the amount of time I have spent on sea duty	☐	☐	☐	☐	☐
My Navy career gets in the way of my ability to have or maintain a personal life	☐	☐	☐	☐	☐

My Navy career causes a significant amount of separation from my family or other important people in my personal life	☐	☐	☐	☐	☐
I have difficulty juggling the demands of my personal life and my Navy career	☐	☐	☐	☐	☐

What impact would the following incentives have on your decision to remain in the Navy at your next decision point:

	Greatly increase desire to stay	Increase desire to stay	No impact	Decrease desire to stay	Greatly decrease desire to stay
Guaranteed geographic location of choice at next assignment	☐	☐	☐	☐	☐
Guaranteed assignment of choice at next assignment	☐	☐	☐	☐	☐
Guaranteed assignment to the same homeport for both Department Head tours (SWO(N) only)	☐	☐	☐	☐	☐
Guaranteed graduate education at PRD	☐	☐	☐	☐	☐
Guaranteed not to go on an IA (Individual Augmentation) while on shore duty	☐	☐	☐	☐	☐
Matching contributions to the Thrift Savings Plan (TSP)	☐	☐	☐	☐	☐
Increase Nuclear Retention Bonus (\$30,000 per yr)	☐	☐	☐	☐	☐
Increase Nuclear Retention Bonus (\$35,000 per yr)	☐	☐	☐	☐	☐

Increase Nuclear Retention Bonus (\$40,000 per yr)	☐	☐	☐	☐	☐
Increase SWOCP (SWO(N) only)	☐	☐	☐	☐	☐
Other 	☐	☐	☐	☐	☐

Please indicate how much you **AGREE** or **DISAGREE** with the following statements about **Individual Augmentee (IA)** assignments.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
I feel an IA assignment is beneficial to my career	☐	☐	☐	☐	☐	☐
I would recommend an IA assignment to my friends	☐	☐	☐	☐	☐	☐
I have considered volunteering for an IA assignment	☐	☐	☐	☐	☐	☐
I have volunteered for an IA assignment	☐	☐	☐	☐	☐	☐
I am concerned that I will be placed in an IA assignment	☐	☐	☐	☐	☐	☐
The IA selection process is fair for individuals	☐	☐	☐	☐	☐	☐

Being selected for an IA assignment would negatively influence my decision to stay in the Navy	☐	☐	☐	☐	☐	☐
Concern over being sent on an IA has affected my decision to leave the Navy	☐	☐	☐	☐	☐	☐
Overall, I think the IA program is good for the Navy	☐	☐	☐	☐	☐	☐

How much do you **AGREE** or **DISAGREE** with the following statements:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
I believe that my community values my contribution	☐	☐	☐	☐	☐	☐
I believe that my detailers look after my best interests	☐	☐	☐	☐	☐	☐
I believe that my community managers look after my best interests	☐	☐	☐	☐	☐	☐
I am satisfied with my community selection	☐	☐	☐	☐	☐	☐

If I could choose again, I would have selected another community	☐	☐	☐	☐	☐	☐
I would recommend the Naval Nuclear Propulsion Program as an excellent career option	☐	☐	☐	☐	☐	☐
I believe that the Naval Nuclear Propulsion Program provides valuable skills for becoming a successful officer	☐	☐	☐	☐	☐	☐
The Naval Nuclear Propulsion Program provides valuable skills to succeed in life	☐	☐	☐	☐	☐	☐
I believe that I am provided adequate mentorship by leadership during my nuclear tours	☐	☐	☐	☐	☐	☐
I want to be a Commanding Officer	☐	☐	☐	☐	☐	☐

SWO(N) only (Submariners, skip to open-ended question): How much do you AGREE or DISAGREE with the following statements:

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Don't Know/ Not Applicable
I believe that the SWO(N) career path leads to success in the SWO career path	☐	☐	☐	☐	☐	☐
I believe that the SWO(N) career path prepares me to be a successful Principal Assistant	☐	☐	☐	☐	☐	☐
I believe that the SWO(N) career path prepares me to be a successful Commanding Officer	☐	☐	☐	☐	☐	☐
I believe that the SWO(N) career path prepares me to be a successful Reactor Officer	☐	☐	☐	☐	☐	☐
I see the value of having a successful post-Command SWO (N) serve as the Reactor Officer	☐	☐	☐	☐	☐	☐
I believe that I should have more time for warfare professional development during my nuclear tours	☐	☐	☐	☐	☐	☐
I want to be a Principal Assistant	☐	☐	☐	☐	☐	☐

I want to be a Reactor Officer	☐	☐	☐	☐	☐	☐
I enjoyed my conventional surface warfare tours more than my nuclear tours	☐	☐	☐	☐	☐	☐

In your opinion, what ONE thing should be implemented to improve retention in your community right now? (NOTE: 1,000 character limit)

In the space below, please type any comments that you have about the topics on this survey. (NOTE: 1,000 character limit)

Next

Nuclear Officer Continuation Quick Poll

THANK YOU!

You have completed the Nuclear Officer Continuation Intentions Quick Poll and your answers have been successfully submitted to the database. We appreciate your input; your data will help Navy leaders better understand this issue. Check back later to see results.

You may now close this window. Click [here](#) to go to the NPRST main page.

Appendix D:
Nuclear Officer Quick Poll
Executive Summary



<http://quickpolling.nprst.navy.mil/>

Nuclear Officer Quick Poll

Carol Newell, Kimberly Whittam, & Zannette Uriell

Background

N13 and N104 sponsored the 2007 Nuclear Officer Quick Poll to determine the continuation intentions of junior (O1-O3) nuclear Surface Warfare Officers (SWO(N)) and Submarine Officers. Senior Officers (O4-O5) were included for comparison purposes. Specific topics included continuation intentions, factors impacting career intentions, and potential impact of various incentives on intention to remain in the Navy. Poll questions were developed with input from the sponsors or taken from previous NPRST surveys and polls (e.g., 2004 SWO Quick Poll, 2005 Navy-wide Personnel Survey (NPS)).

The sample was comprised of a sponsor-provided list of all O1-O5 SWO(N) and Submarine Officers. Navy Messages were sent to commands requesting that the selected personnel complete the poll online within 5 business days. A second Navy Message was sent to notify commands of an extension of the poll for an additional 5 business days. Usernames/passwords were used to ensure that the poll could only be accessed once by those selected. The poll was deployed May 10-24, 2007 and obtained an overall response rate of 50%, which is higher than that obtained on DoD web surveys of Navy personnel (30%-35%). The SWO(N) response rate was 63% and the Submarine response rate was 43%, both well above the average response rate for Navy surveys. The margins of error were $\pm 3\%$ or less for SWO/ Submarine Officers overall. By paygroup, the margins of error were $\pm 3\%$ or less for O1-O3, $\pm 6\%$ or less for O1E-O3E, and $\pm 4\%$ or less for O4-O5.

Findings

In general, SWO(N) and Submarine Officers were less satisfied with Navy life and command morale than Officers overall on the 2005 NPS. Both groups were also less likely to report intentions to continue at their next decision point. On these items, junior Officers were less satisfied than were senior Officers. Regarding career satisfaction, SWO(N) and Submarine Officers reported less satisfaction with workplace climate than Officers overall (2005 NPS). Once again, junior Officers indicated less satisfaction than did senior Officers. Compared to 93% satisfaction among senior Officers, about 70% of junior Officers were satisfied with their amount of responsibility. Close to one-third of junior Officers were satisfied with the workload distribution in their workgroup compared to nearly half of senior Officers.

Overall, both SWO(N) and Submarine Officers were positive in their assessment of the Nuclear Propulsion Program. Seventy-seven percent of SWO(N) and 75% of Submarine Officers believe the program provides valuable skills. More than half of SWO(N) and nearly two-thirds of Submarine Officers reported that their community values their contribution and would recommend the Nuclear Propulsion Program as a career option. About two-thirds of both groups believe that their community managers look out for their best interests.

Respondents were asked a number of questions regarding the impact of the Navy on their personal life. Eighty-six percent of SWO(N) and 79% of Submarine Officers reported that their career causes significant separation from their families and more than two-thirds of both groups believe that their Navy career gets in the way of their ability to have a personal life. About 40% of SWO(N) and 24% of Submarine Officers

reported being away from home more than expected, and half of SWO(N) and close to one-third of Submarine Officers reported that time away from home negatively impacts their satisfaction with Navy life.

Key reasons for the two groups to remain in the Navy were patriotism, loyalty to nation, benefits (medical/dental, commissary, etc.), and bonuses. More than half indicated that time away from home, balance between work and personal life, micro-management, and work hours were the main reasons for them to leave the Navy.

Respondents were presented with a list of factors that might influence their decision to remain in the Navy, and as typically found on other Navy surveys and polls, both monetary and non-monetary factors impact continuation intentions. This was true for both junior and senior Officers. Main non-monetary factors included a guarantee not to go on Individual Augmentee (IA) assignments while assigned to shore duty, matching Thrift Savings Plan (TSP) contributions, guaranteed geographic location of choice, guaranteed assignment of choice, and opportunity for graduate education at PRD. For monetary incentives, 77% of SWO(N) and 82% of Submarine Officers would continue for a \$40K retention bonus, almost three-fourths (71% & 74%, respectively), would continue for \$35K, and almost two-thirds (64% & 61%, respectively), would continue for \$30K.

In terms of IA assignments, two-thirds of SWO(N) and 54% of Submarine Officers indicated that being selected for IA would negatively influence their decision to remain in the Navy, and approximately half were concerned that they will be placed on an IA assignment. Forty percent of SWO(N) and 36% of Submarine Officers reported that IA assignments negatively effect their continuation decision.

The last section of the survey contained SWO(N) community specific questions; Submarine Officers were asked to skip this section and to scroll down to the comments section at the end of the poll. Overall, respondents were positive in their responses to these questions. Most SWO(N) believe their career path leads to success in the SWO community career path and that the SWO(N) career path prepares them to be a successful Reactor Officer. However, only 29% want to be a Principal Assistant and 25% want to be a Reactor Officer.

Appendix E:
Retention Intentions Quick Poll
(SEAL/SWCC/EOD/Divers/Rescue Swimmers)

Retention Intentions Quick Poll

This poll was designed to gather your opinions about issues impacting your retention intentions. The results of this study will provide community leaders with valuable information to help them better understand Sailor perceptions.

Your participation in this survey is very important to the success of this study. Please be assured that your responses will remain confidential, and will not affect your career in any way. The poll should take 15-20 minutes to complete.

If you have any questions regarding this poll, please contact the Navy Survey Hotline at (901) 874-2202 (DSN 882-2202) or email mill_navyquickpolling@navy.mil.

[Click here to take poll](#)

Retention Intentions Quick Poll

Participation in this poll is voluntary. If you would like to take this poll, please enter the requested information below.

This survey is protected with identifiers to limit responses to those selected to participate. This information will only be used to verify identity and will not be included with your survey responses.

What is your SSN? (With no dashes; e.g., 123456789)

What is your date of birth? (YYMMDD format)

PRIVACY ACT STATEMENT

Authority to request this information is granted under Title 5, U.S. Code 301, and Department of the Navy Regulations. License to administer this survey is granted under OPNAV Report Control Symbol 1000-4, which expires on 31 December 2008.

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

ROUTINE USES: The information provided in this questionnaire will be analyzed by the Navy Personnel Research, Studies, and Technology Department. The data files will be maintained by the Navy Personnel Research, Studies, and Technology Department where they may be used for determining changing trends in the Navy.

ANONYMITY: All responses will be held in confidence by the Navy Personnel Research, Studies, and Technology Department. Information you provide will be considered only when statistically summarized with the responses of others, and will not be attributable to any single individual.

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

Next

Retention Intentions Quick Poll

Instructions: Please answer the following questions. As mentioned earlier, your participation is voluntary; if you do not wish to answer a question below, simply skip to the next question. To submit the survey, click the "Next" button at the end of this page. Your responses will not be forwarded to our database unless you press the "Next" button at the end of the poll.

What is your current paygrade?

- | | | |
|--------------------------|--------------------------|--------------------------|
| ☐ E1 | ☐ W2 | ☐ O1 |
| ☐ E2 | ☐ W3 | ☐ O2 |
| ☐ E3 | ☐ W4 | ☐ O3 |
| ☐ E4 | ☐ W5 | ☐ O4 |
| ☐ E5 | | ☐ O5 |
| ☐ E6 | | ☐ O6 |
| ☐ E7 | | |
| ☐ E8 | | |
| ☐ E9 | | |

What is your current rating/designator?

Rating: Designator:

What Reenlistment Zone are you in?

- ☐ Zone A (0 - 6 years of service)
- ☐ Zone B (6+ - 10 years of service)
- ☐ Zone C (10+ - 14 years of service)
- ☐ Zone D (14+ - 20 years of service)
- ☐ Zone E (20+ years of service)
- ☐ Not applicable, Officer

What is your marital status?

- ☐ Single, never married
- ☐ Married for the first time
- ☐ Re-married (was divorced or widowed)
- ☐ Legally separated (or filing for divorce)
- ☐ Divorced

- ☐ Widowed

How many children under the age of 21 do you have?

- ☐ None
- ☐ One
- ☐ Two
- ☐ Three
- ☐ Four or more

What is your spouse's current employment status?

- ☐ Does not apply, not married
- ☐ Spouse not currently employed
- ☐ Active duty/reserve service member
- ☐ Employed full-time (non-military)
- ☐ Employed part-time

What is your highest level of education?

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

Do you intend to pursue a college or graduate degree?

- ☐ Yes, I am currently taking classes towards a degree
- ☐ Yes, I plan to take classes towards a degree in the future
- ☐ No, I do not plan to pursue a degree

Do you have time in your current assignment to work towards a degree?

- ☐ Yes
- ☐ No

Where are you currently assigned?

- ☐ East Coast
- ☐ West Coast
- ☐ South and Central Region
- ☐ OCONUS

Where have you served most of your career?

- ☐ East Coast
- ☐ West Coast
- ☐ South and Central Region
- ☐ OCONUS

At your present command, while in home port, how many hours per week do you work?

- ☐ Less than 40 hours per week
- ☐ 40-49 hours per week
- ☐ 50-59 hours per week
- ☐ 60-69 hours per week
- ☐ 70-79 hours per week
- ☐ 80 or more hours per week

How many days in the past 12 months have you berthed out of the area of your permanent duty station (not at home) due to *operational or training commitments*?

- ☐ None
- ☐ 1-49 days
- ☐ 50-74 days
- ☐ 75-99 days
- ☐ 100-124 days
- ☐ 125-149 days
- ☐ 150-174 days
- ☐ 175-199 days
- ☐ 200-249 days
- ☐ 250-299 days
- ☐ 300 or more days

Since September 11, 2001, how many deployments (3 months or longer) have you made (Note: Type in # of deployments)**When you first entered the Navy, what were your career intentions?**

- ☐ I planned to stay for a career
- ☐ I planned to stay for my initial term or obligation and then leave
- ☐ I was undecided

Did you serve in the Fleet prior to going to NSW/NSO/AIRR?

- ☐ Yes
- ☐ No

Why did you become a SEAL, SWCC, EOD Technician, Navy Diver, or Rescue Swimmer?

(Check ALL that apply.)

- ☐ I was very interested in the mission
- ☐ Personal challenge
- ☐ I wanted to be tested in combat
- ☐ I wanted to serve my country
- ☐ I was inspired by some who previously served
- ☐ I wanted to travel and see the world
- ☐ The lifestyle
- ☐ The people
- ☐ The pay
- ☐ Other

How much time do you have left before your end of obligated service (EAOS) or minimum service obligation?

- ☐ Not applicable, officer with no minimum service obligation
- ☐ Less than one year
- ☐ One year, but less than three years
- ☐ More than three years

Suppose that you had to decide whether to stay on active duty. How likely is it that you would choose to do so?

- ☐ Not applicable
- ☐ Very likely
- ☐ Likely
- ☐ Neither likely nor unlikely
- ☐ Unlikely
- ☐ Very unlikely

My current career plans are:

- ☐ Separate/resign at less than 20 years
- ☐ Retire at 20 years
- ☐ Retire between 20 and 30 years
- ☐ Retire at 30 years
- ☐ Undecided

How satisfied are you with your current rating/designator?

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

Considering everything, how satisfied are you with Navy life?

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

How would you rate the overall morale of your present (or most recent) command?

- ☐ Very high
☐ High
☐ Medium
☐ Low
☐ Very low

The most important factor in raising morale at my current command would be:

- ☐ Command leadership
☐ The amount of time at home
☐ Performance of the unit
☐ Deployment schedule
☐ Operational employment
☐ Pay
☐ Liberty while deployed
☐ Other
☐ None

Using the scale below, please indicate whether the following factors have influenced you (contributed to your decision) to stay, influenced you to leave, or had no effect on your Navy career intentions.

	1- Influenced to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Current job satisfaction	☐	☐	☐	☐	☐	☐	☐
Promotion/Advancement opportunities	☐	☐	☐	☐	☐	☐	☐
Recognition (FITREP, awards, etc.)	☐	☐	☐	☐	☐	☐	☐
OPTEMPO	☐	☐	☐	☐	☐	☐	☐
Number of hours put in at sea to get the job done	☐	☐	☐	☐	☐	☐	☐
Number of hours put in while in	☐	☐	☐	☐	☐	☐	☐

port to get the job done							
Expected length of time for deployments	☐	☐	☐	☐	☐	☐	☐
Overseas liberty policies	☐	☐	☐	☐	☐	☐	☐
Civilian job opportunities	☐	☐	☐	☐	☐	☐	☐
	1- Influenced to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Morale at my command	☐	☐	☐	☐	☐	☐	☐
Length of current or next sea tour	☐	☐	☐	☐	☐	☐	☐
Amount of your base pay	☐	☐	☐	☐	☐	☐	☐
Amount of BAH	☐	☐	☐	☐	☐	☐	☐
Amount of sea pay	☐	☐	☐	☐	☐	☐	☐
Amount of special pays	☐	☐	☐	☐	☐	☐	☐
Amount of bonuses	☐	☐	☐	☐	☐	☐	☐
Retirement benefits	☐	☐	☐	☐	☐	☐	☐
Your medical/dental benefits	☐	☐	☐	☐	☐	☐	☐
	1- Influenced to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Job security	☐	☐	☐	☐	☐	☐	☐
Educational benefits	☐	☐	☐	☐	☐	☐	☐
Other benefits (leave, commissary, Exchange)	☐	☐	☐	☐	☐	☐	☐
The balance between work and personal time	☐	☐	☐	☐	☐	☐	☐
Your family's support of your Navy career	☐	☐	☐	☐	☐	☐	☐
The impact of being in the Navy on your family	☐	☐	☐	☐	☐	☐	☐
The impact of your Navy career on your spouse's career	☐	☐	☐	☐	☐	☐	☐
The impact of your Navy career on your relationship with your	☐	☐	☐	☐	☐	☐	☐

spouse							
The impact of the suddenness of deployments on your family	☐	☐	☐	☐	☐	☐	☐
	1- Influenced to Stay	2	3	4 - No Effect	5	6	7 - Influenced to Leave
Overall time spent away from home	☐	☐	☐	☐	☐	☐	☐
Individual Augmentee assignments	☐	☐	☐	☐	☐	☐	☐
Navy culture (regulations/discipline/standards)	☐	☐	☐	☐	☐	☐	☐
Patriotism	☐	☐	☐	☐	☐	☐	☐
Ability to contribute to GWOT	☐	☐	☐	☐	☐	☐	☐
Loyalty to nation/service	☐	☐	☐	☐	☐	☐	☐
Geographic stability	☐	☐	☐	☐	☐	☐	☐
Predictable, stable, underway schedule	☐	☐	☐	☐	☐	☐	☐

Please rate how SATISFIED or DISSATISFIED you are with the following aspects of your job:

	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
Amount of responsibility I have to do my job	☐	☐	☐	☐	☐
Amount of challenge in my job	☐	☐	☐	☐	☐
Feeling of accomplishment I get from my job	☐	☐	☐	☐	☐
Flexibility of my command in dealing with family/personal issues	☐	☐	☐	☐	☐
Number of personnel in my workgroup	☐	☐	☐	☐	☐
Distribution of workload in my workgroup	☐	☐	☐	☐	☐

How much do you AGREE or DISAGREE with the following statements regarding advancement/promotions?

--	--	--	--	--	--

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know/applicable
I have a clear understanding of the present Navy advancement/promotion system	☐	☐	☐	☐	☐	☐
I am satisfied with the present Navy advancement/promotion system	☐	☐	☐	☐	☐	☐
I believe the most qualified and deserving Sailors get advanced/promoted	☐	☐	☐	☐	☐	☐
I expect to be advanced/promoted within my current term of service	☐	☐	☐	☐	☐	☐

How much do you AGREE or DISAGREE with the following statements about the impact Naval service on your personal life?

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strong disagree
I am satisfied with the amount of time I am able to spend at my permanent duty station (homeport)	☐	☐	☐	☐	☐
I am satisfied with the amount of time I have spent on shore duty	☐	☐	☐	☐	☐
I am satisfied with the amount of time I have spent on sea duty	☐	☐	☐	☐	☐
My Navy career gets in the way of my ability to have or maintain a personal life	☐	☐	☐	☐	☐
My Navy career causes a significant amount of separation from my family or other important people in my personal life	☐	☐	☐	☐	☐
I have difficulty juggling the demands of my personal life and my Navy career	☐	☐	☐	☐	☐

What kind of effect has the time you've spent away from your permanent duty station during the past year for TAD, deployment, training, or other work-related activities had on your overall satisfaction with Navy life?

- ☐ Does not apply, I have not been away from my permanent duty station during the past year
- ☐ Strong positive effect
- ☐ Positive effect

- ☐ Neither positive nor negative effect
- ☐ Negative effect
- ☐ Strong negative effect

Have you been away from your permanent duty station for TAD, TDY deployments, training, or other work-related activities more or less than you expected when you joined the Navy?

- ☐ Much more than expected
- ☐ More than expected
- ☐ About the same as expected
- ☐ Less than expected
- ☐ Much less than expected

What impact would the following incentives have on your decision to remain in the Navy at your next decision point:

	Greatly increase desire to stay	Increase desire to stay	No impact	Decrease desire to stay	Great decrease desire to stay
Receipt of incentive pay for assignment	☐	☐	☐	☐	☐
Special consideration for the geographic location of your choice	☐	☐	☐	☐	☐
Special consideration for promotion	☐	☐	☐	☐	☐
Special consideration for your next job assignment	☐	☐	☐	☐	☐
Guaranteed Navy education at PRD	☐	☐	☐	☐	☐
Hazardous duty incentive pays (Dive, Demo, Jump) included in retirement pay calculation	☐	☐	☐	☐	☐
Matching contributions to the Thrift Savings Plan (TSP)	☐	☐	☐	☐	☐
Other 	☐	☐	☐	☐	☐

How likely would you be to remain in the Navy for another 4 years if you received the following?

	Very		Neither likely nor		Very
--	------	--	--------------------	--	------

	likely	Likely	unlikely	Unlikely	unlikely
Guaranteed geographic location of choice at next assignment	☐	☐	☐	☐	☐
Guaranteed assignment of choice at next assignment	☐	☐	☐	☐	☐
Bonus pay (\$10,000 per yr)	☐	☐	☐	☐	☐
Bonus pay (\$15,000 per yr)	☐	☐	☐	☐	☐
Bonus pay (\$20,000 per yr)	☐	☐	☐	☐	☐
Bonus pay (\$25,000 per yr)	☐	☐	☐	☐	☐
Other 	☐	☐	☐	☐	☐

CWO PROGRAM

If you are E6-E9, please answer the following questions. If not, please go to the Open-ended Comments section.

Has the information you received about the LDO/CWO program prepared you to apply for the program?

- ☐ Yes
- ☐ No
- ☐ Not applicable

Have you ever had discussions, or been counseled or mentored to consider a LDO/CWO career?

- ☐ Yes - by a peer
- ☐ Yes - by someone in my chain of command
- ☐ Yes - by both a peer and someone in my chain of command
- ☐ No

How likely is it that you will apply for the LDO/CWO program in the next 12 months?

- ☐ Very likely
- ☐ Somewhat likely
- ☐ Undecided
- ☐ Somewhat unlikely
- ☐ Very unlikely
- ☐ Not applicable (already a CWO)
- ☐ Not applicable; no longer eligible

Please indicate the degree to which the following will influence your decision to apply for the LDO/CWO commissioning program:

	Greatly increase desire to apply	Increase desire to apply	No impact	Decrease desire to apply	Great decrease desire to apply
Type of billet assignments CWOs receive	☐	☐	☐	☐	☐
High probability of PCS transfer upon commissioning	☐	☐	☐	☐	☐
Insufficient base pay	☐	☐	☐	☐	☐
Insufficient special pays	☐	☐	☐	☐	☐
Loss of Special Duty Assignment Pay (SDAP)	☐	☐	☐	☐	☐
Pride and satisfaction with your current status	☐	☐	☐	☐	☐
Additional time commitment required for retirement	☐	☐	☐	☐	☐
Negative perception of CWOs in enlisted community	☐	☐	☐	☐	☐

I am aware of the April 2007 pay increase for Senior Enlisted/Warrant Officers.

- ☐ Yes
☐ No

OPEN-ENDED COMMENTS

In your opinion, what ONE thing should be implemented to improve retention in your rating/designator? (NOTE: 1,000 characters or less)

In the space below, please type in any comments that you have about any topics on this survey: (NOTE: 1,000 characters or less)

Next

Retention Intentions Quick Poll

THANK YOU!

You have completed the Retention Intentions Quick Poll and your answers have been successfully submitted to the database.

You may now close this window. Click [here](#) to go to the NPRST main page.

Appendix F:
Retention Intentions Quick Poll:
(SEAL/SWCC/EOD/Divers/Rescue Swimmers)
Executive Summary



<http://quickpolling.nprst.navy.mil/>

SEAL/SWCC/EOD/Divers/Rescue Swimmers Retention Quick Poll

Carol Newell, Kimberly Whittam, & Zannette Uriell

Background

The Center for Career Development (CCD) sponsored this first-ever, scientific Quick Poll to determine the reenlistment/continuation intentions of Sailors in the following ratings/NECs: SEAL, SWCC, EOD, Diver, and Rescue Swimmer, as well as SEAL and EOD Officers. Specific topics addressed on the poll included reenlistment/continuation intentions, the impact of incentives on intentions to remain in the Navy, and awareness of the CWO/LDO programs (targeted to E6-E9 only). Questions were developed jointly by the sponsors and NPRST, based on input and coordination from relevant PERS-4 community managers. Some items were also adapted from the 2004 Naval Special Warfare Community Climate Survey.

All active component personnel within the selected ratings/NECs/designators were invited to complete the poll (N=6,419). The poll was administered from 22 February to 9 March 2007. The 50% response rate is well above the average response rates obtained on other Navy DoD surveys and polls; response rates for each rating/NEC/designator ranged between 29% and 61%. Post-stratification weighting procedures were used to ensure that the results accurately reflect the selected population. The margins of error were $\pm 3\%$ or less for Enlisted and Officer personnel.

Findings

Satisfaction with Navy Life & Continuation Intentions

Most Enlisted and Officers were satisfied with their rating/NEC or designator (84% and 70%, respectively) and likely to reenlist/continue at their next decision point (56% and 57%, respectively). While 77% of Enlisted EODs were satisfied with their rating, they were less satisfied with Navy life (59%) and less likely to report intentions to remain in the Navy at their next decision point (47%).

Reasons to Stay/Leave the Navy

Key reasons to remain in the Navy were patriotism (i.e., loyalty to nation, ability to contribute to GWOT) and medical/dental benefits. The impact of the Navy on family/marriage, time away from home, balance between work/personal life, and suddenness of deployments were key reasons to leave the Navy, reported by close to half of the respondents. Enlisted EODs were less satisfied with these areas than those in other ratings/NECs.

Influencers to Remain in the Navy

Both monetary and non-monetary factors impact reenlistment/continuation intentions. In terms of monetary bonuses, about half of the respondents could be influenced to remain with a \$15-25K per year bonus. Key non-monetary influencers included factoring hazardous duty pays into retirement calculations, matching TSP contributions, and guaranteed geographic location or assignment of choice.

Impact of Navy on Personal Life

Overall, about half were satisfied with the amount of time spent at their homeport. Satisfaction levels of Enlisted SEAL (44%), SWCC (46%), and EOD (38%) were less than those of Divers (74%) and Rescue Swimmers (59%). Seventy-four percent of Officers and 65% of Enlisted agreed that the Navy causes significant separation from family. One-third reported being away from home more than expected (EOD slightly higher at 52%); however, only one-quarter reported that time away from home negatively impacts their satisfaction with Navy life.

LDO/CWO Program

Only 19% of enlisted E6-E9 were likely to apply to LDO/CWO program, and 55% were unlikely to apply. Key factors influencing this decision were insufficient base/special pays, loss of Special Duty Assignment Pay, and high probability of PCS transfer on commissioning.

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