AN ANALYSIS OF THE EFFECT OF PERSONNEL TURBULENCE ON THE PERFORMANCE OF OPERATIONAL UNITS (U) NAVAL POSTGRADUATE SCHOOL MONTEREY CA W R REEVES DEC 82
THESIS

AN ANALYSIS OF THE EFFECT OF PERSONNEL TURBULENCE ON THE PERFORMANCE OF OPERATIONAL UNITS

by
Wayne Ronald Reeves

December 1982

Thesis Advisor: Richard S. Elster

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An Analysis of the Effect of Personnel Turbulence on the Performance of Operational Units

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Personnel Turnover, Personnel Turbulence, Turnover, Turbulence, Survival Tracking File, Performance Measures

The purpose of this thesis is to analyze the effect of personnel turnover on the performance of operational Navy units. The Survival Tracking File developed by NPRDC is utilized to determine the rate of turnover aboard a sample of 40 ships. Descriptive data such as length-of-service, years of education, age, etc., are selected to provide demographic information for the people involved in the turnover. Summary CASREP maintenance data were converted to total maintenance downtime per quarter for each unit and used as the measure of ship performance. The relationship between downtime and turnover was examined at the (continued)
Block 20 (continued) global or aggregate level and at the individual ship level. The data were unable to support any correlation between turnover and ship performance at either level. In addition no relationship was found within classes of ships when grouped by age, type, or size. Descriptive demographic statistics, relative to the personnel involved in the turnover, are provided.
An Analysis of the Effect of Personnel Turbulence on the Performance of Operational Units

by

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ABSTRACT

The purpose of this thesis is to analyze the effect of personnel turnover on the performance of operational Navy units. The Survival Tracking File developed by NPRDC is utilized to determine the rate of turnover aboard a sample of 40 ships. Descriptive data such as length-of-service, years of education, age, etc., are selected to provide demographic information for the people involved in the turnover. Summary CASREP maintenance data were converted to total maintenance downtime per quarter for each unit and used as the measure of ship performance. The relationship between downtime and turnover was examined at the global or aggregate level and at the individual ship level. The data were unable to support any correlation between turnover and ship performance at either level. In addition no relationship was found within classes of ships when grouped by age, type, or size. Descriptive demographic statistics, relative to the personnel involved in the turnover, are provided.
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I. INTRODUCTION

A. PROBLEM

The purpose of this thesis is to examine the relationship between personnel turnover/turbulence and unit performance. The emphasis is not on the cause of the turbulence/turnover, but rather the effect on the unit, and what relationships may exist between the personal characteristics of the individuals involved and the organization's productivity.

Currently, turnover/turbulence receives an enormous amount of attention by personnel of all echelons within the Navy. The individual sailor who actually bears the burden is acutely aware of the effects on him, his family and his career. It is extremely difficult for him to own a home or establish any family stability. Unit commanding officers are deeply involved in the detailing process, attempting to insure they can meet their operational missions, while getting the "right man" in the "right job." Fleet Commanders must insure that today's scarce personnel resources are effectively managed throughout their commands. Lastly, the Navy must recruit enough personnel to meet the shortfalls in endstrengths created by a decrease or growth in the number of personnel, and must demand proper management of these personnel to maintain the desired skill/age mix.
The operational unit is the key to the accomplishment of the Navy's mission. Too much personnel turnover has the potential to affect a unit's performance as experienced sailors are replaced with new personnel. The increased demand for training combined with the influx of new personnel may result in the degradation of the unit's ability to perform its mission. Just how much turnover affects a unit's performance has yet to be quantified.

This raises the issue of an adequate measure of effectiveness. Without a measure, many of today's current policies can neither be analyzed nor be effectively designed. This is an issue that must be resolved by the upper levels of Naval management. Assuming an adequate measure of operational effectiveness exists, it seems theoretically possible to use it in the analysis of the effects of personnel turnover/turbulence. From this analysis, current and/or future policy can be judged, and models generated with which a unit's "behavior" could be predicted given different personnel policies.

B. BACKGROUND

As a manager, every officer is faced with accomplishing assigned tasks in spite of the personnel turbulence his part of the unit experiences. For the purposes of this thesis, personnel turbulence is hypothesized to influence the performance or output of individual members of a work group
Turbulence is defined to include those factors internal and external to both the individual and the organization that affect performance. Inherent within turbulence are events such as changes in type of work, work responsibilities, living conditions, work hours and conditions and place of residence. Table I contains an expanded listing of potentially significant factors or "life changes," all of which have been shown to affect an individual's performance.

Dr. Robert Alkov, (Alkov, 1975), working for the Naval Safety Center, examined the relationships between life changes, accident behavior, and performance. The majority of accident behavior can be explained by personal stress, produced either internally or externally to the individual. Dr. Alkov examined potentially stressful life events, demonstrated by Dr. Thomas H. Holmes to be correlated with illnesses, and attempted to apply them to accident behavior. The events were ranked and arbitrarily weighted relative to the amount of adaptive or coping behavior required by an individual: the greater amount of coping behavior required, the more significant the impact on the person's performance. The rankings and weights are also shown in Table I. Dr. Alkov concluded that combinations of life change events can create enough stress so as to adversely affect an individual's performance.

Personnel turnover is the most significant factor of turbulence within a unit. Turnover is the flow of personnel into and out of an organization. Implicit in turnover is
<table>
<thead>
<tr>
<th>RANK</th>
<th>LIFE EVENT</th>
<th>MEAN VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Death of spouse</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>Divorce</td>
<td>73</td>
</tr>
<tr>
<td>3</td>
<td>Marital status</td>
<td>65</td>
</tr>
<tr>
<td>4</td>
<td>Jail term</td>
<td>63</td>
</tr>
<tr>
<td>5</td>
<td>Death of close family member</td>
<td>63</td>
</tr>
<tr>
<td>6</td>
<td>Personal injury or illness</td>
<td>53</td>
</tr>
<tr>
<td>7</td>
<td>Marriage</td>
<td>50</td>
</tr>
<tr>
<td>8</td>
<td>Fired at work</td>
<td>47</td>
</tr>
<tr>
<td>9</td>
<td>Marital reconciliation</td>
<td>45</td>
</tr>
<tr>
<td>10</td>
<td>Retirement</td>
<td>45</td>
</tr>
<tr>
<td>11</td>
<td>Changes in family member's health</td>
<td>44</td>
</tr>
<tr>
<td>12</td>
<td>Pregnancy</td>
<td>40</td>
</tr>
<tr>
<td>13</td>
<td>Sex difficulties</td>
<td>39</td>
</tr>
<tr>
<td>14</td>
<td>Gain of new family member</td>
<td>39</td>
</tr>
<tr>
<td>15</td>
<td>Business readjustment</td>
<td>39</td>
</tr>
<tr>
<td>16</td>
<td>Change in financial state</td>
<td>38</td>
</tr>
<tr>
<td>17</td>
<td>Death of close friend</td>
<td>36</td>
</tr>
<tr>
<td>18</td>
<td>Change to different line of work</td>
<td>36</td>
</tr>
<tr>
<td>19</td>
<td>Change in no. arguments with spouse</td>
<td>35</td>
</tr>
<tr>
<td>20</td>
<td>Mortgage over $10,000</td>
<td>31</td>
</tr>
<tr>
<td>21</td>
<td>Foreclosure of mortgage or loan</td>
<td>30</td>
</tr>
<tr>
<td>22</td>
<td>Change in work responsibilities</td>
<td>29</td>
</tr>
<tr>
<td>23</td>
<td>Son or daughter leaving home</td>
<td>29</td>
</tr>
<tr>
<td>24</td>
<td>Trouble with in-laws</td>
<td>28</td>
</tr>
<tr>
<td>25</td>
<td>Outstanding personal achievement</td>
<td>28</td>
</tr>
<tr>
<td>26</td>
<td>Wife begins or stops work</td>
<td>26</td>
</tr>
<tr>
<td>27</td>
<td>Begin or end school</td>
<td>26</td>
</tr>
<tr>
<td>28</td>
<td>Change in living conditions</td>
<td>25</td>
</tr>
<tr>
<td>29</td>
<td>Revision of personal habits</td>
<td>24</td>
</tr>
<tr>
<td>30</td>
<td>Trouble with boss</td>
<td>23</td>
</tr>
<tr>
<td>31</td>
<td>Change in work hours, conditions</td>
<td>20</td>
</tr>
<tr>
<td>32</td>
<td>Change in residence</td>
<td>20</td>
</tr>
<tr>
<td>33</td>
<td>Change in schools</td>
<td>20</td>
</tr>
<tr>
<td>34</td>
<td>Change in recreation</td>
<td>19</td>
</tr>
<tr>
<td>35</td>
<td>Change in church activities</td>
<td>19</td>
</tr>
<tr>
<td>36</td>
<td>Change in social activities</td>
<td>18</td>
</tr>
<tr>
<td>37</td>
<td>Mortgage or loan under $10,000</td>
<td>17</td>
</tr>
<tr>
<td>38</td>
<td>Change in sleeping habits</td>
<td>16</td>
</tr>
<tr>
<td>39</td>
<td>Change in no. of family get-togethers</td>
<td>15</td>
</tr>
<tr>
<td>40</td>
<td>Change in eating habits</td>
<td>15</td>
</tr>
<tr>
<td>41</td>
<td>Vacation</td>
<td>13</td>
</tr>
<tr>
<td>42</td>
<td>Christmas</td>
<td>12</td>
</tr>
<tr>
<td>43</td>
<td>Minor violation of the law</td>
<td>11</td>
</tr>
</tbody>
</table>

Note: The mean values are the weights of the relative amount of coping behavior required by the individual.
the creation of many of the "life changes" listed in Table I as personnel are assigned new tasks or work schedules to facilitate the arrival of new personnel and the departure of the "old salts."

As discussed above there is an empirical relationship between personnel turnover and turbulence and organizational performance or productivity. James Amendiola (1981) examined personnel turbulence relative to its effect on the management of an Army training program. Defining turbulence as job changes within the unit and then analyzing different unit history files, he was able to establish from the data a two to one ratio between turbulence and the rate of personnel turnover experienced. This ratio was shown to be positively correlated to the output (training accomplished) of the units. In another study, Victor Kendall (1978) in examining the utilization of air weapons controllers, observed that unit readiness was inversely related to the amount of personnel turbulence the unit experienced. Although recognizing the problem, he was unable to measure the relationship.

It is important to note that possibly not all aspects of personnel turbulence are negative. The very nature of the Navy's manpower system insures that there will be continual personnel movement. Yet the Navy still manages to meet its mission objectives and get the job done. Also, because of turbulence, the Navy is not a stagnant organization. It is continually exposed to new concepts associated with the
influx of new personnel and remains flexible and adaptable to the new directions these ideas foster.

Binkin and Kyriakpoulos (1979) discuss turnover in regards to military manning. They highlight the social arguments that "large personnel turnover characterizes a youthful military force." They examine the transition of the military occupational structure from low skilled mostly "physical" jobs to jobs requiring highly skilled specialists, questioning the relationship among age, experience and productivity.

"... the military's preoccupation with youthfulness at the expense of experience may not be providing the nation with the most effective armed forces possible at current budgetary levels."

The issue, therefore, is not personnel turnover/turbulence itself, but rather the effect turbulence has on the unit's ability to accomplish its mission.

Much of the literature written to date asserts that an effective unit is one that can accomplish its given mission. There are various administrative attempts to measure unit effectiveness utilized throughout the fleet, i.e., Operational Readiness Inspections (ORI); Administrative, Material and Training Inspections (ADMAT); Navy Technical Proficiency Inspections (NTPI); Propulsion Examining Board (PEB) inspections; and Command Inspections (CI), to name a few of the major ones. All of these measures, although attempting to measure specific quantifiable items, result in a rather subjective "feeling" for the unit's effectiveness or operational readiness.
Perhaps a better measure of a unit's effectiveness would be the productivity of its work force. If we had a measure of the productivity of human capital we could begin to make some estimates and decisions relative to the optimal mix of men and machines, number/types of ships, proper balance of the rates, etc.. Again, however, there exists the problem of defining unit productivity and arriving at an appropriate measurement criterion. Stanley A. Horowitz and Allan Sherman of the Center for Naval Analyses address these problems in their study "A Direct Measure of the Relationship Between Human Capital and Productivity."

Rather than use earnings as an indirect measure of productivity they examined the personal characteristics of the unit's workforce. Since the Navy is under a Congressionally mandated pay system which effectively eliminates any tangible relationship to productivity, they tried to associate "output at the work group level with the characteristics of the people in the group." They decided to utilize the Navy's maintenance casualty reporting system in selected subsystems of Navy ships and to use this as an indication of the production of output. They viewed keeping a ship in good operational condition as a production process with men as one of the inputs. The measure of downtime is the "number of casualties a ship has had multiplied by the average time it took to fix them," and the reduction of downtime implies an increase in productivity. From their analysis they concluded that the general condition of the
selected shipboard subsystems was affected by the experience and paygrade of the personnel maintaining them and the age of the equipment.

Alan Marcus (1982) repeated much of Horowitz and Sherman's work utilizing Navy aviation squadron performance as his measure of productivity. He found that crew characteristics were related to performance and utilized general production function forms to analyze the relative productivity and substitutability of personnel. The results of his efforts support the conclusions of Horowitz and Sherman that productivity is significantly affected by the experience and paygrade of the workforce.

Personnel turnover/turbulence is also a factor in the performance of civilian corporations. For the civilian manager, the issue is one of finding and keeping good personnel. The ability to set work hours, alter work conditions, set pay scales, etc., are some of the tools the organization has available to control personnel turnover. There is a considerable body of literature dealing with why personnel leave their jobs, focusing on personnel turnover as a process and attempting prediction of employee performance based on selected individual variables. Swenson (1982), discusses the different theories in light of their usefulness in analysis of the impact various recruiting sources have on the future outcomes of an individual's performance, and he observes that the models can be seen to be essentially extensions of the March and Simon 1958 ease-of-movement model. Thomas Fogec developed formulas
to predict employee performance utilizing the variables of age, length of service, education, sex, and race. He found that variables that affected the "maturing" process of the individual contributed most significantly to success on the job (Fogec, 1976).

These issues relate to attrition and retention within the military system, issues that continue to receive an enormous amount of research effort. Turnover/turbulence problems associated with retention and attrition are compounded by the sea/shore rotation policy and current retirement system. The ability/requirement to retire at 20 years of service may keep the military young and dynamic, but it also creates a large drain of experienced personnel who could still be productive. Most of the research, whether oriented to the military system or civilian organizations, has focused on the individual and the variables that affect the career decisions made. Very little research has focused on the impact on organizational productivity resulting from turnover and turbulence, nor on the demographics of the personnel involved.

C. PURPOSE

The objectives of this thesis are to:

1. explore any relationship that may exist between turnover and some measure of productivity, and if a relationship is found to exist, examine relationships between productivity and the personnel involved in the turnover;
2. examine the amount of turnover a unit experiences over time; and

3. examine some biographic and demographic information from those personnel involved in the turnover.

The study will examine operational Naval ships and their assigned personnel from the first quarter of fiscal year 1978 to the second quarter of fiscal year 1982. Only information relative to the flow of personnel into or out of a given unit will be analyzed with the assumption that the rate of personnel turnover is directly associated with a unit's internal turbulence.
II. DATA

A. DATA BASES

Three data bases were utilized in this effort. The first was a Ship Class Unit Identification Code File (SCUIC) initially prepared by Carl G. Carlson of the Naval Postgraduate School in 1981. The data base was constructed by Carlson to facilitate his analysis of first-term enlisted attrition from the Navy (Carlson, 1981). The data are arranged by unit identification code or UIC for each ship in the Navy. Along with the UIC, the ships are identified by hull number, name and homeport location. Additionally, data regarding type activity, ship type, class, subclass, size (based on personnel), age (relative to date of commissioning), type of engineering plant, nuclear capable status, and homeport location are included. A complete description of the data found in the ship data bank can be found in Appendix A.

The second data bank utilized was the Enlisted Survival Tracking File (STF) developed by the Navy Personnel Research and Development Center, and NMPC-164 (then Pers 35-b). The STF is a longitudinal data base of all Navy enlisted personnel since the fourth quarter of 1977. Data are extracted from the end-of-quarter Enlisted Master Record (EMR) for inclusion in the STF. The STF is a sequence of records that represent an individual's history in quarterly intervals. A complete
listing of the data elements found in the STF can be found in Appendix B.

The third data base utilized was an extract from the Consolidated Casualty Reporting System (CASREP). A statistical summary report was provided by the Navy Ships Parts Control Center (SPCC), Mechanicsburg, PA. The CASREP system is designed to provide timely reporting of equipment failures and the effect of these failures on the capability of the unit to perform its assigned missions. One of the products of the system is the computation of downtime hours. Downtime is computed for corrected casualties as follows:

Supply - the number of hours the equipment was down while awaiting parts.

Maintenance - the number of hours the equipment was down due solely to maintenance. The assumption is that time not awaiting parts is spent on maintenance.

Total - the total number of hours the equipment was inoperative. Total downtime equals supply hours plus maintenance hours. If this total is less than twenty-four hours it is reported as 0.

The summary report number 4400.28-126 was provided for the fiscal year 1980 to second quarter 1982. A quarterly maintenance downtime data base was created by subtracting downtime awaiting parts (DWP) from total corrected downtime. A complete description of this data base can be found in Appendix C.
B. DATA SELECTION: SHIP

The Ship Class Unit Identification Code (SCUIC) file developed by Carlson was utilized to select ships for study in this effort. In order to gain an appreciation in specific as well as broad terms, it was decided to examine representatives from each major ship class. Additionally, it was decided to examine representative ships categorized according to their crew complement into small, medium, large, extra large, and according to their age. For a class of ship to be considered for analysis, there had to be sufficient inventory of ships in the class to have homeports on the east and west coast, as a minimum. Representative ships from each class were selected by random utilizing a random-number generator.

The ships were then categorized as discussed above, and additional ships were selected at random to represent homeports, either east or west coasts, Hawaii, or overseas, for each subcategory. This selection process resulted in 44 ships of interest, which are listed in Appendix D. These 44 ships were checked to insure that all were active during the period of this study. The UIC's of these ships were used to select individuals from the STF.

C. DATA SELECTION: PERSONNEL

The STF file currently consists of over eight million records, which creates a significant data processing problem. To alleviate this problem, and to subset the STF into files
that were more manageable, two Fortran programs were created. The first is based on a program developed by Carlson (1981). The purpose of the program is to determine when an individual reports to or leaves from a ship of interest, and, in order to determine turnover rates, the program selects all individuals who were attached to the ship. In cross-checking the outputs of this program, it was discovered that the STF contains a significant number of typographical errors in the current onboard UIC. The most common error found was a 9 in the first digit of the current onboard UIC. UIC's beginning with nines are allocated to miscellaneous support groups such as civilian contractors, supply processing points, etc., locations normally not manned with enlisted personnel. Further examination revealed that if a nine was found in the first digit of the UIC the last four digits usually matched the last four digits of the UIC either preceding or following it, indicating a typographical error and not a change in the UIC. Additionally, the past actual UIC field did not change appropriately, which indicates that the nine was in fact an error. Therefore, a subroutine was added to the program to eliminate this particular inconsistency.

The program operates in the following manner:

The information from the SCUIC file for the 44 ships of interest is read into a matrix called 'UIC.' The first record from the STF is read into a vector 'A' to be utilized in determining when an individual's record ends. The assumption
is made that, a change in the social security account number (SSAN) indicates the beginning of a new person's record. The record reading subroutine (RDREC) is then entered with a vector 'A' containing the first record. The subroutine reads in a record and compares the SSAN with the SSAN in vector 'A'. If they match, the record is put into a matrix 'B' which will contain all of the records for the individual. This process continues until the SSAN's don't match at which time the new SSAN and record are put into the vector 'A'. The program returns from the subroutine with the individual's entire STF file in matrix 'B', the number of records of the individual (rows of 'B'), and the first record of the next person in vector 'A'.

The next operation performed is to test the present onboard UIC's for the typographical errors discussed above. This is necessary because of the method of selection discussed below. This test only examines the UIC variable for a nine in the first digit. If a nine is located as the first digit, the last four digits are compared with those in the UIC that immediately proceeds or follows. If a match is found, the UIC with the nine is changed to match. This process is repeated for every record in matrix 'B', thereby returning a "corrected" matrix 'B' to the main program.

Matrix 'B' next enters a subroutine that creates a subfile of all personnel attached to any ship of interest. The onboard UIC of each record is compared to the UIC's of
all 44 ships. If a match is found, the information from the record, combined with the information from the ship, is merged and written in a subfile called SHIPSRTA.DATA.

Matrix 'B' is returned to the main program and is sent to the subroutine called OUTPUT. This subroutine examines the onboard UIC's contained in matrix 'B', searching for changes. Since the STF is updated on a quarterly basis and a new line is prepared when a STF variable changes, the line containing a different UIC from the preceding one must have information relative to the individual when he/she reported to the new unit. Therefore, in order to examine this information each record where a UIC changes is written into a new matrix 'C'. The search for changes continues for all records contained in matrix 'B'. After all of matrix 'B' is examined, matrix 'C' contains only those records where the UIC changed. Matrix 'C' is then compared with the ships of interest to determine whether or not any of the ships were involved. If a match is found, that record is merged with the SCUIC file and written to create a data set named REPORTED.DATA. Table II shows the variables of interest that were identified from the STF for use in this research project.

The STF is so large that many data fields are missing or contain errors. Another significant problem occurs with the past actual UIC data element. The file is constructed such that this element should reflect the last UIC the individual was attached to prior to assignment to the UIC reflected in
TABLE II

VARIABLES EXTRACTED FROM STF

<table>
<thead>
<tr>
<th>DATA ELEMENT</th>
<th>LENGTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Security Number</td>
<td>9</td>
</tr>
<tr>
<td>As-of-Date Fiscal Year</td>
<td>2</td>
</tr>
<tr>
<td>As-of-Date Quarter</td>
<td>1</td>
</tr>
<tr>
<td>As-of-Date Count</td>
<td>2</td>
</tr>
<tr>
<td>Sex</td>
<td>1</td>
</tr>
<tr>
<td>Race</td>
<td>1</td>
</tr>
<tr>
<td>Ethnic Group</td>
<td>1</td>
</tr>
<tr>
<td>Date of Birth</td>
<td>4</td>
</tr>
<tr>
<td>Armed Forces Qualification Test</td>
<td>4</td>
</tr>
<tr>
<td>Education Years</td>
<td>2</td>
</tr>
<tr>
<td>Present Rate Code</td>
<td>4</td>
</tr>
<tr>
<td>Present Pay Grade</td>
<td>1</td>
</tr>
<tr>
<td>ADSD</td>
<td>4</td>
</tr>
<tr>
<td>Onboard Actual UIC</td>
<td>5</td>
</tr>
<tr>
<td>Past Actual UIC</td>
<td>5</td>
</tr>
</tbody>
</table>

the current actual UIC element. However, whenever the individual involved deserts or is hospitalized, the UIC elements do not keep track of all the person's movement. It is suspected that this is due to the nature of the original data source, the quarterly EMR. The changes in UIC's may be reflected in the EMR, but only the last transaction will be reflected in the quarterly report and subsequently the STF. There were enough cases where this problem occurred that the print format creating DEPARTED.DATA was modified to reflect the UIC that the individual should have left. This was possible due to the construction of matrix 'C' in the output subroutine. This matrix contains all records where a change in the UIC was found. Since the file is processed sequentially in time, the first record in matrix 'C' that matches the UIC.
of ships of interest must reflect when the individual reported
to the ship. Likewise, the very next record must reflect the
information when the individual left the ship, regardless of
what UIC is in the field. The format statement merging the
STF and SCUIC files places the UIC from SCUIC in the data
field of past actual UIC instead of the data from the STF.
This insures that personnel data of those leaving ships can be
analyzed correctly. This process is repeated for the entire
STF resulting in three data sets: REPORTED.DATA, DEPARTED.DATA,
and SHIPSTRA.DATA. A listing of the elements contained in
these data sets is contained in Appendix E, and a program
listing is provided in Appendix F.

The STF contains a significant amount of useful information.
The Fortran program described above will allow the extraction
of that information with a minimum of modification. The
merging of selected variables with other types of data, i.e.,
Ship Class Unit Identification Code file, is easily handled
by the formatting contained within the program. It is
recommended, however, because of the large number of potential
"errors" contained in the STF, that a software package that
is tolerant of alphanumerics be utilized for the analysis,
i.e., the Statistical Analysis System (SAS).

A second Fortran program was developed to convert the data
contained in the SHIPSRTA.DATA subfile into records with
discrete fiscal year and quarter information. This was
necessary to enable time-line analysis of the personnel data
relative to the given ships of interest. The STF is constructed such that any change in a data element results in the addition of a new record. If no data elements change, the count variable is indexed to indicate the number of quarters for which that particular record is valid. For example, 7745, representing fiscal year 1977, fourth quarter and count equal to 5, is interpreted to mean that the data contained in that record is valid for 5 quarters, beginning at the fiscal year and quarter indicated. In this example the data are valid for 4th quarter, fiscal year 1977, and quarters 1 through 4 of fiscal year 1978.

The Fortran program performs in the following manner:

A record is read, and if the variable count is equal to one, the entire record is written to the new data subfile named SHIPSRTA.QUARTER.DATA. If the count is greater than one, a loop is entered that is repeated a number of times equal to the count. While in this loop the record is converted to discrete fiscal year and quarters and written to the SHIPSRTA.QUARTER.DATA.

An individual's length of service (LOS) and age were felt to be major factors relative to the impact he/she had on the effects of personnel turbulence. The STF only contained information concerning the individual's birth data (year and month) and active duty start date (ADSD). Gardner (1980) developed the algorithm used by this program to convert birthdate and active duty start date to age and LOS in months. Appendix G contains the listing for this program.
D. CONSTRAINTS

The major constraint of this effort has been the STF data. Because of the size of the file, careful consideration must be given to the capabilities of the computer system used to process the data. For example, the storage required to establish an SAS system file of REPORTED.DAT and DEPARTED.DAT was in excess of 160 cylinders, where each cylinder hold 19 tracks or 3064 images. Additionally, the problems discussed above, i.e., typographical errors and omissions, limited data elements available for use as selection criteria. The data elements and codes contained in the STF are based upon standard Navy reporting systems, but many require special manipulation to be useful in this type of research.
III. ANALYSIS

A. MODEL

To place the preceding discussion into a conceptual framework the relationships displayed in Figures 1 and 2 were developed.

Figure 1 displays the hypothetical relationship of downtime to personnel and equipment. Although somewhat self-evident, it is provided to support the model contained in Figure 2. Turnover, operational cycle and size are considered to be aspects of the personnel variable and ship class, size, and subclass define aspects of the equipment variable.

Figure 2 describes the hypothesized functional relationship of downtime with the unit's operational cycle (OPCYCLE), size, rate of turnover, age and class. The interaction shown between OPCYCLE and turnover is provided to indicate the relationship of turnover to the ship's operational cycle. For example, it is common practice for a ship to detach personnel with less than three months remaining until their projected rotation date (PRD), prior to deployment. Likewise there is a concurrent influx of personnel to fill the billets created by these early detachments. It could be argued that turnover could be used as a surrogate indicator of the ship's operational cycle; however, its usefulness in marginal. The intensity of operations, i.e., mission performed, hours underway,
Figure 1. Model of Relationship Between Downtime and Personnel/Equipment

Figure 2. Model of Hypothesized Functional Relationships
etc., would not be described, and there would be inherent time lead/lag problems relative to the ship's preparation and stand-down from deployment.

The interaction depicted between ship class, age, and size describes the dependence of the ship's age and size on class. If one knows the subclass of the unit, the approximate type, size and age are also known. For example, given that the ship is a Midway-class carrier implies that the ship type is carrier, size is extra large in terms of personnel, and the ship probably was constructed in the 1940's. However, given that the ship was a Nimitz-class carrier would imply the same type and size information, but that the ship was constructed in the 1970's.

B. ANALYSIS

The three data sets created from the STF file, SHIPSRTA.DATA, REPORTED.DATA, and DEPARTED.DATA were utilized to determine the amount of turnover, by fiscal year and quarter, for each ship of the sample. As defined earlier, turnover is the flow of personnel through a given unit. It is important to realize that different measures can be applied to this concept. For example, NPRDC is currently monitoring personnel turnover throughout the Navy utilizing the ratio of attrition to mean endstrength as their measure. Alternative measures could include: (1) percentage of net change to unit, computed as the ratio of reporters minus departures to mean endstrength; (2) percentage of gain (loss) to the unit computed as the
ratio of personnel who report (depart) to mean endstrength; or, as utilized in this thesis, (3) percentage of total change to the unit, computed as the total personnel flow, reporters plus departers, relative to the mean endstrength. This particular measure was chosen because it was felt that it better reflected the impact of turnover that each organization faces. Utilization of percentage gain (loss) would only describe half of the picture and use of net change could possibly be misleading. If a unit experienced a complete change in personnel its percentage of net change would equal 0, whereas its total turnover would be 200%. For comparison, Appendix H contains the average yearly amount of turnover and the quarterly amount of turnover for each ship, as well as the average yearly turnover rates by ship type.

The first step of the analysis was to examine the relationship of downtime to turnover for all ships in the sample. A data set was developed that contained information in the form of matched pairs of data points, downtime and turnover rates. The data generation from the STF file was very similar to the repeated measures methodology discussed by Kerlinger and Pedhazer (1973), Namboodiri, et al. (1975), and Cohen and Cohen (1975). Although not a true "repeated measures" experiment, it was necessary to utilize this technique in order to develop enough data points for analysis. What resulted was a data set containing 400 data points (40 ships X 10 quarters). Four ships were eventually deleted from the
original sample due to anomalies in the turnover rates or associated CASREP data.

Since the goal of this thesis is to examine the relationship of downtime to turnover, it was assumed that the data were not time specific. The amount of variance in downtime explained by turnover (R-square), given the above assumptions aggregated for the entire sample was .00897; (F=.37,p=.54); effectively zero. This implies that throughout the Navy downtime aboard ships is not affected by personnel turnover. Although CASREP is a "soft" measure of performance, it is significant that no relationship exists in light of an average quarterly turnover rate in excess of 39% for the same period. Given that utilization of CASREP data is plausible, it appears that management of turnover is not a problem at the "macro" level; i.e., upper echelons of command. It is important to note that it is highly probable that both downtime and turnover are related to the ship's operational cycle (time). As discussed earlier large turnover rates can be expected immediately preceding or following a deployment. Downtime also can be seen to be dependent on the unit's operational cycle, i.e., yard periods, or predeployment workups.

Since a relationship between downtime and turnover cannot be inferred at the "macro" level, possible relationships were explored at the individual ship level. Table III contains the resulting Pearson correlation coefficients by ship UIC for the sample. Examination of Table III highlights two interesting
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* Significant at the .05 level
** Significant at the .01 level
observations relative to the downtime/turnover relationship at this level. First, in only six of the forty ships was any significant relationship found. These six ships are not related in terms of ship type, ship size, or ship age. There is nothing in the current model that can offer an explanation as to why these particular ships have a statistically significant relationship, other than pure chance. Second, fifteen ships within the sample have coefficients that are contrary to the model's hypothesis, as exemplified by their sign. The negative coefficient implies that the greater the amount of turnover, the better the ship's performance.

In order to examine the questions raised above, it was decided to examine the possible relationship of the above individual Pearson correlation coefficients to the categorical descriptive variables of ship type, class, subclass, size and age. The correlation coefficients were merged with the previously discussed data set to create a data set containing ship categorical information, downtime and turnover data, as well as the associated Pearson coefficients. A complete description of this data set is contained in Appendix I.

An ANOVA procedure and the Duncan multiple range test were performed for each category utilizing the correlation coefficient as the dependent variable. Table IV shows the resulting R-square, F, and probability values.

As shown in Table IV and confirmed by the Duncan tests, there are no downtime/turnover relationships within the various
ship categories. Because the Pearson correlation coefficients were generally small and less than 1.0, it was decided to normalize the coefficients utilizing Fisher's Z transformation of r in order to increase the fidelity of the measures. The following formula was utilized (Cohen, 1975):

\[ Z = \frac{1}{2} \times (\log(1+r) - \log(1-r)) \]

The ANOVA procedure was repeated and the results are shown in Table V. Again no relationship within the groups were found. This also was confirmed utilizing the Duncan test.

C. SUMMARY OF DATA ANALYSIS

The Survival Tracking File (STF) was subsetted into three subfiles containing personnel who reported to, departed from, or were assigned to one of the initial forty-four ships of interest. From these files, the quarterly rates of reporting, departing and turnover were computed. It was decided to utilize quarterly mean endstrength in the computation of turnover because derivation of the actual number of personnel onboard during the quarter could not be accurately determined. The endstrengths generated from the SHIPSRTA.DAT file were adjusted to reflect the average onboard during the period. The methodology utilized to construct the subfiles resulted in individuals being "counted" in both the current onboard file and the respective reported/departed file. The assumption that all personnel report or depart on the same day within the quarter, i.e., last day, was not considered valid. Since the
### TABLE IV

ANOVA RESULTS BY SHIP GROUPINGS

<table>
<thead>
<tr>
<th>GROUP</th>
<th>R-SQUARE</th>
<th>F-VALUE</th>
<th>PROB&gt;F</th>
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</thead>
<tbody>
<tr>
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<tr>
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<td>.27</td>
<td>.84</td>
</tr>
</tbody>
</table>

### TABLE V

ANOVA RESULTS BY SHIP GROUPINGS

(TRANSFORMED DATA)

<table>
<thead>
<tr>
<th>GROUP</th>
<th>R-SQUARE</th>
<th>F-VALUE</th>
<th>PROB&gt;F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ship type</td>
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<td>.68</td>
</tr>
<tr>
<td>Ship class</td>
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<td>.75</td>
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<tr>
<td>Ship subclass</td>
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<td>.99</td>
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<tr>
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<td>.04</td>
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</tr>
<tr>
<td>Age</td>
<td>.02</td>
<td>.28</td>
<td>.33</td>
</tr>
</tbody>
</table>
average person reporting or departing to a unit could be expected to spend only one-half of the quarter onboard, one half of the quarterly reporter and departer totals were subtracted from the total onboard count to adjust for the double counting of personnel.

A ship-specific data set was formed containing ship categorical variables, downtime and turnover data for the ten periods, and eventually the Pearson correlation coefficient for each ship.

The results of the analysis can be summarized as follows: The current data and associated assumptions utilized in the model do not support the inference of any relationship between ship performance (downtime) and personnel turnover. This is true at the "macro" or sample level as well as the "micro" or individual ship level. Nor are there any relationships present within the various ship-descriptive categories.

Although statistically significant relationships were found in the work accomplished by Horowitz and Sherman (1968), the analysis performed by this thesis doesn't support the expansion of their methodology to the ship level. It may be that the management at the small-work-group level is effective enough to prevent any adverse effects on ship performance from turnover/turbulence. This conclusion is strictly the opinion of the writer and is not supported by the analysis or the information contained in this report. Other possible
explanations revert to the discussions earlier on the suitability of CASREP data as a performance measure. CASREP data is recognized as a "soft" indication of overall ship performance; however, it is the only quantifiable measure that cuts across the entire spectrum of ship performance and effectiveness. For example, CASREP data are provided for equipment in each of the ship's functional areas, engineering and combat systems, as well as support related systems. Other potentially useful measures of performance would be a combination of measures such as ship steaming hours, exercise grades, standardized training/inspection grades, or objective Unit Reporting system information. Utilization of these other measures were beyond the scope of this effort and merit further research.

Another explanation of the lack of correlation between downtime and turnover may be the differences in their coefficients of variation, 120.8 and 30.9 respectively. These differences can be seen to be related to the anomalies found in both the CASREP reporting system and the extraction of the data from the STF file. Both are recognized as less than satisfactory, which is one of the risks of utilizing non-experimental data.
IV. CONCLUSIONS

The primary objective of this thesis was to examine the relationship between personnel turnover/turbulence and ship performance. Ancillary objectives were to: (1) examine the relationship between the personal characteristics of those personnel involved in the turnover and ship performance, and (2) examine characteristics of the personnel relative to the unit's management of the turnover.

The analysis determined that no significant relationship could be supported between macro levels of turnover and ship performance. Whether or not personnel is related to downtime or particular ship divisions, systems or subsystems cannot be determined from this research. Since no relationship was found, examination of the correlations of the personal characteristics of the personnel involved in the turnover with ship performance was not attempted. Descriptive statistics of the characteristics of the people reporting to and departing ships are provided in Appendices J and K for the interested reader.
Appendix A

Ship Class Unit Identification Code File

<table>
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<th>Variable</th>
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<td>Homeport</td>
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<td>TAC (Type of Activity Code)</td>
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<tr>
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<td>Sub-class Code</td>
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<td>Location</td>
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<td>Active/NRF</td>
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</table>

Variable Description

UIC - unit identification code assigned to each naval unit and support activity.

Class - Alphanumeric abbreviation of ship class.

Hull number - numeric identification number assigned to each ship hull.
Ship name - name or an abbreviated form of the ship's name.

Homeport - abbreviation of the homeport location of each vessel.

TAC - type activity code:
   1. Sea Duty - CONUS
   2. Sea Duty - Overseas

Ship type:
   1. Combatants
   2. Auxiliary
   3. Submarine
   4. Carrier
   5. Amphibious
   6. Minesweeper

Ship Class - code that numerically represents the general ship classification as found in position 11 through 15.

Ship Sub-class - code that describes the specific class or make of ship with the general class.

Example: USS Coral Sea, coded: 4 6 27.

Ship type - 4: Carrier
Ship class - 6: CV
Ship Sub-class - 27: Midway Class Carrier

Size:
   1. Less than 100 personnel
   2. 100-199 personnel
   3. 200-299 personnel
   4. 300-399 personnel
5. 400-499 personnel
6. 500-599 personnel
7. 600-1499 personnel
8. 1500-2499 personnel
9. Greater than 2500 personnel

Ships were grouped for analysis as follows:

1 and 2 = Small
3 and 4 = Medium
5, 6, and 7 = Large
8 and 9 = Extra Large

Age:

1. Ships commissioned in the 1940's
2. Ships commissioned in the 1950's
3. Ships commissioned in the 1960’s
4. Ships commissioned in the 1970’s

Engineering Plant:

1. Nuclear
2. 1200 PSI Steam
3. 600 PSI Steam
4. Diesel
5. Diesel Electric
6. Gas Turbine

Nuclear Capable:

1. Nuclear Capable
2. Non-nuclear Capable
Location:

1. East Coast
2. West Coast
3. Overseas
4. Hawaii

Active or Reserve Status:

1. Reserve
2. Active

These variable descriptions were developed by Gardner (1981) and his definitions of small, medium, large and extra large were utilized for this thesis.
Appendix B
Survival Tracking File

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Appendix C

CASREP Data

Ship Type

Hull Number

Severity of Outstanding Casreps
  C-2
  C-3
  C-4
  Total

Severity of Corrected Casreps
  C-2
  C-3
  C-4
  Total

Downtime Awaiting Parts (DWP)

Open Downtime

Corrected Downtime

Note:

Maintenance Downtime = Corrected Downtime - DWP

This data was converted to the following data set:

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Appendix D

Ships of the Sample
Appendix E

Subfile Data Elements

The data elements listed below are contained in the REPORTED.
DATA, DEPARTED.DATA AND SHIPSRTA.DATA subfiles.

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Appendix F

Personnel Selection Fortran Program Listing
//REEVES6 JCB (2313,0144), "WAYNE R. REEVES 1444", CLASS=F
//*MAIN ORG=NPQVM1.2313P
// EXEC FORIXCG
//SYSIN DD *
C50 THIS PROGRAM READS IN 9 DATA FIELDS FROM
C THE STF FILE, FOR A DIFFERENT NUMBER OF DATA FIELDS
C THE DIMENSION OF A AND THE COLUMN DIMENSION OF B
C MUST BE CHANGED.
C
C THE ROW DIMENSION OF B SHOULD BE GREATER THAN THE MOST
C RECORDS ONE INDIVIDUAL COULD HAVE.
C
C THIS PROGRAM FINDS ALL ONE INDIVIDUAL'S RECORDS BY
C COMPARING SOCIAL SECURITY NUMBERS. WHEN THE SSAN
C CHANGES, THE BEGINNING OF A NEW PERSON'S RECORDS IS
C ASSUMED. THE SSAN IS STORED IN SSN(2) AS A1,A8

REAL*8 A,B,SSN
REAL*8 UIC
COMMON A(16),B(120,16),SSN(12),UIC(44,10)

READ IN THE SHIP UIC'S
SET THE NUMBER OF UIC'S = NUIC

NUIC=44
DO 10 I=1,NUIC
10 READ(4,11) UIC(I,J),J=1,10
   FORMAT(A1,A4,B8,B)

READ IN THE VERY FIRST RECORD

READ(1,50) A
   FORMAT(A1,A8,A5,1X,A1,A1,A1,A4,A2,A2,T49,A5,T62,A4,T87,A1,
      *A5,3X,A1,100,A1,A4)
SSN(11)=A(1)
SSN(12)=A(2)
LAST=1

SUBROUTINE RDREC READS IN ALL THE RECORDS FOR ONE PERSON
ON OUTPUT:
B: ALL THE RECORDS FOR ONE PERSON
THE RECORDS ARE SAVED ROW BY ROW. (MATRIX)
NREC: NUMBER OF RECORDS FOR ONE PERSON. (SCALAR)
A: THE FIRST RECORD OF THE NEXT PERSON (VECTOR)
FOR THE LAST PERSON, RDREC RETURNS LAST=2
UP TO THAT TIME, LAST=1

100 CONTINUE
CALL RDREC(NREC,LAST)

AT THIS POINT YOU HAVE ALL ONE INDIVIDUAL'S RECORDS IN
MATRIX 'A'. YOU CAN CALCULATE OR EXTRACT THE INFORMATION
OF INTEREST AND PRINT IT OUT OR WRITE IT TO DISK.

THIS SUBROUTINE WILL TEST FOR ERRORS IN THE FIRST DIGIT OF THE
CURRENT ONBOARD UIC. IF ONE IS FOUND A CORRECTION IS MADE.
THE ONLY ERROR TESTED FOR IS A 9 AS THE FIRST CHARACTER OF THE
UIC.

CALL TEST(NREC,LAST)

THIS SUBROUTINE WILL CREATE A SUBFILE OF ALL PERSONNEL ATTACHED TO
THE SHIPS OF INTEREST. IT COMPARSES EVERY RECORD IN MATRIX B TO THE
SHIPS OF INTEREST. IF A MATCH IS FOUND IT PRINTS THE RECORD

CALL SHPSRT(NREC,LAST)

THIS SUBROUTINE WILL DETERMINE CHANGES IN THE INDIVIDUALS UIC
FILE. IT WILL THEN COMPARE THE UICS TO SHIP UIC FILE AND PRINT
A FILE OF RETIRED AND LEAVERS.

CALL CPUTUT(NREC,NUIC)

IF THIS IS THE LAST CASE,
BRANCH OUT OF THE LOOP.

220 IF(LAST.EQ.2) GO TO 250
GO TO 100

250 CONTINUE
STOP
END
DO 10 I=1,16
10 B(I,1)=A(I)
NREC=1
C
READ IN A NEW LREC
C
40 READ(1,50,END=300) A
C
C
COMPARE THE PREVIOUS SSN WITH THE NEW ONE.
C
IF(SSN(1).EQ.A(1).AND.SSN(2).EQ.A(2)) GO TO 200
C
WITHOUT THE MATCH, ALL ONE PERSON'S RECORDS HAVE
BEEN READ IN. SAVE THE NEW PERSON'S SSN AND RETURN
C
SSN(1)=A(1)
SSN(2)=A(2)
RETURN
C
ACCUMULATE ANOTHER RECORD OF INFORMATION FOR
ONE PERSON IN MATRIX 'B'.
C
200 CONTINUE
NREC=NREC+1
DO 220 I=1,16
220 B(NREC,I)=A(I)
GO TO 40
C
LAST=2
RETURN
C
END

******************************************************************************************************
******************************************************************************************************
SUBROUTINE OUTPUT(NREC,NUIC)
REAL*8 A,B,SSN
REAL*8 UIC
REAL*8 C(20,16)
COMMON A(16),B(20,16),SSN(2),UIC(44,10)
C
A RECORD IS WRITTEN FROM MATRIX B INTO
MATRIX C WHEN THE UIC CHANGES.
C
DO 10 I=1,16
10 C(I,1)=B(I,1)
C
NOFF IS THE NUMBER OF DIFFERENT UIC'S
C
******************************************************************************************************
******************************************************************************************************
C
NDIFF=1
IF (NREC.EQ.1) GC TO 60
C
IF THE IFTH UIC IS NOT EQUAL THE PREVIOUS UIC,
WRITE THE ITH RECORD FROM MATRIX B INTO MATRIX C.
C
MATRIX C IS INDEXED BY NDIF
C
DO 20 I=2,NREC
I=I-1
[FUNCTION] = .EQ.B(I1,12).AND.(B(I1,13).EQ.B(I1,13))
NDIFF=NDIFF+1
GO 15 J=1,16
C(NDIFF,J)=B(I1,J)
20 CONTINUE
C
MATRIX C CONTAINS THE RECORDS WHICH HAD DIFFERENT UIC'S
THE NUMBER OF ROWS IN C = NDIFF
C
DO 90 = LOOPS THROUGH ALL THE ROWS OF C
DO 80 = COMPARES THE RECORD'S UIC AGAINST ALL THE
SHIP UIC'S
C
60 CONTINUE
DO 90 I=1,NDIFF
DO 80 J=1,NUIC
C
IF UIC IS NOT A SHIP, BRANCH AROUND THE WRITE
C
IF((UIC(J,1).NE.C(I1,12)) OR (UIC(J,2).NE.C(I1,13))) GO TO 80
WRITE(2,85) (C(I1,K),K=1,16), (UIC(J,K),K=3,10)
WRITE(3,85) (C(I1+1,K),K=1,14), (UIC(J,K),K=1,10)
85 FORMAT (A1,A8,1X,A5,1X,A1,A1,1X,A1,1X,A1,1X,A4,1X,A2,1X,
A2,1X,A5,1X,A4,1X,A1,A4,1X,A1,1X,A1,A4,8AB)
GO TO 90
80 CONTINUE
90 CONTINUE
RETURN
END
C
*************************************************************************
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*************************************************************************
C THIS SUBROUTINE WILL TEST AN INDIVIDUAL'S RECORD FOR A TYPO-
C GRAPHICAL ERROR IN THE FIRST DIGIT OF THE CURRENT ONBOARD
C UIC. IT WAS DETERMINED THAT A 9 IN THE FIRST DIGIT OF A UIC
C WAS AN INDICATOR OF A POSSIBLE ERROR. UIC'S THAT BEGIN
C WITH A 9 ARE USUALLY RESERVED FOR CIVILIAN SUPPORT ACTIVITIES.
C THE TEST LOCATES A 9 IN THE FIRST DIGIT OF THE UIC AND THEN
C COMPARES THE LAST FOUR DIGITS WITH THE UIC THAT IMMEDIATELY
C PROCEEDS OR FOLLOWS. IF A MATCH IS FOUND THE UIC WITH THE 9
C IS CHANGED TO MATCH.
C
C IF (NREC .EQ. 1) GO TO 20
C DO 10 I=1,NREC
C IF (B(I,12) .NE. NINE) GO TO 10
C IF (I .EQ. 1) GO TO 300
C IF (I .EQ. NREC) GO TO 400
C IF ((B(I,13),NE.,B(I+1,13)).AND.((B(I,13),NE.,B(I-1,13)))
    * (B(I,13) .EQ. B(I+1,13)) GO TO 500
C      B(I,12)=B(I-1,12)
C      GO TO 10
C 500 CONTINUE
C      B(I,12)=B(I+1,12)
C      GO TO 10
C 400 CONTINUE
C      IF (B(I,13) .EQ. B(I+1,13)) GO TO 10
C      B(I,12)=B(I-1,12)
C      GO TO 10
C 300 CONTINUE
C      IF (B(I,13),EQ.,B(I+1,13)) GO TO 10
C      B(I,12)=B(I+1,12)
C      GO TO 10
C 10 CONTINUE
C RETURN
C END
C***************************************************************************
C***************************************************************************
C***************************************************************************
SUBROUTINE S-I-PSRT (INREC, LAST)

THIS PROGRAM WILL COMPARE EACH RECORD IN THE INDIVIDUAL'S FILE WITH
A FILE OF SHIP UIC'S OF INTEREST. IF A MATCH IS FOUND,
IT WILL WRITE THE RECORD IN ANOTHER FILE.

INITIALIZE THE VARIABLES:

B(20,15) THE MATRIX CONTAINING ALL
CORRECTED RECORDS OF THE INDIV.
UIC(44,10) THE MATRIX CONTAINING ALL THE
DATA OF THE SHIPS OF INTEREST

INTEGER I,J,K,LAST,L
REAL*8 A, B, SSN
REAL*8 UIC, NINE
COMMON A(16), B(20,16), SSN(2), UIC(44,10)

THIS SECTION WILL DO THE COMPARISON OF SHIP AND INDIVIDUAL UIC'S

DO 005 J=1, NREC
DO 002 K=1, 44
IF (B(J,12).NE.UIC(K,1) .OR. (B(J,13).NE.UIC(K,2))) GO TO 002
WRITE(15,95) (B(J,I), I=1,16), (UIC(K,L), L=3,10)

95 FORMAT (A1,A8,1X,A5,1X,A1,1X,A1,1X,A4,1X,A2,1X,
A2,1X,A5,1X,A4,1X,A1,1X,A4,1X,A1,1X,A4,1X,8A8)
002 CONTINUE
005 CONTINUE
RETURN
END

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Appendix G

Quarter Conversion Fortran Program Listing
C PROGRAM WILL CREATE ANOTHER DATA SET FROM THE
SUBSETTED STF FILES. IT WILL INDEX THE FISCAL YEAR
AND QUARER OF THE RECORD AND THEN REWRITE IT IN AN-
OTHER DATA BANK.
THE RECORD WILL BE READ INTO A VECTOR 19 SPACES LONG
ELEMENTS OF THE VECTOR WILL BE USED TO DETERMINE CURRENT
QUARTER AND COUNT AND THEN INDEXED ACCORDINGLY.

REAL*8 A(19)
INTEGER COUNT,Q,I
COUNT=0
READ IN THE FIRST RECORD SET COUNT = TO RECORD'S COUNT AND Q = TO RECORD'S QUARTER
010 READ(1,50,END=500) A(1),A(2),A(3),A(4),A(5),A(6),A(7),A(8),A(9),A(10),A(11),A(12),A(13),A(14),A(15),A(16),A(17),A(18),A(19)
FORMAT (A1,A8,1X,12,11,12,13A8,A1)
COUNT=15 Q=14
THE FIRST TEST WILL DETERMINE WHETHER THE RECORD IS FOR
ONE QUARTER ONLY. IF IT IS THE RECORD WILL BE WRITTEN TO
THE NEW FILE AS IS. OTHERWISE THE PROGRAM WILL BRANCH AROUND
THE WRITE TO THE NEXT TEST.

IF (COUNT .NE. 1) GO TO 100
WRITE(2,50) A(1),A(2),A(3),A(4),A(5),A(6),A(7),A(8),A(9),A(10),A(11),A(12),A(13),A(14),A(15),A(16),A(17),A(18),A(19)
GO TO 010

THIS TEST WILL BE REPEATED FOR THE AMOUNT OF THE COUNT. IT WILL
C TEST TO DETERMINE WHETHER THE RECORD STARTS IN THE FOURTH C QUARTER. IF IT DOES IT INDEXES THE FISCAL YEAR AND RESETS THE C QUARTER TO ONE. OTHERWISE, IT SETS THE COUNT TO ONE, INDEXES THE C QUARTER AND WRITES THE RECORD.

100 DO 200 I=1,COUNT
    IF (I.EQ.4) GO TO 300
    15=1
    WRITE (2,50) A(1),A(2),I3,[4,15],A(6),A(7),A(8),
    +A(9),A(10),A(11),A(12),A(13),A(14),A(15),A(16),A(17),A(18),A(19)
    14=14+1
    Q=14
    GO TO 301
300 CONTINUE
    15=1
    WRITE (2,50) A(1),A(2),I3,[4,15],A(6),A(7),A(8),
    +A(9),A(10),A(11),A(12),A(13),A(14),A(15),A(16),A(17),A(18),A(19)
    13=13+1
    14=1
    Q=14
    GO TO 301
200 CONTINUE
500 CONTINUE
STOP
//GO*FO1D01 DD UNIT=3330V,MSVGP=PUB4Z,DISP=(NEW,CATLG),
// SPACE=(CYL,(64,4)),DCB=(RECFM=FB,LRECL=120,BLKSIZE=12000),
// DSN=MSS.S2313.QUARTER.REPORTED.DATA
//GO*FO1F001 DD UNIT=3330V,MSVGP=PUB4Z,DISP=(OLD,KEEP),
// DCB=(RECFM=FB,LRECL=120,BLKSIZE=12000),SPACE=(CYL,(64,4)),
// DSN=MSS.S2313.REPORTED.DATA
Appendix H

Average Turnover Rates

Average Yearly Turnover by Ship Type

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Quarterly and Average Yearly Turnover Rates by UIC

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Appendix I

Final Data Set

The final data set utilized for analysis is described below. The ships were selected in a manner to insure adequate representation of various ship classes and missions of today's Naval forces, but were randomly selected within the subgroups to prevent inadvertent biases in the data. Although STF data was available from the fourth quarter of FY 1977 until the second quarter of FY 1982, CASREP data was only available for FY 1980 to second quarter of FY 1982.

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* The coding of these data elements was discussed in Appendix E.
Appendix J

Graphs of Percentage of Reporters and Leavers by UIC

The graphs contained in this appendix portray the percentage of personnel who report to and leave from a ship contained in the sample. The solid line connecting the "D" in the graph depicts the changes in the percentage of departers. Likewise, the dashed line connecting the "R" in the graph depicts the reporters.
LSD 29 PLYMOUTH ROCK
STATISTICAL ANALYSIS SYSTEM
U6C-03350
PLOT OF PEEPE TIME
SYMBOL USED IS D
PLOT OF PREP TIME
SYMBOL USED IS X

CV 59 FORRESTAL
AS 12 SPERRY
AO 51 ASHTABULA
STATISTICAL ANALYSIS SYSTEM

LKA 116 ST LOUIS
LSD 37 PORTLAND
STATISTICAL ANALYSIS SYSTEM

UTC=20050

PLOT OF PEP v. TIME
SYMBOL USED IS O
PLOT OF PEP v. TIME
SYMBOL USED IS R

FF 1079 B03?EN
AN ANALYSIS OF THE EFFECT OF PERSONNEL TURBULENCE ON THE PERFORMANCE OF OPERATIONAL UNITS (U) NAVAL POSTGRADUATE SCHOOL MONTEREY CA W R REEVES DEC 82
STATISTICAL ANALYSIS SYSTEM

FLIGHT OF FREQUENCY SYMBOL USED IS R

DD 965 KINKAID
SSN 687 RICHARD RUSSELL
Appendix K

Comparative Characteristic Statistics
of Reporters and Leavers by UIC

The data displayed below is arranged in order (rows) by

time from the first quarter of FY 1978 until the second
quarter of FY 1982. Statistics are provided for each ship
by quarter with data for reporting and departing personnel
arranged left to right respectively. The data elements are
as follows:

Time: fiscal year and quarter

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Mean Length of Service
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Mean AFQT
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Mean Education
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**UIC** 05487
# Comparative Statistics of Personnel Involved in Turnover

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**Ship Name** PP 1079 Bowen

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## COMPARATIVE STATISTICS OF PERSONNEL INVOLVED IN TURNOVER

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**Note:** The table above shows the median values for age, length of service, AFQT scores, and years of education for personnel involved in turnover for UIC 20058 and SHIP NAME FF 1087 KIRK. The data is organized by time, with each row representing a different period. The columns provide information on median values for each category, with depart means followed by report means for age, length of service, AFQT, and education.
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**UIC 20223**

**Ship Name LST 1197 Barnstable City**

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Note: The table above provides comparative statistics for personnel involved in turnover, including median age, median length of stay (los), median AFQT scores, and median education levels, for different time periods. The data is presented for two different ships: UIC 20223 (Ship Name: LST 1197 Barnstable City).
## COMPARATIVE STATISTICS OF PERSONNEL INVOLVED IN TURNOVER

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| 2.  | Defense Logistics Studies Information Exchange  
U.S. Army Logistics Management Center  
Fort Lee, Virginia 23801 |
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The Pentagon  
Washington, D.C. 20301 |
| 8.  | Assistant Secretary of the Navy  
Manpower, Reserve Affairs and Logistics  
The Pentagon  
Washington, D.C. 20350 |
| 9.  | Deputy Chief of Naval Operations  
(Manpower, Personnel and Training)  
Chief of Naval Personnel, OP-01,-11,12,  
-12B,-13,-135K,-15  
Arlington Annex  
Columbia Pine and Arlington Ridge Road  
Arlington, Virginia 20370 |
10. Stanley A. Horowitz
   Director
   Manpower, Support and Readiness Program
   Center for Naval Analyses
   2000 N. Beauregard Steet
   Alexandria, Virginia 22311

11. LCDR Wayne R. Reeves
    107 Overcup Drive
    Lexington Park, Maryland 20653

    Navy Personnel Research and Developement Center
    San Diego, California 92152