

SYSTEM DEVELOPMENT CORPORATION

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TECHNICAL REPORT NO. 2

IMPACT OF NAVY CAREER COUNSELING ON PERSONNEL SATISFACTION AND REENLISTMENT

28 FEBRUARY 1973

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13. ABSTRACT			

This abstract focuses on the Navy's expanded Career Counseling Program, which is designed to improve personnel satisfaction and increase the retention of qualified enlisted personnel. Results of a survey of 1,711 enlisted personnel at 18 locations on the East and West Coasts are reported. This survey, part of a larger research effort involving experimentation with different career counseling concepts, strategies, and techniques, provides baseline data relative to the actual delivery of counseling services, as specified in BUPERS Instruction 1040.3. It also yields evidence concerning job satisfaction, the work environment, attitudes toward the Navy, perceived climate of the Navy as a social institution, unit organizational effectiveness, and the influence of family on reenlistment. Demographic data comparable to that routinely obtained in the Navy Personnel Surveys was also obtained to permit comparisons with other investigations. Based on research findings and conclusions, the following recommendations were made: (1) the Career Counseling Program should be modified to make greater use of group counseling, programmed instruction, automated recordkeeping, and the mass media; (2) target populations favorable toward the Navy and receptive to reenlistment should be identified, and a strategy for contact developed; (3) practical techniques for improving organizational effectiveness, and for creating a more favorable social envelope within which the individual Navyman can live and work, should be developed.

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Job Satisfaction						
Retention and Turnover						
Organizational Climate						
Work Environment						
Attitudes						

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SECTION I - EXECUTIVE SUMMARY

I. INTRODUCTION

In a zero-draft environment, the armed forces no longer have a guaranteed source of qualified personnel. Like other employers, the Navy must compete with the other military services and the general labor market to obtain necessary manpower. In preparing to adapt to this environment, the Navy has expanded its Career Counseling Program for enlisted personnel. This program is designed to assist in meeting Navy manpower needs by stimulating personnel interest in career motivation. Special emphasis is placed on the reenlistment of qualified personnel.

This report documents results of a survey designed to explore the impact of the Navy Career Counseling Program on reenlistment intent and personnel satisfaction. The survey is part of a large System Development Corporation (SDC) research effort involving experimentation with different career counseling concepts, strategies, and techniques. It provides baseline data relative to the actual delivery of counseling services, as specified by the Bureau of Naval Personnel (BUPERS Instruction 1040.3). The survey also yields evidence concerning job satisfaction, work environment, attitudes toward the Navy, unit organizational effectiveness, perceived climate of the Navy as a social institution, and the influence of family on reenlistment. Demographic data comparable to that routinely obtained in the Navy Personnel Surveys were also obtained to permit comparisons with findings reported by other investigators.

II. CONCLUSIONS AND RECOMMENDATIONS

Conclusions and recommendations presented here were made on the basis of results obtained from the survey of 1,711 Navy personnel serving their first or second terms of enlistment at 18 ship and shore locations. Recently reenlisted second-term personnel were sampled for comparison purposes.

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It was concluded that:

- The influence of the Career Counseling Program on reenlistment intent was found to be positive for selected target populations. Those who were favorably inclined or undecided about reenlistment, tended to be positive about the program. Those who indicated that they did not intend to reenlist, tended to have unfavorable attitudes toward the program.
- The influence of the Career Counseling Program on personnel satisfaction was found to be relatively weak, given the current emphasis on making career information available. Navy men surveyed requested that the program be augmented to satisfy other concerns of enlisted personnel and to better match Navy needs with individual needs.
- The organizational environment within which the Career Counseling Program functions was found to influence the effectiveness of the program at the unit level.
- For Navy men who perceived the social climate of the Navy to be favorable, reenlistment intent was higher than for Navy men who perceived the climate to be unfavorable. Also, for personnel who perceived that the Navy valued the individual Navy man and was genuinely concerned about his well-being, reenlistment intent was higher.
- Navy men who expressed high job satisfaction were also more likely to intend to reenlist.
- Demographic variables influenced the frequency with which intent to reenlist was expressed. Blacks and Malaysians were more likely to intend to reenlist than were whites; married men, more likely than single men. The higher the paygrade, the more frequently the Navy man indicated that he intended to reenlist. Size of the community in which the Navy man grew up was not related to reenlistment intent. Survey data was inconclusive about the effects of other demographic variables.

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It was recommended that:

- The Career Counseling Program, including counselor training, should be modified to make greater use of group counseling, programmed instruction, automated recordkeeping, and the mass media to assist the Navy in improving personnel satisfaction and increasing the reenlistment rate of qualified personnel.
- Target populations favorable toward the Navy and receptive to reenlistment should be identified, and a strategy for contact of these populations developed as part of the Career Counseling Program.
- Recognizing that sweeping people-oriented changes are currently underway, the Navy Career Counseling Program should work hand-in-glove with its' command structure to augment the repertoire of practical techniques for improving organizational effectiveness, and for creating a more favorable social envelope within which the individual Navyman can live and work.

III. SUMMARY OF RESULTS

Results on the basis of which the above conclusions were drawn are summarized in the following paragraphs.

A. CAREER COUNSELING

The Navy has expanded its Career Counseling Program and established seven objectives to guide development and implementation of the program. These objectives, together with findings, are as follows:

- (1) To increase in-service retention rate. Those who intend to reenlist, or who are undecided about reenlisting, believe that the program has been of more benefit to them than do those who do not intend to reenlist. In addition, only 15 percent of those surveyed believe that the most important purpose of the program is to assist in the retention of qualified Navyman.

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- (2) To deliver information. Career information is not reaching all individuals for whom it is intended with equal effectiveness. About 40 percent failed to recall ever having been interviewed by a career counselor. And only a little over 3 percent of the married Navymen reported that their wives had ever been included in an interview with their career counselor.
- (3) To establish a communication channel. Information about career opportunities is made easily available, and career counselors are believed to be well informed about Navy policy and program changes. Also, the Career Counseling Program is considered by four out of five of the enlisted personnel surveyed to be of at least some value to the Navy.
- (4) To provide career guidance. Navyman want more individualized career guidance. Almost half of those surveyed reported that they never talked with their counselors about their careers except during formal interviews.
- (5) To create good will. Only 12 percent or fewer of those surveyed report that they had received assistance with personal problems from their counselors. Also, greater insight into problem areas needing improvement at the command level could be gained if counselor contact with enlisted personnel were more frequent. For example, four out of five individuals surveyed reported that group discussions to consider sailors' grievances were seldom, if ever, held.
- (6) To encourage Naval Reserve programs. Among those who have discussed the Naval Reserve program with their friends, about one in four have a positive attitude toward the Reserves. Three out of ten would at least consider joining the Reserves when their active term of duty is over.

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- (7) To create Naval ambassadors in the civilian community. Over half of those surveyed would point out pros and cons, if a young person asked their opinion about joining the Navy. However, less than 4 percent would encourage him, while more than 33 percent would discourage him from joining the Navy.

On the basis of findings of this research, it appears that the mere provision of accurate information about careers is not sufficient to satisfy the career counseling needs of Navy enlisted personnel. The acquisition of knowledge about careers seemed more related to experience than to reenlistment intent. Most enlisted personnel surveyed judged that the information dissemination aspects of career counseling had little or no impact on their intent to reenlist. While recognizing the necessity to provide accurate information about careers, we found that over 65 percent of those surveyed stated that the Career Counseling Program should be expanded to include anything and everything of concern to the individual Navyman.

B. IMPACT OF CAREER COUNSELING ON REENLISTMENT INTENT

A little over 5 percent of the Navy enlisted personnel who were surveyed stated that they intend to reenlist when their present term is up. Three times as many were undecided, and almost 80 percent responded no. When intent to reenlist is taken into consideration, the Career Counseling Program is judged to have a generally positive influence on reenlistment by the yes and undecided groups, and a generally negative influence by the no group. Of this latter group, 18 percent consistently felt that the career counselor was trying to "sell" individuals on reenlisting. The yes and undecided groups, who appeared not to feel as pressured in this way, also believed that their recruiters provided more accurate information about the Navy than did the no group. Those who responded yes or are undecided about reenlisting like being in the Navy more than the no group.

C. IMPACT OF ENVIRONMENT ON REENLISTMENT INTENT

Improving the climate of the work setting, guaranteeing choice of job assignment, duty unit and location, and providing monetary incentives are judged to have high impact on reenlistment intent. The Navy has programs for increasing job satisfaction in all these areas.

The Career Counseling Program needs to be expanded to make enlisted personnel aware of Navy career motivation and retention policies and opportunities. Becoming more specific, survey data shows that the following attitudes are related to reenlistment intent.

- Concern for the individual. Those who intend to reenlist feel that their officers care about the career progress of each individual Navyman. They also feel that the Navy is interested in them as individual human beings more than those who do not intend to reenlist.
- Respect for personal worth. Those who intend to reenlist feel that Navy treats them as persons worthy of respect more than those who do not intend to reenlist.
- Wise use of Navyman's talents. Those who intend to reenlist find their jobs more interesting and feel that the Navy is making good use of their shipmates talents more than those who do not intend to reenlist.
- Improved fit between the individual Navyman and his job assignment. First-termers who intend to reenlist feel more satisfied about their job classifications and assignment than those who do not intend to reenlist.
- Consideration of Navyman's preference concerning where he will serve. Those who intend to reenlist feel more satisfied about the locations to which they have been assigned than those who do not intend to reenlist. Also, use of the Duty Preference Card should be explained and encouraged.

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The Navy, as a social institution, differs from many other institutions within the larger society--the American culture--from which most of its members are drawn. Some differences can be changed. But others--societal differences that result from the fact that the Navy has a mission to be accomplished on the high seas--cannot. However, addressing only those differences where change appears possible, certain adjustments can be made to improve the job satisfaction of Navy personnel. For example, working conditions and leadership style need to be made more comparable with the expectations of qualified enlisted personnel if the retention rate of these personnel is to be improved. Where change is not possible, an honest presentation of all facets of Navy life to prospective enlistees may make their expectations more realistic, increase the number who chose a Navy career, and thus increase the reenlistment rate for the Navy.

D. ADDITIONAL CONSIDERATIONS

Target populations receptive to reenlistment appear to exist. Some of the factors which tend to affect the probability of reenlistment are:

- Pay Grade. The higher the pay grade, the more likely the first-termer was to intend to reenlist.
- Race. Blacks and Malayans are more likely to intend to reenlist, and whites less likely, when compared against percentages contained within the total sample.
- Marital Status. Married Navymen are more likely to intend to reenlist than are individuals who have never been married.
- Extension Status. Those who have extended their first term tend to feel more dissatisfied and have a less favorable attitude toward the Navy than do second-termers, even though both groups have served comparable lengths of time in the Navy.

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Further investigation of these and similar factors is required to determine their exact influence on reenlistment in a zero draft environment. For example, the longer into the first term, the poorer the enlisted man's attitudes toward Navy life. However, regardless of reenlistment intent, all groups surveyed tended to agree that service in the Navy had been a valuable experience for them personally.

SECTION 2 - INTRODUCTION AND APPROACHI. CAREER COUNSELING IN THE NAVY

In a zero-draft environment, the armed forces no longer have a guaranteed source of qualified personnel. Like any other employer, the Navy must compete with the other military services and the general labor market to obtain necessary manpower. In preparing to adapt to this environment, the Navy has expanded its Career Counseling Program for enlisted personnel. This program is designed to assist in meeting Navy manpower needs by stimulating personnel interest in career motivation. Special emphasis is placed on the reenlistment of qualified personnel. An earlier report (Meshi, Dow, Holoter, Grace, 1972) describes the counseling process by means of which this program is implemented.

II. CAREER COUNSELING SURVEY

This report documents results of a survey designed to explore the impact of the Navy Career Counseling Program on reenlistment intent and personnel satisfaction. The survey is part of a larger System Development Corporation (SDC) research effort involving experimentation with different career counseling concepts, strategies, and techniques. It provides baseline data relative to the actual delivery of counseling services, as specified by the Bureau of Naval Personnel (BUPERS Instruction 1040.3). The survey also yields evidence concerning job satisfaction, work environment, attitudes toward the Navy, unit organizational effectiveness, perceived climate of the Navy as a social institution, and the influence of family on reenlistment. Demographic data comparable to that routinely obtained in the Navy Personnel Surveys were also obtained to permit comparisons with findings reported by other investigators (Malone, 1967; Singer and Morton, 1940; Stoloff, 1971; Lockman, Stoloff, and Allbritton, 1972).

The survey was conducted by SDC for the Office of Naval Research (ONR) as part of the Navy All Volunteer Force Manpower R&D Program. Figure 2-1 shows how career counseling fits into the Navy's overall all volunteer force strategy and human resources functions and programs.

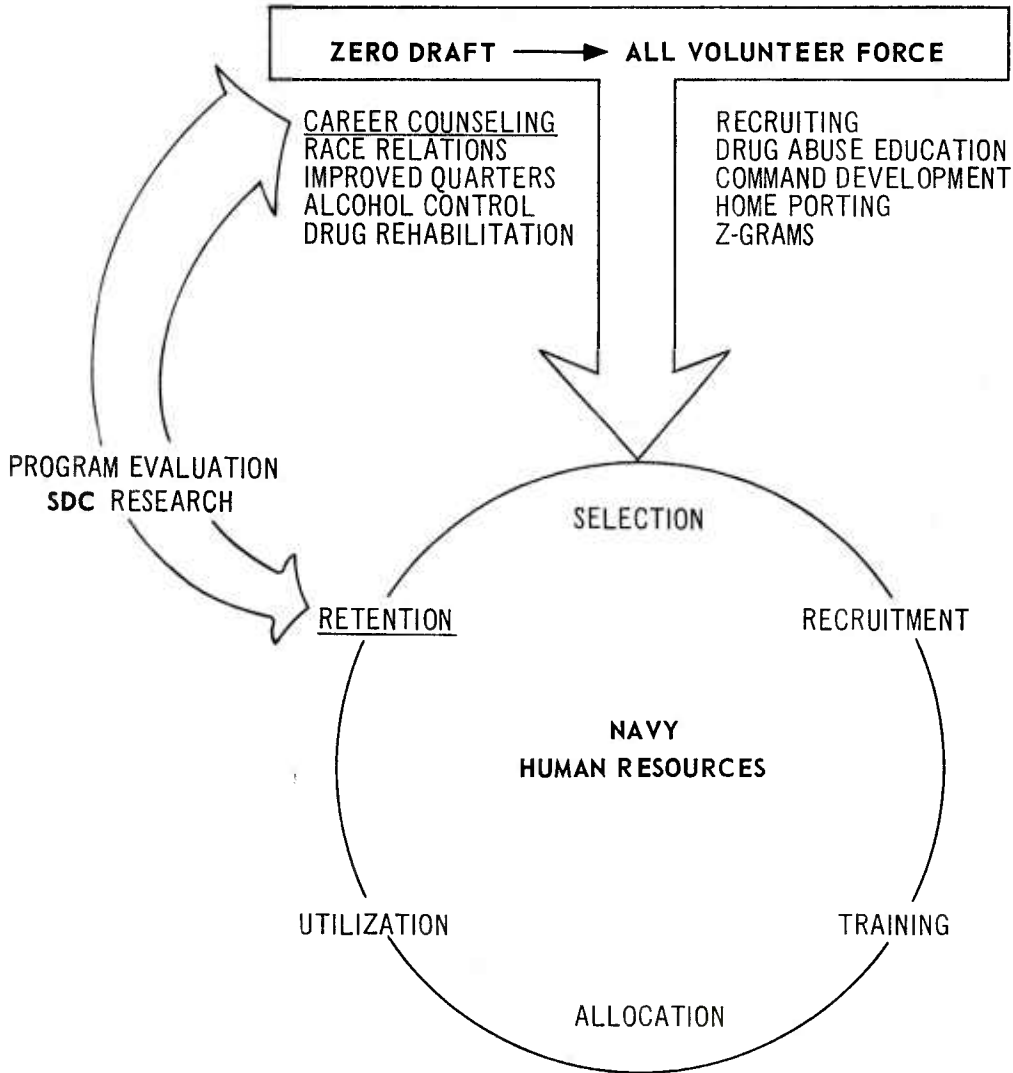


Figure 2-1. Career Counseling Research Background Factors

In preparing to conduct the survey, Career Information and Counseling (CIAC) schools in San Diego, California and Norfolk, Virginia were visited; counselor training classes were observed, and over 100 students and a dozen instructors were individually contacted. Survey data were collected at 18 ship and shore locations; questionnaires were administered to groups at each location; 1,711 Navy personnel serving their first or second terms of enlistment were surveyed personally by members of the SDC research team. Emphasis was placed on first-term personnel, deemed to be the most critical reenlistment target; however, recently reenlisted second-term personnel were also sampled for comparison purposes. Results were aggregated to permit analysis of responses to each item by intent to reenlist with length of time in service. Where significant differences were obtained relative to these groupings, further aggregation and analysis were performed to facilitate interpretation of the findings. Separate analyses were performed using selected demographic and organizational variables as cross-breaks. Survey methodology and results are presented in the Sections 3 and 4 respectively, of the report.

III. SURVEY RATIONALE

The survey rationale involved development of measures designed to tap the following domains:

- (a) Career Counseling Program. An intervention program designed to meet stated objectives
- (b) Work Environment. Including job satisfacton of Navy enlisted personnel
- (c) Organizational Climate. Including the larger organizational unit within which the work is performed and the Navy as a social institution
- (d) Personal Factors. Demographic variables and individual attitudes and characteristics, including wife and family as influence agents

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Sets of survey items designed to provide measures of each of these domains were developed. A copy of the complete survey questionnaire appears in Appendix A. In developing items, major emphasis was placed on topics that related directly to the first of the above domains; namely, the Career Counseling Program. The objectives of this program, as stated, are:

- (1) To increase retention of qualified enlisted personnel and decrease the recruiting effort, especially in view of the impending all volunteer force environment (Primary Objective)
- (2) To assure that every Navy man and woman is continually aware of opportunities (Intermediate Objective)
 - Command retention program
 - Career interviews
- (3) To establish communication channels for immediate dissemination of current policies and procedures (Intermediate Objective)
- (4) To provide career guidance (Intermediate Objective)
 - Help individual make best use of personnel talents
 - Consider personal desires of counselee
 - Fill specialities critical to Navy manpower needs
- (5) As a communication medium, to create good will (Intermediate Objective)
 - Provide assistance with personal problems
 - Gain insights into working conditions, apprehensions, or problem areas for improvement at the command level
- (6) To encourage interest in the Naval reserve programs for personnel being separated (Ancillary Objective)
- (7) To create Naval ambassadors in the civilian community (Ancillary Objective)

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The first of these seven is the Navy's prime objective in expanding its Career Counseling Program. The first four intermediate objectives are intended to enable achievement of the prime objective--increased retention of qualified enlisted personnel. The sixth and seventh objectives deal with behaviors that will occur only after a decision to separate from the Navy has been reached. They are therefore considered to be ancillary to the primary program objective--increased retention and the intermediate objectives.

The relationship of these seven program objectives to the four survey domains is shown in Figure 2-2. As shown in this figure, the arrow from the primary objective--increase in-service retention rate--impacts directly on the Career Counseling Program by providing a criterion against which to measure program effectiveness. Intermediate objectives provide a means for measuring effectiveness of the Career Counseling Program in action, but they may not necessarily be related to increased retention. These objectives are of direct research interest, and more importantly, they could be measured using a cross-sectional survey sample of enlisted Navymen on active duty.

One problem arose in implementing the survey rationale, however. The problem stemmed from the fact that the primary objective can only be studied directly after a point of separation from the Navy has been reached. True investigation of retention requires a longitudinal design, which was beyond the scope of SDC initial research. Therefore, intent to reenlist was substituted for the primary objective in this survey. The literature supports this as an acceptable practice; reenlistment intent has been employed by others (Lockman, Stoloff, and Allbritton, 1972) in research on reenlistment. Similarly, intent to join the Naval reserves was substituted for actual enlistment in the reserves, and survey items were used to infer the extent to which a separated Navyman would actually function as a Naval ambassador in the civilian community.

In summary, the survey rationale matched four domains of research concern, the Career Counseling Program, the work environment, the organizational climate,

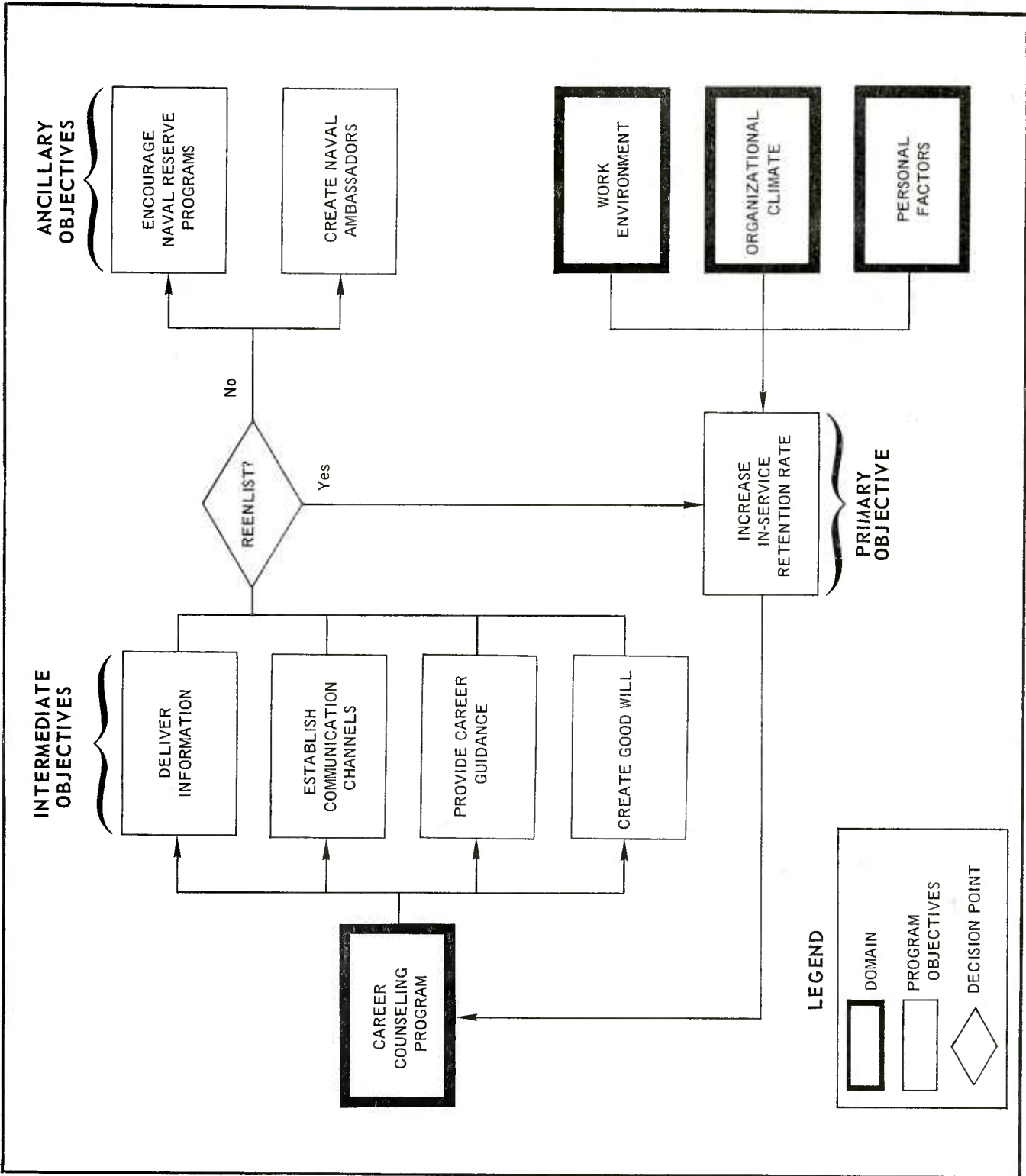


Figure 2-2. Relationship Between Career Counseling Program Objectives and Survey Domains

and personal factors, with Navy objectives for its expanded career counseling and retention program. The survey questionnaire was then developed to reflect this rationale.

IV. CONCEPTUAL FRAMEWORK RELATING CAREER COUNSELING TO RETENTION AND PERSONNEL SATISFACTION

The conceptual framework within which this research was conducted is similar to that proposed by Likert (1961). According to Likert's model, a set of causal variables, to include such things as organizational structure, organizational objectives, management and supervisory practices and behavior, capital investments, and the needs and desires of members or organizations, are inputs that cause the output of end result variables. Turnover is one of these output variables, which also include variables such as production amounts, costs and waste, earnings, union company relations, grievances, stoppages, and sales. The variables intervening between cause and end result are considered to be the individual worker's personality, his cognitive orientation including his perceptions, attitudes, motivational forces, and expectations, and his past experiences, as well as his group's traditions, values and goals, plus his actual behaviors. Following Likert's reasoning, certain of these variables appear to be more amenable to prompt investigation, as shown in Figure 2-3.

This survey of Navy enlisted personnel has provided information concerning domains of the Career Counseling Program and the organizational climate, considered to be causal variables. Work environment and personal factors of Navy enlisted personnel and a host of attitudes and expectations are all considered to be intervening variables. The end result variable is an approximate measure of retention, intent to reenlist.

Put more simply and directly in terms of the present research, the Navy Career Counseling Program and the organizational climate are considered to be causal variables; personnel satisfaction, the intervening variable; and reenlistment intent, the end result variable.

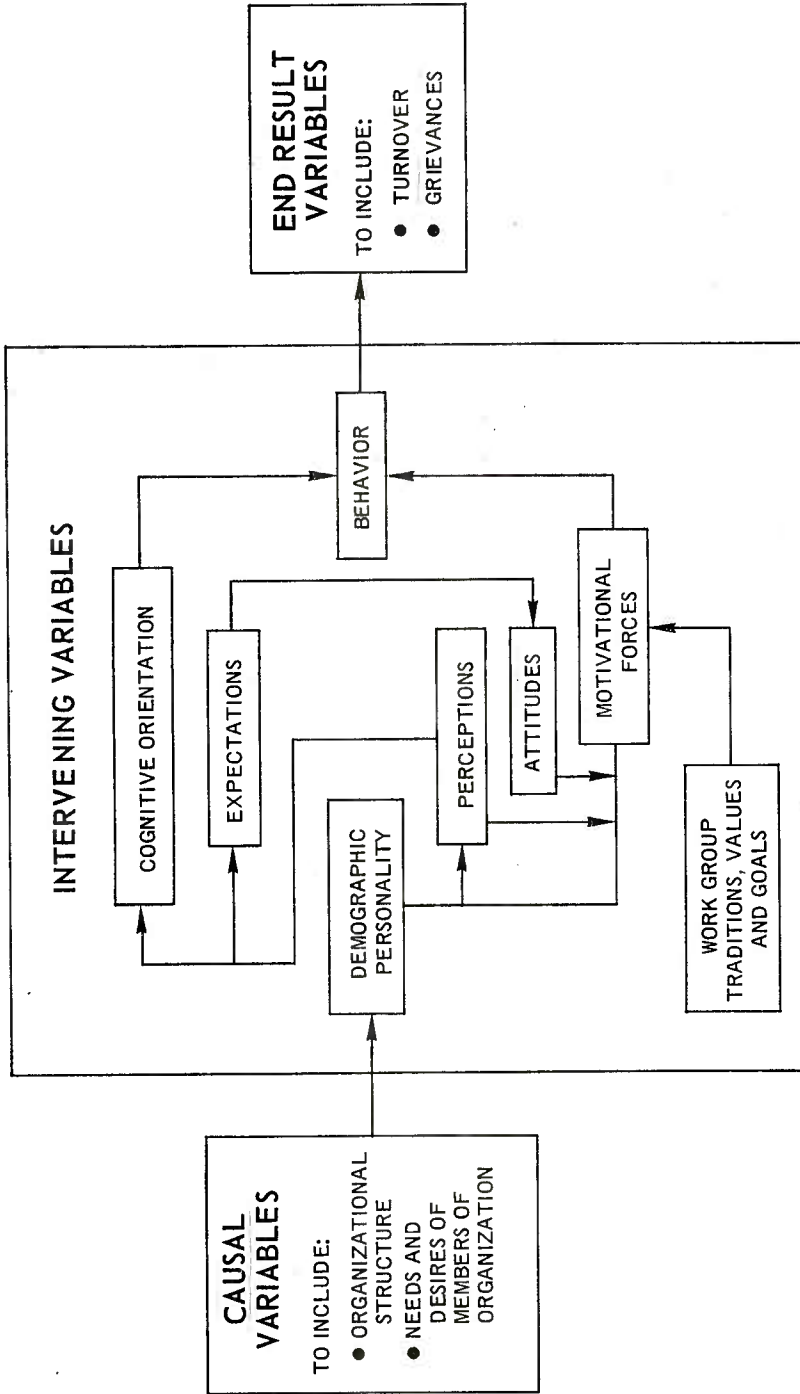


Figure 2-3. Schematic Diagram Reflecting Relationships Amenable to Prompt Investigation (After Likert, 1961)

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In addition to the Career Counseling Program, measures of the organizational climate have also been employed as causal variables. This permits findings obtained relative to the Career Counseling Program to be augmented by data obtained from environmental and social/institutional variables. These latter variables have been shown to influence organizational effectiveness (Roethlisberger, 1941; Lewin, 1948; Roethlisberger and Dickson, 1949; Lewin, 1951; McGregor, 1960; Miles, 1965; Neff, 1968; and Price, 1968). (See Figure 2-4.)

Personnel satisfaction, for purposes of this research, has been assumed to be comprised of job satisfaction, including hygiene factors and motivators, and attitudes toward the Navy, including perceived humanistic treatment, as well as the work environment and personal factors, including wives' attitudes.

In summary, a cause and effect relationship has been assumed between the successful operation of the Navy Career Counseling Program, as moderated by organizational climate, and increased retention of enlisted personnel, as measured by intent to reenlist. A set of intervening variables, labeled personnel satisfaction variables, have also been identified. They are assumed to be influenced by the causal variables, and in turn to influence the end result variable, increased retention, as measured by intent to reenlist.

V. RELATED THEORY AND RESEARCH FINDINGS

Three areas are relevant to this research. These areas are retention and turnover, career counseling, and personnel satisfaction. The last of these areas has been considered by other investigators to be largely a matter of job satisfaction.

A. RETENTION AND TURNOVER

Maintenance of an adequate supply of manpower is essential if an organization is to function effectively. Loss of manpower, called turnover, has been the focus of research in business and industry because personnel replacement costs

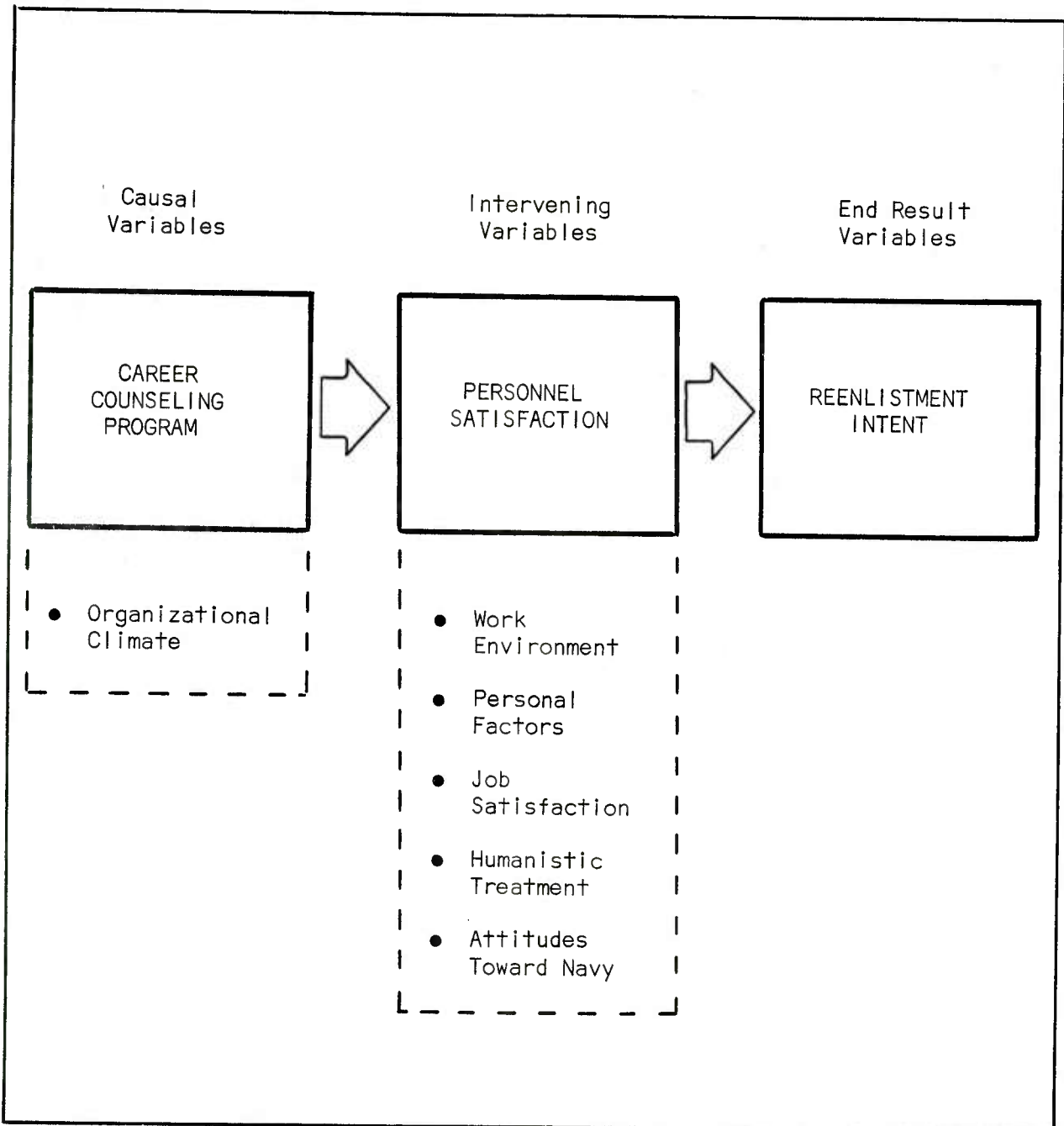


Figure 2-4. Navy Career Counseling Research Paradigm

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are high. For example, ten years ago the cost of training a new technical worker was estimated to be 6 to 12 months' pay for the technical job (Peacock, 1962). Valuable experience that cannot be replaced at any price is also lost through turnover. Retention of qualified personnel can help cut costs and keep needed experience within an organization.

Several reviews of research on turnover have appeared in the literature (Brayfield and Crocket, 1955; Herzberg, Mausner, Peterson, and Capwell, 1957; Vroom, 1964; Maier, 1965; and Schuh, 1967). In the most recent review Porter and Steers (1972) build a conceptual framework comprised of the following:

- (1) Job satisfaction
- (2) Organization-wide factors
- (3) Immediate work environment factors
- (4) Job content factors
- (5) Personal factors.

Fourteen studies relate job satisfaction to turnover; all but one showed job satisfaction to be inversely related to turnover.

Among the organization-wide factors, satisfaction with pay and promotion were negatively related, and threatened job security was positively related to turnover (Hulin, 1968). Satisfaction with supervisory relations, feedback of re-organization, and experience level of supervisors all appear to be negatively related to turnover.

Among the immediate work environment factors, satisfaction with co-worker relations is inversely related to turnover.

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Among the job content factors, satisfaction with the nature of work, job autonomy and responsibility, and role clarity are inversely related to turnover, while job stress and repetitiveness are positively related.

Among the personal factors, age, tenure, congruence of job with vocational interests, and satisfied achievement-type needs are inversely related to turnover; extreme personality characteristics, family size, and family pressure to resign are directly related to turnover.

These reviewers conclude that the decision to withdraw can be looked on as a balancing of received or potential rewards with desired expectations. Differential reward levels tend to cloud the effect (Katzell, 1968). However in studies where a unitary reward system can be inferred, such as Weitz (1956), findings suggest that turnover can be reduced if expectancies of entering personnel are more closely aligned with rewards available in the work setting.

B. SPECIFIC FACTORS AFFECTING TURNOVER IN BUSINESS AND INDUSTRY

An early study by Bills (1923) of the correlation between intelligence, job complexity, and turnover showed that for superior individuals as job complexity increases turnover declined, while for those below average intelligence the reverse was true.

Satisfaction with the company as an organization tends to be associated with reduced turnover (Mann and Baumgartel, 1953). Furthermore, hierarchically controlled programs tend to increase turnover (Likert, 1961). Morse and Reimer (1956) found that attitudes toward work and job satisfaction systematically improved when a participative program was introduced, and conversely, they declined when a hierarchical program was introduced since poor attitudes in these areas are closely related to increased turnover. Particular attention should be paid to these results in the context of the all volunteer force environment.

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Supervisory leadership behavior has been directly related to increased turnover (Fleishman and Harris, 1967). Where supervisors showed consideration for employees, turnover and grievancies declined; conversely where structure was increased, turnover and grievancies increased. Consideration was defined as mutual trust, respect, and honest warmth between the supervisor and his group. The considerate supervisor showed genuine concern for worker needs, encouraged their participation in decision making, and favored two-way communication. Structure was defined as behavior in which the supervisor alone defined group activities, assigned tasks, planned ahead, and pushed for production. In organizations where consideration was low, increased structure varied directly with turnover rate; where consideration was medium or high, structure had no apparent effect on turnover rate.

Satisfaction of personal needs is also related to withdrawal from an organization (Ross and Zander, 1957). However, turnover can be reduced if needs for recognition, autonomy, fair evaluation, and a feeling of doing work that is important can be satisfied. If the job interferes with family and community satisfactions, turnover is increased. However, off-the-job dissatisfactions do not appear to be related to increased dissatisfaction on the job. It can be concluded from these findings that people resign for two reasons: either the job per se does not satisfy worker needs, or the job precludes worker satisfaction elsewhere.

Selection techniques have been used to reduce turnover (Fleishman and Berniger, 1960). By employing standard psychometric procedures, data from application forms have been used successfully to predict turnover.

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C. FACTORS AFFECTING RETENTION OF NAVY ENLISTED PERSONNEL

Numerous surveys, studies, and articles concerning retention in the military appear in the literature. Some of the significant publications in this area are summarized in the following paragraphs. In an article dealing with grievancies of enlisted people, Steinhauser (1972) stated that job satisfaction was the most important aspect of service life, and that recent pay increases would not influence retention. He also reported that a lack of communication between lower enlisted rates and higher enlisted rates is a barrier to problem solutions.

Reflecting the Navy's concern about personnel retention, Dickieson (1969) reported his belief that the personal approach in the submarine service was largely responsible for a constant high reenlistment rate. He also stressed the importance of better treatment for the families of sailors, and the need to find ways to help Navy wives while their husbands are at sea. Gelke (1971) reported that individual counseling and attention are the keys to a successful retention program. Gelke believes that this could be accomplished if existing programs were effectively implemented. Thamm (1971) concluded that money as a motivator is greatly overrated and expressed concern that it might be used to camouflage other programs. Command action is of concern to the Navy. McIntosh (1971) discussed responsibilities of commanding officers toward subordinates, and proposed a set of commandments for commanding officers to follow in order to help solve retention problems.

A number of analyses have been conducted to assist the Navy increase reenlistment. In a study of first-term personnel Singer and Morton (1964) found that characteristics that typify men who reenlist in the Navy and those that distinguish actual reenlistees from men who are eligible but do not reenlist, can be identified. For example, reenlistment increased directly with the number of the Navyman's dependents. Men, who at time of initial

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enlistment lived in states different from the states where they were born, had a significantly greater reenlistment rate. Perhaps men who have moved at least once are more accustomed to mobility, a quality greatly needed by Navy career personnel. Men with scores at the low and high ends of the scale on a General Classification Test (GCT) had a higher reenlistment rate than men near the middle. This finding differed from a study of 1,949 enlistees (BUPERS, 1956), which showed that education was inversely related to reenlistment.

Singer and Morton also found that reenlistment rates decreased as the number of months onboard ship increased (3 to 47 months). Length of sea duty appears to be inversely related to reenlistment. A positive correlation between pay grade and reenlistment rate was also found. This finding is contrary to a Navy study (BUPERS 1956) that concluded that the higher the pay grade obtained during his first enlistment, the higher the probability that the enlisted man would leave the Navy.

Lockman, Stoloff, and Allbritton (1971) performed a comprehensive reanalysis of data from three Navy surveys (Malone, 1967, Braunstein, 1970, and Muldrow, 1970). Results showed that reenlistment behavior can be predicted by economic, psychological, and personal variables, and that reenlistment intent was almost exclusively associated with the specific context of Naval life, including working conditions, supervision, and particularly compensation and family attitudes.

VI. CAREER COUNSELING

The Navy had stressed the role of the career counselor in its expanded retention program. Perhaps the nearest civilian counterpart to the Navy career counselor is the high school vocational counselor, who assembles and conveys current factual materials about training education opportunities, and requirements (Richardson, 1968).

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A tremendous amount of occupational material has been published, but its use in counseling has not been researched. To determine choices and attitudes, Stone (1948) used before-and-after methodology ratings to compare students taking vocational orientation courses and receiving counseling, with students receiving counseling only. The experimental group, which had more occupational information than the control group, seemed to apply this information effectively, since their levels of choices tended to be more realistic. In rating the appropriateness of their choices, however, Stone indicated that students who experienced both counseling and course orientation showed significant improvement, making better choices than those who had counseling alone. Speer and Jasker (1949) also found that more appropriate occupational choices were made when student reading or work experience was discussed with a counselor. Again, the combination of information and counseling produced the best results.

Another area of research has been the use of behavior modification principles to influence students to find out more about careers. Krumboltz and Thoresen (1964), using eleventh graders as subjects, employed three experimental conditions: (1) presentation of a film followed by discussion, (2) verbal reinforcement of information-seeking behavior, and (3) presentation of a tape recorded model followed by counseling. All three procedures produced increases in seeking of information by students; however, there were differences between sexes, as well as between schools and counselors. Similarly, Krumboltz and Schroeder (1965) found that both verbal reinforcement during the interview and listening to a taped model increased the variety and frequency of information seeking in eleventh graders. Increases were greater for male students in the case of the recorded model.

Other studies have indicated that the level of reading difficulty of published occupational materials is high. Brayfield and Reed (1950) analyzed interest value and difficulty level of 79 pieces of occupational literature. Fewer than 5 percent were ranked at the readability level of popular magazines,

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while almost two-thirds were ranked at the scientific or very difficult level. Thirty-two percent were classified in the difficult level, and about the same ratio fell into the dull and mildly interesting level. Brayfield and Mickelson (1951) reviewed approximately 6,000 references listed in the indexes of two different sources of occupational information to determine the adequacy of titles covering different kinds of work. They noted that 44 percent of the occupational titles represented professional fields, while only 30 percent represented skilled, semi-skilled, or unskilled areas where the majority must find work. This unbalanced representation in occupational materials handicaps the counselor in a variety of ways and perpetuates the tendency to choose occupations above ability level.

Significant research by Watson, Rundquist, and Cottle (1959) included readability of the Occupational Outlook Handbook and other occupational information selected from 12 leading commercial publishers. Their research concluded that all the materials that had been published since 1954 were found to be at the eleventh or twelfth grade reading level. In a later study of mainly noncollege occupational materials, Sharp (1966) showed that time had not altered the earlier finding. Of the materials he surveyed, 53 percent required college level reading skill.

A. TYPES OF COUNSELING

Differences in counseling styles have been reported (Snyder, 1947; Rogers, 1961). Koester (1954) analyzed the diagnoses of ten counselors to determine the frequency of six response categories: (1) indeterminate response, (2) response as an interpretation of datum, (3) response as a comparison and evaluation of data, (4) response as a hypothesis based on synthesis of data, (5) response as an evaluation of an interpretation of hypothesis, and (6) response indicating need for additional data. Category 4 (formulating hypotheses) was used most frequently, and Category 1 (indeterminate response), least frequently. Eight of the ten counselors were consistent in their use of categories.

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In another study, Parker (1958) examined the verbalized thoughts of ten counselors about a client. He employed the following categories: (1) the counselors listened to three recorded interviews, (2) read materials in a case folder, and (3) predicted the clients behavior in the next interview. He found significant consistency in frequency from one counselor to another, and no increase in diversity and richness of predictions when more information became available. Little relationship between diversity and richness and validity of the predictions was found.

A number of research attempts to classify types of counseling have been made. Pepinsky (1948) found that counselors tend to agree when classifying cases. Classifications agreed on were: lack of assurance, lack of information, lack of skill, dependence, interpersonal conflict, intrapersonal conflict, and cultural self-conflict. Choice-anxiety was used to classify only two cases in the study.

In a later study employing similar methodology, Sloan and Pierce-Jones (1958) found fairly close agreement between counselors on all categories with the exception of dependence and choice-conflict, which is similar to Pepinsky's choice-anxiety category. By comparing groups high in each category with student norms for the Minnesota Multiphasic Personality Inventory (MMPI), the classifications could be ranked by the severity of personality deviation indicated. The order for males was (1) lack of information, (2) lack of assurance, (3) lack of skill, and (4) self-conflict.

Callis (1965) used a two-dimensional (2D) category: counseling types and cause of the problem. Counseling types included vocational, emotional, and educational. Cause of the problems were: (1) lack of information about the environment, (2) lack of information about self, (3) motivational conflict with self, and (4) conflict with significant others. Over a four-year period, about half the clients were found to have received vocational counseling because of lack of information about self.

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A number of studies indicate that individuals without professional training can adequately perform counseling. For example, over 30 years ago, employees were used as counselors in the work setting (Roethlisberger and Dickson, 1939). More recently, Carkhuff and Truax (1965) reported significant improvement in behavior of mental patients who had group sessions with counselors lacking professional credentials, but did have special training in counseling. In a later study (Carkhuff 1966) reported that standard graduate training does not necessarily enable counselors to help clients, but that lay counselors can be trained to counsel effectively. In other areas of research, Brown (1965) reported that upper classmen, after receiving facilitative training, brought about significantly higher academic performance by leading small groups of college freshmen.

Project CAUSE was one of the most extensive attempts to use personnel in counseling activities after a short training program. In a study of this project, Daily, Carlson, and McChesney (1968) found that none of the selection tests correlated highly enough with success ratings to use them in selection. They found that the best predictors were life history items, in particular, experiential items. In addition, they found that self-selection, one of the major selection criterion presently in use in the Navy career counseling program, was the most successful predictor.

B. PERCEPTIONS OF THE ROLE OF THE COUNSELOR

Research has indicated some differences in the perceptions of the role of the counselor. Regardless how well this role is defined, what the counselor can do depends on how others see him. At the high school level, students, parents, and teachers tend to define the counselor's role as limited largely to matters of education and vocation. On the other hand, counselors tend to expand their area of concern to include emotional and personal problems. Grant (1954) asked students to identify to whom they would go to seek help regarding vocational planning, educational planning, and personal-emotional problems. They chose

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counselors to help primarily in vocational and educational planning. A later study (Grant, 1961) showed that school administrators and teachers also felt that vocational and educational problems, not personal problems, were the responsibility of the counselor. On the other hand, the counselors considered social and personal problem-solving to be part of their responsibility.

On the college level also, different perceptions of the counselor's role persists. In a study at Michigan State, Kind and Matteson (1959) found that the counseling center was considered by some students to be the place to take personal and social problems; others saw it as a place to take vocational and educational problems. Other studies also showed that students tend to think of counselors mainly in relation to vocational and school problems (Dunlop 1965).

C. CHARACTERISTICS OF COUNSELORS

Studies to determine the characteristics of counselors include: Cottle, Lewis, and Penny (1954) who compared counselors with teachers using two personality scales (the MMPI and the GZTS), and the strong Vocational Interest Blank as the basis of comparison. These two groups were found to differ in a number of items. Schutz and Mazer (1964) developed an attitude scale and administered it to counselor trainees at National Defense Education Act (NDEA) institutes. Factor analysis of these attitude data support previous studies and suggests that counselors working in a rehabilitation setting have characteristics similar to those of counselors working in an educational area.

Other studies relate counselor characteristics to success of the counselor in the field. Although correlations between personality measures and success in the counseling field are generally thought to be too low for selection, some differences between high and low groups of counselors have been obtained. For example, Abeles (1958) compared two groups of counselor trainees, rated by their supervisors as more or less promising. His study showed differences in interests,

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values, and logical factors, but not in ability or general adjustment. In a study of NDEA counselor enrolees, Kazienko and Neidt (1962) compared self-descriptions of 125 good counselors with those of 115 poor counselors, using a choice instrument. Supervisor ratings obtained at summer institutes were used to establish the groups. Poor counselors placed a high value on security and strictness, and considered conformity rather than individuality to be reason for happiness. The good counselors, on the other hand, expressed more seriousness, gentleness, patience, independence, and individuality. Both groups, however, considered themselves to be able, honest, mild, friendly, unaggressive, liberal, and somewhat anxious.

Generally speaking, group difference studies have yielded more impressive findings than correlational studies, when measures of personality are related to some criterion of on-the-job success. Group difference studies have consistently shown that effective counselors are relatively free from dogmatism or prejudice; a number of studies of NDEA trainees support this conclusion. For example, Steffre, King, and Leafgreen (1962) found that nine out of 40 NDEA counselor trainees, picked as the best counselors by their peer groups, were low on the Rokeach dogmatism scale. In later studies (Milliken, 1965; Milliken and Patterson, 1967), where good and poor-rated trainees were compared, it was found that the good counselor group was less prejudiced as measured by the Bogardus scale that measured social distance and was less dogmatic as measured by the Rokeach dogmatism scale.

A number of studies have pointed to a positive relationship between sensitivity or perceptiveness and counseling success. Truax and Carkhuff (1967) used rating scales to assess the correlation of accurate empathy, nonpossessive warmth, and genuineness, to success in counseling. Their study, and a considerable amount of other research, indicates these qualities are correlated with criteria of counseling success in a variety of settings and situations, to include college underachievers, delinquents, and hospital inmates. Other individual studies that support this finding include Truax, Wargo, and Silver (1966), and Dickenson and Truax (1966).

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D. COUNSELING THEORIES AND TECHNIQUES

In a comprehensive study to determine whether group counseling was as effective as individual counseling, Hoyt (1955) found no difference in reaction of vocational classes to satisfaction or certainty between the two methods. In comparing directive with nondirective counseling, a number of studies have reported that client-centered techniques are superior (Snyder, 1947). For example, Carlson and Vandever (1951) found that the interaction between counselors and techniques differed significantly between the two latter groups, as measured by follow-up ratings.

Wrenn (1960) investigated the impact of theoretical orientation on counselor behavior. In comparing 54 counselors representing a variety of orientations, the only significant difference was that psychoanalytically-oriented counselors tended to be lower on the reflection category. In a further study of theoretical orientation, Grigg and Goodstein (1957) reported that counselors tend to prefer an eclectic approach. In a follow-up study, they found that favorable outcome indicators tended to be correlated with reports of comfort and active participation. Research on counseling techniques and approaches tend to support the position that theoretical orientation is less important in the counseling relationship than are the personal qualities of the counselor.

Do counselors need to be expert in testing techniques? While this is considered desirable, research shows that tests need not be used in certain counseling situations for two reasons. First, other evidence can be used in place of test scores. For example, Thorndike (1934) found that intelligence, achievement tests, and previous grades in school were all useful predictors of highest grade that would be attained at school. And second, many types of vocational tests fail to correlate highly enough with later success on the job to be a dependable predictive counseling tool. For example, using employee ratings as a criterion of on-the-job success, Latham (1951) found that the correlation between job suitability and success was practically zero. Thorndike and Hagen (1959) found virtually no correlation between aptitude test and criterion scores on a study

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of 10,000 men who had taken a battery of Air Force tests in 1943 and who replied to occupational career questionnaires in 1955 and 1956. A later study by Ghiselli (1966) indicated that correlations between aptitude and success criteria are typically low, with considerable variation between studies where correlations are found to exist. The availability of useful evidence other than test scores, and the weak predictive power of aptitude tests reduce the need for counselors to be expert in test techniques. However, in all fairness, there is evidence that patterns of abilities characteristic of different occupations do exist (Dvorak, 1935; Thorndike and Hagen, 1959). Evidence for the differentiation of kinds of occupations on the basis of interest scores has been reported by Strong (1953). A review of validity studies (Fisher, 1959) indicates that vocational tests predict failure more accurately than success.

E. EFFECT OF TRAINING ON COUNSELORS

Changes that occur during the course of counselor training programs have been investigated. For example, Kirk (1936) measured change in counselors after one year of training. He found increased awareness of complexity and responsibility, understanding and acceptance. Munger and Johnson (1960) measured changes in counselors at NDEA summer institute using the Porter Test of Counselor Activities. He found that the number of understanding responses increased significantly, while others decreased. Webb and Morris (1963) reported significant changes after summer institute training. Using a self-rating instrument, enrollees rated themselves more positively at the end of the training period than before training started. In another study at a summer institute Jones (1963) found a shift away from informing and advising, toward responses reflecting acceptance and understanding.

However, follow-up studies indicate that increased understanding does not persist. Although Munger, Myers, and Brown (1963) found that institute trainees maintained attitudes stated at the end of training better than those stated earlier, in a later study (Munger, Brown, and Needham, 1964) attitudes tended to shift toward attitudes held earlier. Similar results have been reported by

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Rochester (1967) who administered the Porter test and the Allport-Vernon-Lindsey Study of Values to NDEA enrollees. These results tend to indicate that non-professional counselors need on-the-job training in addition to short and intensive seminar training.

Carkhuff, Kratochville, and Friel (1968), in comparing first and fourth year clinical psychology trainees at one school, found that the fourth year group received lower ratings for their maintenance of facilitative conditions, but increased their ability to perceive and rate these variables in the interviews of others. At a second school, first year trainees were retested in their second graduate year. Results showed a significant decline in level of facilitative conditions maintained during counseling.

In summary, changes brought about as a result of short-term counselor training seem to require reinforcement to remain in effect; and extensive training tends to make counselors more analytic and less facilitative.

F. DELIVERY OF NAVY CAREER COUNSELING INFORMATION

Braunstein (1972) reported that of the Navymen who remembered receiving information about the Navy from a recruiter, six in ten did not consider this information to be accurate. In addition, the study indicated that being kept informed was important to nine out of ten Navymen. The two reasons most frequently given for wanting to be informed were: tell us what is going on and why, 22 percent; and keep us up to date on things, 20 percent. Most useful source of career information were the Navy Times, All Hands, and the Plan of the Day.

This study also reported that a career counselor was available to 95 percent of the Navymen sampled. Of the men who tried to consult their career counselor, 93 percent reported that they were able to do so easily. Career counselor services were most used to obtain career information (49 percent), to expedite orders (36 percent), to seek help with personal grievances (36 percent), and to obtain help with housing problems (31 percent). This study also showed that the

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career counselor was helpful to 92 percent of the men who wanted career information, 64 percent of those who had orders to be expedited, 61 percent of those who had personal grievances, and 48 percent of those with housing problems.

VII. MOTIVATION

Modern motivational theory assumes that increased personnel satisfaction will lead to reduced turnover (Herzberg, Mausner, and Snyderman, 1959; Porter and Steers, 1972). If this is true, being able to meet the needs of personnel becomes very important to organizations, such as the Navy, that are keenly interested in increasing retention.

For purposes of this research, personnel satisfaction is considered to be an intervening variable comprised of two domains, the work environment and personal factors, together with attitudes toward the Navy, humanistic treatment, and job satisfaction. (See Figure 2-4.) This is a convenient way to organize and quantify the extent to which needs influence the behaviors and attitudes of employees in a work setting.

A. THEORIES OF MOTIVATION

The progression of theory about motivation to work began at the turn of the century. Principles of scientific management set forth by Taylor (1911) grew out of the Industrial Revolution and the Protestant Ethic. These early motivational theories assumed man's primary motivation to be economic. Taylor's theory was augmented a quarter of a century later by the human relations approach, in which economic security and good working conditions were assumed to be joint motivators (Roethlisberger and Dickson, 1939). A few years later, Maslow (1943 and 1954) developed a hierarchical theory of motivation. He identified five levels of need to include:

- (1) Physiological needs, such as hunger, thirst, sleep, and sex
- (2) Safety needs, including physical and emotional security

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- (3) Love needs, to include the need for affection, affiliation, and belonging
- (4) Esteem needs, man's higher needs for power, achievement, and status; self-esteem, and the esteem of others
- (5) Need for self-actualization, the culmination of all the other needs of man, to include self-fulfillment and realization of the individual's full potential

Although Maslow did not intend his needs hierarchy to be used in the work setting, others (McGregor, 1960; Likert, 1961) found it directly applicable.

A few years later, Herzberg (1954) began developing a technique for measuring morale that led to his formulation of the two-factor theory of motivation (Herzberg, Mausner, and Snyderman, 1959). Using a critical incident method to obtain data for analysis, Herzberg studied the motivation of two hundred accountants and engineers employed in firms in the Pittsburgh area. Analysis of reported good and bad feelings led to the identification of job satisfiers labeled motivators and job dissatisfiers called hygiene factors. Motivators, related to job content, included achievement, recognition, the work itself, responsibility, and advancement. Hygiene factors, related to job context, included company policy, administration, technical supervision, salary, interpersonal relations/supervision, and working conditions. Hygiene factors prevent dissatisfaction, but do not lead to satisfaction. Herzberg's two-factor theory, closely related to Maslow's needs hierarchy, explained why managers failed to satisfy employees, even though wages and salaries, fringe benefit packages, and a luxurious work environment were provided.

Although Herzberg's two-factor theory gained wide acceptance, it came under heavy attack because other research workers failed to replicate results when a different methodology was employed (Vroom, 1964; Dunnette, Campbell, and Hake, 1967; Hulin and Smith, 1967; Lindsay, C. A., Marks, E., and Gorlow, L., 1967; and Schwab, DeVitt, and Cummings, 1971). Vroom, unlike most critics, proposed

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an alternative to Herzberg's model. This model, presented in schematic form by Dunnette (1967), is built around the concepts of valence, expectancy, and force. It stresses the importance of individual differences in motivation to work. Vroom's model is of more value in analyzing organizational behavior than in motivating personnel in an organization.

An even newer theory, found to provide a promising approach for motivating managers, has been developed by Lawler and Porter (1967). This multivariate model, like that of Vroom, is largely based on an expectancy theory of motivation. Key variables include effort, performance, reward, and satisfaction. Although the model appears to be empirically substantiated, its relative complexity may inhibit widespread use.

Finally, a simple model, using a systems approach, has been developed by Smith and Cranny (1968). This model, while emphasizing the interrelationship between effort, reward, performance and satisfaction, stresses that, even though management's task is to administer rewards, effort is the only variable that affects performance.

B. MOTIVATION AND JOB SATISFACTION IN THE NAVY

Some of the theories discussed have had a significant effect on career motivation and retention practices in the military services. Maslow's hierarchy of needs and Herzberg's two-factor theory both have had considerable impact. For example, the Air Force new-view study, discussed in AFM 35-16, identified motivators that lead to job and career satisfaction, and dissatisfiers which lead to job and career dissatisfaction. Derived from Herzberg's motivators, the list included: achievement, recognition of achievement, advancement, growth, patriotism, responsibility, and work itself. Factors identified as dissatisfiers when improperly applied and controlled were: interpersonal relations, personal life, policy and administration, salary, status, supervision, and working conditions.

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Specific research has been accomplished which deals with many areas related to these motivators and dissatisfiers. For example, Navy Personnel Survey (NPS-66-1) reported that amount of sea duty, lack of stability of family life, lack of freedom of personal life, and pay and allowances, were unfavorable features of a career in the Navy. However, chances for furthering education, training, professional development, a steady and secure income, and retirement and survivor's benefits were considered to be favorable factors.

In a study of Naval enlisted personnel Stoloff (1971), found that while both job content and job context factors were important determiners of the level of on-the-job performance, only the job context and compensation measures assert a strong influence on reenlistment decision. His findings suggest that the Navy should concentrate on improving those aspects of a Navy career associated with basic needs such as living conditions, image of the Navy, and pay. Stoloff concluded in his study that although quality of work related to liking one's job, liking one's pay, and having a positive attitude toward Navy life, reenlistment behavior seemed to be independent of a positive attitude toward one's job.

Braunstein (1972) reports results of a survey of the attitudes and opinions of Naval personnel in regard to conditions of Naval life, career incentives, assignments, advancements, Navy information sources, Z-grams, and overseas homeporting. In findings related to career motivation, Braunstein reports 42 percent of the enlisted men in the study joined the Navy simply to fulfill their military obligation. Navymen who indicated a preference for a Navy career were asked to indicate the most important reason for their choice, excluding pay and allowances. One-half of the Navymen responding said they were staying in the Navy because of the retirement benefits. Breaking out the data by pay grade, retirement benefits were found to have the greatest appeal for Chief Petty Officers and Petty Officers First Class (54 percent), who were relatively close to retirement.

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In regard to career incentives, the Braunstein study asked respondents what single action, other than increased pay and allowances, would keep them in the Navy. Almost half said the Navy could do nothing to keep them in the service, while 15 percent wanted to be given a choice of duty stations. In answer to a question about what single benefit Navymen would most like to see enacted if additional funds were available, 22 percent wanted special allowances for high cost of living areas. However, Navymen at different stages in their Navy careers want different things. First enlistment men were more likely than later enlistment men to want BOQ for bachelors ashore and afloat, and improved living conditions aboard ship. Braunstein's survey also evaluated five Navy programs in terms of their value in getting men to reenlist. The program considered most effective by the Navymen (84 percent) was the Variable Reenlistment Bonus (VRB). Almost seven in ten Navymen (68 percent) said they would prefer to remain in a homeport area of their choice for eight to ten consecutive years while rotating duty stations within that area.

In a social-psychological examination of career commitment, Zard and Simon (1964) found that occupational choice is often made with only slight knowledge of the gratifications and deprivations which the occupations offer. It seems that an occupational choice transforms itself into a career line after initial expectations are either confirmed or not confirmed. Zard and Simon reported that perception of skill utilization is a rough measure of present job satisfaction, but by itself, low job satisfaction is not a sufficient reason to give up a military career.

These researchers also concluded that in the absence of a reasonable alternative, even the person who feels his skills are not being utilized is likely to stay in the Navy. These data suggest that services must be as much concerned with career experiences as they are with career recruitment.

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Suggestions about how to develop an organization that enables the employee to grow and use his capabilities to the fullest have been made. In addition, Porter and Steers (1972) discuss a "modeling or social institution" approach, as described by Bandura and Walters (1963), in modifying behavior through the use of rewards. Porter discusses specific rewards, using a motivational theory approach as developed by Porter and Lawlor (1968). Specifically, two key factors must be influenced if effort is to be increased: (1) the value the individual puts on certain awards, and (2) his expectations concerning whether he can obtain these rewards if effort is expended.

In summary, personnel satisfaction, attitudes, values, perceptions, and expectations are an aggregate of motivational theories that attempt to model satisfaction. These theories have been applied in building our model for use in the Navy setting.

VIII. RESEARCH DESIGN

The basic research design that guided this survey appears in Figure 2-5. Although the design is cross-sectional, comparisons can be made across time and between yes, no, and undecided reenlistment intents. A comparison between pre- and post-reenlistment personnel satisfaction can also be made.

Data from each of the four domain's described in paragraph V were gathered from personnel samplings of each of the nine logical cells that comprise this design. Methods for analyzing these data are discussed in paragraph IV of Section 3.

IX. HYPOTHESES

The survey rationale, as implemented in this research, constrains both design and types of data available for empirical test. Therefore, to prevent further limitation on the outcomes of this research, a set of general, rather than specific hypotheses were formulated.

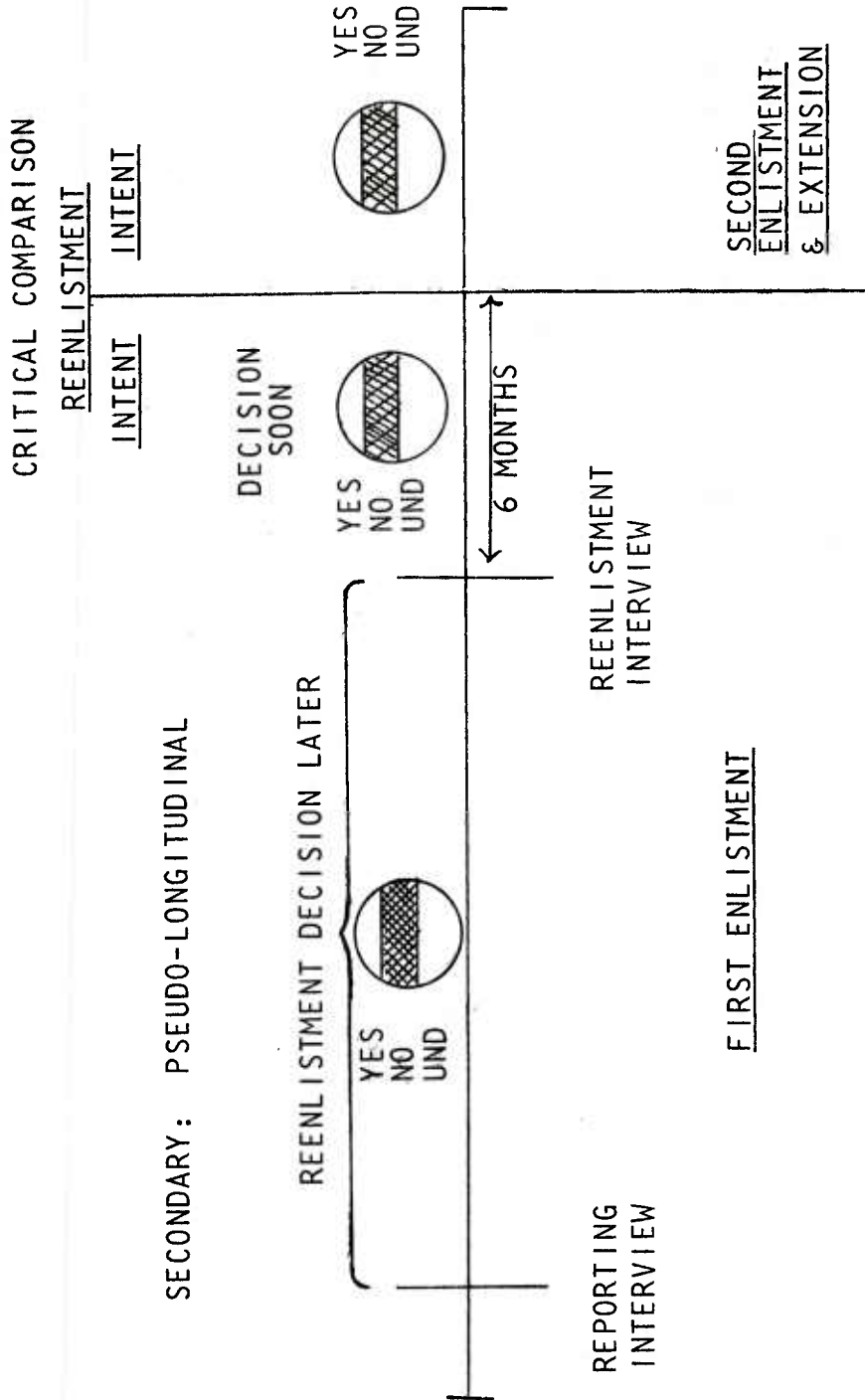


Figure 2-5. Paradigm Showing How Research Design Relates Reenlistment Intent to Time in Service

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The set of hypotheses that guided this research were as follows:

1. The Career Counseling Program has a positive influence on reenlistment intent.
2. The Career Counseling Program has a positive influence on personnel satisfaction.
3. The organizational environment within which the Career Counseling Program functions has an influence on the effectiveness of the program.
4. If the Navy, as a social institution, provides a positive environment for the individual Navyman, intent to reenlist is increased.
5. When job satisfaction is high, intent to reenlist is increased.
6. Demographic variables influence intent to reenlist.

The methodology used to test these hypotheses, and the results obtained are presented and discussed in the following sections of this report.

SECTION 3 - METHODOLOGYI. INITIAL INVESTIGATION

A series of visits and interviews provided the information base needed for development of the survey questionnaire. The Los Angeles Armed Forces Examination and Enlistment Station (AFEES) was contacted to permit familiarization with current recruiting information and procedures. The staff and students at the Career Information and Counseling (CIAC) school in San Diego, California, were interviewed concerning actual course content. The current status of career counseling in the Navy, as perceived by these Navymen, was also reviewed during these meetings. Interviews were also conducted with several command career counselors assigned to operational units in the San Diego area. Sufficient information was gleaned from these sources to permit questionnaire development. Therefore, extending the interviewing to include Navymen not associated with career counseling was deemed unnecessary.

II. QUESTIONNAIRE DEVELOPMENT

Based on information obtained during the initial investigation, questionnaire items designed to measure the client's perception of various aspects of his association with the Navy were included together with items dealing only with career counseling. Table 3-1 identifies the number of questions in each section of the questionnaire, and shows how they relate to one or more of the stated objectives of the Career Counseling Program. A single item can pertain to more than one objective. The total number of unique items in each section appears at the far right.

Sections of the questionnaire were ordered so that items specific to career counseling appeared later. Instructions to client Navymen made no mention of career counseling. Thus, the preset for respondents was retention, rather than career counseling.

Table 3-1. Matrix of Questionnaire Items by Categories of Variables Against Career Counseling Program Objectives

QUESTIONNAIRE SECTIONS	CAREER COUNSELING PROGRAM OBJECTIVES											TOTAL QUESTIONS	
	DELIVERY I	COMMUNICATIONS II	GUIDANCE III	GOODWILL IV	USNR V	AMBASSADOR VI	RETENTION VII						
Background Information	-	-	-	-	-	-	-	-	-	-	-	-	30
Attitude Toward Reenlistment	6	4	4	1	1	2	11	11	2	11	11	11	11
Attitude Toward Navy	14	4	12	14	0	15	19	19	15	19	19	19	43
Attitude Toward Job & Training	13	7	15	3	1	1	18	18	1	1	18	18	30
Best Source Information	6	9	6	6	1	0	7	7	1	0	7	7	16
Attitude Toward Career Counseling Program	6	10	6	10	3	3	11	11	3	3	11	11	23
Attitude Toward Counselor	8	4	3	4	1	2	2	2	1	2	2	2	14
Attitude Toward Career Counseling Interviews	9	1	5	1	0	1	0	0	0	1	0	0	12
Knowledge Questions	22	1	8	10	1	8	13	13	1	8	13	13	26
Reenlistment Impact and Satisfaction	16	7	2	10	1	6	15	15	1	6	15	15	28
TOTALS	100	47	59	59	9	38	96	96	9	38	96	96	233

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The questionnaire in a prototype form was field-tested using men from the submarine service, the aviation service, and men assigned to destroyers in the San Diego area. As a result of the field test, some items were deleted and others modified. The final form of the questionnaire was administered by SDC personnel in three areas, Long Beach and San Diego, California, and Norfolk, Virginia. The questionnaire, including response data, appears in Appendix A.

III. SAMPLING

The original sampling logic was to include all first-term personnel in the units sampled, as well as all second-term personnel whose reenlistment commitment was made within the past six months. These guidelines applied to units with less than 1,000 enlisted men aboard (cruisers, destroyers, submarines, and air squadrons). For the ships company aboard aircraft carriers, this sampling technique was modified to include the same group of second-term personnel, first-term personnel within six months of the end of their enlistment, and other first-term personnel until the sample equalled 250 men. This sample was to net approximately 2,000 men from surface ships (Pacific Fleet and Atlantic Fleet) and 100 men each from submarine and aviation squadrons (Pacific Fleet).

Some of the problems that are often associated with the conduct of research in a field setting were encountered in this study. Included among these difficulties were:

- (1) Less than optimum facilities for administration of questionnaire. For example, due to remodeling activities aboard a ship in the shipyard, respondents were required to sit on the deck while answering the questionnaire.
- (2) Variations from the specified plan in the size and composition of the sample at unit locations. For example, due to operational work requirements, only a small percentage of the first-term personnel aboard one ship were able to respond to our questionnaire.

The resulting sample is displayed in Table 3-2. Further breakout of the sample by term and reenlistment intent appears in Table 3-3.

Table 3-2. Sample by Type of Service and Fleet

Type of Service	Pacific Fleet	Atlantic Fleet	Total
Surface Ships	942	514	1456
Air Squadrons	204	--	204
Submarines	51	--	51
Total	1197	514	1711

Table 3-3. Sample by Term/Time and Reenlistment Intent

Term/Time		Reenlistment Intent			Total
		Yes	No	Undecided	
First Term	More than six months to serve (Later)	48	726	197	971
	Six months or less to serve (Soon)	15	508	27	550
	Extention	6	81	10	97
Second Term		21	27	27	75
Total		90	1342	261	1693*

*Only 1693 of the total 1711 Navymen responded to Term, End of Obligated Active Service (EAOS) and Reenlistment Intent items.

Because of the small number of second-term personnel, a logical grouping of cells seemed to be advisable. Because the last six months before completing an enlistment is the period of high reenlistment pressure, it was decided not to attempt to enlarge this time period to increase the cell size. Since Navy-men serving an extension of their first term had voluntarily remained in the Navy past their initial enlistment, they were grouped with the second-term personnel (see Table 3-4).

Table 3-4. Organization of Sample for Analysis

Term/Time		Reenlistment Intent			Total
		Yes	No	Undecided	
First Term	More than six months to serve	48	726	197	971
	Six months or less to serve	15	508	27	550
Second Term and Extension		27	108	37	172
Total		90	1342	261	1693

The word voluntarily is used guardedly here because an unknown percentage of our sample had agreed to the extension at the time that they originally enlisted, in return for specialized training. A comparison of the responses of these two groups was made to identify any bias the combination might have on the analyses to be performed. Table 3-5 shows results of the comparison between the responses of reenlisted personnel and the responses of extended personnel on the 70 ordinal items used in the analyses.

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Table 3-5. Reenlisted versus Extended Analysis of Responses to Ordinal Items

REENLISTED	EXTENDED	TOTAL	(N)	F	QUESTION ¹	
4.39	4.60	4.51	(171)	3.214	6	Background Information
2.33	1.70	1.98	(173)	12.877**	17	
3.79	3.76	3.77	(169)	0.009	24	Attitude Toward Reenlistment
2.86	3.08	2.98	(173)	5.995*	25	
2.75	3.12	2.96	(173)	7.030**	35	Attitude Toward Reenlistment
2.38	3.44	2.98	(173)	20.961**	36	
2.75	2.53	2.63	(171)	1.717	40	Attitude Toward Navy
2.99	3.11	3.05	(168)	0.531	45	
3.39	4.19	3.84	(171)	22.229**	48	
3.89	4.06	3.99	(167)	0.721	49	
2.21	1.73	1.94	(173)	7.529**	50	
2.88	3.37	3.16	(172)	5.848*	51	
2.86	2.90	2.89	(166)	0.067	53	
2.59	2.58	2.58	(173)	0.005	54	
2.86	3.60	3.28	(171)	13.331**	55	
2.11	2.51	2.33	(172)	5.166*	56	
2.71	4.07	3.47	(173)	57.216**	57	
2.79	3.08	2.91	(90)	1.954	61	
2.90	3.57	3.18	(89)	5.690*	62	
1.96	2.14	2.03	(88)	0.337	63	
1.70	2.86	2.34	(169)	33.824**	65	
2.32	2.48	2.41	(169)	0.790	67	
2.64	2.99	2.83	(169)	3.761	69	
3.05	3.92	3.53	(169)	18.175**	70	
3.41	3.78	3.61	(168)	3.789	71	
3.58	3.89	3.75	(165)	3.551	74	
3.12	3.39	3.27	(169)	3.112	76	
1.95	2.35	2.17	(170)	6.146*	77	
3.10	3.12	3.11	(166)	0.028	78	
2.33	2.80	2.59	(168)	9.837**	79	
3.13	3.43	3.29	(170)	3.682	80	
3.31	4.00	3.69	(170)	17.638**	81	
2.55	2.62	2.59	(168)	0.149	82	
3.09	2.65	3.40	(172)	10.317**	83	
3.47	3.46	3.46	(173)	0.003	84	
3.93	4.59	4.30	(172)	11.625**	89	Attitude Toward Job and Training
3.24	2.88	3.03	(172)	3.103	90	
3.78	3.77	3.77	(172)	0.001	91	
3.09	3.05	3.07	(173)	0.044	92	
2.91	2.84	2.87	(172)	0.123	93	

*Significant at the .05 level

**Significant at the .01 level

¹Numbers associated with tabular data refer to the questionnaire in Appendix A.

Table 3-5. Reenlisted versus Extended Analysis of Responses to Ordinal Items (cont'd)

REENLISTED	EXTENDED	TOTAL	(N)	F	QUESTION ¹	
2.62	3.14	2.91	(173)	6.631*	94	Attitude Toward Job and Training
3.12	3.58	3.38	(173)	4.684*	95	
2.63	3.02	2.85	(173)	4.152*	97	
2.82	3.08	2.97	(173)	2.153	98	
2.13	2.59	2.39	(173)	7.010**	99	
3.97	4.26	4.13	(168)	3.345	101	
2.59	3.04	2.84	(173)	4.591*	102	
2.86	3.37	3.15	(168)	6.639*	103	
2.59	3.24	2.95	(171)	12.573**	104	
2.80	3.02	2.92	(173)	1.822	106	
1.93	1.98	1.96	(173)	0.053	107	Attitude Toward Career Counseling Program
3.03	3.06	3.05	(170)	0.043	134	
2.26	2.51	2.40	(171)	2.512	136	
2.31	2.13	2.23	(92)	0.509	137	
2.25	2.76	2.53	(172)	10.570**	141	
2.64	3.55	3.15	(173)	24.949**	142	
2.93	3.01	2.98	(171)	0.202	143	
2.39	2.43	2.42	(171)	0.034	146	
2.09	2.24	2.18	(171)	0.893	147	
1.86	2.02	1.95	(172)	1.528	149	
4.23	4.46	4.36	(169)	2.896	150	Attitude Toward Counselor
3.49	4.14	3.85	(170)	13.136**	155	
2.01	2.06	2.04	(167)	0.119	156	
2.12	2.49	2.33	(163)	5.074	162	
2.74	2.90	2.83	(168)	1.044	163	
3.93	3.95	3.94	(158)	0.047	167	Attitude Toward Counseling Interviews
3.07	3.32	3.20	(166)	1.312	169	
2.21	2.28	2.25	(126)	0.489	175b	
1.44	1.45	1.44	(126)	0.007	175c	
1.60	1.54	1.57	(127)	0.312	175d	

*Significant at the .05 level

**Significant at the .01 level

¹Numbers associated with tabular data refer to the questionnaire in Appendix A.

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Differences between the extended and reenlisted groups were analyzed further, as shown in Table 3-6. This analysis draws attention to those items from Table 3-5 that showed a significant difference between means. Results obtained from the analysis of categorical items also appear in this table.

In Table 3-6, reenlistment status categories are ranked on the basis of increasing percentage responding no to reenlistment intent (Q31)¹. This method of ranking was adopted since the no response category tends to be a more stable predictor of actual reenlistment behavior.

In summary, results show that in every instance the reenlisted group sampled is more positive toward the Navy and career counseling. Therefore, the combination of these two groups tends to bias mean responses toward the negative end of the scale. Any significant differences in Section 4, Results, where the reenlisted/extended group is more positive should therefore be considered conservative.

Since this method for increasing cell size has been shown to introduce bias only in a conservative direction, it was adopted for use in the remaining analyses.

¹Numbers preceded by a Q and enclosed in parentheses provide a cross reference to specific questionnaire items detailed in Appendices A, B, and C.

Table 3-6. Comparison of Variances Between Reenlisted and Extended

STATUS	Reenlistment Intent				Marital Status (N=73)				Q35	
	Rank (N)	Percent No	Percent Yes	Percent Undecided	Percent Never Married	Percent Married	Percent Other	Education (Mn)		Amount of Service Schooling (Mn)
Reenlisted	1 (76)	36.0	28.0	36.0	29.0	63.2	7.9	2.86	3.93	<u>2.75</u>
Extended	2 (97)	83.5	6.2	10.3	61.9	38.1	0.0	<u>3.08</u>	<u>4.59</u>	3.12
Totals (N)	(173)	62.8 (108)	15.7 (27)	21.5 (37)	47.4 (82)	49.1 (85)	3.5 (6)	2.98 (173)	4.30 (172)	2.96 (173)
F								5.995*	11.625**	7.030**

Intent	VRB Effects			Draft Influence (N=173)		Why Joined Service (N=168)		
	Rank	Percent Receiving (All)	Percent Receiving (4)	Percent Possible Draft Influence (Responses 2, 3 & 6)	Percent Probably No Draft Influence (Responses 4 & 5)	Percent Not Subject To Draft	Percent Time & Choice of Service Rather Than Be Drafted	Percent Opportunity For Advanced Education, etc.
1	70.7	46.7	2.38	42.1	30.3	27.6	41.3	13.3
2	74.2	42.3	3.44	69.1	21.7	9.3	63.4	9.7
Totals (N)	72.7 (125)	44.2 (76)	2.98 (173)	57.2 (99)	25.4 (44)	17.3 (30)	53.6 (90)	11.3 (19)
F			20.961**					

*Significant at the .05 level.

**Significant at the .01 level.

Underscored means indicate more positive response.

Table 3-6. Comparison of Variances Between Reenlisted and Extended (cont'd)

Intent	Attitudes Toward Navy											
	Navy Pay Better Than Civilian (Mn) Q48	Civilian Job Utilize Your Abilities Better Than Navy (Mn) Q50	Navy Leader-ship Same As Civilian (Mn) Q51	Amount of Contribution to Society (Mn) Q55	How Parents Feel about Navy (Mn) Q56	Like Being in The Navy (Mn) Q57	Importance to Navy Man of Superior's Regard (Mn) Q65	Attitude Toward Navy (Mn) Q70	Navy Service Valuable Experience (Mn) Q77	Encourage Person to Enlist (N=158) Percent Encourage Not Give Opinion Q79	Navy Interested in You As An Individual (Mn) Q81	Navy Treats You As A Person Worthy of Respect (Mn) Q83
Rank												
1	3.39	2.21	2.88	2.86	2.11	2.71	1.70	3.05	64.0	9.3	3.31	3.02
2	4.19	1.73	3.37	3.60	2.51	4.07	2.86	3.92	53.7	3.2	4.00	3.65
TOTALS (N) F	3.84 (171) 22.229**	1.94 (173) 7.529**	3.16 (172) 5.848**	3.28 (171) 13.331**	2.33 (172) 5.166*	3.47 (173) 57.216**	2.34 (169) 33.824**	3.53 (169) 18.175**	58.3 (98) 6.146*	6.0 (10) 17.634**	3.69 (170) 17.634**	3.40 (172) 10.317**

*Significant at the .05 level.
**Significant at the .01 level.
Underscored means indicate more positive response.

Table 3-6. Comparison of Variances Between Reenlisted and Extended (cont'd)

Intent	Attitudes Toward Job and Supervisors												
	Feel about Job Assignment (Mn)	Feel about Location (Mn)	Feel Job Interesting (Mn)	Feel Job Important to Navy (Mn)	Opinion of Superior's Leadership Abilities (Mn)	Feel OO Is Interested in Your Career (Mn)	Feel DO Is Interested in Your Career (Mn)	Q94	Q95	Q97	Q99	Q102	Q103
1	2.62	3.12	2.63	2.13	2.59	2.86	2.59	2.59	2.59	2.59	2.59	2.86	2.59
2	3.14	3.58	3.02	2.59	3.04	3.37	3.24	3.04	3.04	3.04	3.04	3.37	3.24
TOTALS (N)	2.91 (173)	3.38 (173)	2.85 (173)	2.39 (173)	2.84 (173)	3.15 (168)	2.95 (171)	2.84 (173)	2.84 (173)	2.84 (173)	2.84 (173)	3.15 (168)	2.95 (171)
F	6.631*	4.684*	4.152	7.010**	4.591*	6.639**	12.573**	4.591*	4.591*	4.591*	4.591*	6.639**	12.573**

Intent	Attitudes Toward Career Counseling Program										
	Value of Career Counseling to Navy (Mn)	Value of Career Counseling to You (Mn)	Should Career Counseling Program Be Expanded to Meet Individual Needs (Mn)	How Often Chat with Career Counselor (Mn)	Easy to Contact Counselor (Percent Easy)	Counselor Well Informed about Navy Policy (Mn)	Q141	Q142	Q149	Q155	Q157
1	2.25	2.64	1.86	3.49	51.4	2.12	2.25	2.64	3.49	51.4	2.12
2	2.76	3.55	2.02	4.14	53.8	2.49	2.76	3.55	4.14	53.8	2.49
TOTALS (N)	2.53 (172)	3.15 (173)	1.95 (172)	3.85 (170)	52.7 (167)	2.33 (163)	2.53 (172)	3.15 (173)	3.85 (170)	52.7 (167)	2.33 (163)
F	10.570**	24.949**	1.528	13.136**	5.074*	5.074*	10.570**	24.949**	13.136**	5.074*	5.074*

*Significant at the .05 level.

**Significant at the .01 level.

Underscored means indicate more positive response.

IV. ANALYSIS APPROACH

Descriptive statistics, including frequency distributions, were obtained for each item of the questionnaire. In addition, the data analysis included comparisons of responses to 67 ordinal items among nine subgroups. Three major subgroups based on stated intent to reenlist--(1) yes, (2) no, and (3) undecided (Q31) --were subset into three categories based on the following criteria:

- (1) First Later (or Later) -- personnel serving their first enlistment who do not have to make an actual reenlistment decision until later, i.e., EAOS is more than six months.
- (2) First Soon (or Soon) -- personnel serving their first enlistment who must make a reenlistment decision relatively soon, i.e., EAOS is within six months.
- (3) Second/Extension (or Second) -- personnel who have recently reenlisted for a second term, generally within the last six months. Personnel who have extended beyond their original obligated term are included within this group.

A one-way analysis of variance (ANOVA) procedure was used for these comparisons. Figure 3-1 illustrates the format used for reporting analysis of variance. For each item analyzed, the following data were obtained: the applicable question; individual arithmetic means for each of the nine reenlistment intent and term/time combinations (boxes 1-9); composite means for each of the six primary subgroups (boxes 10-15); a mean of the subgroups (box 16); F ratios for the means of reenlistment intent (box 24) and term/time (box 20). Significant variances are indicated by a single asterisk (*) for F ratios that exceed chance occurrence at the .05 level; double asterisks (**) indicate .01 level values. (See Appendix B for derived data.)

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
XX. (Reproduction of question and response alternatives.)	FIRST LATER	(1)	(2)	(3)	(13)	(21)
	FIRST SOON	(4)	(5)	(6)	(14)	(22)
	SECOND/ EXTENSION	(7)	(8)	(9)	(15)	(23)
	TOTAL GROUP	(10)	(11)	(12)	(16)	(24)
	F	(17)	(18)	(19)	(20)	

Figure 3-1. Sample Form for ANOVA

For items that are essentially neither scaled, nor ordinal, percentage response for each alternative is shown in Appendix C. Frequencies are provided (Figure 3-2 format) for each alternative for the total group, and for yes, no, and undecided intent to reenlist. (See Appendix C also for derived data.)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED

Figure 3-2. Sample Form for Nonscaled Item Percentages

Additional categorical and correlational techniques were used to analyze the job satisfaction data. Specifically, rank-order correlations were used in the analysis of organizational unit data, and an intercorrelation matrix was computed to include all items where significant differences were obtained between reenlistment intent groupings. In a limited number of instances, the significance of difference between percentages was also computed.

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In summary, multiple methods of handling the survey data were used. The gamut ranged from simple descriptive statistics to the more sophisticated techniques described above.

SECTION 4 - RESULTS

This section reports results obtained from the analysis of survey data. Results from each of five areas--demography, unit of assignment, job satisfaction, attitude toward Navy and attitude toward career counseling--are presented here. Each analysis centers on the set of 22 items that were empirically found to distinguish between reenlistment intent groups in a highly significant manner ($p < .01$). Results obtained from analysis of additional items are also summarized in this section. In addition, comprehensive statistics descriptive of the entire questionnaire, together with detailed cross-break results, may be examined by referring to Appendices A, B, and C of this report.

I. ANALYSIS OF DEMOGRAPHIC DATA

The analysis of demographic data places emphasis on variables that are believed to be associated with the Navyman's intent to reenlist. Variables thus selected are race, pay grade and marital status.

A. REENLISTMENT FOCUS FOR ANALYSIS

The primary objective of the Navy Career Counseling Program is increased retention of qualified personnel. Therefore, the analysis results are organized for presentation on the basis of intent to reenlist. Items selected as a focal point for this analysis were the 22 found to discriminate reenlistment intent differences significantly. These items were further subdivided into four domains identified in Section 2. Specific question break out by domain are as follows:

(1) Career Counseling Program Domain (N=4)

- What influence has career counseling had on your intent to reenlist? (Q35)¹

¹Numbers preceded by a Q and enclosed in parentheses provide a cross-reference to specific questionnaire items detailed in Appendix A.

- What is your opinion as to the value of the Career Counseling Program to you? (Q142)
- How often do you chat (not an interview) with your career counselor? (Q155)
- Do you agree that your career counselor is really interested in helping you make the most out of your life? (Q163)

(2) Organizational Climate Domain (N=6)

- How have you been treated in the Navy? (Q69)
- Do you agree that the Navy is interested in you as an individual human being? (Q81)
- Do you agree that the Navy treats you as a person worthy of respect? (Q83)
- Do you agree that the Navy is making good use of the talents of most of your shipmates? (Q91)
- Do you agree that the job you are doing is important to the Navy? (Q99)
- How interested do you feel your commanding officer is in your career progress? (Q103)

(3) Work Environment Domain (N=5)

- How well do you feel your abilities could be utilized in a civilian job compared to the way the Navy is using them? (Q50)
- How many months have you been at sea in the last year? (Q80)
- How do you feel about your job assignment now? (Q94)
- Is your present job interesting? (Q97)
- What use is being made of your abilities in your present job assignment? (Q98)

(4) Personal Factors Domain (N=7)

(a) Attitudes and Values (N=5)

- How much of a contribution do you feel you are making to society by serving in the Navy? (Q55)
- Do you agree that you like being in the Navy? (Q57)
- How important is it to you to be regarded as a good Navyman by your superiors? (Q65)
- How would you rate you own attitude toward the Navy in the past six months? (Q70)
- Do you agree that your service in the Navy has been a valuable experience? (Q77)

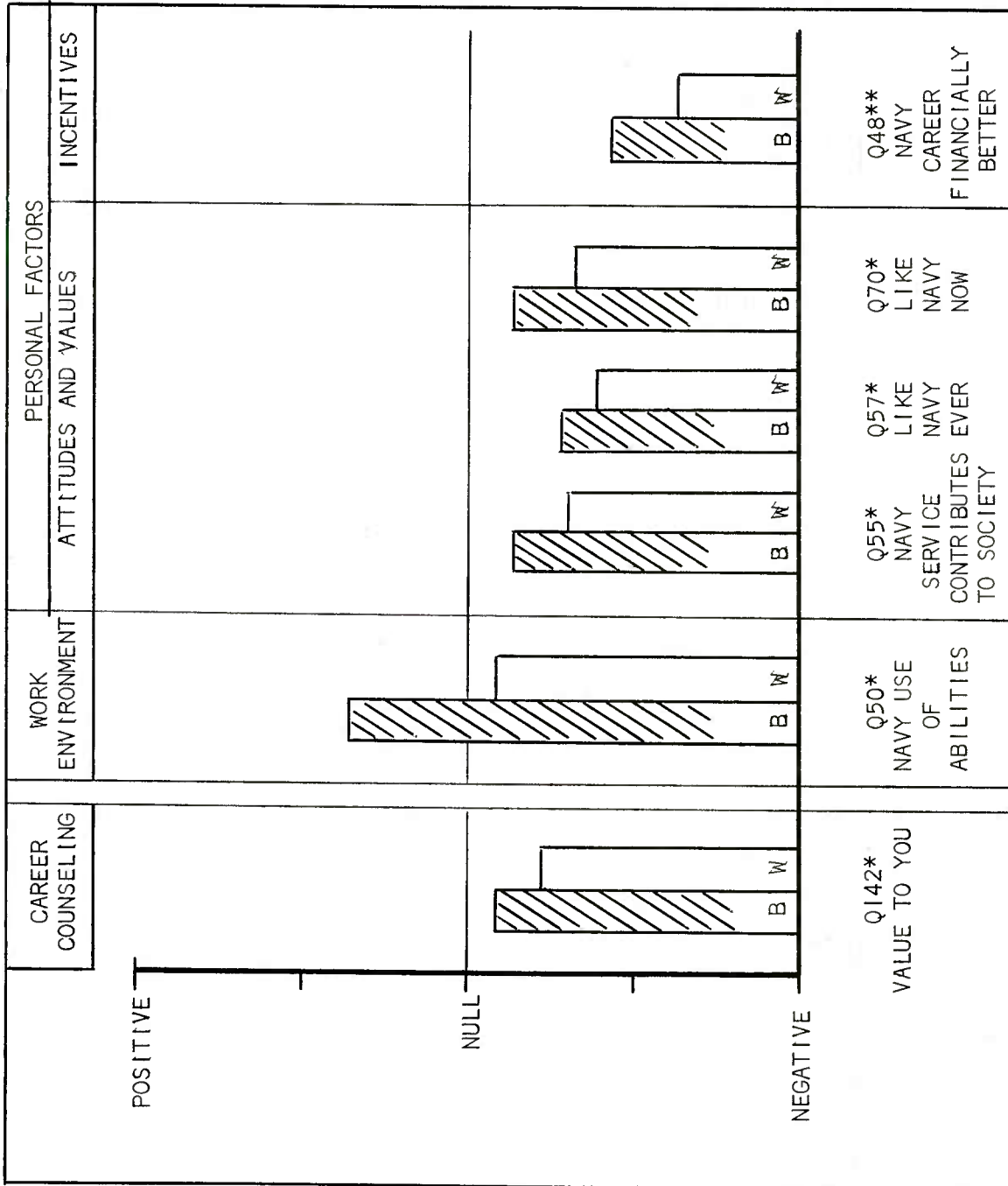
(b) Incentives (N=2)

- How much influence would Variable Reenlistment Bonus (VRB) have on your decision to reenlist? (Q36)
- As far as you are concerned, how would you rate your Navy career financially against a civilian career which you would pursue? (Q48)

In each of the analysis areas that follows, results from this set of items pertinent to the area will be presented and discussed separately whenever findings warrant this treatment of the data.

B. RACE DATA ANALYSIS RESULTS

The impact of race on reenlistment intent was examined for each of the 22 critical items. In 16 of these items, no significant differences between the two races were found. For those items where significant differences did exist, comparisons between blacks and whites are shown in Figure 4-1. Items will be discussed by domain in the following paragraphs.



*Significant at the .05 level.

**Significant at the .01 level.

Figure 4-1. Areas in Which Significant Differences Between Black and White Groups Sampled Were Found.

1. Career Counseling Program

Four questions pertained to the Navymen's perceptions and association with career counseling. As shown in Figure 4-1, there was a significant difference between black and white responses regarding the value of the Career Counseling Program (Q142). Although both groups were inclined to report that the program per se was of little value to them, blacks were significantly more favorable to the program than were the whites ($p < .05$).

There was no significant difference between blacks and whites with regard to the impact of the Career Counseling Program on reenlistment intent (Q35). As shown in Table 4-1, however, all groups indicated that career counseling had "no effect" on their decision to reenlist with the exception of Malaysians. They indicated that the program had a generally positive influence on their intent to reenlist.

All groups indicated that other than interviews, they seldom chatted with their career counselors (Q155), and they gave a neutral response when asked if their career counselor was really interested in helping them make the most of their lives (Q163).

2. Organizational Climate

None of the organizational climate questions contained within the set of 22 critical items were responded to differently by blacks and whites. As shown in Table 4-1, there were also no significant differences between responses of blacks and whites when asked if the Navy was interested in them as individual human beings (Q81), or if they were treated as persons worthy of respect (Q83). Both groups indicated slightly negative attitudes in their responses to both questions. Of all the groups, orientals were most negative and Malaysians least for both questions.

Although blacks and whites did not disagree in how they felt about the kind of use the Navy was making of their shipmates' talents (Q91), orientals tended to

Table 4-1. Analysis of Responses to Ordinal Items by Race

White (1484)	Black (1105)	Spanish (56)	Oriental (6)	Malayan (33)	Other (19)	Total (1703)	F	Black and White		Question	
								Mean	(N)		F
3.64	2.97	3.05	3.67	3.22	3.21	3.57	12.874**	3.60	(1537)	4.302**	6
1.51	1.74	1.55	1.00	2.03	1.22	1.53	4.156**	-	-	-	17
3.65	4.57	4.46	5.00	3.76	3.47	3.74	5.608**	3.71	(1566)	18.825**	24
2.89	2.77	2.79	3.17	2.91	2.58	2.88	1.388	-	-	-	25
3.20	3.01	3.31	3.17	2.17	3.26	3.17	10.026**	-	-	-	35
3.69	3.73	3.74	3.83	2.59	4.06	3.68	3.375**	3.69	(1571)	0.072	36
2.71	2.67	2.73	2.80	2.84	2.74	2.71	0.133	-	-	-	40
3.31	3.34	3.43	3.20	2.63	2.68	3.30	2.614*	-	-	-	45
4.28	3.88	3.96	4.00	2.79	4.16	4.21	15.746**	4.25	(1563)	14.856**	48
3.95	3.59	3.50	3.50	2.47	3.47	3.89	5.639**	3.93	(1531)	5.204*	49
1.79	2.08	1.91	1.50	2.63	2.16	1.83	4.631**	1.81	(1566)	6.322*	50
3.34	3.04	3.20	3.50	2.66	3.47	3.31	2.901*	3.32	(1576)	5.235*	51
3.03	3.05	2.84	3.50	2.28	2.86	3.01	3.437**	-	-	-	53
2.96	2.83	3.23	3.40	2.34	3.05	2.95	2.162	-	-	-	54
3.57	3.28	3.25	3.67	2.22	3.05	3.51	9.762**	3.55	(1570)	5.281*	55
2.44	2.62	2.51	2.67	2.07	2.16	2.44	1.385	-	-	-	56
3.86	3.60	3.68	4.00	2.44	4.21	3.81	9.240**	3.84	(1576)	4.021*	57
2.62	2.13	2.63	1.00	2.45	4.00	2.58	2.332*	2.59	(557)	7.522**	61
3.65	3.26	3.75	0.00	2.60	2.00	3.60	2.400*	3.62	(544)	3.383	62
2.29	2.09	2.07	0.00	2.60	5.00	2.28	0.854	-	-	-	63
2.47	2.43	2.17	3.17	2.03	2.79	2.46	1.639	-	-	-	65
2.55	2.77	2.67	2.00	2.07	2.88	2.55	2.110	-	-	-	67
3.07	3.21	2.87	3.33	2.97	3.26	3.07	0.929	-	-	-	69
3.65	3.32	3.19	3.67	2.50	3.58	3.59	6.940**	3.63	(1491)	6.154*	70
3.87	3.97	3.83	4.33	4.03	4.21	3.88	0.696	-	-	-	71
3.95	4.02	4.15	4.50	3.76	4.32	3.96	1.652	-	-	-	74
3.38	3.25	3.09	3.40	2.55	3.68	3.35	4.921**	3.37	(1499)	1.382	76
2.52	2.53	2.43	3.00	1.97	2.21	2.51	1.701	-	-	-	77
3.00	3.05	3.25	2.80	2.46	3.00	3.00	2.329*	3.00	(1482)	0.257	78
2.76	2.71	2.66	2.80	2.10	2.89	2.75	2.863*	-	-	-	79

*Significant at the .05 level

**Significant at the .01 level

Table 4-1. Analysis of Responses to Ordinal Items by Race (Cont'd)

White	Black	Spanish	Oriental	Malayan	Other	Total	(N)	F	Black and White			Question
									Mean	(N)	F	
3.05	2.86	2.73	3.17	2.97	3.11	3.03	(1619)	1.250	-	-	-	80
3.87	3.68	3.64	4.40	2.55	4.00	3.83	(1621)	10.017**	3.86	(1516)	2.921	81
2.57	4.10	3.46	3.33	3.46	3.06	2.72	(1597)	55.179**	2.67	(1495)	219.877**	82
3.63	3.55	3.36	4.00	2.65	3.58	3.60	(1683)	5.636**	3.63	(1572)	0.494	83
3.47	3.39	3.18	2.80	2.77	3.37	3.44	(1683)	3.130**	3.46	(1572)	0.387	84
3.72	2.73	2.45	3.80	3.00	3.94	3.61	(1639)	13.573**	3.66	(1539)	34.195**	89
3.13	3.61	3.45	4.40	3.09	3.05	3.18	(1686)	3.962**	3.17	(1574)	12.608**	90
3.81	3.67	3.64	4.50	2.72	3.95	3.78	(1689)	7.500**	3.81	(1576)	1.728	91
3.52	3.68	3.68	3.00	3.34	3.79	3.53	(1684)	0.998	-	-	-	92
3.24	3.62	3.57	4.33	3.48	3.42	3.29	(1676)	3.222**	3.27	(1566)	8.116**	93
3.14	3.49	3.24	3.67	3.35	3.00	3.16	(1685)	1.707	-	-	-	94
3.52	3.31	3.32	3.50	3.03	3.79	3.49	(1686)	1.503	-	-	-	95
3.10	3.36	3.05	4.50	3.10	3.00	3.11	(1670)	2.161	3.11	(1558)	3.753	97
3.28	3.24	3.00	3.00	3.06	3.05	3.26	(1667)	1.012	-	-	-	98
2.60	3.24	2.57	2.80	2.28	2.63	2.59	(1673)	0.464	-	-	-	99
4.17	4.10	4.13	4.33	3.45	4.11	4.15	(1647)	3.524**	-	-	-	101
2.97	3.08	2.87	3.67	2.91	3.32	2.98	(1667)	0.769	-	-	-	102
3.28	3.24	3.43	2.67	2.61	3.37	3.27	(1640)	2.330*	-	-	-	103
3.13	3.18	3.24	3.50	2.68	3.00	3.13	(1659)	1.056	-	-	-	104
3.23	3.42	3.45	3.40	3.06	3.67	3.25	(1650)	1.483	-	-	-	106
1.54	1.50	1.36	1.33	1.38	1.37	1.53	(1680)	0.737	-	-	-	107
3.30	3.03	3.31	3.17	3.13	2.95	3.28	(1651)	1.927	-	-	-	134
2.55	2.30	2.47	2.40	2.33	3.11	2.53	(1639)	2.915*	-	-	-	136
2.37	2.50	2.39	3.00	2.55	3.80	2.39	(608)	1.418	-	-	-	137
2.80	2.73	2.89	2.80	2.10	3.39	2.79	(1657)	3.876**	2.80	(1551)	0.380	141
3.47	3.19	3.22	3.20	2.33	3.68	3.42	(1656)	6.818**	3.45	(1548)	5.151*	142
3.07	3.20	3.22	4.00	2.86	3.00	3.08	(1653)	1.466	-	-	-	143
2.74	2.95	3.20	3.17	2.68	3.21	2.77	(1659)	2.182	-	-	-	146
2.40	2.49	2.59	2.00	2.10	2.63	2.41	(1648)	1.246	-	-	-	147
2.05	2.22	2.29	2.17	2.10	2.67	2.07	(1655)	2.409*	-	-	-	149

*Significant at the .05 level

**Significant at the .01 level

Table 4-1. Analysis of Responses to Ordinal Items by Race (Cont'd)

White	Black	Spanish	Oriental	Malayan	Other	Total	(N)	F	Black and White		Question
									Mean	(N)	
4.41	4.10	4.19	5.00	3.64	4.21	4.37	(1619)	6.562**	4.39	(1515)	150
4.01	3.73	4.25	3.60	4.00	4.11	4.00	(1649)	1.731	-	-	155
2.18	2.37	2.46	2.60	1.86	2.53	2.20	(1600)	2.149	2.19	(1500)	156
2.43	2.60	2.50	3.00	2.53	3.13	2.45	(1556)	2.070	-	-	162
2.92	2.81	2.79	3.20	2.67	2.94	2.91	(1604)	0.693	-	-	163
4.02	4.06	4.11	4.00	4.55	4.00	4.03	(1559)	3.716**	-	-	167
3.35	3.01	3.64	2.80	3.38	3.83	3.35	(1610)	1.742	3.33	(1503)	169
2.24	2.16	2.40	2.25	2.31	2.11	2.24	(980)	1.027	-	-	175b
1.49	1.54	1.70	1.00	1.44	1.63	1.49	(959)	1.077	-	-	175c
1.59	1.57	1.81	1.00	1.59	2.10	1.60	(972)	2.060	-	-	175d

*Significant at the .05 level

**Significant at the .01 level

feel the Navy was making poor use, and the Malaysians, good use. In response to the question about commanders' interest in their career progress (Q103), all groups indicated his interest was average, with no significant differences among racial groups.

3. Work Environment

When compared with respect to how their abilities could be utilized in a civilian job as opposed to how the Navy is using them (Q50), blacks tend to rate the Navy significantly higher than do whites. These findings tend to support the position that, for the blacks sampled, they generally seem to feel that the Navy is treating them fairly as an employee.

4. Personal Factors

a. Attitudes and Values

As shown in Figure 4-1, blacks feel they are making a greater contribution to society by serving in the Navy (Q55) than do whites. Blacks tend to like the Navy (Q57, Q70) significantly more than whites. However, both groups tended not to like being in the Navy. As shown in Table 4-1, all groups indicated it was of some importance to them personally to be well regarded as Navymen by their superiors (Q65), with one exception. Orientals rated this only average.

b. Incentives

There was no significant difference among racial groups with respect to the influence that VRB might have on their decision to reenlist (Q36). All groups agreed that the VRB would have a favorable influence on this decision. However, in rating a Navy career financially against a civilian career (Q48) there was a significant difference between blacks and whites. Blacks rated a Navy career more financially advantageous to them than did the whites.

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With respect to reenlistment impact and satisfaction, as shown in Table 4-2 blacks, and (to a lesser degree) whites indicated that satisfaction about the choice of job assignment in the Navy would have some impact on their intent to reenlist. Both blacks and whites indicated average¹ satisfaction in this area (Qa1)². Blacks and whites also indicated that satisfaction about the recognition they get for doing their jobs would have some impact on reenlistment (Qa5).

Both blacks and whites indicated that the attitude their supervisors had toward people would have some impact on reenlistment (Qa6). Whites, and to a lesser degree blacks, indicated that the way time is utilized during interviews with the career counselor would have some impact on reenlistment (Qa13).

The amount of cash they would receive as a reenlistment bonus would have greater impact on reenlistment intent for whites than blacks (Qa16). Both blacks and whites indicated advice in dealing with money problems would have some impact on reenlistment (Qa19).

Availability of help in handling drug and alcohol problems would have more impact on reenlistment intent for blacks than whites (Qa21). Both blacks and whites indicated that the quality of medical/dental care they received would have great impact on reenlistment. Blacks indicated they were fairly satisfied with this area, while whites indicated only average satisfaction (Qa22).

Blacks indicated that the attitude of their career counselor would have more impact on reenlistment intent than did whites (Q27). Blacks also indicated that the frequency of interviews would have more impact on reenlistment intent than whites (Qa28).

¹Average on the satisfaction scale falls between fairly satisfied and fairly dissatisfied.

²The "a" preceding the question numbers indicate that these items appear in Appendix A in the last section of the questionnaire, which deals with impact on reenlistment and satisfaction on the job.

Table 4-2. Analysis of Responses to Impact/Satisfaction Items by Race

Impact				Satisfaction				Question		
White	Black	Total	(N)	F	White	Black	Total		(N)	F
2.07	2.25	2.08	(1459)	4.350*	3.45	3.53	3.46	(1457)	0.293	1
2.21	2.29	2.21	(1448)	1.062	3.28	3.24	3.28	(1451)	0.086	2
2.06	2.17	2.06	(1440)	1.624	3.46	3.19	3.45	(1443)	3.350	3
2.07	2.12	2.08	(1446)	0.330	3.22	3.04	3.21	(1446)	1.370	4
2.13	2.12	2.13	(1444)	0.029	3.65	3.12	3.62	(1450)	13.062**	5
2.03	2.09	2.03	(1443)	0.472	3.57	3.12	3.54	(1449)	9.849**	6
2.34	2.21	2.34	(1443)	2.365	3.33	3.22	3.32	(1449)	0.548	7
2.27	2.31	2.27	(1438)	0.222	2.92	2.89	2.92	(1445)	0.027	8
2.32	2.24	2.32	(1437)	0.920	3.11	2.96	3.10	(1439)	1.160	9
2.38	2.38	2.38	(1418)	0.016	3.63	3.58	3.63	(1416)	0.141	10
2.36	2.41	2.36	(1426)	0.292	3.91	3.73	3.90	(1428)	1.988	11
2.05	2.22	2.06	(1434)	3.214	3.64	3.52	3.64	(1424)	0.708	12
2.52	2.29	2.51	(1407)	8.941**	3.45	3.20	3.44	(1392)	3.536	13
1.90	1.96	1.90	(1451)	0.467	3.08	2.92	3.08	(1446)	1.357	14
1.90	2.09	1.91	(1445)	3.684	3.69	3.64	3.69	(1454)	0.195	15
1.97	2.25	1.99	(1436)	8.276**	3.33	3.57	3.35	(1424)	2.196	16
1.90	1.80	1.90	(1436)	1.180	2.99	2.86	2.98	(1428)	0.731	17
2.02	2.09	2.03	(1438)	0.534	3.06	3.00	3.06	(1430)	0.207	18
2.44	2.27	2.43	(1430)	4.479*	3.37	3.14	3.36	(1425)	3.816	19
2.24	2.13	2.24	(1429)	1.779	3.21	2.99	3.20	(1421)	2.738	20
2.44	2.18	2.43	(1438)	9.903**	3.12	3.16	3.12	(1431)	0.130	21
1.95	1.83	1.94	(1443)	1.661	3.09	2.64	3.06	(1443)	7.956**	22
2.03	1.96	2.02	(1445)	0.584	2.84	2.75	2.83	(1438)	0.365	23
2.33	2.33	2.33	(1436)	0.002	3.34	3.44	3.35	(1431)	0.565	24
2.26	2.24	2.26	(1426)	0.037	3.69	3.51	3.68	(1426)	1.792	25
2.31	2.38	2.32	(1434)	0.630	3.75	3.33	3.73	(1436)	11.221**	26
2.37	2.14	2.36	(1410)	8.360**	3.15	2.68	3.13	(1401)	13.474**	27
2.57	2.46	2.56	(1411)	1.927	3.58	3.22	3.56	(1407)	7.282**	28

Question numbers from page 32 and 33 of questionnaire

*Significant at the .05 level

**Significant at the .01 level

C. PAY GRADE DATA ANALYSIS

There are at least three factors that, on a priori grounds, might be assumed to contribute to results obtained in this analysis: race, marital status, and incentive pay. The manner in which these variables distribute as percentages across the range of pay grades sampled appears in Figure 4-2. This figure shows that the percentage of blacks contained in the sample decreases as pay grade increases. The percentage of married enlistees and those whose VRB multiple is 4 increases as pay grade increases. Therefore, the characteristics of the sample, demonstrated to vary across pay grades in a systematic manner, could bias results and possibly serve as a contributing factor to findings obtained in this analysis. Therefore, data are presented for consideration, but interpretation remains minimal in this section.

When pay grade data was analyzed, not quite half of the items for which ANOVAs were computed showed significant differences across pay grades. Results are shown in Table 4-3.

1. Career Counseling Program

There were no significant differences between pay grades with respect to the influence that career counseling has on intent to reenlist (Q35). When queried as to the value of the Career Counseling Program personally (Q142), there was a difference significant at the .05 level. Pay grade 6 rated program value highest, followed by pay grades 2, 1, 5, 4 and 3.

With respect to how often they chatted with their career counselor (Q155), all pay grades except the highest (6) indicated they seldom chatted with him. Pay grade 6 indicated that they occasionally chatted with the career counselor.

2. Organizational Climate

When asked how they were being treated in the Navy (Q69), all pay grades indicated they were given average treatment except for pay grade 6. Those sampled

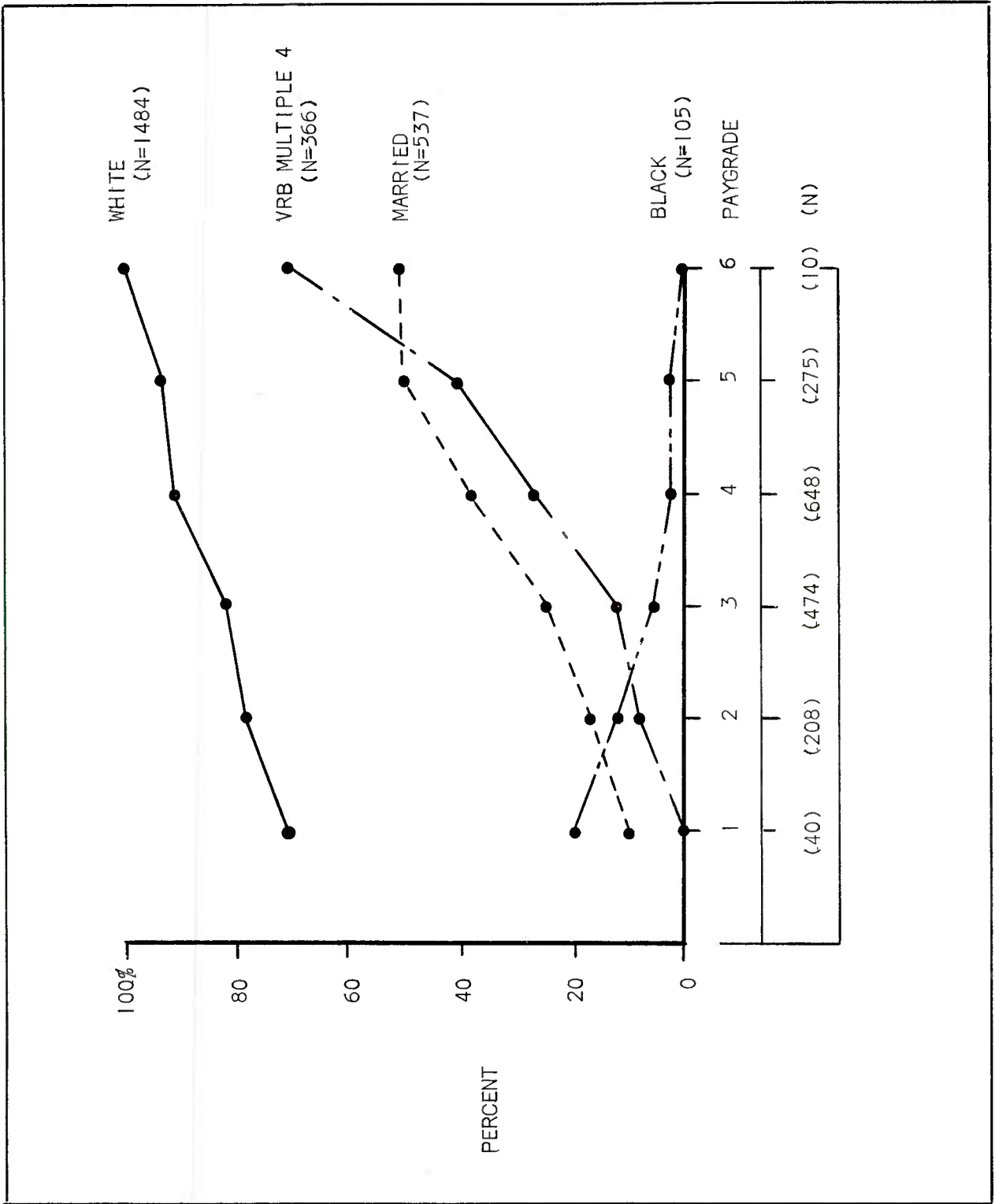


Figure 4-2. Relationship Between Pay Grade, Race, Marital Status and VRB Multiple 4

Table 4-3. Analysis of Responses to Ordinal Items by Pay Grade

	1	2	3	4	5	6	Total	(N)	F	Question
	(40)	(208)	(474)	(648)	(275)	(10)		(1655)		17
	1.15	1.29	1.39	1.60	1.84	2.00	1.53	(1635)	15.030**	Background Information
	3.76	3.72	3.86	3.76	3.57	3.10	3.75	(1631)	0.897	24
	2.43	2.43	2.81	3.00	3.13	3.20	2.88	(1650)	29.170**	25
	3.00	3.25	3.23	3.18	3.06	3.20	3.18	(1615)	2.043	35
	3.89	3.87	4.02	3.61	3.15	3.10	3.68	(1631)	13.349**	36
	2.92	2.82	2.66	2.73	2.69	2.80	2.72	(1627)	0.995	40
	3.33	3.24	3.44	3.30	3.14	2.90	3.31	(1603)	3.048**	45
	3.97	3.96	4.31	4.34	4.04	3.90	4.22	(1621)	7.796**	48
	3.25	3.37	3.79	4.05	4.19	4.60	3.90	(1583)	10.645**	49
	2.14	2.05	1.77	1.81	1.69	1.80	1.82	(1624)	3.345**	50
	3.29	3.11	3.44	3.36	3.18	3.30	3.32	(1640)	2.631*	51
	3.22	2.95	3.02	3.03	3.04	2.70	3.02	(1605)	0.679	53
	3.44	3.02	3.07	2.95	2.75	1.70	2.96	(1643)	4.917**	54
	3.50	3.46	3.62	3.45	3.53	3.50	3.51	(1636)	1.218	55
	2.37	2.32	2.43	2.48	2.49	2.40	2.44	(1631)	0.723	56
	3.51	3.65	3.85	3.93	3.72	3.80	3.83	(1643)	2.594*	57
	2.00	1.74	2.42	2.67	2.87	3.00	2.60	(573)	8.544**	61
	3.50	3.46	3.71	3.65	3.47	3.20	3.60	(558)	0.727	62
	2.75	2.34	2.45	2.28	1.98	2.20	2.25	(553)	1.384	63
	2.32	2.29	2.60	2.48	2.30	2.30	2.46	(1567)	2.431*	65
	3.58	3.01	2.70	2.36	2.34	2.40	2.54	(1515)	15.564**	67
	3.27	3.11	3.24	3.06	2.79	2.20	3.07	(1561)	7.487**	69
	3.59	3.43	3.62	3.66	3.54	4.20	3.60	(1555)	1.619	70
	3.65	3.86	4.08	3.84	3.67	3.50	3.88	(1561)	4.645**	71
	3.86	3.93	4.07	3.95	3.83	3.60	3.96	(1541)	2.709*	74
	3.32	3.23	3.38	3.36	3.41	3.20	3.36	(1567)	0.756	76
	3.09	2.68	2.63	2.43	2.27	1.90	2.50	(1578)	6.514**	77
	2.97	2.70	2.73	3.10	3.42	3.50	3.00	(1541)	22.060**	78
	2.69	2.76	2.87	2.73	2.54	2.80	2.74	(1559)	3.894**	79
	1.53	2.17	3.16	3.21	3.30	3.40	3.05	(1577)	46.835**	80

*Significant at the .05 level

**Significant at the .01 level

Table 4-3. Analysis of Responses to Ordinal Items by Pay Grade (Cont'd)

	1	2	3	4	5	6	Total	(N)	F	Question
3.66	3.61	3.90	3.85	3.89	3.90	3.84	(1581)	2.395*	81	Attitude Toward Navy (cont.)
3.11	2.87	2.81	2.62	2.59	2.60	2.71	(1559)	4.372**	82	
3.51	3.46	3.76	3.59	3.52	3.80	3.61	(1638)	3.162**	83	
3.47	3.25	3.36	3.56	3.46	3.44	3.44	(1638)	2.862*	84	
1.91	2.74	3.06	4.00	4.48	5.00	3.63	(1596)	63.435**	89	
3.21	3.49	3.29	3.13	2.83	2.80	3.17	(1642)	7.368**	90	
3.63	3.56	3.79	3.81	3.91	3.80	3.79	(1645)	2.710*	91	
3.68	3.58	3.76	3.52	3.16	2.70	3.53	(1639)	9.590**	92	
4.16	3.57	3.51	3.19	2.82	2.40	3.29	(1633)	17.824**	93	
4.13	3.51	3.31	3.01	2.85	3.30	3.16	(1640)	13.255**	94	
3.05	3.34	3.54	3.47	3.57	3.80	3.49	(1641)	1.727	95	Attitude Toward
3.92	3.36	3.23	3.00	2.83	2.90	3.10	(1626)	8.781**	97	Job and Training
3.97	3.47	3.43	3.14	2.98	3.40	3.26	(1623)	11.287**	98	
3.29	2.69	2.75	2.45	2.39	2.40	2.57	(1628)	7.257**	99	
4.24	4.05	4.16	4.15	4.18	4.33	4.15	(1603)	0.660	101	
3.03	2.76	2.99	3.05	2.89	2.80	2.97	(1623)	1.694	102	
3.21	2.98	3.42	3.24	3.28	3.78	3.27	(1597)	3.910**	103	
3.28	2.94	3.22	3.13	3.10	3.20	3.13	(1616)	1.472	104	
4.03	3.59	3.35	3.14	2.94	2.80	3.24	(1607)	12.655**	106	
1.03	1.19	1.35	1.59	2.07	2.10	1.54	(1637)	31.597**	107	
3.65	3.32	3.40	3.25	3.04	3.00	3.27	(1607)	5.872**	134	Attitude Toward Career Counseling Program
2.68	2.56	2.57	2.52	2.42	2.50	2.53	(1697)	1.056	136	
3.00	2.52	2.50	2.36	2.22	2.20	2.38	(596)	1.068	137	
2.78	2.79	2.93	2.74	2.65	2.40	2.79	(1615)	3.209**	141	
3.28	3.27	3.55	3.45	3.30	3.10	3.42	(1617)	2.687*	142	
3.69	3.27	3.11	3.08	2.80	2.30	3.07	(1613)	7.783**	143	
3.97	3.20	2.92	2.70	2.21	1.70	2.76	(1620)	23.739**	146	
3.11	2.64	2.48	2.34	2.19	2.00	2.40	(1610)	8.696**	147	
2.22	2.31	2.10	2.01	1.96	2.00	2.07	(1616)	3.721**	149	
4.15	4.29	4.34	4.40	4.42	4.40	4.37	(1580)	0.958	150	

*Significant at the .05 level

**Significant at the .01 level

Table 4-3. Analysis of Responses to Ordinal Items by Pay Grade (Cont'd)

	1	2	3	4	5	6	Total	(N)	F	Question
	4.54	4.17	4.12	3.94	3.74	3.20	4.00	(1609)	7.460**	155
	2.41	2.39	2.37	2.07	2.00	2.67	2.19	(1561)	7.771**	156
	2.83	2.53	2.60	2.36	2.28	2.67	2.45	(1520)	4.709**	162
	3.09	2.88	2.01	2.91	2.74	3.00	2.91	(1567)	2.482*	163
	4.23	4.17	4.07	3.99	3.99	3.80	4.04	(1521)	2.986*	167
	4.18	3.36	3.46	3.30	3.09	3.60	3.34	(1573)	4.119**	169
	2.43	2.20	2.24	2.23	2.24	2.25	2.24	(961)	0.302	175b
	1.57	1.57	1.52	1.47	1.46	1.50	1.49	(940)	0.476	175c
	1.83	1.68	1.63	1.59	1.54	1.63	1.60	(953)	0.797	175d

*Significant at the .05 level

**Significant at the .01 level

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from this pay grade indicated they were treated somewhat fairly. Responses across all pay grades were generally negative concerning the Navy's interest in people as individual human beings (Q81) and whether the Navy treats individual Navymen with respect (Q83). There were significant differences across pay grades, with pay grade 6 responding in the most negative manner, and pay grade two, the least. All pay grades generally disagreed when asked if the Navy was making good use of the talents of their shipmates (Q91). In rating the importance of their current job in the Navy (Q99) there were significant differences among responses across pay grades. Pay grade 1 favored a no opinion response, while pay grade 5 indicated a slightly positive response. The remaining pay grades varied between these two extremes.

3. Work Environment

In comparing the utilization of their abilities between civilian and Navy jobs (Q50), there were significant differences in responses. All pay groups sampled responded that their abilities could be utilized somewhat better in a civilian job. Pay grade 1 was the least positive, followed by pay grades 2, 4, 6, 3 and 5. Clearly the initial and end retirement parts of the career pattern can account for some of these differences.

Number of months spent at sea in the past year (Q80) increased directly with the pay grade. Pay grade 1 indicated from 1 to 3 months, and pay grade 6 indicated closer to six months. Pay grade 1 was the least satisfied with their current job assignment (Q94) while pay grade 5 was the most satisfied.

In rating the interest factor of their present job (Q97), there were significant differences in their responses, with pay grade 1 tending toward judging their job to be fairly uninteresting and pay grade 5 tending toward reporting that their jobs were fairly interesting.

4. Personal Factors

a. Attitudes and Values

All pay grades generally disliked being in the Navy (Q57). Pay grade 1 gave the least negative response, followed by pay grades 2, 5, 3, 4 and 6. However, there was no significant difference between pay grades in feelings as to the contribution to society individuals made by serving in the Navy (Q55). All pay grades felt they were making at least some small contribution by serving in the Navy.

All pay grades felt it was at least of some importance to be regarded as a good Navyman by their superiors (Q65). Pay grade 2 rated this factor highest, followed by pay grades 5, 6, 1, 4 and 3.

There were significant differences across pay grade with respect to whether being in the Navy was a valuable experience (Q77). Pay grade 1 felt it was least favorable, with responses becoming more positive as pay grade increases.

b. Incentives

There were significant differences in the responses to a question about VRB. All pay grades indicated that the VRB would have some influence on their decision to reenlist (Q36). The degree of influence varied, with pay grade 3 judging VRB to be least influential, followed by pay grades 1, 2, 4, 5 and 6. In comparing a Navy career financially against a civilian career (Q48), all Navyman samples thought a civilian career would be somewhat better financially. Pay grade 4 rated a civilian career highest, followed by pay grades 3, 5, 1, 2 and 6.

D. MARITAL STATUS ANALYSIS

This section describes the results of the one-way analysis of variance for five categories of marital status as represented in the sample. The five categories are: never married, married, legally separated, widowed, and divorced. Results for seven of the 22 critical items are shown in Figure 4-3. Additional results are shown in Table 4-4. Be apprised of the small sample size of the legally separated and widowed groups when consulting this table.

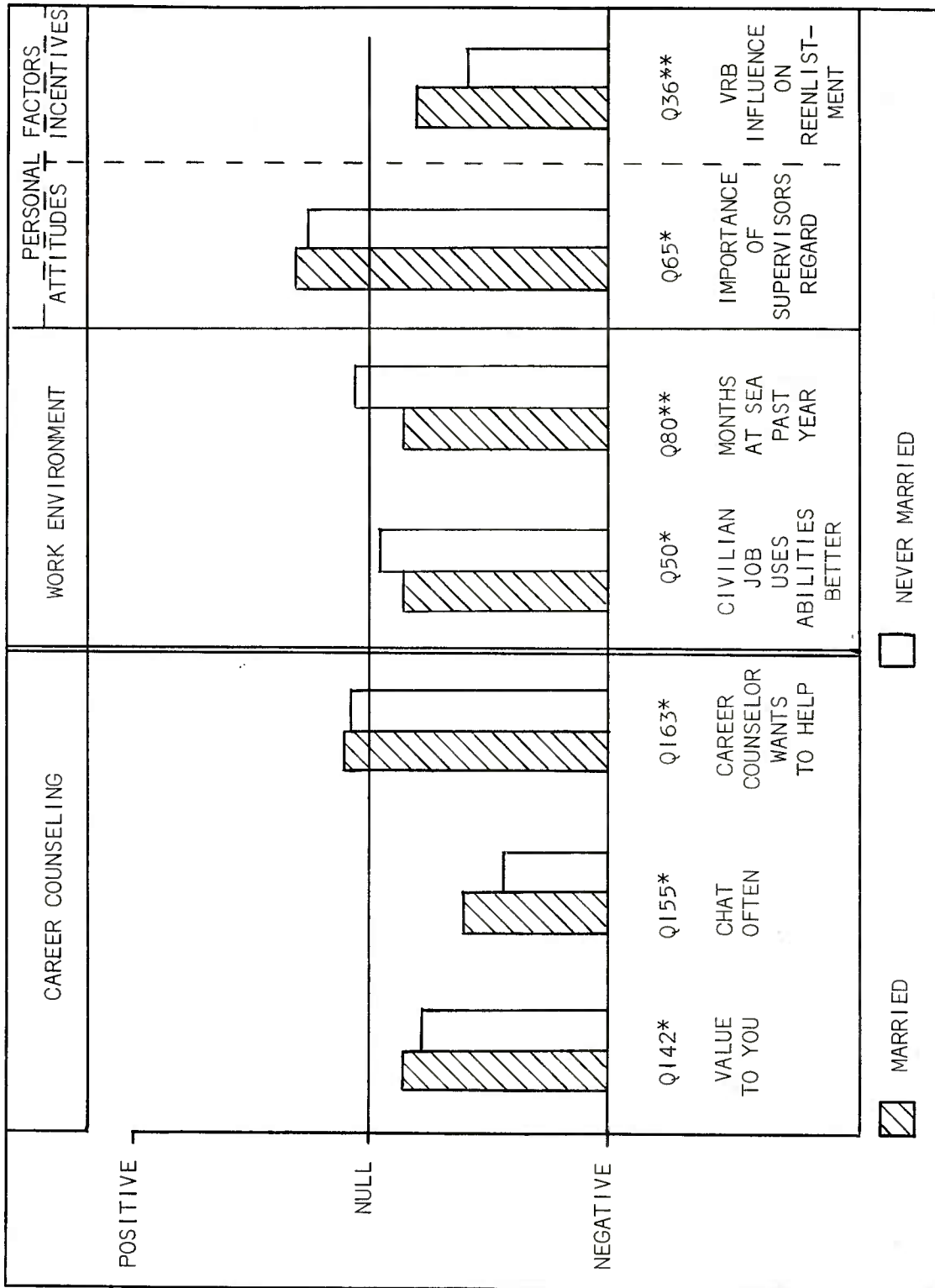
1. Career Counseling Program

All groups except widowers indicated that career counseling had no effect on their intent to reenlist (Q35) (see Table 4-4). Widowed respondents indicated it had a generally positive influence.

In comparing ratings of the value of the Career Counseling Program personally (Q142), significant differences between the groups were found. Most groups indicated that the program had some value. There were also significant differences in the frequency of interaction with career counselors on an informal basis (Q155). All groups indicated they seldom chatted with him. However, married personnel chatted with him most frequently, followed by the legally separated, divorced, never married, and widowed. Most groups indicated a no opinion when asked if they thought their career counselor was really interested in helping them to make the most of their life (Q163).

2. Organizational Climate

There were no significant differences of responses among marital status groups for any of the questions that pertained to organizational climate. All groups tended to disagree with the statements that the Navy was interested in them as individual human beings (Q81) or that the Navy treated them as persons worthy of respect (Q83). With regard to judged importance of job to Navy (Q99), responses ranged from slightly negative, by the widowed group, to slightly positive, with the legally separated indicating the most positive followed by the married, divorced and never married. All groups rated their commanding officer's interest in their career progress (Q103) average or a little lower.



*Significant at .05 level
**Significant at .01 level

Figure 4-3. Married/Never Married Difference by Domains

Table 4-4. Analysis of Responses to Ordinal Items by Marital Status

NEVER MARRIED (1111)	MARRIED (537)	LEGALLY SEPARATED (11)	WIDOWED (2)	DIVORCED (38)	TOTAL	(N)	F	QUESTION
3.40	3.93	3.55	2.00	3.68	3.57	(1699)	27.399**	6
1.07	2.47	2.18	1.50	1.39	1.53	(1647)	477.852**	17
3.81	3.68	2.45	4.00	3.29	3.75	(1674)	1.983	24
2.84	2.97	2.82	3.00	2.76	2.88	(1693)	2.606*	25
3.20	3.12	3.09	2.00	3.00	3.17	(1657)	1.866	35
3.81	3.43	3.91	2.00	3.39	3.68	(1675)	6.691**	36
2.70	2.74	2.91	1.00	2.92	2.72	(1672)	1.839	40
3.29	3.34	2.45	4.50	3.21	3.30	(1643)	2.453*	45
4.24	4.17	4.18	4.00	4.08	4.22	(1664)	0.618	48
3.81	4.07	3.36	4.00	3.92	3.89	(1623)	2.875*	49
1.86	1.74	1.64	1.50	2.26	1.83	(1668)	2.478*	50
3.32	3.28	3.27	3.00	3.42	3.31	(1684)	0.166	51
3.01	3.01	2.64	3.50	3.05	3.01	(1647)	0.463	53
2.97	2.93	2.82	2.00	3.00	2.95	(1686)	0.359	54
3.56	3.41	3.55	3.00	3.41	3.51	(1678)	1.414	55
2.36	2.61	2.64	1.50	2.26	2.44	(1674)	4.534**	56
3.82	3.82	4.18	3.50	3.55	3.81	(1685)	0.668	57
2.54	2.59	2.63	0.00	2.40	2.58	(586)	0.057	61
3.69	3.60	3.75	0.00	3.40	3.60	(571)	0.100	62
3.11	2.20	3.50	0.00	4.20	2.28	(567)	5.540**	63
2.52	2.38	1.67	3.00	2.11	2.46	(1608)	2.393*	65
2.56	2.56	2.22	4.00	2.24	2.55	(1553)	1.191	67
3.10	3.02	3.22	3.00	3.05	3.07	(1602)	0.492	69
3.58	3.63	3.67	5.00	3.32	3.59	(1596)	0.938	70
3.87	3.90	4.33	1.00	3.79	3.88	(1602)	1.828	71
3.95	3.97	4.44	5.00	3.97	3.96	(1578)	0.993	74
3.31	3.42	3.50	4.00	3.57	3.35	(1604)	1.671	76
2.53	2.46	2.70	5.00	2.24	2.50	(1618)	1.820	77
2.97	3.07	2.80	3.00	2.84	3.00	(1580)	1.221	78
2.75	2.75	2.60	3.00	2.53	2.74	(1599)	0.565	79

*Significant at the .05 level

**Significant at the .01 level

Table 4-4. Analysis of Responses to Ordinal Items by Marital Status (Cont'd)

NEVER MARRIED	MARRIED	LEGALLY SEPARATED	WIDOWED	DIVORCED	TOTAL	(N)	F	QUESTION	Attitude Toward Navy (cont.)
2.92	3.26	3.50	1.00	2.82	3.03	(1616)	9.658**	80	Attitude Toward Navy (cont.)
3.83	3.86	4.00	5.00	3.47	3.84	(1619)	1.518	81	
2.75	2.67	2.50	3.00	2.55	2.71	(1595)	0.893	82	
3.62	3.59	3.55	3.50	3.45	3.61	(1679)	0.267	83	
3.38	3.54	3.27	4.50	3.58	3.44	(1679)	2.333	84	
3.56	3.77	3.55	3.00	3.08	3.62	(1636)	2.648*	89	Attitude Toward Job and Training
3.15	3.21	3.27	2.00	3.34	3.17	(1682)	0.730	90	
3.74	3.89	3.91	3.50	3.68	3.79	(1685)	1.782	91	
3.55	3.50	3.45	3.00	3.47	3.53	(1680)	0.245	92	
3.30	3.27	3.27	5.00	3.08	3.29	(1672)	1.203	93	
3.20	3.11	3.00	4.00	2.87	3.16	(1681)	1.129	94	
3.44	3.59	3.82	2.50	3.53	3.49	(1682)	1.441	95	
3.16	3.03	2.64	4.00	3.03	3.11	(1666)	1.537	97	
3.30	3.19	2.82	4.00	3.26	3.26	(1663)	1.494	98	
2.63	2.51	1.91	3.50	2.58	2.58	(1669)	1.860	99	
4.16	4.10	4.45	5.00	4.30	4.15	(1643)	1.331	101	Attitude Toward Career Counseling Program
2.99	2.97	2.73	3.50	2.63	2.98	(1663)	0.851	102	
3.24	3.35	3.55	4.00	3.00	3.27	(1636)	1.468	103	
3.13	3.13	3.27	4.00	3.08	3.13	(1655)	0.286	104	
3.29	3.14	4.09	4.00	3.05	3.24	(1646)	3.423**	106	
1.44	1.72	1.64	1.00	1.58	1.53	(1676)	7.985**	107	
3.32	3.19	3.50	2.50	3.13	3.28	(1648)	2.216	134	
2.58	2.46	2.60	1.50	2.21	2.53	(1636)	2.666*	136	
2.54	2.37	2.88	0.00	1.80	2.39	(609)	0.854	137	
2.85	2.70	3.09	3.50	2.49	2.80	(1653)	3.063*	141	
3.48	3.32	3.73	4.50	3.19	3.42	(1655)	2.578*	142	
3.10	3.05	2.82	4.00	2.95	3.08	(1649)	0.865	143	
2.80	2.73	2.91	3.50	2.51	2.77	(1656)	0.741	146	
2.43	2.36	2.40	3.00	2.08	2.40	(1645)	1.390	147	
2.10	2.01	1.91	1.00	2.16	2.07	(1653)	1.465	149	

*Significant at the .05 level

**Significant at the .01 level

Table 4-4. Analysis of Responses to Ordinal Items by Marital Status (Cont'd)

NEVER MARRIED	MARRIED	LEGALLY SEPARATED	WIDOWED	DIVORCED	TOTAL	(N)	F	QUESTION
4.39	4.36	4.27	4.00	4.16	4.37	(1617)	0.731	150
4.07	3.86	4.00	5.00	4.03	4.00	(1647)	3.132*	155
2.20	2.21	2.45	4.00	1.97	2.20	(1598)	1.931	156
2.47	2.43	1.90	3.50	2.42	2.45	(1555)	1.234	162
2.97	2.81	2.70	4.00	2.75	2.91	(1603)	2.770*	163
4.04	4.02	3.91	4.00	4.15	4.04	(1557)	0.408	167
3.45	3.11	3.20	5.00	3.73	3.35	(1607)	5.549**	169
2.22	2.26	2.20	2.00	2.33	2.24	(979)	0.457	175b
1.51	1.46	1.40	1.00	1.50	1.49	(957)	0.467	175c
1.61	1.60	1.20	1.00	1.21	1.60	(969)	1.966	175d
								Attitude Toward Counselor
								Attitude Toward Counseling Interviews

*Significant at the .05 level

**Significant at the .01 level

3. Work Environment

When asked about the extent to which their abilities could be used in a civilian job, as compared with how the Navy is using them now (Q50), there were significant differences in responses. All groups indicated their abilities would be better utilized in civilian jobs, with the widowed indicating this the highest, followed by the legally separated, married, never married, and divorced. There were significant differences in the number of months spent at sea in the last year (Q80). The widowed spent no time at sea followed by the divorced, never married, married, and legally separated. The mean response was three to six months.

There was no significant difference in the groups' response as to their current job assignment (Q94) and whether their current job was interesting (Q97). Except for the widowed, who indicated they were fairly unsatisfied in their current job assignment, although it was fairly interesting, all groups indicated average responses to both questions.

4. Personal Factors

a. Attitudes and Values

All marital status groups felt they were making a contribution to society by serving in the Navy (Q55). Although there was no significance between groups, the never married felt they were making the smallest contribution and the widowed the largest contribution.

There was no significance between groups in their responses as to their liking to be in the Navy (Q57). The responses ranged from neutral (no opinion) to some degree of dislike. The most negative responses were from the legally separated, followed by the never married, married, divorced and widowed.

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All marital status groups, except one, felt it was important to be well regarded as Navymen by their superiors (Q65). The exception was the widowed which indicated a neutral, no opinion, response. The legally separated rated this factor highest followed by the divorced, married, and never married.

The majority of groups generally agreed that their service in the Navy was a valuable experience (Q77). The widowed strongly disagreed with this statement however. Of the remaining groups the legally separated indicated the most neutral response and the divorced the most positive response, with no significant difference among groups.

b. Incentives

There were significant differences in the amount of influence the VRB was judged to have on the intent to reenlist (Q36). Widowers indicated the VRB would have a fair amount of influence, while the other groups respectively indicated lesser degrees of influence as follows--divorced, married, never married, and legally separated. In comparing a civilian career financially with a Navy career (Q48), significant differences among groups failed to emerge.

II. UNIT DATA ANALYSIS RESULTS

Survey data for each of the 18 locations sampled were aggregated by unit, and results examined to determine what influence the organizational environment might have on personnel satisfaction and reenlistment intent. Inspection of the data indicated that the organizational climate might have an effect on reenlistment intent, as well as on some of the measures of satisfaction.

In order to explore this possibility further, units were ranked with respect to reenlistment intent. The measure used for ranking was the complement of the percentage of enlisted personnel who did not intend to reenlist. This seemingly negative measure was adopted to ensure the greater stability; since it has been found that more who say they do not intend to reenlist actually do not reenlist than vice versa. (Goffard, DeGracie, and Vineberg, 1972) Results of comparisons among selected variables, appear in Table 4-5.

To examine the effects of organizational climate more fully, Spearman rank-order correlations were computed for seven of the 22 variables that were found to discriminate significantly among reenlistment intent groups. Results appear in Table 4-6. Rhos are presented in descending order of magnitude, regardless of sign. Although the method of aggregating data tends to inflate the size of the correlations, the coefficients are urging strongly that the influence of organizational climate on reenlistment intent should be both significant and relatively high. This suggests that the Navy might be able to increase retention by taking steps to improve the organizational environment of units in the areas identified in Table 4-6.

To further explore this issue, selected rank-order correlations between questions identified in Table 4-6 were also computed. For example, in the Career Counseling Program domain, judged value of the program to the individual (Q142) correlated .996 with its judged value to the Navy (Q141). The results can be interpreted to mean that, in this area, the organizations sampled

Table 4-5. Unit Analysis Relating Reenlistment Intent to Response by Unit

Unit	Type of Service	Reenlistment Intent			VRB Effects			
		Intent Rank	(N)	Percent No Q31	Percent Yes Today Q39	Percent Receiving (all) Q21	Percent Receiving (4) Q21	Influence on Reenlistment (Mn) Q38
HS-6	Air	1	(29)	58.6	21.4	41.4	27.6	3.62
VS-33	Air	2	(57)	58.9	20.4	36.4	20.0	3.29
HS-2	Air	3	(26)	60.0	19.2	19.2	11.5	3.62
VS-37	Air	4	(47)	63.8	19.6	27.7	19.1	3.32
VS-38	Air	5	(45)	64.4	14.0	40.0	17.8	3.44
Sub Squad 5	Sub	6	(40)	67.5	18.4	62.5	50.0	2.95
Barbey	Surf	7	(117)	69.2	17.4	43.4	35.4	3.58
Buckley	Surf	8	(12)	72.7	25.0	16.7	16.7	3.08
Conyngham	Surf	9	(141)	75.4	10.1	50.4	32.1	3.68
Daniels	Surf	10	(153)	77.6	6.7	36.7	24.0	3.44
Agerholm	Surf	11	(122)	77.7	9.1	23.5	18.5	3.76
Chicago	Surf	12	(149)	77.7	13.8	40.3	17.4	3.50
Albert David	Surf	13	(97)	81.1	8.4	35.1	24.5	3.86
Ticonderoga	Car	14	(198)	81.6	7.3	31.4	17.0	3.66
Constellation	Car	15	(154)	87.7	5.3	24.8	11.8	3.69
Sub Squad 3	Sub	16	(11)	90.9	0.0	81.8	81.8	3.36
Buchanan	Surf	17	(93)	92.5	3.3	41.3	29.4	3.99
Kennedy	Car	18	(220)	93.2	4.1	25.0	13.7	4.16
Totals (N)	F		(1711)	79.2 (1698)	9.8 (1676)	35.0 (1667)	22.0 (1667)	3.68 (1684)
								3.360**

*Significant at the .05 level
**Significant at the .01 level

Table 4-5. Unit Analysis Relating Reenlistment Intent to Response by Unit (Cont'd)

Intent Rank	(N)	Time at Sea During Past Year		Age (Years) Q2	Marital Status Percent (Unmarried) Q16	Race (N = 1703) Q15		Time in Service (Months) Q7	Pay Grade Q6
		Percent None Q80	Percent 6-12 Months			Percent Black	Percent White		
1	(29)	26.9	15.4	20.83	62.1	13.8	82.2	27.38	4.15
2	(57)	30.8	1.9	20.79	62.5	5.3	89.5	23.75	3.35
3	(26)	76.1	0.0	21.68	57.7	3.9	92.3	29.00	3.96
4	(47)	49.0	0.0	21.00	65.2	6.4	85.1	23.18	3.48
5	(45)	26.8	4.9	22.71	66.7	6.7	77.8	27.93	3.69
6	(40)	0.0	29.0	21.23	72.5	5.0	92.5	28.53	3.90
7	(117)	69.0	9.7	20.24	79.5	10.3	76.9	16.07	2.96
8	(12)	0.0	90.9	20.83	66.7	8.3	83.3	29.92	3.36
9	(141)	6.7	43.7	21.39	57.3	7.2	90.7	29.09	3.53
10	(153)	8.8	13.5	21.31	72.4	4.6	91.4	28.01	3.45
11	(122)	39.5	3.5	20.68	71.3	7.4	86.9	24.85	3.06
12	(149)	7.9	75.7	21.92	58.1	7.4	81.1	35.99	3.77
13	(97)	11.7	63.8	21.03	70.8	5.2	88.5	26.52	3.35
14	(198)	3.2	83.8	22.01	60.0	6.1	86.3	37.19	3.78
15	(154)	2.1	86.2	22.27	62.3	2.0	89.6	41.36	3.87
16	(11)	22.2	0.0	22.91	72.7	0.0	100.0	43.09	4.91
17	(93)	1.1	87.6	21.72	66.3	5.4	87.0	30.48	3.75
18	(220)	0.0	93.5	22.24	64.0	6.4	90.0	34.85	3.57
Totals (N)	(1711)	16.0 (1625)	52.1 (1625)	21.56 (1698)	65.4 (1699)	6.2 (105)	87.1 (1484)	30.83 (1690)	3.57 (1655)
F			7.482**					14.999**	9.538**

*Significant at the .05 level

**Significant at the .01 level

Table 4-5. Unit Analysis Relating Reenlistment Intent to Response by Unit (Cont'd)

Intent Rank	(N)	Attitudes Toward Career Counseling Program					
		Value of Career Counseling Program to You (Mn) Q142	Value of Career Counseling Program to Navy (Mn) Q141	Should Career Counseling Program be Expanded to Meet Individual Needs (Mn) Q149	Consideration of "beefs" (Mn) Q150	Help in Expediting Orders (Percent No) Q152	Easy to See Counselor (Percent Very Easy) Q153
1	(29)	3.03	2.62	1.90	4.34	55.2	24.1
2	(57)	2.63	2.40	2.16	3.96	38.6	17.5
3	(26)	3.08	2.62	2.23	4.23	36.0	19.2
4	(47)	3.40	2.74	2.09	4.19	39.1	34.8
5	(45)	3.13	2.64	2.13	4.75	66.7	36.4
6	(40)	3.56	2.88	1.98	4.23	64.1	20.0
7	(117)	3.25	2.68	1.92	4.41	52.3	33.3
8	(12)	3.08	2.58	2.00	4.52	54.5	40.8
9	(141)	3.37	2.82	2.08	4.29	49.6	23.9
10	(153)	3.63	2.83	2.15	4.62	51.4	46.9
11	(122)	3.33	2.65	2.06	3.82	40.0	32.2
12	(149)	3.11	2.52	1.86	4.46	45.3	22.1
13	(97)	3.49	2.93	2.12	4.59	53.8	55.8
14	(198)	3.38	2.80	2.07	4.20	57.5	23.8
15	(154)	3.36	2.68	2.05	4.46	44.7	26.2
16	(11)	4.55	3.36	2.00	4.36	36.4	18.2
17	(93)	4.03	3.28	2.16	4.66	65.1	24.7
18	(220)	3.74	3.03	2.14	4.42	56.5	25.2
Totals (N)	(1711)	3.42 (1663)	2.79 (1664)	2.07 (1662)	4.37 (1626)	51.3 (1636)	29.5 (1650)
F		6.306**	3.611**	0.991	5.696**		

*Significant at the .05 level

**Significant at the .01 level

Table 4-5. Unit Analysis Relating Reenlistment Intent to Response by Unit (Cont'd)

Intent Rank	(N)	Enlisted Personnel Attitudes Toward Navy					Wives Judged Attitudes and Their Impact on Reenlistment				
		Like Being Navy (Mn) Q57	Importance to Naviyman of Superior's Regard (Mn) Q65	Navy Interested in You as an Individual (Mn) Q81	Navy Treats You as a Person Worthy of Respect (Mn) Q83	Navy Treatment of Minority Enlisted Personnel (Mn) Q82	Better Use of Abilities in Civilian Job Than Navy (Mn) Q50	Wife Proud to be Associated With Navy (Mn) Q62	(N)	Percent Wives Judged to Prefer Reenlistment in Navy (Mn) Q64	Influence of Wife's Feelings on Reenlistment (Mn) Q63
1	(29)	3.31	1.92	3.46	3.10	2.35	2.10	2.91	(11)	18.2	1.91
2	(57)	3.29	2.45	3.52	3.18	3.19	2.09	3.19	(21)	4.8	2.10
3	(26)	3.23	2.16	3.48	3.15	2.28	2.08	2.70	(10)	20.0	2.10
4	(47)	3.51	2.26	3.41	3.09	2.67	2.11	3.35	(17)	20.0	2.81
5	(45)	3.27	2.17	3.25	3.16	2.83	2.23	3.00	(14)	7.7	2.43
6	(40)	3.62	2.13	3.97	3.54	2.51	1.97	3.50	(10)	10.0	3.20
7	(117)	3.41	1.96	3.61	3.40	2.83	2.03	3.54	(24)	0.0	2.33
8	(12)	3.17	1.81	3.50	3.08	2.82	2.73	2.00	(4)	0.0	1.33
9	(141)	3.88	2.29	3.89	3.59	2.66	1.86	3.54	(57)	7.0	1.91
10	(153)	3.90	2.54	3.86	3.58	2.33	1.79	3.60	(43)	4.7	2.51
11	(122)	3.69	2.39	3.57	3.70	3.07	1.73	3.78	(32)	0.0	2.16
12	(149)	3.67	2.27	3.75	3.50	2.65	1.88	3.35	(57)	10.5	2.05
13	(97)	3.88	2.57	3.74	3.47	2.65	2.94	3.78	(32)	3.2	2.42
14	(198)	3.69	2.55	3.73	3.61	2.77	1.77	3.69	(76)	10.5	2.29
15	(154)	4.01	2.44	4.02	3.62	2.73	1.70	3.59	(56)	5.5	2.70
16	(11)	4.64	3.44	4.44	4.27	3.22	1.36	4.33	(3)	0.0	2.67
17	(93)	4.22	3.02	4.31	4.08	2.98	1.59	3.96	(30)	6.7	1.97
18	(220)	4.33	2.83	4.25	4.04	2.63	1.57	4.03	(76)	0.0	2.23
Totals (N)	(1711)	3.81 (1616)	2.46 (1616)	3.84 (1627)	3.60 (1689)	2.72 (1603)	1.83 (1678)	3.60 (573)	(573)	6.4 (565)	2.28 (568)
F		6.722**	4.359**	6.439**	6.262**	3.787**	3.080**	2.335**			1.108

*Significant at the .05 level
**Significant at the .01 level

Table 4-6. Rank-Order Correlations Between Reenlistment Intent, Aggregated by Unit, and Selected Critical Survey Questions

Domain	Question	Rho
Personal Factors (Attitude)	Like being in Navy (Q57)	.851**
Organizational Climate	Navy treats you with respect (Q83)	.835**
Work Environment	Abilities better used in civilian job (Q50)	-.835**
Organizational Climate	Navy interested in you as an individual human being (Q81)	.800**
Personal Factors (Attitude)	Supervisor's regard is important (Q65)	.754**
Personal Factors (Incentives)	VRB would have positive effect on reenlistment (Q36)	.728**
Career Counseling Program	Program has been of personal value (Q142)	.702**

**A correlation of .564 is significant at the .01 level for this size sample.

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tended to agree that "what's good for the Navy is also good for me." In the Organizational Climate domain, being treated by the Navy as an individual (Q81) correlated .976 with being treated as a person worthy of respect (Q83). In the incentives area of the Personnel Satisfaction domain, the extent to which personnel had actually received VRB, (Q21) correlated .839 with reported influence of VRB on reenlistment intent (Q36).

In summary, the results obtained from this unit analysis tend to show that organizational climate, and more specifically, humanistic treatment of enlisted personnel by the Navy, correlates relatively highly with reenlistment intent. Therefore, it follows that a likely strategy to increase the reenlistment rate would be to improve the organizational climate of Navy units, and to increase the extent to which Navymen are treated humanistically. Incentives, designed to appeal to the economic side of man, such as VRB also influenced reenlistment positively, but they tend to be mainly important to those who receive them. Since VRB is designed to function selectively to fill critical specialty billets, these findings are in line with its purpose.

III. JOB SATISFACTION ANALYSIS

Job satisfaction is normally associated with an individual's perception of his work situation. However, since military life often entails more than a normal 40-hour work week, job satisfaction embraces the Navyman's perception of his total Navy situation. For example, Navyman prefer a homeport area of their choice for eight to ten consecutive years while rotating duty stations within that area.

Of the 22 items selected for focus, 18 were categorized according to definitions by Herzberg, et al (1959) as being general measures of job satisfaction, measures of motivating factors, or measures of hygiene factors. The remaining four items referenced career counseling and are treated separately, although normally they would be considered hygienic in nature.

A. GENERAL SATISFACTION

The means of the three reenlistment intent groups for the three items classified as general job satisfaction (Q57), (Q69), (Q70), are displayed in Figure 4-4.

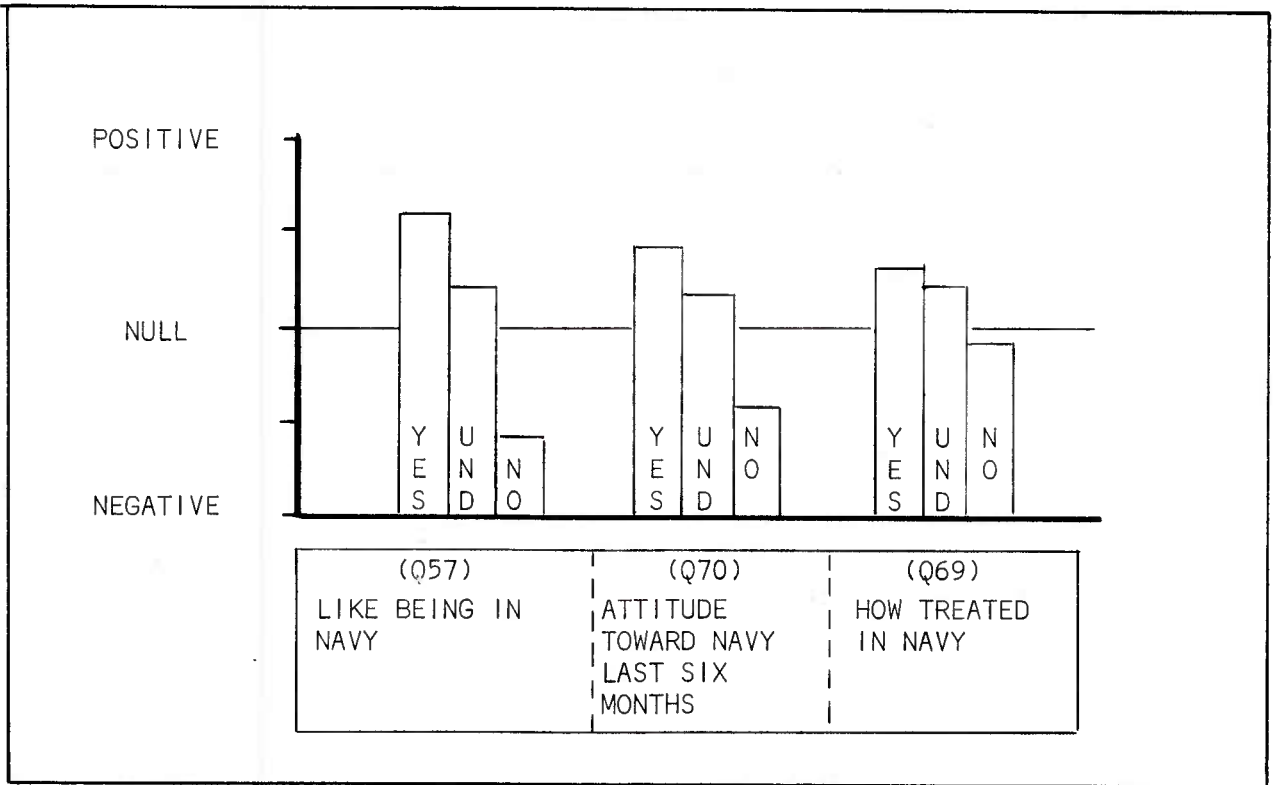


Figure 4-4. General Job Satisfaction

As would be expected, means for the Navymen who intend to reenlist are toward the positive end, with the means for those who do not intend to reenlist toward the negative end of the continuum.

B. MOTIVATING FACTORS

The means of the reenlistment intent groups for the five items falling into the category of motivators are shown in Figure 4-5. The two subcategories of

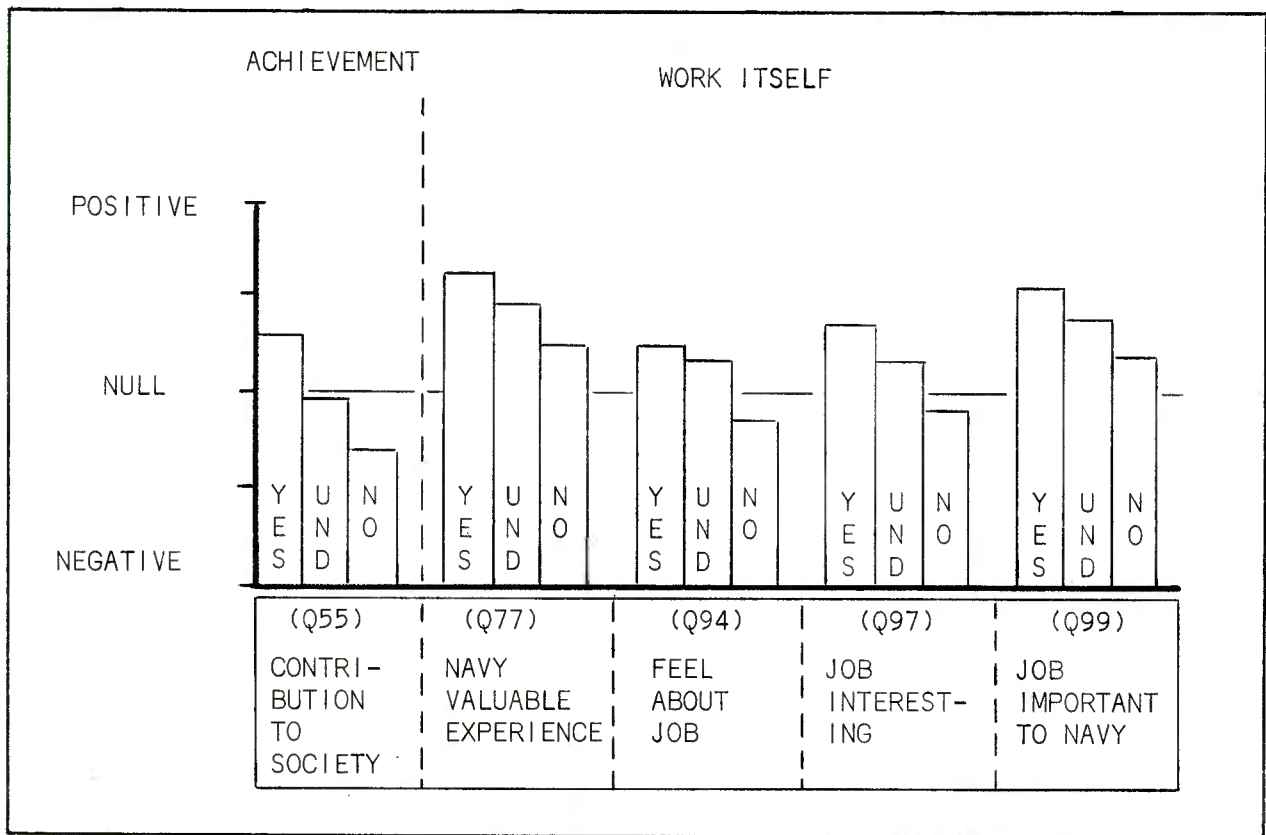


Figure 4-5. Motivating Factors

motivators represented are achievement and work itself. Although the means are significantly different and the three groups maintain the same relationship as they did in the general classification, the differences are not as pronounced. Also, the no group is toward the positive end of the continuum for two of the items.

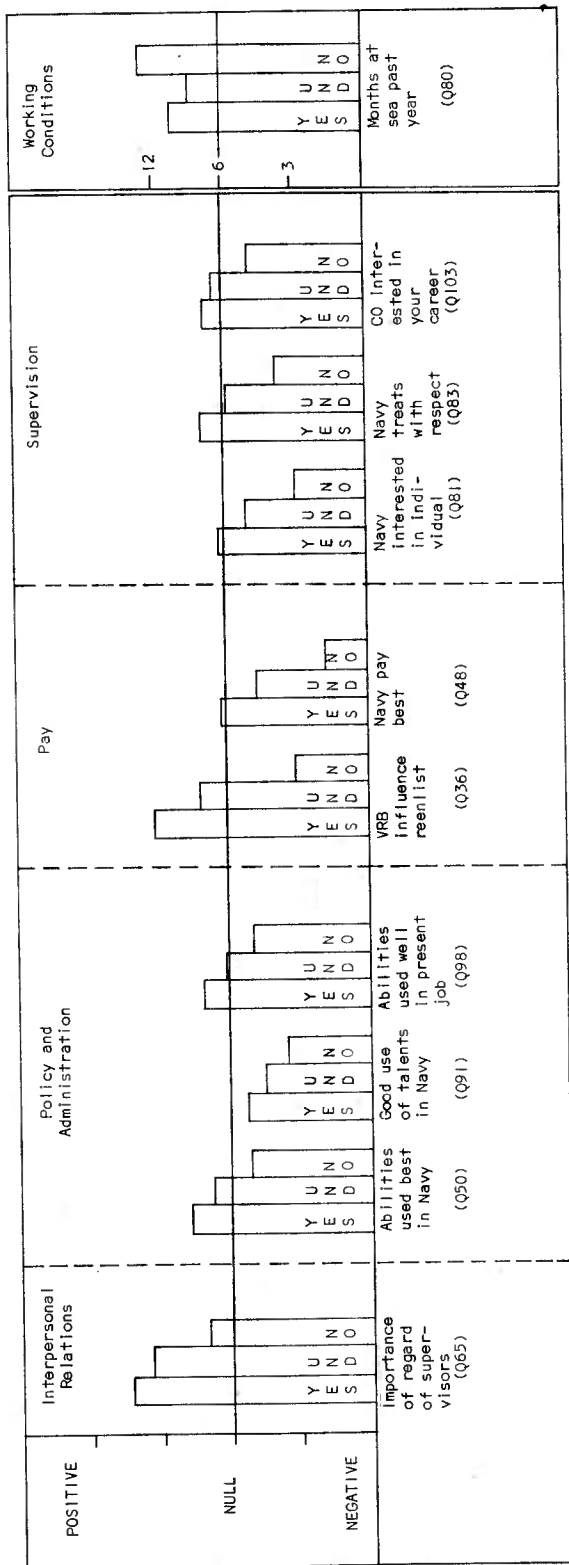


Figure 4-6. Hygienic (Dissatisfaction) Factors

C. HYGIENIC FACTORS

The means of the ten items, which are identified as hygienic factors or dissatisfiers, are compared in Figure 4-6. Note that the item (Q65), interpersonal relations, is an indication of a need--not a reflection of the situation. In general, there appears to be less satisfaction with hygienic factors than with motivating factors.

D. CAREER COUNSELING FACTOR

Of the four items compared in Figure 4-7, the scaling of the means for the last item assumes that more frequent informal contact with a career counselor should have a positive effect.

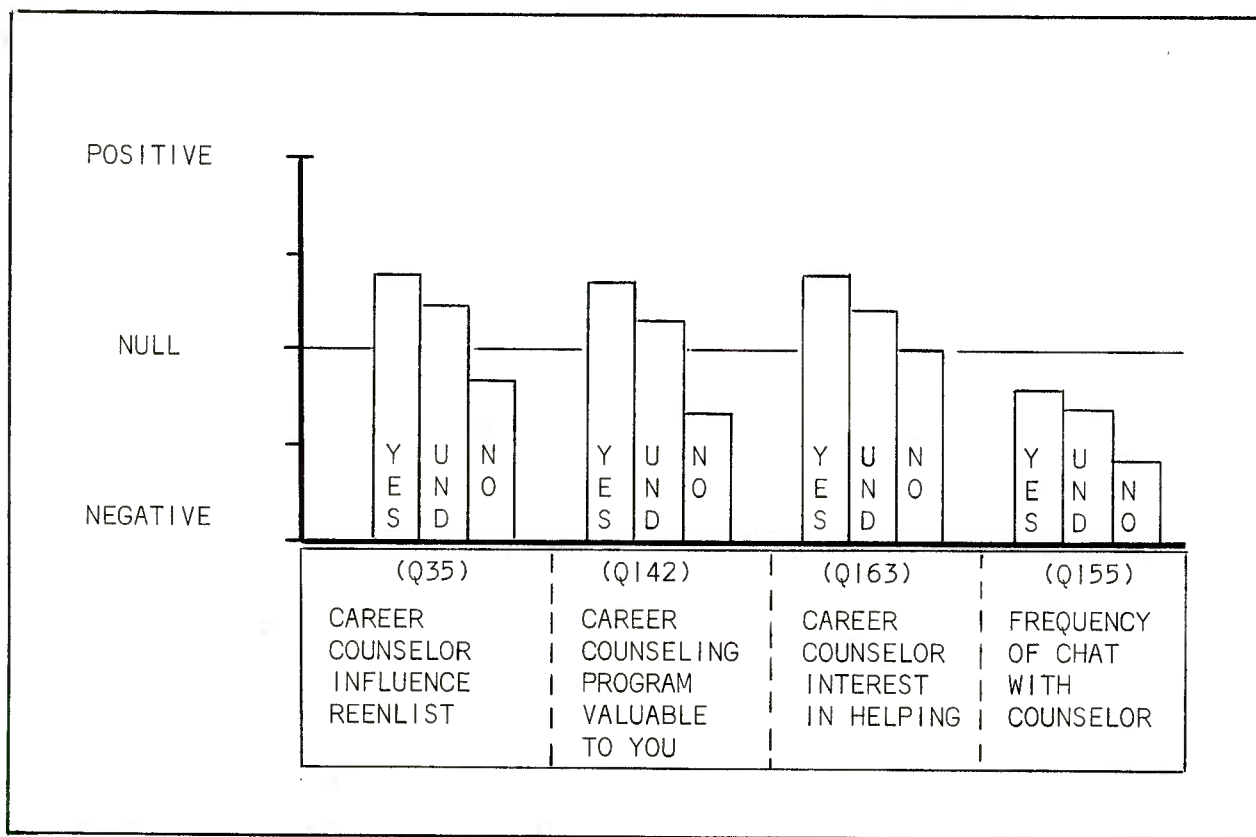


Figure 4-7. Career Counseling Factor

E. COMPARISON OF MOTIVATORS, DISSATISFIERS, AND CAREER COUNSELING

To accomplish a comparison using the theory posited by Herzberg, et al (1959), the means of items within areas were averaged, with a few exceptions. In the area of general job satisfaction, only one item was used on the basis that it was more general, and fortunately the variance of means between reenlistment intent groups was greater. Since the hygienic item dealing with interpersonal relations reflects a need, and the item about months at sea is not on a positive-negative continuum, these two items were not included in the mean averages for hygiene factors. The item referencing frequency of informal discussions with a career counselor was also deleted for this comparison (see Figures 4-6 and 4-7). Although this type of comparison tends to lead to over generalizations, Figure 4-8 does show an interesting trend. The level of general satisfaction of the yes and undecided groups is closely associated with the level for these groups on the motivators, while the general satisfaction of the no group is more closely associated with dissatisfaction.

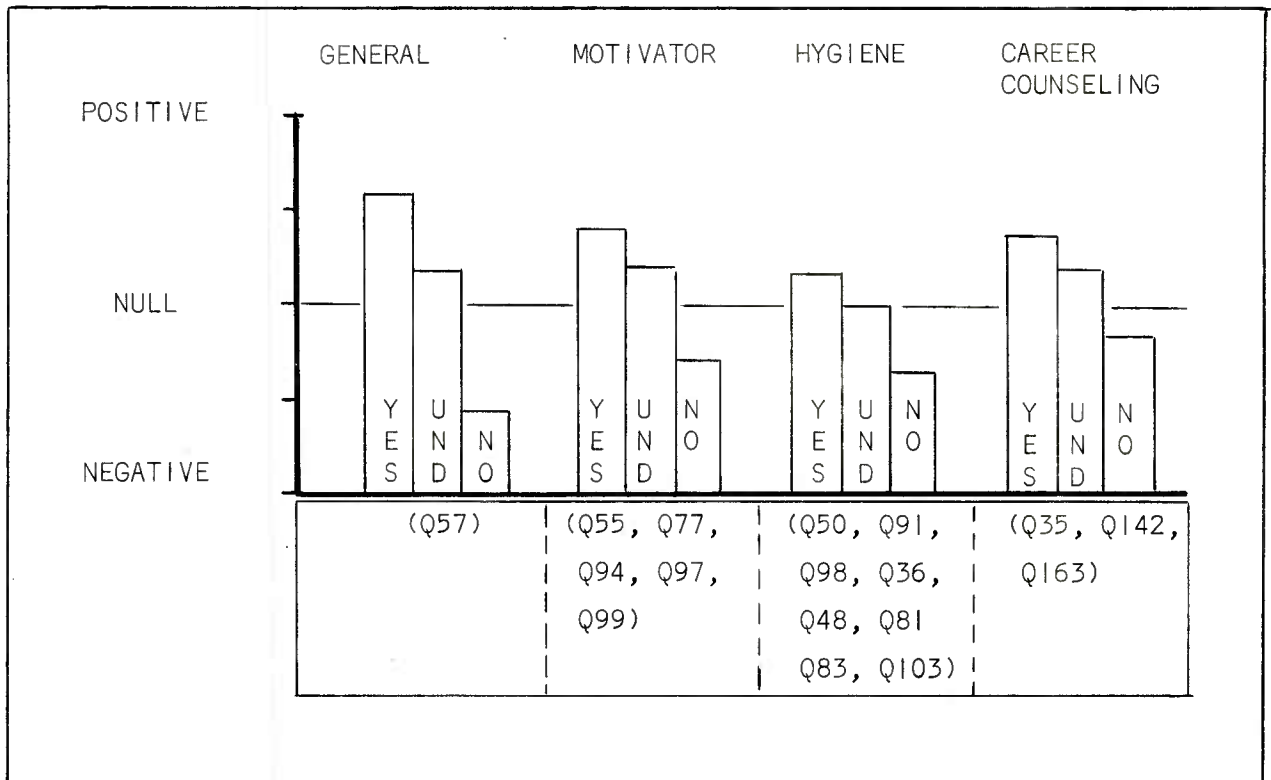


Figure 4-8. Group Comparison

The items used in the above presentation were processed to determine the degree of correlation between responses. The intercorrelations shown in Table 4-7 indicate that the relationship between items in general is responsible for less than 25 percent of the variance.

F. IMPACT/SATISFACTION

In one section of the questionnaire, Navy enlisted personnel were surveyed concerning 28 areas of Navy life encompassing jobs, training, personal matters, relationships with supervisors, selected benefits, and attitudes within the Navy and civilian communities. For each of the 28 items, two rating scales were included for registering the two-part response that each question solicited. It was felt that greater rating accuracy could be achieved through the use of this two-response method than a single response item would have allowed. (See Appendix A, pages A-35 through A-38 for sample questionnaire section.) Since there is some evidence indicating that a respondent's general attitude will influence his responses to all items, these data should be interpreted accordingly.

1. Analysis of Impact/Satisfaction

Mean responses to these questions were computed for each of the nine subgroups considered, i.e., yes, no, and undecided within each of the three term/time groups: First Later, First Soon, and Second/Extension. These means are displayed in Tables 4-8 and 4-9 for the impact and satisfaction items, respectively. For the impact questions, means should be interpreted based on the following coding:

- 1 = Great Impact
- 2 = Some Impact
- 3 = No Impact

Thus, the lower the numeric value of the mean, the greater the indicated impact. For the satisfaction items, means are related to these codes:

- 1 = Very satisfied
- 2 = Fairly satisfied
- 3 = Average
- 4 = Fairly dissatisfied
- 5 = Very dissatisfied

Table 4-8. Mean Responses: Impact Questions

Quest No.	Topic	First Later Groups		First Soon Groups		Second Groups		Total Group	Nine Group F		
		Yes	No	Yes	No	Yes	No				
1	Job Choice	1.51	2.18	1.99	2.17	2.15	1.58	1.80	1.78	2.09	9.517**
2	Job Security	1.67	2.32	2.07	2.29	2.13	1.54	2.05	1.86	2.21	11.200
3	Job Usefulness	1.57	2.18	1.98	2.07	2.00	1.62	1.89	1.97	2.07	6.305
4	Job Training	1.60	2.17	1.97	2.14	2.00	1.65	1.83	1.74	2.08	7.795
5	Job Recognition	1.67	2.23	1.99	2.15	2.12	1.46	2.18	2.03	2.13	7.046
6	Supervisor Attitudes	1.64	2.15	1.86	2.05	1.96	1.42	1.91	1.89	2.03	7.251
7	LPO Rap Sessions	1.97	2.40	2.25	2.42	2.26	1.85	2.39	2.17	2.34	4.051
8	DO Accessibility	1.69	2.35	2.03	2.00	2.32	1.92	2.31	2.14	2.27	8.205
9	CC Availability	1.83	2.42	2.09	1.83	1.96	1.69	2.36	2.17	2.31	11.461
10	Detailer Access.	2.10	2.47	2.29	2.42	2.23	1.72	2.18	2.03	2.39	7.752
11	Efficiency of Inter	2.00	2.37	2.31	2.77	2.52	2.08	2.41	2.11	2.36	2.898
12	Reenlist. Changes	1.52	2.20	1.85	1.42	1.74	1.31	1.90	1.66	2.06	12.299
13	Efficiency of Indiv	2.10	2.60	2.30	2.17	2.52	1.88	2.57	2.53	2.50	10.667
14	Promotion Opport.	1.53	2.03	1.73	1.33	1.78	1.19	1.68	1.54	1.91	11.266
15	Pay	1.63	2.06	1.78	1.67	1.75	1.31	1.72	1.51	1.92	7.629
16	Reenlist. Bonus	1.56	2.11	1.75	1.50	1.61	1.32	1.84	1.66	1.99	10.803
17	Educ. Opportunity	1.52	1.98	1.69	1.58	1.92	1.46	1.78	1.66	1.90	6.567
18	Retirement	1.50	2.17	1.80	1.33	1.91	1.23	1.96	1.71	2.03	12.542
19	Financial Advice	2.10	2.48	2.23	2.25	2.41	1.92	2.53	2.37	2.42	6.447
20	Legal Advice	1.90	2.30	2.06	2.00	2.28	1.77	2.25	2.09	2.24	5.391
21	Drug/Alcohol Assist.	2.10	2.48	2.30	2.23	2.43	2.00	2.49	2.46	2.42	3.730
22	Med/Dental Service	1.45	2.05	1.75	1.50	1.57	1.54	1.87	1.71	1.94	7.575
23	Exchange & Commissary	1.59	2.11	1.90	1.75	2.05	1.69	2.07	1.80	2.03	5.268
24	Job Opport. Info.	1.88	2.40	2.23	2.23	2.14	1.69	2.24	2.20	2.32	7.276
25	Civilian Job Info	2.02	2.34	2.15	2.31	1.96	1.92	2.17	2.34	2.25	3.135
26	Public Attitude	2.05	2.36	2.20	2.25	2.26	2.00	2.17	2.23	2.31	3.083
27	CC Attitude	2.05	2.47	2.13	2.15	2.00	1.81	2.39	2.29	2.35	9.028
28	Freq. of Interviews	2.29	2.66	2.40	2.33	2.56	2.04	2.51	2.37	2.56	6.990

**All F ratios are significant at least at the .005 level.

Table 4-9. Mean Response: Satisfaction Questions

Quest. No.	Topic	First Later Groups			First Soon Groups			Second Groups			Total Group	Nine Group F
		Yes	No	Und	Yes	No	Und	Yes	No	Und		
1	Job Choice	2.88	3.64	3.02	2.58	3.70	3.04	2.46	3.10	2.97	3.47	13.239**
2	Job Security	2.45	3.57	2.99	1.85	3.48	2.67	2.04	2.93	2.97	3.28	16.747
3	Job Usefulness	2.69	3.57	2.99	2.85	3.61	3.21	2.42	3.38	3.31	3.44	9.793
4	Job Training	2.55	3.38	2.83	2.54	3.41	2.65	2.46	2.68	2.57	3.21	12.309
5	Job Recognition	2.78	3.70	3.05	3.15	3.84	3.29	2.27	3.59	3.57	3.60	14.230
6	Supervisor Attitudes	2.83	3.63	3.02	2.92	3.74	3.00	2.31	3.67	3.34	3.53	13.360
7	LFO Rap Sessions	2.78	3.42	3.01	3.00	3.55	2.67	2.38	3.02	2.89	3.32	9.330
8	DO Accessibility	2.59	2.97	2.54	2.45	3.16	2.79	2.32	2.78	2.74	2.93	6.044
9	CC Availability	2.80	3.29	2.89	2.55	3.16	2.33	2.23	2.87	2.97	3.12	7.591
10	Detailer Access.	3.26	3.75	3.40	3.42	3.76	3.35	2.65	3.40	3.20	3.64	7.453
11	Rate Chance Opport	3.24	3.99	3.65	3.67	4.03	3.43	3.04	3.84	3.66	3.90	7.319
12	Reenlist. Chances	2.70	3.77	3.23	2.83	3.79	2.79	2.46	3.73	3.40	3.63	12.892
13	Effic. of Interviews	2.89	3.59	3.21	2.75	3.57	2.87	2.35	3.25	3.18	3.45	9.318
14	Promotion Opport.	2.43	3.24	2.60	2.15	3.30	2.58	2.23	2.74	2.77	3.08	14.036
15	Pay	3.10	3.77	3.34	3.00	3.84	3.17	2.54	3.61	3.56	3.67	9.706
16	Reenlist Bonus	2.49	3.40	2.96	2.77	3.65	3.14	2.81	2.96	3.00	3.35	9.896
17	Educ Opportunity	2.16	3.09	2.53	2.17	3.14	2.70	2.19	2.97	2.79	2.97	10.088
18	Retirement	2.10	3.21	2.68	1.91	3.23	2.65	1.96	2.89	2.79	3.06	14.633
19	Financial Advice	3.00	3.46	3.04	3.08	3.53	2.91	2.42	3.17	2.83	3.36	10.589
20	Legal Advice	2.85	3.30	2.82	2.73	3.39	2.83	2.54	3.06	2.74	3.21	8.073
21	Drug/Alcohol Assist.	2.70	3.24	2.76	2.36	3.24	2.83	2.19	2.96	2.71	3.11	8.470
22	Med/Dental Service	2.53	3.08	2.54	2.08	3.37	2.46	2.15	3.15	2.80	3.06	10.759
23	Exchange & Commissary	2.58	2.86	2.49	1.92	2.98	2.25	1.92	2.90	2.65	2.81	6.783
24	Job Opport. Info	2.74	3.47	3.03	2.75	3.53	2.83	2.46	3.14	3.23	3.36	11.581
25	Civilian Job Info	3.24	3.77	3.38	3.17	3.76	2.96	2.73	3.63	3.49	3.66	7.598
26	Public Attitude	3.24	3.77	3.57	3.50	3.78	3.38	2.92	3.75	3.66	3.71	3.893
27	CC Attitude	2.74	3.27	2.75	2.73	3.23	2.48	2.38	3.03	2.80	3.13	9.066
28	Freq. of Interviews	3.19	3.70	3.34	3.18	3.63	3.29	2.54	3.42	3.20	3.56	6.447

**All F ratios are significant at least at the .001 level.

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In general, the subgroups specifying intent to reenlist (Yes columns) indicate they feel that the 28 items listed would have greater impact on their decision to reenlist than do those who are undecided (Und columns) or those who intend not to reenlist (No columns). Note that the questions are worded so that response was to be based on what impact the items would have if the respondents were satisfied with each. Undecided personnel rate impact somewhat less than yeses but more than no groups.

Within the yes and undecided subgroups, second-term personnel including first-term extensions tend to rate impact greatest of the term/time groups. Those with less than six months remaining on their first enlistment (First Soon Group) generally rate impact least, while first-term personnel who do not have to make their reenlistment decision until later (First Later Group) tend to fall somewhere between the other term groups.

For the no subgroups, mean responses of the First Later and First Soon are very comparable, with second-term personnel indicating higher impact, i.e., lower mean response. This difference would undoubtedly be more striking for second-term personnel if the first-term extension personnel were not combined with them.

For the satisfaction questions, yes personnel tended to indicate greater satisfaction with the 28 listed areas than did undecided or no personnel, with noes being least satisfied. Within both the yes and no subgroups, the second-term personnel were most satisfied and/or least dissatisfied. Within the undecided personnel, no clear trend was noted across term/time.

In the yes subgroup, the First Soons were perhaps a little more satisfied than the First Lateres; for the noes, the First Lateres were less dissatisfied than the First Soons on almost all items.

Table 4-10 shows the average means for each subgroup across the nine subgroups and their rank order in terms of impact and satisfaction. The table is ordered on the ranking of the impact means. Although the number of cases (N) varies slightly for each subgroup, it is believed that means are representative, since the Ns are relatively large in relation to the typical number of nonresponses for each question. There is no reason to believe the nonrespondents for individual items differ in a statistically meaningful manner.

Table 4-10. Average Mean Responses by Rank Order for Impact and Satisfaction Questions

Group		Rank Order		Average Means	
Reenlistment	Term/Times	Impact	Satisfaction	Impact	Satisfaction
Yes	Second	1	1	1.66	2.41
Yes	First Later	2	3	1.79	2.77
Yes	First Soon	3	2	1.97	2.72
Undecided	Second	4	6	2.00	3.06
Undecided	First Later	5	5	2.04	2.99
Undecided	First Soon	6	4	2.07	2.88
No	Second	7	7	2.12	3.20
No	First Soon	8	9	2.23	3.51
No	First Later	9	8	2.29	3.46

2. Categorical Analysis

The reenlistment impact of satisfaction with each area was judged on a three-point scale, as shown in Table 4-11. Each area was also rated on a five-point satisfaction scale, as shown on page 4-38. Amount of impact and directional satisfaction were arbitrarily determined for each area in the following manner:

Table 4-11. Reenlistment Impact/Satisfaction Categorical Analysis

Reenlistment Impact	Satisfaction			
	High (N=3)	Moderate (N=1)	Ambivalent (N=2)	Low (N=15)
High	17. Chance to continue education	14. Chance for promotion	4. Training for job 22. Quality of Medical/dental service	1. Choice of Job 3. Feel useful in job 5. Recognition for doing a good job 6. Attitude of Supervisors 12. Choice of unit 15. Amount of pay 16. Reenlistment bonus
Ambivalent				25. Information available about jobs outside Navy
Low	8. Ease of seeing division officer			2. Job security 7. Rap sessions with lead petty officer 10. Ease of contacting detailer 11. Ease of applying for rating change 13. Utilize CC interview time 26. Attitude of public toward Navy 28. Frequency of interviews

- (a) High Reenlistment Impact. Over 20 percent responded great impact.
- (b) Low Reenlistment Impact. Over 40 percent responded no impact.
- (c) Ambivalent Reenlistment Impact. Both high and low reenlistment criteria were met for the same area.
- (d) High Satisfaction. Over 10 percent responded very satisfied and over 20 percent responded fairly satisfied.
- (e) Moderate Satisfaction. Either 10 percent or more responded very satisfied, or 20 percent or more responded fairly satisfied.
- (f) Ambivalent Satisfaction. Both high and moderate satisfaction criteria and the low satisfaction criterion were met for the same area.
- (g) Low Satisfaction. Over 20 percent responded very dissatisfied.

Thus, 12 area categories were established for initial analysis. Results are shown in Table 4-11.

G. SUMMARY

Surveyed areas that met one but not both criteria were:

- (1) High Reenlistment Impact Only:
 - Retirement benefits (Qa18)
- (2) Low Reenlistment Impact Only:
 - Availability of career counseling (Qa9)
 - Advice in dealing with money problems (Qa19)
 - Help in handling drug and alcohol problems (Qa21)
 - Information available about job opportunities in the Navy (Qa24)
 - Attitude of career counselor (Qa27)

The area of legal advice available (Qa20) did not meet any of the criteria specified.

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To summarize then, comparisons in the area of job satisfaction emphasize the high relationship between the responses to various items about satisfaction of groups of individuals defined by reenlistment intent. Unfortunately, an incidental relationship can only be implied from the data available.

During the analysis a trend through the term/time groups became apparent. Excluding the item about months at sea (Q80) and the item about the career counselor being interested in helping, the trend of mean responses is shown in Figure 4-9. (The attitude scale is only relative, not arithmetic.)

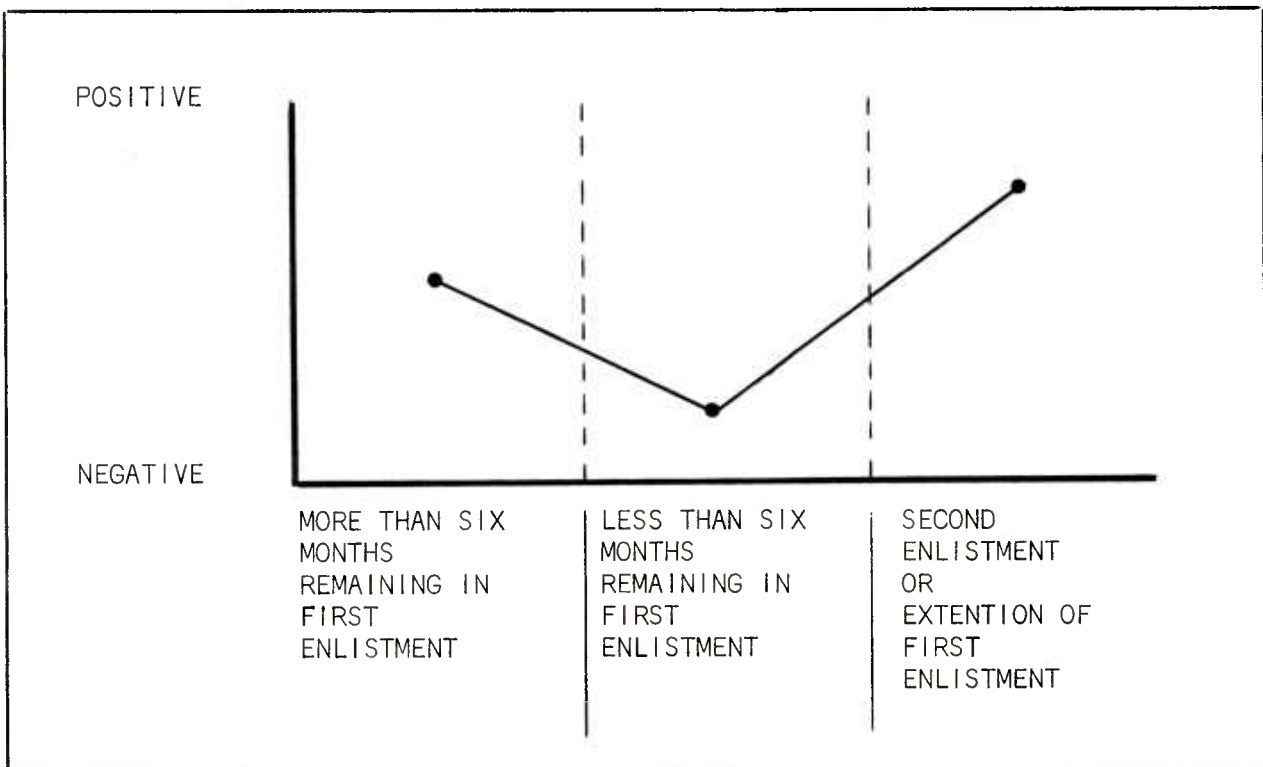


Figure 4-9. Attitudinal Trend with Time

From the available data it appears that Navymen in their first enlistment may generally reflect their intention to reenlist because of their attitude about the Navy, but this attitude deteriorates with time in service. This deterioration of attitude probably results in the loss of Navymen otherwise predisposed toward a Navy career.

IV. ATTITUDES TOWARD THE NAVY

As a result of the overall reenlistment intent analysis, two subcategories of the Personal Factors domain have been identified. The first is an aggregate that reflects pervasive attitudes and values that tend to influence reenlistment behavior. The second is closely tied to the economic man concept and reflects the extent to which monetary incentives motivate reenlistment behavior.

A. ATTITUDES AND VALUES

The attitude of Navy enlisted personnel clearly impacts on intent to reenlist. Two significant attitudes emerge from the data, as shown in Figure 4-10 below, the Navyman's attitude toward the Navy (self), and his perception of the Navy's attitude toward Navy men (perceived other).

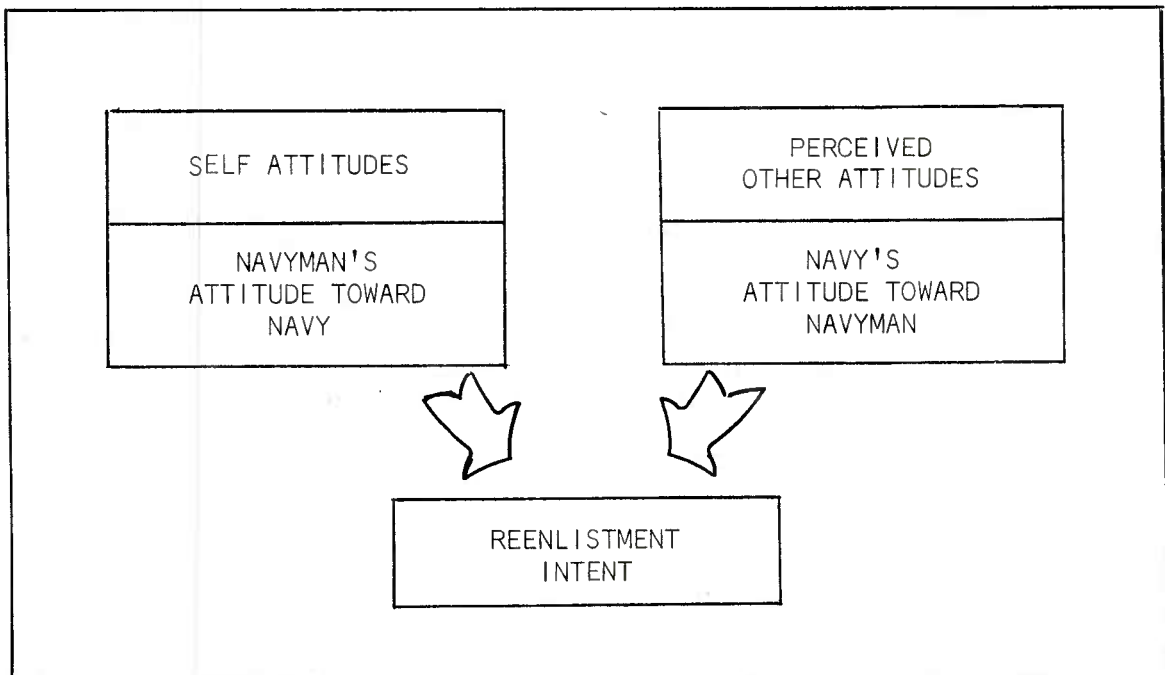


Figure 4-10. Paradigm Showing Impact of Self and Others Attitudes on Reenlistment Intent

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As discussed in Section 2, self attitudes are considered to exist within the Personal Factors domain, and perceived other attitudes within the Organizational Climate domain.

Results of analysis of five of the 22 items found to reflect significant differences between reenlistment intent are shown in Figure 4-11. The first two comparisons (Q57 and Q70) reflect how well the Navyman likes the Navy, like ever and like now (within the last six months). Note that the more recent the judgment, the less positive the attitude of the group that intends to reenlist, and the more positive the attitude of the undecideds, who seem to be responding favorably to their experience in the Navy. Clearly, the undecideds provide a favorable group around which to build a Navy career motivation action strategy. It can be inferred that these self attitudes are strongly related to intent to reenlist.

The organizational climate variables reflect a less positive attitude on the part of the Navyman surveyed. In other words, those who intend to reenlist appear to like the Navy more than they feel the Navy likes them, on the basis of their perceptions of fair treatment (Q69) consideration/interest in Navyman as an individual human being (Q81), and treatment as a person worthy of respect (Q83). It becomes quite obvious that those who perceive that they are receiving humanistic treatment from the Navy are significantly more likely to reenlist.

Three other personal factor items differentiate reenlistment intent significantly. These reflect attitudes and values with regard to:

- (1) Importance of high regard by superiors (Q65)
- (2) Feeling that Navy service has been a valuable experience personally (Q77)
- (3) Extent to which individual is contributing to society by serving in the Navy (Q99)

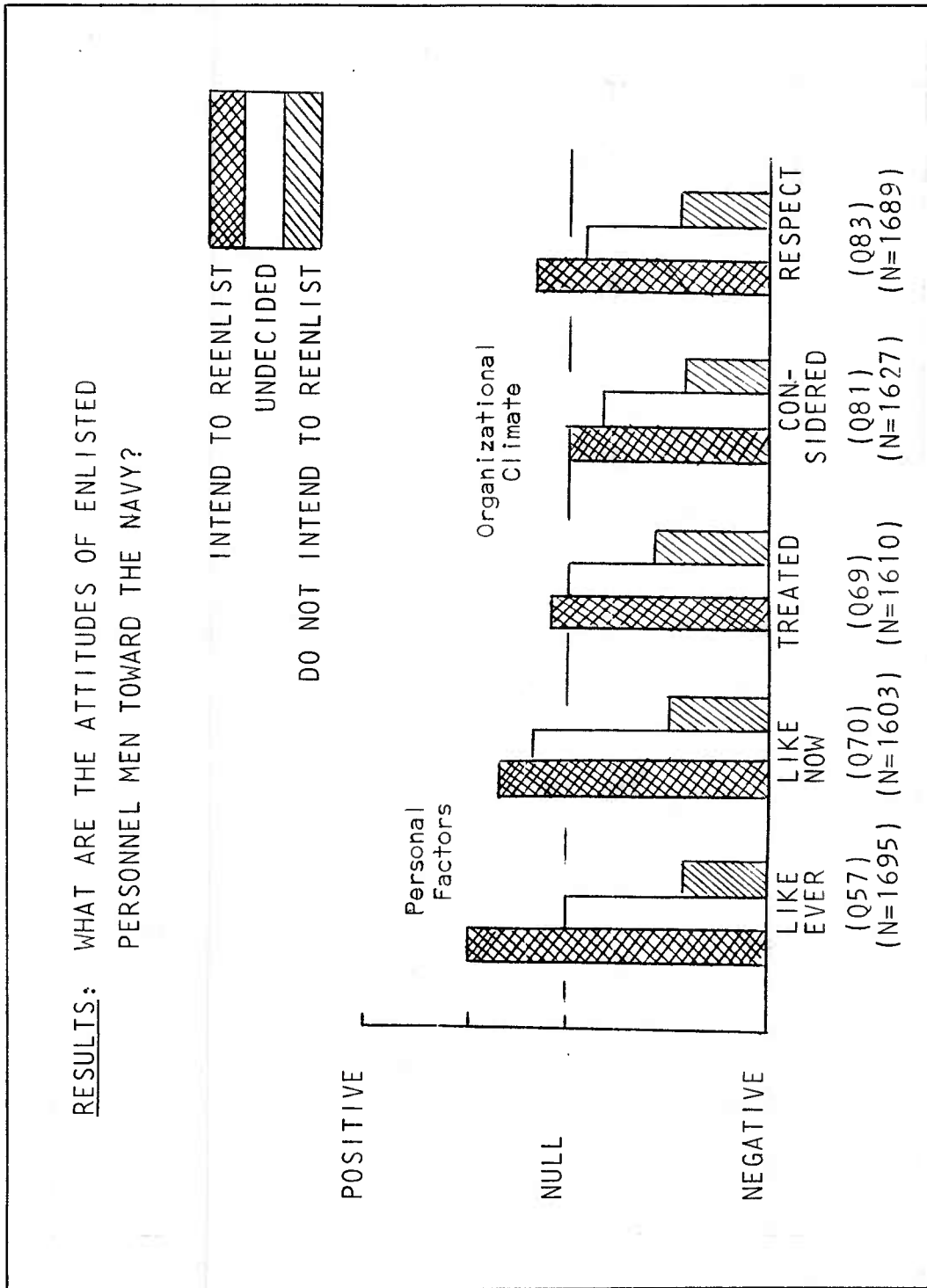


Figure 4-11. Attitudes of Enlisted Personnel Toward the Navy, Personal Factors (Self) and Organizational Climate (Perceived Other)

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Those who intend to reenlist report to be regarded as a good Navyman (Q65) is more important than it is to those who intend to leave the Navy. Clearly, the motivating power of high regard by superiors on those favorably inclined to reenlist is demonstrated here. Those who intend to leave feel this less, though it is still of some concern to them.

The importance of the feeling of reciprocal benefit, gaining from Navy experience and contributing to society by serving in the Navy, is also demonstrated.

B. INCENTIVES

The impact of monetary incentives has been demonstrated. Two of the 22 items significantly differentiate reenlistment intent for the sample surveyed. Figure 4-12 shows the influence of VRB across the time periods sampled (Q36). The data show that for those who do not intend to reenlist, VRB has little influence during the first term, but increases for second-term personnel.

Influence of VRB on undecideds remains at the same level across time, but for those who are in their second term or who have extended, the influence becomes greater.

The second monetary comparison relates financial rewards in the Navy with those available in a civilian career (Q49). Those who do not intend to reenlist appear to be, in part, economically motivated in that they believe that, for them, a civilian career rates better financially than a Navy career. Conversely, those who intend to reenlist report that a Navy career appears financially more advantageous for them.

In summary, for the sample surveyed, both monetary incentives and the Navyman's attitudes and values appear to have a significant impact on reenlistment intent.

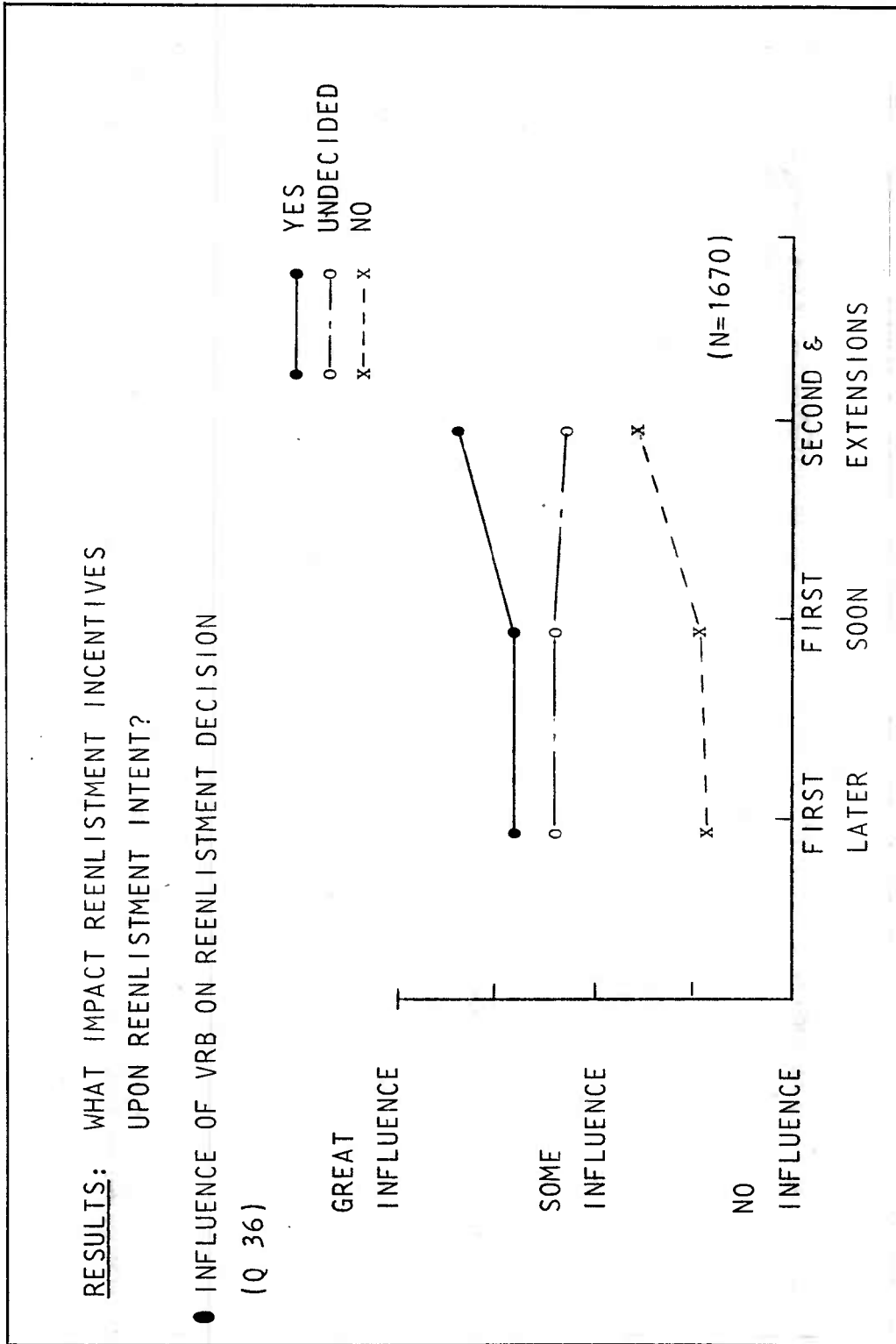


Figure 4-12. Influence of VRB on Reenlistment Intent

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Humanistic treatment by the Navy, together with favorable attitude toward the Navy, appear to be associated directly with increased intent to reenlist in the sample surveyed.

V. CAREER COUNSELING PROGRAM

The primary focus of this research has been on the impact of the Navy's expanded Career Counseling Program on retention. If the program is effective, survey findings should support this position. Results relative to the influence of career counseling on reenlistment intent appear in Figure 4-13. These data indicate that the Career Counseling Program has a differential effect on Navymen, depending on their attitudes toward reenlistment. For those who do not intend to reenlist, career counseling appears to have a negative influence. For those who are undecided, career counseling has little effect. And for those who say yes, it has a positive influence. Clearly there are contact strategy implications in these data. Perhaps the undecided group could be approached in a way that would increase the probability of their reenlisting in the Navy. Or those who do not intend to reenlist should be contacted less frequently and on an as available basis after all the yes and undecided groups had been appropriately contacted.

Influence of the Career Counseling Program on reenlistment (Q35) was one of four items of the set of 22 that were found to distinguish between types of intents to reenlist. For the second such item (Q143) those who intended to reenlist were significantly more of the opinion that the program had been of value to them. For the third (Q155), those who did not intend to reenlist reported that they seldom chatted with their career counselor, except in a formal interview. For the fourth (Q163), those who intend to reenlist tend to agree that their career counselor was really interested in helping them make the most of life. In all cases, the undecideds responded much more like the yes than the no group.

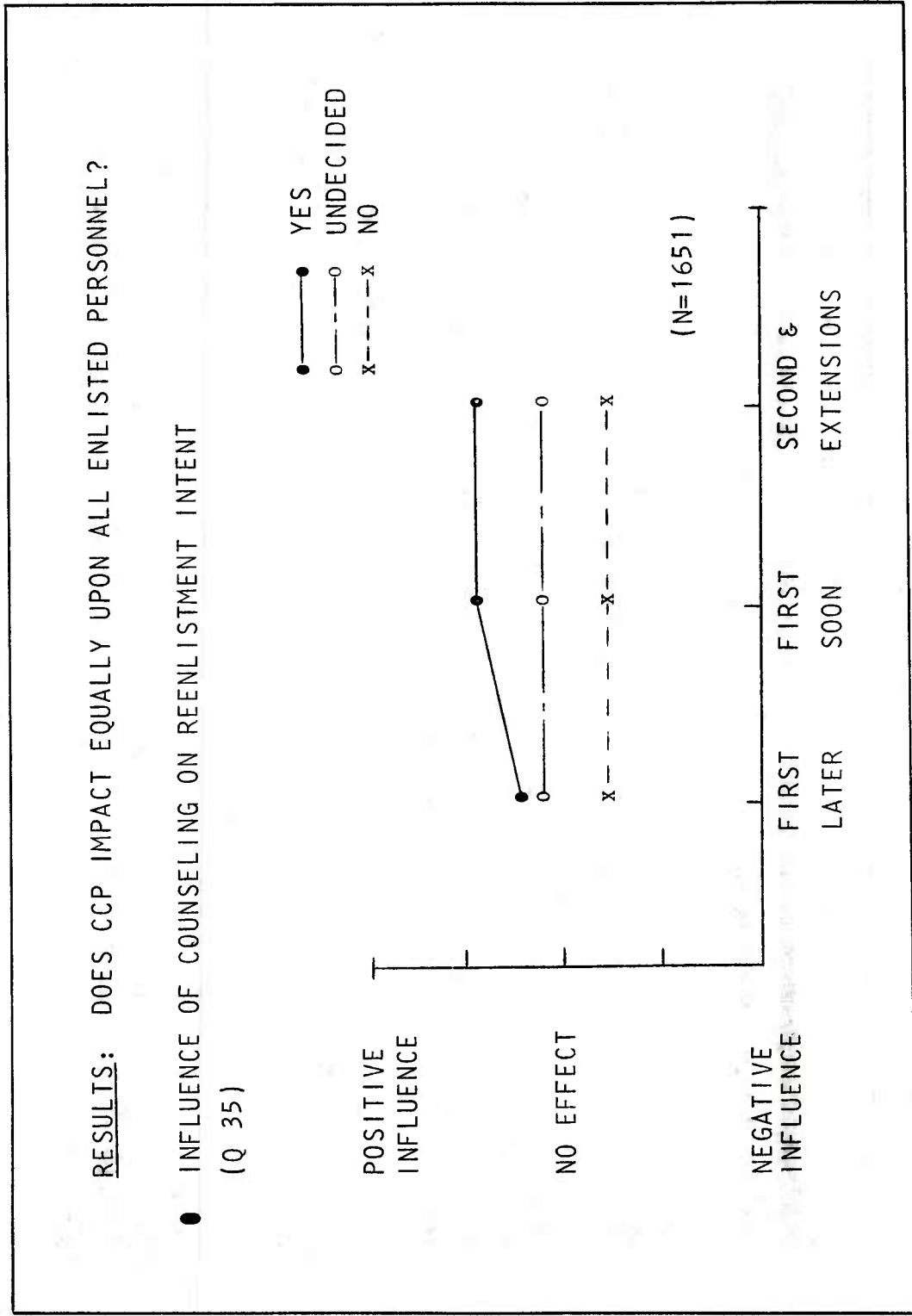


Figure 4-13. Influence of Career Counseling on Reenlistment Intent (Q35)

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If there is a differential effect, could this be because Navymen feel that the career counselor is trying to "sell" them on reenlistment (Q40)? Results are shown in Figure 4-14. Those who are closest to the decision point, the first (soon group, appear to be less likely to feel that the counselor is trying to sell them. For all three time periods, however, the no group feels more so. The response pattern for the three reenlistment intent groups across time tends to reflect "sell" as the explanation for differential effects between groups, since all three groups cluster rather markedly at each of the three times, as contrasted with Figure 4-13.

Results that indicate what the purpose of the Career Counseling Program is judged to be are shown in Figure 4-15 (Q131). Almost half believe that providing information about entitlements and opportunities is the major purpose. Only 15 percent recognize that retention is the primary objective. If the program is to be effective, perhaps the major objective should be dealt with more directly in counseling enlisted personnel.

Expectations of Navy personnel for the Career Counseling Program are shown in Figure 4-16 (Q132). Two-thirds surveyed believe that the program ought to deal with anything and everything of concern to enlisted personnel. In support of this expectation, Figure 4-17 shows that two-thirds of the personnel surveyed feel that the program should be expanded to better match Navy needs with individual needs. These data tend to support the position that the program needs to be modified to become more responsive to the needs of the individual Navyman.

The effects of knowledge about career information on reenlistment intent appear in Figure 4-18. The Career Counseling Program focuses on the delivery of accurate information. It can be inferred that, if the program is effective, knowledge scores will be higher for the yes group at all three time periods. The data do not support this inference for those enlisted men who have extended

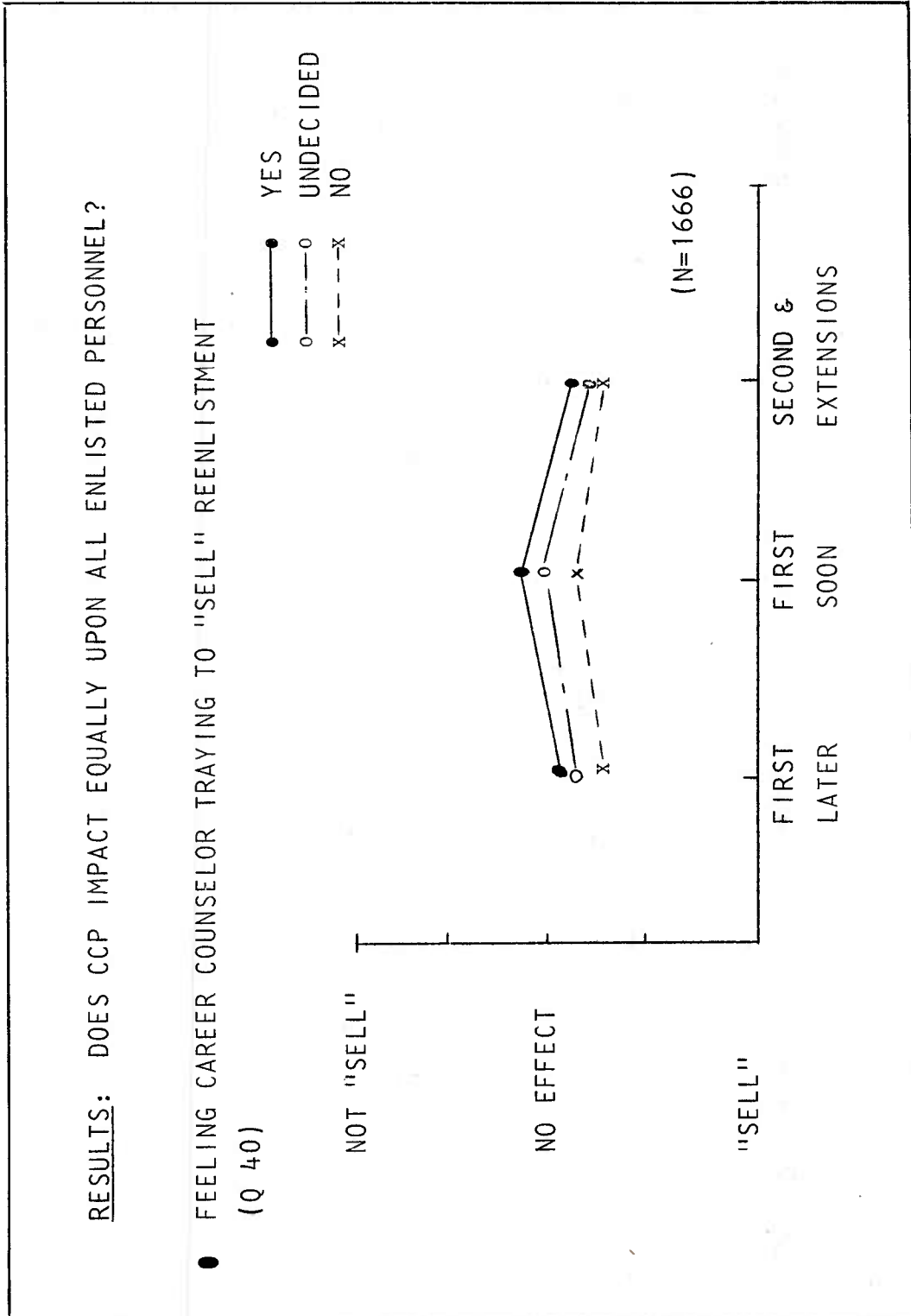


Figure 4-14. Results Showing Extent of Feeling That Career Counselor is Trying to Sell Reenlistment (Q40)

RESULTS: WHAT DO ENLISTED PERSONNEL PERCEIVE THE CCP TO BE?

● PURPOSE OF NAVY CAREER COUNSELING PROGRAM (Q 131)

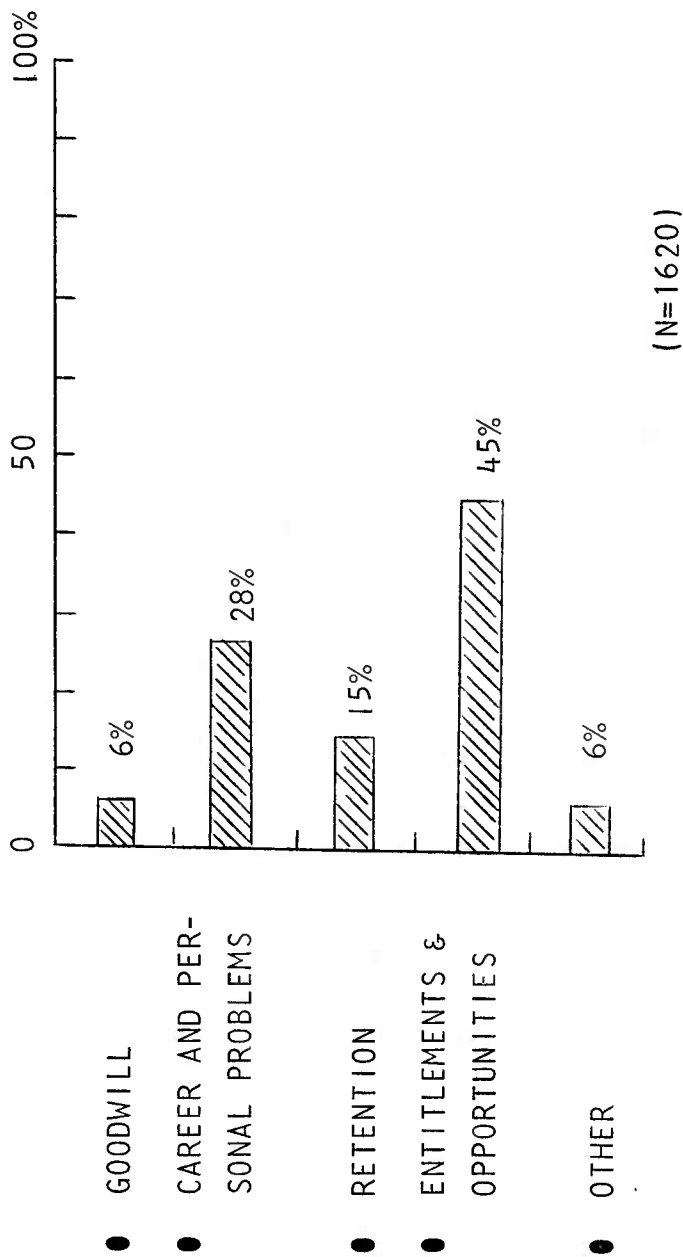


Figure 4-15. Judged Purpose of Navy Career Counseling Program (Q131)

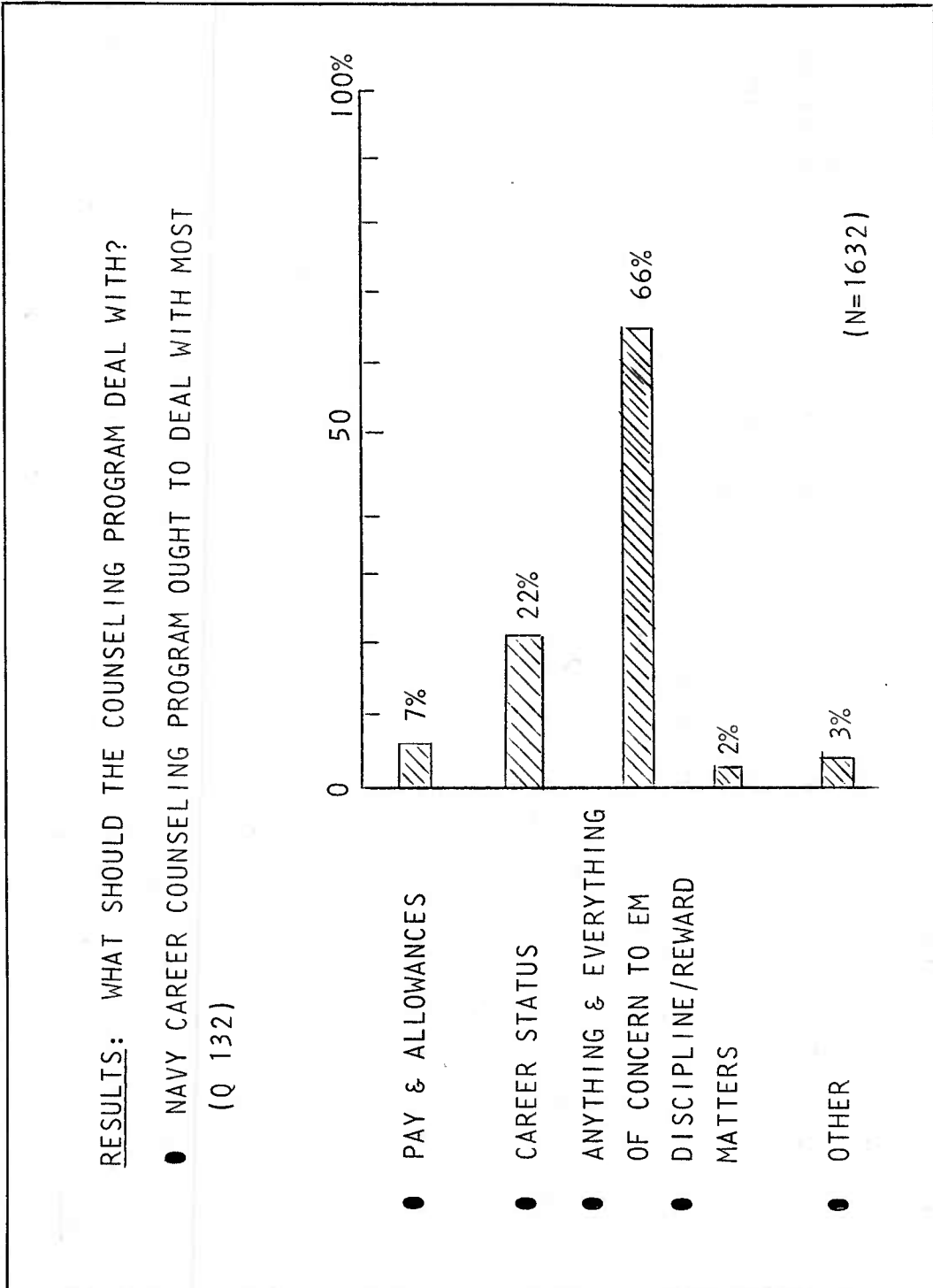


Figure 4-16. Areas Navymen Believe The Career Counseling Program Ought to Deal With Most (Q132)

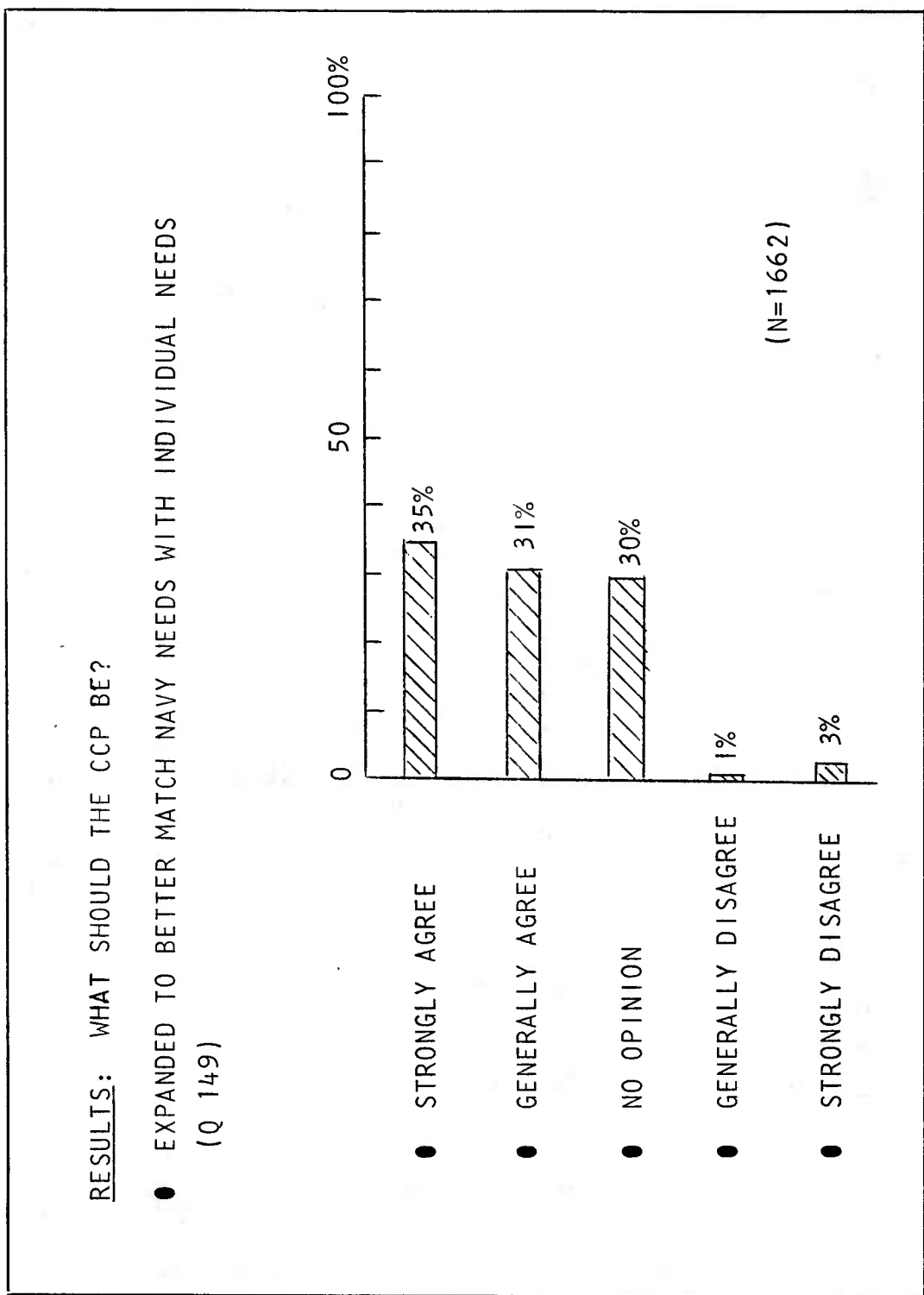


Figure 4-17. Feeling That Career Counseling Program Should be Expanded to Better Match Navy Needs With Individual Needs (Q149)

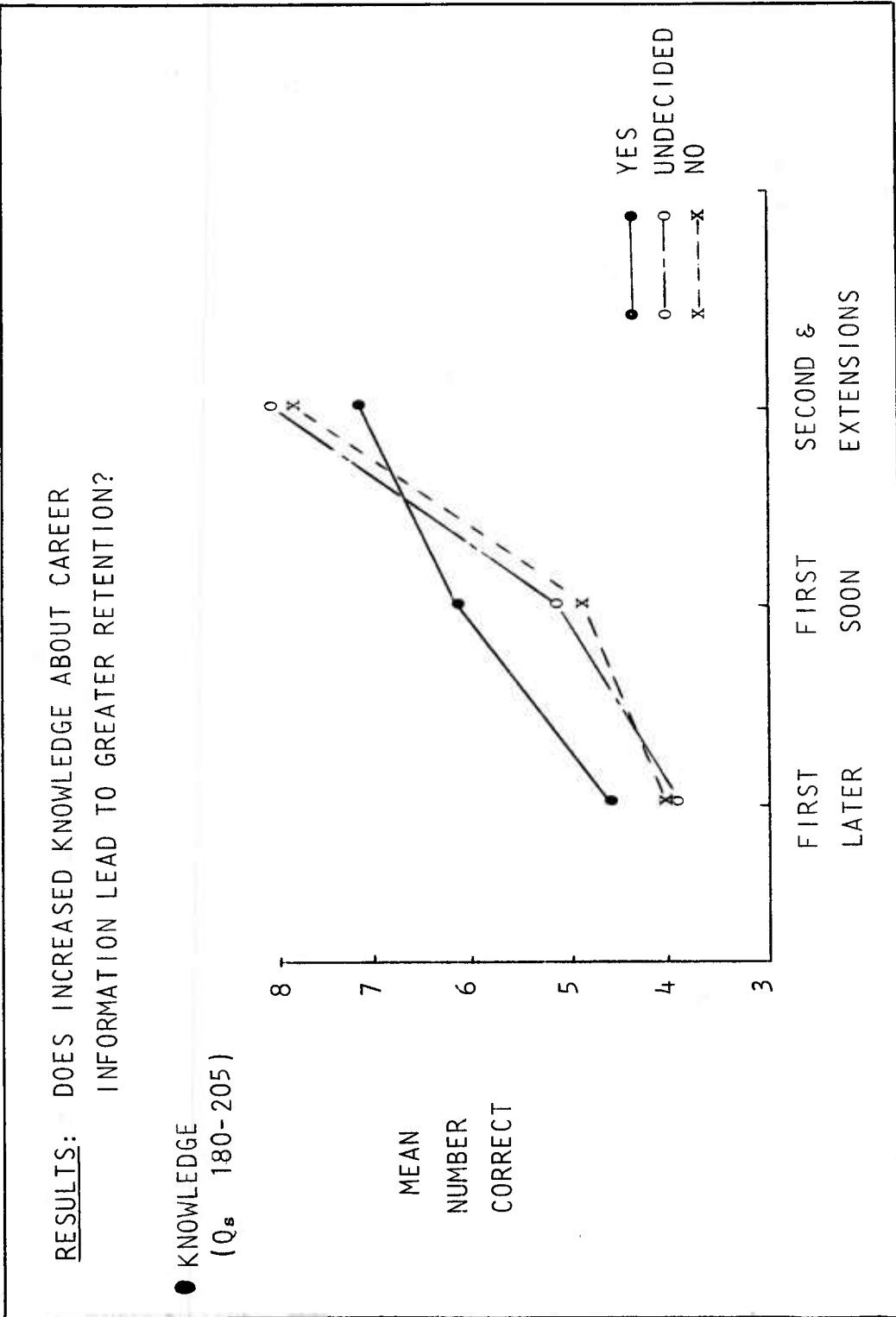


Figure 4-18. Relationship Between Increased Knowledge and Reenlistment Intent (Qs 180 - 205)

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or who have enlisted for a second term. It is supported for first-term personnel. Differences among all 9 points shown are significant at .01 level. Increased knowledge seems to be more closely linked with experience in the Navy, according to the data shown in Figure 4-18.

Career counselors appear to be the focal point for information about Navy career and educational opportunities, as shown in Table 4-12. Shipmates are also a valuable source of information about educational opportunities. However, to discuss a change in career assignment, career counselors are about equally likely to be chosen as are Lead Petty Officers (LPOs), and they are least frequently chosen if the reason for discussion is feelings about the job.

Enlisted personnel surveyed were asked to identify sources of career-related information. For 10 of 16 issues identified in the questionnaire (Q115 through Q130), the career counselor was chosen as the best person to contact. On only one issue dealing with money problems was the career counselor ranked lower than the third best source of information. Obviously, the sample surveyed has considerable confidence in the ability of the counselor to supply career-related information.

However, two points that might be of concern arise from the data. First, with regard to who helps with promotions, training, and other career opportunities, almost one in three of those sampled reported that on the basis of their own experience no one really gets results for them. In view of the negative effect lack of consideration has on turnover in a highly structured organization (Fleishman and Harris, 1962), a retention strategy merges from these data. Reenlistment rate should improve, if the care individual Navymen experience from his superiors is increased.

Second, the outreach goals of the Career Counseling Program are not being met. An item (Q144) typical of the many that support this finding appears in

Table 4-12. Relationship Between Type of Information Received or Discussed and Source of the Information

Type of Information Received/Discussed	Information Source					
	Career Counselor	Lead Petty Officer	Personnelman	Division Officer	Shipmates	Other
Q105 Navy Career Opportunities Booklets	18.7%	2.6%	2.0%	2.1%	4.2%	
Q109 Educational Opportunities	35.5	9.8	5.8	7.7	25.5	16.0
Q112 Change of Career Assignment	10.8	11.8	4.2	7.7		15.1
Q114 Feelings Toward Job	4.1	26.7		10.5		12.3

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Figure 4-19. This item concerns the extent to which personnel surveyed feel that career counselors were helpful in providing them information. As reported earlier in this section, the sample surveyed tend to feel that the career counselor is the best source of such information, yet only four out of ten say they received any help at all in this area from the career counselor. Furthermore, almost four in ten report never having consulted the career counselor.

In summary, although the Career Counseling Program appears to have favorable impact on those who intend to reenlist; opposite results were obtained for the Navymen who plan to leave the Navy when their current term of enlistment is completed. Navymen surveyed believe that the career counselor is a very good source of accurate information, yet between three and four out of ten of those sampled do not recall having had contact with their career counselors. Results presented in this section strongly suggest that the strategy of contact for the Career Counseling Program needs to be modified. Also, these results suggest that a target population that is both receptive to counseling and likely to reenlist should be identified, and counseling efforts given a priority to ensure delivery of counseling services to this favorably inclined segment of Navy enlisted personnel.

RESULTS: DOES THE CCP REACH ALL ENLISTED PERSONNEL?

● CAREER COUNSELOR AS SOURCE
OF CAREER INFORMATION
(Q 144)

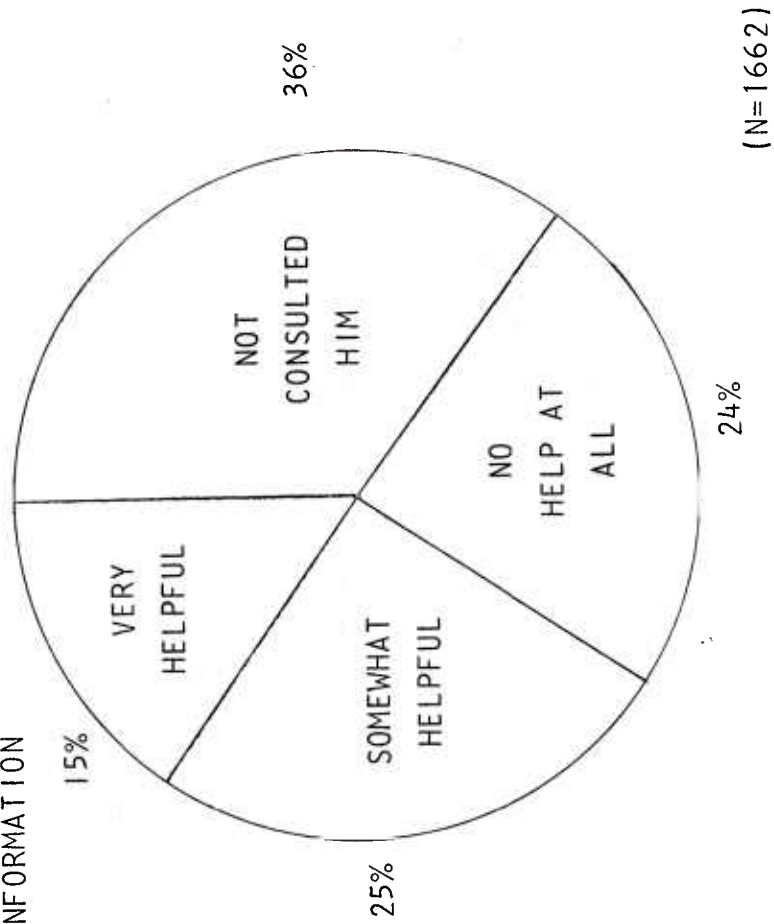


Figure 4-19. Extent to Which Career Counselor is Judged to Have Been Helpful in Providing Career Information (Q144)

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SECTION 5 - DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

This research was designed to investigate both the extent to which the Career Counseling Program serves as a factor affecting reenlistment and personnel satisfaction, and the role the career counselor plays as an action agent tasked with responsibility for implementing the program.

Survey design, questionnaire development, and data collection procedures were established as a result of analysis of the Career Counseling Program. This analysis involved study of program objectives, review of program implementation plans, investigation of current methods for training key personnel, observation of the actual status of the program, and interviews with command and staff personnel, career counselors, counselor training instructors, students, and enlisted personnel on both Coasts. Survey results obtained through analysis of questionnaire data from 1711 enlisted personnel at 18 locations provide empirical evidence to assist the Navy in making decisions regarding the direction the program should take in the future.

I. DISCUSSION

Retention of qualified enlisted personnel is of increased concern to the Navy in the era of the all volunteer force. The Career Counseling Program, as the Navy's action arm, is responsible for improving career motivation and increasing the reenlistment rate of qualified personnel. The impact of this program, as revealed through analysis of survey data, will be discussed in the following paragraphs.

A. CAREER COUNSELING

The Navy has expanded its Career Counseling Program and established seven objectives to guide development and implementation of the program. These objectives are as follows:

- (1) To increase in-service retention rate. Although this primary objective was not directly measurable during the initial research phase, indirect evidence was obtained through seeking information about intent to reenlist. Those who intend to reenlist, or who are undecided about reenlisting, believe that the program has been of more benefit to them than do those who do not intend to reenlist (Q142).¹ In addition, only 15 percent of those surveyed believe that the most important purpose of the program is to assist in the retention of qualified Navymen (Q131).
- (2) To deliver information. Career information is not reaching all individuals for whom it is intended with equal effectiveness (Qs 134, 142, 144, 146, 147). About 40 percent failed to recall ever having been interviewed by a career counselor. And only a little over 3 percent of the married Navymen reported that their wives had ever been included in an interview with their career counselor (Q139).
- (3) To establish a communication channel. Most progress appears to have been made toward achieving this objective. Information about career opportunities is made easily available (Q146, 147), and career counselors are believed to be well informed about Navy policy and program changes (Q162). Also, the Career Counseling Program is considered by four out of five of the enlisted personnel surveyed to be of at least some value to the Navy (Q141). On the basis of these

¹Q refers to questionnaire item, as documented in Appendix A. The "a" preceding the question numbers indicate those items that appear in the last section of the questionnaire, which deals with impact on reenlistment and satisfaction on the job.

research findings, it appears that the Career Counseling Program has established the image of being an acceptable source of information.

- (4) To provide career guidance. The extent to which the Navyman feels that individualized career guidance is provided needs to be improved (Qs 144, 149). For example, almost half of those surveyed (45.3 percent) reported that they never talked with their counselors except during interviews (Q155), where advancement and education appear to be seldom discussed (Q172).
- (5) To create good will. The amount of good will generated by the Career Counseling Program in providing enlisted men with assistance with personal problems could be increased. Only 12 percent or fewer of those surveyed report that they had received this type of help from their counselors (Q145, 151, 152). Also, greater insight into problem areas needing improvement at the command level could be gained if counselor contact with enlisted personnel were more frequent. For example, four out of five individuals surveyed reported that group discussions to consider sailors' grievances were seldom, if ever, held (Q150).
- (6) To encourage Naval reserve programs. This objective is partially being met. Among those who have discussed the Naval Reserve program with their friends, about one in four have a positive attitude toward the Reserves (Q133). Three out of ten would at least consider joining the Reserves when their active term of duty is over (Q37).
- (7) To create Naval ambassadors in the civilian community. This objective has been partially met. For example, over half (51.5 percent) of those surveyed, would point out pros and cons, if a young person asked their opinion about joining the Navy; however, less than 4 percent would encourage him, while more than 33 percent would discourage him from joining (Q79).

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These findings all point to the fact that sincere expression of concern for the individual Navyman is an essential ingredient to success in increasing personnel satisfaction and retention. Empirical evidence strongly indicates that the Navy can expect to increase reenlistment rate by personalizing career guidance and emphasizing career development for the individual Navyman.

Enlisted personnel surveyed feel that counselors should be more helpful in providing them with career information (Q144). Specifically, between 30 and 40 percent of enlisted personnel surveyed reported not ever having had a career counseling interview (Qs 160, 161, 169, 178, 179).

Almost half (45 percent) stated that the most important purpose of the Career Counseling Program was to pass on information about Navy entitlements and opportunities (Q131). Furthermore, a little over three out of four (77.2 percent) chose career counselors as the individuals who really know about Navy careers, and how to get into them (Q130). Yet as many as 6 out of 10 apparently are not being reached adequately by the program (Q144).

On the basis of findings of this research, it appears that the mere provision of accurate information about careers is not sufficient to satisfy the career counseling needs of Navy enlisted personnel. The acquisition of knowledge about careers seemed more related to experience than to reenlistment intent. Navy men who were in the early stages of their first term of enlistment, and who responded yes or were undecided as to future reenlistment, scored about the same on 26 career information knowledge items as did the first-term no to reenlistment group (means are 4.60, 4.02 and 4.08 respectively). However, second-term Navy men scored consistently higher; the mean for the yes group was 7.22; for undecided, 8.02; and for no, 7.87. Most enlisted personnel surveyed judged that the information dissemination aspects of career counseling had little or no impact on their intent to reenlist (Qs a9, a13, a24, a27, a28). While recognizing the necessity to provide accurate information about careers, we found that over

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65 percent of those surveyed stated that the Career Counseling Program should be expanded (Q149) to include anything and everything of concern to the individual Navyman (Q132).

B. IMPACT OF CAREER COUNSELING ON REENLISTMENT INTENT

A little over 5 percent of the Navy enlisted personnel who were surveyed stated that they intend to reenlist when their present term is up. Three times as many (15.5 percent) said they were undecided; and almost 80 percent responded no (Q31). When queried about reenlisting today--answer yes or no--almost 10 percent said yes (Q39). Thus, it can be estimated that about 9 out of 10 of those sampled failed to express any form of positive interest in reenlistment. Furthermore, career counseling per se cannot be expected to solve retention problems associated with aspects inherent in Navy life, such as sea duty, that tend to cause dissatisfaction on the part of enlisted personnel and their families (Qs 57, 60, 61, 64, 80).

When intent to reenlist is taken into consideration (Q31), almost one in four of those who say they intend to reenlist, and over one in three who are undecided, report that they have never been interviewed (Q169); yet these same individuals state that career counseling has a positive influence on reenlistment (Q35). Furthermore, the Career Counseling Program is judged to have a generally positive influence on reenlistment by the yes and undecided groups, and a generally negative influence by the no group. Of this latter group, 18 percent consistently felt that the career counselor was trying to "sell" individuals on reenlisting (Q40). The yes and undecided groups, who appeared not to feel as pressured in this way, also believed that their recruiters provided more accurate information about the Navy than did the no group (Q45). Those who responded yes or are undecided about reenlisting like being in the Navy more than the no group (Q57). Differences between groups are significant for all three categories of enlistment terms analyzed.

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C. IMPACT OF ENVIRONMENT ON REENLISTMENT INTENT

Improving the climate of the work setting (Qs a1, a5, a6), guaranteeing choice of job assignment, duty unit and location (Qs a1, a12), and providing monetary incentives (Qs a15, a16) are judged to have high impact on reenlistment intent. The Navy has programs for increasing job satisfaction in all these areas.

The Career Counseling Program needs to be expanded to make enlisted personnel aware of Navy career motivation and retention policies and opportunities (Q67, Q68). Becoming more specific, survey data shows that certain attitudes appear to be related to reenlistment intent. Counselors should be trained to convey to counselees that the Navy:

- Reflects concern for the individual. Those who intend to reenlist feel that their officers care about the career progress of each individual Navyman. They also feel that the Navy is interested in them as individual human beings more than those who do not intend to reenlist (Q103, Q81).
- Shows respect for personal worth. Those who intend to reenlist feel that Navy treats them as persons worthy of respect more than those who do not intend to reenlist (Q83).

Counselors should be trained how to facilitate the administration of Navy policy on behalf of each individual counselee in order to:

- Increase wise use of Navymen's talents. Those who intend to reenlist find their jobs more interesting and feel that the Navy is making good use of their shipmates talents more than those who do not intend to reenlist (Q97, Q91, Q98).
- Improve the fit between the individual Navyman and his job assignment. First-termers who intend to reenlist feel more satisfied about their job classifications and assignment than those who do not intend to reenlist (Q93, Q94).

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- Give consideration to a Navyman's preference concerning where they will serve. Those who intend to reenlist feel more satisfied about the locations to which they have been assigned than those who do not intend to reenlist (Q95). Also, use of the Duty Preference Card should be explained and encouraged (Qs 72, 73, 74, 75).

Furthermore, the Navy, as a social institution, differs from many other institutions within the larger society--the American culture--from which most of its members are drawn. Some differences can be changed. But other societal differences--those that result from the fact that the Navy is a military organization with a mission to be accomplished on the high seas--cannot. However, addressing only those differences where change appears possible, certain adjustments can be made to improve the job satisfaction of Navy personnel. For example, working conditions and leadership style need to be made more comparable with the expectations of qualified enlisted personnel if the retention rate of these personnel is to be improved. Where change is not possible, an honest presentation of all facets of Navy life to prospective enlistees may make their expectations more realistic, increase the number who chose a Navy career, and thus increase the reenlistment rate for the Navy.

D. ADDITIONAL CONSIDERATIONS

Research studies have shown that structure, consideration, and turnover are related. Structure does not appear to affect turnover, unless consideration is low. If consideration is low in a highly structured organization, turnover rates are increased. Military lines of command make the Navy a highly structured organization. Survey results show that reenlistment intent is higher in units where favorable climate and attitudes toward the Navy exist. It seems that units, as perceived by Navy men, that show greater consideration for the individual have a higher reenlistment rate.

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Thorough analysis of the data reveals the fact that the Career Counseling Program alone cannot solve the Navy's retention problem. However, the program intrinsically has great merit.

To improve the effectiveness of career counseling, efforts should be focused on Navymen favorably disposed to reenlistment. Target populations receptive to reenlistment appear to exist. Some of the factors which tend to influence or mitigate against the probability of reenlistment, on the basis of the sample surveyed evidence, include:

- Pay Grade. The higher the pay grade, the more likely the first-termers was to say he intended to reenlist (Q6). First-termers who said they intended to reenlist have about the same pay grade (Mn = 4.13) as those who are Undecided (Mn = 4.08); and both are higher than the no group (Mn = 3.74).
- Race. Blacks and Malayans are more likely to reenlist, and whites less likely, when compared against percentages contained within the total sample (Q15).
- Marital Status. Married Navymen are more likely to say they intend to reenlist than are individuals who have never been married (Q16). Only about one-third of the total sample is married, yet over half of those who say yes are married.
- Draft Status. Over half of the sample responded that they would not have joined the Navy if there had been no draft (Q28). The continued effects of this motivation may be one of the reasons why only about one in five states that they like being in the Navy (Q57). However, those who intend to reenlist like the Navy significantly more than those who say no; the undecided group falls between the yes and no groups.

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- Extension Status. Those who have extended their first term tend to feel more dissatisfied and have a less favorable attitude toward the Navy than do second-termers, even though both groups have served comparable lengths of time in the Navy (Q28, Q57).

Further investigation of these and similar factors is required to determine their exact influence on reenlistment in a zero draft environment. For example, the longer into the first term, the poorer the enlisted man's attitudes toward Navy life (Q57). However, regardless of reenlistment intent, all groups surveyed tended to agree that service in the Navy had been a valuable experience for them personally (Q77).

II. CONCLUSIONS

Results obtained from the analysis of survey data were reviewed in light of the research design and hypotheses stated in Section 2. These results were interpreted, as discussed above, and the following conclusions were drawn:

- (1) The influence of the Career Counseling Program on reenlistment intent was found to be positive for selected target populations. Those who were favorably inclined or undecided about reenlistment, tended to be positive about the program. Those who indicated that they did not intend to reenlist, tended to have unfavorable attitudes toward the program. Therefore, the first hypothesis was partially confirmed.
- (2) The influence of the Career Counseling Program on personnel satisfaction was found to be relatively weak, given the current emphasis on making career information available. Navymen surveyed requested that the program be augmented to satisfy other concerns of enlisted personnel and to better match Navy needs with individual needs. Therefore, the second hypothesis was partially rejected, as qualified above.

- (3) The organizational environment within which the Career Counseling Program functions was found to influence the effectiveness of the program at the unit level. The third hypothesis was confirmed within limits of the measures used and the number of units sampled.
- (4) For Navymen who perceived the social climate of the Navy to be favorable, reenlistment intent was higher than for Navymen who perceived the climate to be unfavorable. Also, for personnel who perceived that the Navy valued the individual Navyman and was genuinely concerned about his well-being, reenlistment intent was higher. Therefore, the fourth hypothesis was confirmed, as limited by the measures of the environment utilized in this study.
- (5) Navymen who expressed high job satisfaction were also more likely to intend to reenlist. The fifth hypothesis was confirmed.
- (6) Demographic variables influenced the frequency with which intent to reenlist was expressed. Blacks and Malayans were more likely to intend to reenlist than were whites; married men, more likely than single men. The higher the paygrade, the more frequently the Navyman indicated that he intended to reenlist. Size of the community in which the Navyman grew up was not related to reenlistment intent. Survey data was inconclusive about the effects of other demographic variables. The sixth hypothesis was partially confirmed.

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III. RECOMMENDATIONS

This research focused on the Navy's expanded Career Counseling Program, which is designed to improve personnel satisfaction and increase the retention of qualified enlisted personnel.

Recommendation 1: The Career Counseling Program, including counselor training, should be modified to make greater use of group counseling, programmed instruction, automated recordkeeping, and the mass media to assist the Navy in improving personnel satisfaction and increasing the reenlistment rate of qualified personnel.

Modifications to the Career Counseling Program, as it is implemented today, should be designed to:

- (1) Make use of group counseling methods to permit contact of larger numbers of enlisted personnel, without the need to increase the number of career counselors assigned to this task.
- (2) Utilize programmed instruction materials to make career information more easily available to both counselors and enlisted personnel.
- (3) Automate counseling recordkeeping at the unit level, particularly for the larger units, to increase the amount of time career counselors have available to spend on counseling enlisted personnel.
- (4) Provide direct access to the unit level to frequently updated, automated job and location assignment data bases to improve the availability and timeliness of information needed by the career counselor to perform his job effectively.
- (5) Make greater use of mass media easily available on some ships, and at many shore locations, to reach enlisted personnel with career information, including use of closed circuit television (CCTV)

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- (6) Improve use of division career counselors, or replace their efforts as part of the program by increasing command career counselor support.

Also, it is recommended that career counselor training should be modified to reflect changes in emphasis in the Career Counseling Program. As a result of this improved training, career counselors will be equipped with the knowledges, attitudes and skills required to implement counseling techniques and contact strategies adopted for the program.

Since it is usually wise to initiate change on a relatively small scale, it is further recommended that changes to the Career Counseling Program and counselor training first be implemented on a prototype basis. A carefully designed field test of this prototype should be conducted to determine the effectiveness of these changes in increasing personnel satisfaction and the retention of qualified Navy enlisted personnel. If results of these field tests are favorable, it is further recommended that changes proved effective in this field test should be implemented on a Navywide basis, with regular evaluations provided to ensure continued effectiveness of the new Career Counseling Program.

This recommendation is supported by research findings documented in this report and Conclusions 1 and 2 discussed above.

Recommendation 2: Target populations favorable toward the Navy and receptive to reenlistment should be identified, and a strategy for contact of these populations developed as part of the Career Counseling Program.

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Career counseling has a differential impact on reenlistment intent, depending on the attitudes of the enlisted man toward the Navy, and the attitudes held by his organizational unit. This fact makes possible the development of a contact strategy, and the identification of receptive target populations.

Effective use of existing resources allocated to the Career Counseling Program make it imperative that a strategy of contact that maximizes retention while minimizing cost be effected. This study has shown that Navy enlisted personnel are differentially receptive to reenlistment, and to the services of the career counselor. The group undecided about reenlistment comprises a large segment of this receptive population. As a result of this finding, strategy and techniques for identifying an initial receptive population should be developed. Furthermore, procedures to assist units in identifying target populations most receptive to individualized career counseling, including self-survey techniques at the unit level, should be developed. Also, emphasis should be placed on developing methods designed to direct career counselors to first term personnel early in their enlistment. Research findings indicate that by the end of the first term, when the current career counseling reenlistment and separation interviews of greatest impact are scheduled to take place, most Navy men have already made their reenlistment decision.

This recommendation grows out of research findings documented in this report, and Conclusions 1, 2, and 3 discussed above.

Recommendation 3: Recognizing that sweeping people-oriented changes are currently underway, the Career Counseling Program should work hand-in-glove with the Navy command structure to augment the repertoire of practical techniques for improving organizational effectiveness, and for creating a more favorable social envelope within which the individual Navyman can live and work.

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Survey results demonstrate that organizational climate affects unit reenlistment rate. Attitudes of enlisted personnel toward the Navy have also been shown to be related to unit reenlistment intent. The degree of command support that the Career Counseling Program is perceived to receive influences unit reenlistment rate. Additionally, if treatment is perceived to be humanistic--to reflect personal interest, respect, and concern on the part of the Navy--the percentage of Navymen in units who say they intend to reenlist is greater than in units where treatment is perceived to be less considerate. Examples of techniques that can impact on factors affecting reenlistment intent are:

- Executive seminars designed to acquaint command and staff personnel with the Career Counseling Program.
- Seminars designed to prepare senior enlisted personnel to assist the career counselor in extending the outreach of the program.
- Use of the career counselor by the command as an action agent to assist in developing and implementing a unit-tailored career motivation and retention program, including the identification of target populations receptive to career counseling and favorably inclined toward reenlistment.

Practical techniques for improving climate and thus improving organizational effectiveness, such as those listed above, should be developed and tested on ships, as well as on shore. Those techniques demonstrated to be most acceptable and effective should then be implemented on a Navywide basis.

This recommendation grows out of research findings documented in this report, and Conclusions 2, 3, 4, and 5.

APPENDIX A

SURVEY QUESTIONNAIRE

This appendix presents the survey questionnaire with response data included. Data derived from information collected on page A-3 are depicted in bar charts on pages A-4 through A-7. For a majority of the questions, the total number of persons responding is presented to the left of the question with a percentage breakdown shown immediately to the left of the individual responses. Means are included immediately below the number of respondees when the responses are of an ordinal nature.

NAVYMAN CAREER OPPORTUNITY QUESTIONNAIRE

INSTRUCTIONS

A study is currently in progress to determine the effect of career related programs on Navyman. You have been selected to assist in this effort by responding to this questionnaire. Based on the results obtained, modifications may be made to reflect your expressed needs and desires.

We hope you will feel free to be completely frank in your answers. There are no "right" answers and no "wrong" answers for most of the questions. It is your own, honest opinion we want. Your responses will be kept strictly confidential and used only for research purposes. Processing of data will be accomplished by an outside, non-military organization to insure that individual replies or other information about individuals will not be released to any agency of the U.S. Navy.

Some questions require that you enter numbers or letters in boxes. For example, if you are a Seaman, you would enter E3 in the boxes next to this question.

Pay grade?

E	3
23	24

Others require that you put a check mark (✓) to indicate your answer. For example,

How many dependent children under 5 years of age do you have?

- 1 None
- 2 One
- 3 Two
- 4 Three or more

In a very few cases, you are asked to write some details to explain your answer.

Note that the numbers under the boxes and those to the left of questions are for processing purposes only and are not part of the questions.

There are some questions intended to determine if certain information has been made available to you. It is not expected that you will know the answers to all of these.

The last section asks you to circle numbers. Full instructions have been included immediately preceding the section.

Please answer all questions on each page, but do not spend a lot of time on any particular one.

Thank you very much for your cooperation in responding to this questionnaire.

BACKGROUND INFORMATION

1. Social Security Number

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

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

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

 2. Age on last birthday.

--	--	--	--	--

 3. General Rating? (e.g., RM, AME)

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

 4. Primary NEC?

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

 5. Secondary NEC?

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

 6. Pay grade?

--	--	--	--	--	--	--	--
-
-
- On the next five questions, please insert the appropriate code for the month.
- | | | |
|----------|-----------|-----------|
| Jan = 01 | May = 05 | Sept = 09 |
| Feb = 02 | June = 06 | Oct = 10 |
| Mar = 03 | July = 07 | Nov = 11 |
| Apr = 04 | Aug = 08 | Dec = 12 |
-
7. On what date did you first report for active duty?

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

 8. On what date did you report to your present unit?

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

 9. On what date will your present active duty commitment end?

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

 10. If you have reenlisted or extended, on what date was (is) that effective? (If not, leave blank)

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

 11. If you are married, on what date did you marry? (If not, leave blank.)

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

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Question	Number Responses	Percent of Total (N)									
		10	20	30	40	50	60	70	80	90	100
Social Security Number (Q1)											
No response or eradicated	170	9.9%									
Responses	<u>1541</u>	90.1%									
N =	1711										
Age in Years (Q2)											
16-19	268	15.8%									
20.	248	14.6%									
21.	300	17.7%									
22.	373	22.0%									
23.	286	16.8%									
24-40	<u>223</u>	13.1%									
N =	1698										
Mean Age: 21.6 years											
Rating by Group* (Q3)											
Deck.	189	12.0%									
Ordnance.	126	8.0%									
Electronics	76	4.8%									
Precision Equipment	67	4.3%									
Admin. & Clerical	214	13.6%									
Miscellaneous	175	11.0%									
Engine and Hull	384	24.3%									
Construction.	16	1.0%									
Aviation.	306	19.4%									
Medical	11	0.7%									
Dental.	4	0.2%									
Steward	<u>11</u>	0.7%									
N =	1579										

*NAVPERS 15658, Navy & Marine Corps Military Personnel Statistics









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Question	Number Responses	Percent of Total (N)									
		10	20	30	40	50	60	70	80	90	100
Primary NEC (Q4)											
None Indicated	1406	82.2%									
Decipherable* Values . .	202	11.8%									
Undecipherable Values. .	<u>103</u>	6.0%									
N =	1711										
Secondary NEC (Q5)											
None Indicated	1640	95.9%									
Decipherable* Values . .	35	2.0%									
Undecipherable Values. .	<u>36</u>	2.1%									
N =	1711										
Pay Grade (Q6)											
E-1.	40	2.4%									
E-2.	208	12.6%									
E-3.	474	28.6%									
E-4.	648	39.2%									
E-5.	275	16.6%									
E-6.	<u>10</u>	0.6%									
N =	1655										
Mean = 3.6											
Time in Service (Q7)											
1 Year	267	15.8%									
2 Years.	445	26.3%									
3 Years.	265	15.7%									
4 Years.	592	35.0%									
5 Years or More.	<u>121</u>	7.2%									
N =	1690										
Mean = 2 Years 6 Months											

*NAVPERS 18660 Annual Training Time and Cost for Navy Ratings and NECs (FY 72 Edition)

Question	Number Responses	Percent of Total (N)									
		10	20	30	40	50	60	70	80	90	100
Time at Present Unit (Q8)											
1 Month or Less	135										
2-12 Months	577										
2 Years	575										
3 Years	236										
4 Years	146										
More than 4 Years . . .	10										
N =	1679										
Mean = 1 Year 2 Months											
Time Until Present Active Duty Commitment Ends (Q9)											
1 Month or Less	117										
2-6 Months	475										
7-12 Months	237										
2 Years	307										
3 Years	330										
4 Years	120										
More than 4 Years . . .	57										
N =	1643										
Mean = 1 Year 2 Months											

Question	Number Responses	Percent of Total (N)									
		10	20	30	40	50	60	70	80	90	100
Time Since Date Reenlisted or Extended (Q10)											
1 Month or Less Ago . . .	34	 20.9%									
2-6 Months Ago	55	 33.8%									
More Than 6 Months . . .	<u>74</u>	 45.3%									
N =	163										
Date Married vs. Date First Enlisted (Q11)											
Married Before Enlistment Date	100	 18.4%									
1-12 Months After Reenlistment Date	154	 28.3%									
13-24 Months	135	 24.8%									
25-36 Months	99	 18.2%									
37 or More Months . . .	<u>56</u>	 10.3%									
N =	544										

3

ON THE FOLLOWING ITEMS PLEASE PUT A CHECK (✓)
TO THE LEFT OF YOUR CHOICE FOR EACH ITEM.

12. What is your present enlistment and/or extension status?

- 89.8% 1 First enlistment
 - 5.7% 2 Extension of first enlistment
 - 4.5% 3 Second enlistment
- n=1705

13. What is your current Fleet assignment?

- 69.0% 1 Pacific Fleet
 - 29.7% 2 Atlantic Fleet
 - 1.3% 3 Ashore in U.S. (Including Alaska and Hawaii)
- n=1701

14. To what type of service are you currently assigned?

- 21.5% 1 Aviation
 - 75.3% 2 Surface
 - 3.2% 3 Submarine
- n=1688

15. What is your race?

- 87.0% 1 White
 - 6.2% 2 Black (Negro)
 - 3.3% 3 Spanish surname American
 - 0.4% 4 Oriental
 - 1.9% 5 Malayan
 - 1.2% 6 If other, specify _____
- n=1703

16. What is your marital status?

- 65.4% 1 I have never been married
 - 31.6% 2 I am married
 - 0.7% 3 I am legally separated
 - 0.1% 4 I am a widower
 - 2.2% 5 I am divorced and not remarried
- n=1699

17. How many dependents, including children, do you have?

- 67.0% 1 None
 - 18.7% 2 One
 - 10.1% 3 Two
 - 3.0% 4 Three
 - 0.8% 5 Four
 - 0.4% 6 Five or more
- n=1687
m=1.53

18. How many dependent children under 5 years of age do you have?

- 85.4% 1 None
 - 11.8% 2 One
 - 2.8% 3 Two
 - 0.0% 4 Three or more
- n=1668
m=1.17

19. Have you recently reenlisted?

- 94.0% 1 Have not reenlisted
 - 0.6% 2 Reenlistment replaced a previous extension - same number of years
 - 1.7% 3 Reenlistment replaced a previous extension - reenlisted for more years
 - 3.7% 4 Reenlistment not involved with a previous extension
- n=1697

20. How long a reenlistment or extension period (years) have you contracted with the Navy?

- 80.8% 1 Not applicable, I have not reenlisted or extended since I first enlisted
 - 10.0% 2 2 years
 - 2.0% 3 3 years
 - 3.8% 4 4 years
 - 0.4% 5 5 years
 - 3.0% 6 6 years
- n=1665
m=1.40

4

21. What is your Variable Reenlistment Bonus (VRB) multiple?

18.5% 1 Not in eligible rating

46.4% 2 Do not know

1.0% 3 1

7.9% 4 2

4.2% 5 3

22.0% 6 4

n=1667

22. Does your obligated military service require a term in the Naval Reserve Program?

35.3% 1 Yes

52.9% 2 No

11.8% 3 Not sure

n=1696

23. In what part of the country did you spend most of your life before you entered the Navy?

19.0% 1 Northeast (Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Pennsylvania, Delaware)

20.4% 2 Southeast (Maryland, District of Columbia, Virginia, West Virginia, North Carolina, South Carolina, Tennessee, Kentucky, Georgia, Alabama, Mississippi, Florida, Louisiana, Texas)

32.1% 3 Middle West (Ohio, Michigan, Indiana, Illinois, Wisconsin, Minnesota, North Dakota, South Dakota, Iowa, Missouri, Arkansas, Oklahoma, Nebraska, Kansas)

7.4% 4 Mountain States & Southwest (Montana, Idaho, Wyoming, Utah, Colorado, Nevada, New Mexico, Arizona)

18.9% 5 Far West (Hawaii, Alaska, Washington, Oregon, California)

2.2% 6 Not in the United States

n=1685

24. In what size community did you grow up?

17.0% 1 Less than 2,500

20.0% 2 2,500 to 10,000

12.9% 3 10,000 to 25,000

12.6% 4 25,000 to 50,000

10.6% 5 50,000 to 100,000

12.4% 6 100,000 to 500,000

14.5% 7 More than 500,000

n=1685
m=3.75

25. What is your highest level of education?

8.8% 1 Less than High School without GED

7.4% 2 Less than High School with GED

73.8% 3 High School graduate

7.6% 4 Associate degree

2.3% 5 Bachelor's degree

0.1% 6 Master's or Doctoral degree

n=1704
m=2.88

26. Indicate the type of activity to which you are assigned?

0.5% 1 Shore duty (other than shore based A/C Squadron or detachment)

7.5% 2 Shore based A/C Squadron or detachment

34.7% 3 Aircraft carrier (other than carrier based A/C Squadron or detachment)

0.2% 4 Amphibious ship/craft

42.5% 5 Destroyer types

8.9% 6 Cruiser

2.4% 7 Submarine, Diesel

0.7% 8 Submarine, Nuclear

2.6% 9 If other, specify _____

n=1696

5

27. What was the single most important reason why you initially joined the Navy?
- 3.7%1 Wanted to serve my country
 - 1.8%2 Career opportunities looked better than civilian life
 - 0.7%3 For a position with responsibility, dignity and social opportunities
 - 1.1%4 For a secure position with promotions and favorable retirement benefits
 - 16.1%5 For travel, adventure, new experience
 - 10.0%6 Opportunity for advanced education, professional, or technical skills
 - 55.0%7 Wanted to fulfill my military obligation at a time and in the service of my choice rather than be drafted
 - 11.6%8 If other, specify _____
- n=1625

A-10

30. Who influenced you most to join the Navy?
- 17.5%1 Parents
 - 14.9%2 Recruiter
 - 6.1%3 Navyman on active duty
 - 4.0%4 Navy reservist
 - 12.8%5 Civilian (ex-Navy)
 - 44.7%6 If other, specify _____
- n=1627

ATTITUDE TOWARD REENLISTMENT

31. When your present term of service is up, do you intend to reenlist?
- 5.3%1 Yes
 - 79.2%2 No
 - 15.5%3 Undecided
- n=1698

32. Which one of the following reenlistment incentives or career benefits is most attractive you?
- 8.3%1 Proficiency Pay (Pro Pay)
 - 6.6%2 Associate Degree Completion Program (ADCOP)
 - 29.1%3 Variable Reenlistment Bonus (VRB)
 - 3.7%4 Selective Training and Retention Program (STAR)
 - 3.0%5 Selective Conversion and Retention Program (SCORE)
 - 49.3%6 I'm unfamiliar with the programs so I can't say
- n=1497

28. What influence did the draft have on your decision to enter active military service?
- 20.8%1 Was not subject to the draft
 - 31.4%2 Definitely would not have entered if no draft
 - 19.4%3 Probably would not have entered if no draft
 - 14.9%4 Probably would have entered even if no draft
 - 5.7%5 Definitely would have entered even if no draft
 - 7.8%6 Don't know what I would have done if no draft
- n=1690
29. How did you first enter active Navy service?
- 34.0%1 I enlisted
 - 14.1%2 Went on active duty from reserves
 - 1.9%3 If other, specify _____
- n=1680

33. Have you discussed with anyone the Navy's Selective Training and Retention (STAR) Program?
- | | | |
|--------|-----------------------------------|--|
| 62.8%1 | Don't know about the STAR Program | |
| 2.4%2 | Yes, my division officer | |
| 7.5%3 | Yes, my lead petty officer | |
| 9.9%4 | Yes, my division career counselor | |
| 17.4%5 | Yes, my command career counselor | |
- n=1612
34. Have you had the Selective Conversion and Retention (SCORE) Program explained to you by anyone?
- | | | |
|--------|------------------------------------|--|
| 62.2%1 | Don't know about the SCORE Program | |
| 2.4%2 | Yes, my division officer | |
| 7.4%3 | Yes, my lead petty officer | |
| 10.2%4 | Yes, my division career counselor | |
| 17.8%5 | Yes, my command career counselor | |
- n=1638
35. What influence has career counseling had on your intention to reenlist?
- | | | |
|--------|------------------------------|--|
| 3.2%1 | Very positive influence | |
| 6.8%2 | Generally positive influence | |
| 72.1%3 | No effect | |
| 5.5%4 | Generally negative influence | |
| 12.4%5 | Very negative influence | |
- n=1665
m=3.17
36. How much influence would Variable Reenlistment Bonus (VRB) have on your decision to reenlist?
- | | | |
|--------|----------------------------|--|
| 14.6%1 | A very great influence | |
| 10.8%2 | A fair amount of influence | |
| 14.9%3 | Some influence | |
| 11.6%4 | A little influence | |
| 48.1%5 | No influence | |
- n=1684
m=3.68
37. Would you consider the Navy Reserve after your active tour of duty is over?
- | | | |
|--------|--|--|
| 5.4%1 | No, I'm reenlisting | |
| 63.8%2 | No, I'm through after this tour | |
| 27.2%3 | Yes, I would consider the reserves | |
| 3.7%4 | Yes, I will definitely join the reserves | |
- n=1664
38. Did you get the impression during your reenlistment interview that the Navy really needs you?
- | | | |
|--------|--------------------------------------|--|
| 6.3%1 | Yes | |
| 37.6%2 | No | |
| 5.7%3 | Not sure | |
| 50.4%4 | Haven't had a reenlistment interview | |
- n=1681
39. If you had to make a decision today, would you choose to reenlist?
- | | | |
|--------|-----|--|
| 9.8%1 | Yes | |
| 90.2%2 | No | |
- n=1676
40. Do you ever get the feeling that your career counselor is trying to "sell" you on reenlisting?
- | | | |
|--------|---------------------------|--|
| 18.8%1 | Strongly feel this | |
| 14.6%2 | Generally feel this | |
| 48.6%3 | No opinion | |
| 12.6%4 | Generally don't feel this | |
| 5.4%5 | Strongly don't feel this | |
- n=1680
m=2.72
41. If you were to decide to leave the Navy, do you agree that Transition Program would be beneficial to you?
- | | | |
|--------|--|--|
| 20.7%1 | Do not know about the Transition Program | |
| 39.5%2 | Strongly agree | |
| 20.0%3 | Generally agree | |
| 13.6%4 | No opinion | |
| 3.5%5 | Generally disagree | |
| 2.7%6 | Strongly disagree | |
- n=1693

7

ATTITUDE TOWARD NAVY

42. What approach did the recruiter use during your first interview?
 22.4%1 Promised anything to get me in
 43.6%2 Told me only the good things
 20.8%3 Described the Navy as it is
 3.2%4 Discussed alternatives such as Reserves, NROTC, etc.
 10.0%5 If other, specify _____
 n=1646
43. How much were you told about career opportunities in the Navy during your enlistment interview?
 12.1%1 All fields were discussed
 25.2%2 Only fields of my interest were discussed
 10.3%3 Only the open fields were discussed
 12.5%4 Only fields related to my aptitude test scores were discussed
 5.2%5 Only the field to which I was being assigned was discussed
 34.7%6 None
 n=1678
44. Have you ever had a civilian job?
 75.3%1 Yes, full-time
 15.1%2 Yes, half-time
 4.5%3 Yes, less than half-time
 5.1%4 No
 n=1680
45. Do you feel the information about the Navy given to you by the Navy recruiter when you entered the Navy was accurate?
 4.9%1 Very accurate
 16.0%2 Mostly accurate
 43.4%3 About half and half
 15.1%4 Mostly inaccurate
 20.6%5 Very inaccurate
 n=1652
 m=3.30
- If you feel that there were some inaccuracies, what was the major problem?

46. Did the recruiter discuss your previous work experience in considering your Navy job classification?
 27.2%1 Yes
 64.3%2 No
 2.7%3 No previous work experience
 5.8%4 Not sure
 n=1699
47. How advantageous do you think your work experience in the Navy would be in getting a job in civilian life?
 12.4%1 A great advantage
 39.8%2 Somewhat of an advantage
 39.0%3 Of no advantage
 3.8%4 Somewhat of a disadvantage
 5.0%5 A great disadvantage
 n=1692
 m=2.49
48. As far as you are concerned, how would you rate your Navy career financially against a civilian career which you would pursue?
 1.9%1 Navy career best
 6.6%2 Navy career somewhat better
 13.2%3 Both about the same
 25.2%4 Civilian career somewhat better
 53.3%5 Civilian career best
 n=1673
 m=4.21
49. How much per month do you feel you could make now in that civilian career?
 What is the civilian career you are comparing?

 4.0%1 \$300 or less
 11.0%2 \$301 to \$450
 30.1%3 \$451 to \$600
 23.0%4 \$601 to \$750
 20.1%5 \$751 to \$1000
 5.7%6 \$1001 to \$1250
 2.4%7 \$1251 to \$1500
 3.7%8 Over \$1500
 n=1632
 m=3.89

8

50. How well do you feel your abilities could be utilized in a civilian job compared to the way the Navy is using them?
54. Do you agree that the qualifications for your Navy job can be used directly in a similar civilian job?
55. How much of a contribution do you feel you are making to society by serving in the Navy?
56. How do your parents (or guardian) feel about the Navy in general?
57. Do you agree that you like being in the Navy?
51. Do you believe that Navy leadership and supervision involve the same skills, knowledge, and attitudes as a civilian job?
52. After serving a four-year enlistment in the Navy in a rating equivalent to a civilian trade, how do you think a civilian trade union would receive you?
53. Do you think the image of the Navy that is presented by the news media (newspapers, magazines, radio, television) is fair?
- IF YOU ARE NOT MARRIED, GO TO QUESTION 65 NEXT.
IF YOU ARE MARRIED, CONTINUE WITH ITEM 58.
54. 13.5% 1 Strongly agree
31.6% 2 Generally agree
20.6% 3 No opinion
14.7% 4 Generally disagree
19.6% 5 Strongly disagree
55. 8.2% 1 A very great contribution
10.1% 2 A large contribution
31.5% 3 Some contribution
22.8% 4 A small contribution
27.4% 5 No contribution
56. 22.7% 1 Very positive
37.1% 2 Generally positive
21.7% 3 Indifferent
10.5% 4 Generally negative
8.0% 5 Very negative
57. 3.6% 1 Strongly agree
17.4% 2 Generally agree
17.4% 3 No opinion
17.5% 4 Generally disagree
44.1% 5 Strongly disagree
50. 54.6% 1 Much better than in the Navy
22.4% 2 Somewhat better than in the Navy
12.9% 3 The same as in the Navy
5.9% 4 Somewhat less than in the Navy
4.2% 5 Much less than in the Navy
51. 8.1% 1 Strongly agree
24.0% 2 Generally agree
22.4% 3 No opinion
20.6% 4 Generally disagree
24.9% 5 Strongly disagree
52. 2.1% 1 As a Master
13.7% 2 As a Journeyman
36.4% 3 As an Apprentice
7.6% 4 Would not accept
40.2% 5 No opinion/don't know
53. 6.2% 1 Almost always fair
26.7% 2 Usually fair
38.0% 3 As often fair as unfair
18.3% 4 Usually unfair
10.8% 5 Almost always unfair
- n=1678
m=1.83
- n=1696
m=2.95
- n=1688
m=3.51
- n=1684
m=2.44
- n=1695
m=3.81
- n=1694
m=3.30
- n=1685
- n=1657
m=3.01

<p>58. Is your wife with you at this station or homeport? 65.7% <u>1</u> Yes 34.3% <u>2</u> No</p>	<p>n=588 m=2.58</p>	<p>61. How long have your military duties kept you away from your wife and family since you have been in the Navy? 19.5% <u>1</u> 6 months or less 29.6% <u>2</u> 6 to 12 months 24.2% <u>3</u> 12 to 18 months 26.7% <u>4</u> 18 months or more</p>
<p>59. Which three of the following items do you feel that your wife likes <u>most</u> about the Navy? 4.5% <u>A</u> Your job 7.2% <u>B</u> Retirement benefits 31.9% <u>C</u> Dependent medical benefits 6.2% <u>D</u> Dependent educational benefits 1.1% <u>E</u> Family separation 6.5% <u>F</u> The amount of money you make 2.1% <u>G</u> Changes of station 1.7% <u>H</u> Family housing 33.1% <u>I</u> Exchange and commissary services 3.5% <u>J</u> Contact with people of other races 2.2% <u>K</u> Clubs and social life</p>	<p>n=573 m=3.60</p>	<p>62. Do you agree that your wife is proud to be associated with the Navy? 4.5% <u>1</u> Strongly agree 17.4% <u>2</u> Generally agree 26.0% <u>3</u> No opinion 17.5% <u>4</u> Generally disagree 34.6% <u>5</u> Strongly disagree</p>
<p>60. Which three of the following items do you feel that your wife likes <u>least</u> about the Navy? 13.8% <u>A</u> Your job 1.4% <u>B</u> Retirement benefits 3.3% <u>C</u> Dependent medical benefits 0.4% <u>D</u> Dependent educational benefits 32.5% <u>E</u> Family separation 18.0% <u>F</u> The amount of money you make 17.6% <u>G</u> Changes of station 6.8% <u>H</u> Family housing 1.0% <u>I</u> Exchange and commissary services 1.1% <u>J</u> Contact with people of other races 4.1% <u>K</u> Clubs and social life</p>	<p>n=568 m=2.28</p>	<p>63. Will your wife's feelings about the service have any influence on your decision to reenlist or to leave the Navy? 51.1% <u>1</u> They will have a very great influence 12.2% <u>2</u> They will have a large influence 13.7% <u>3</u> They will have some influence 4.2% <u>4</u> They will have little influence 18.8% <u>5</u> They will have no influence</p>
<p>Responses=1189</p>	<p>n=565</p>	<p>64. When your present tour of duty is up, do you feel your wife would prefer that you reenlist, choose another branch of the service, or get out? 6.4% <u>1</u> Prefer I reenlist in the Navy 2.3% <u>2</u> Prefer I choose another branch of the service 9.0% <u>3</u> Unsure of her preference 76.5% <u>4</u> Prefer I get out of the service 5.8% <u>5</u> She would have no preference</p>
<p>Responses=1445</p>		

10

EVERYONE ANSWER ALL ITEMS FROM HERE ON

65. How important is it to you to be regarded as a good Navyman by your superiors?

- 32.1% 1 Very important
- 26.0% 2 Of some importance
- 17.2% 3 Average
- 13.4% 4 Of little importance
- 11.3% 5 Very unimportant

n=1616
m=2.46

66. What is your major source of information about Z-grams?

- 34.7% 1 Plan-of-the-day
- 18.3% 2 Bulletin boards
- 17.6% 3 Navy Times and/or All Hands
- 23.4% 4 Z-grams themselves
- 6.0% 5 I have not heard of Z-grams

n=1570

67. What is your general opinion of Z-grams?

- 23.7% 1 Excellent
- 25.0% 2 Very good
- 30.4% 3 Good
- 14.0% 4 Fair
- 6.9% 5 Poor

n=1560
m=2.55

68. Which two of Admiral Zumwalt's People Programs do you know the most about? (check only two)

- 496 18.8% 1 Race Relations
- 529 19.6% 2 USAFI
- 76 2.8% 3 Intercultural Relations
- 113 4.2% 4 Standardized Shipboard Training Package
- 285 10.7% 5 Alcohol Abuse Control
- 898 33.3% 6 Drug Abuse Education
- 297 11.0% 7 SWAPS

n=1464

Responses=2694

69. How have you been treated in the Navy?

- 9.8% 1 Very fairly
- 14.8% 2 Somewhat fairly
- 44.9% 3 Average
- 19.2% 4 Somewhat unfairly
- 11.3% 5 Very unfairly

n=1610
m=3.07

70. How would you rate your own attitude toward the Navy in the past six months?

- 4.6% 1 Very positive
- 19.1% 2 Generally positive
- 21.6% 3 Indifferent
- 21.9% 4 Generally negative
- 32.8% 5 Very negative

n=1603
m=3.59

71. Do you feel you have been given the opportunity to express your choice of location in the Navy?

- 4.5% 1 Always
- 11.4% 2 Most of the time
- 18.3% 3 Sometimes
- 23.1% 4 Seldom
- 42.7% 5 Never

n=1610
m=3.88

72. How recently do you remember filling out a Duty Preference card?

- 2.3% 1 In the last month
- 15.1% 2 1 to 6 months ago
- 16.0% 3 6 to 12 months ago
- 40.2% 4 Over 13 months ago
- 26.4% 5 Never

n=1610

73. Have you ever been assigned to a ship of the type you stated as a preference?
 31.2% 1 Yes
 45.2% 2 No
 11.8% 3 Have never stated a preference
 8.2% 4 Have never been transferred
 3.6% 5 Do not remember
 n=1598
74. How much attention do you feel the Navy pays to your choices on the Duty Preference Card?
 0.8% 1 A great deal of attention
 4.6% 2 A lot of attention
 25.4% 3 Some attention
 35.6% 4 Little attention
 33.6% 5 No attention
 n=1584
 m=3.97
75. Have you ever been assigned to a location you stated as a preference for duty?
 32.0% 1 Yes
 49.8% 2 No
 7.7% 3 Have never stated a preference
 7.9% 4 Have never been transferred
 2.6% 5 Don't remember
 n=1604
76. How would you rate public opinion about the Navy, based on your experience with civilians?
 2.3% 1 Very favorable
 20.2% 2 Generally favorable
 33.3% 3 Indifferent
 28.2% 4 Generally unfavorable
 16.0% 5 Very unfavorable
 n=1611
 m=3.35
77. Do you agree that your service in the Navy has been a valuable experience?
 20.2% 1 Strongly agree
 40.1% 2 Generally agree
 18.7% 3 No opinion
 10.6% 4 Generally disagree
 10.4% 5 Strongly disagree
 n=1626
 m=2.51
78. Realistically, which is the highest pay grade you would expect to attain by the end of your eighth year of service if you remained in the Navy?
 9.1% 1 E-4 or below
 14.0% 2 E-5
 52.0% 3 E-6
 20.3% 4 E-7
 2.0% 5 E-8
 2.6% 6 E-9
 n=1587
79. If a young person asked your opinion, would you encourage him to serve in the Navy?
 3.9% 1 I would encourage him to join
 51.5% 2 I would point out the pros and cons
 10.9% 3 I wouldn't give my opinion
 33.7% 4 I would discourage him
 n=1607
 m=2.75
80. How many months have you been at sea in the past year?
 16.0% 1 None
 17.2% 2 1 to 3 months
 14.7% 3 3 to 6 months
 52.1% 4 6 to 12 months
 n=1625

ATTITUDE TOWARD JOB AND TRAINING

81. Do you agree that the Navy is interested in you as in individual human being?

- 1.5% 1 Strongly agree
- 12.0% 2 Generally agree
- 22.1% 3 No opinion
- 30.2% 4 Generally disagree
- 34.2% 5 Strongly disagree

n=1627
m=3.84

82. How do you think black and other minority enlisted personnel are treated in the Navy?

- 14.7% 1 Much better than white
- 25.1% 2 Somewhat better than white
- 39.0% 3 The same as white
- 16.4% 4 Somewhat worse than white
- 4.8% 5 Much worse than white

n=1603
m=2.72

83. Do you agree that the Navy treats you as a person worthy of respect?

- 2.0% 1 Strongly agree
- 17.5% 2 Generally agree
- 24.4% 3 No opinion
- 30.2% 4 Generally disagree
- 25.9% 5 Strongly disagree

n=1689
m=3.60

84. Do you agree that the Navy's pay and allowances package is adequate?

- 2.9% 1 Strongly agree
- 24.4% 2 Generally agree
- 20.5% 3 No opinion
- 30.4% 4 Generally disagree
- 21.8% 5 Strongly disagree

n=1689
m=3.44

85. Did you have a particular job you wanted to do when you entered the Navy?

- 82.1% 1 Yes
- 17.9% 2 No

n=1690

86. Were you assigned to the career field you wanted?

- 25.7% 1 Yes
- 9.8% 2 No, I was not interested in any particular field
- 11.5% 3 No, test scores were not high enough
- 19.4% 4 No, the field I wanted had its full quota
- 33.6% 5 No, (explain) _____

n=1680

87. Did you have an understanding with the recruiter that you would be trained in the job you would be assigned?

- 51.1% 1 Yes
- 34.7% 2 No
- 14.2% 3 Not sure

n=1690

88. Did you strongly want to receive this training?

- 67.6% 1 Yes
- 13.6% 2 No
- 8.6% 3 Don't remember
- 10.2% 4 Not applicable

n=1683

13

89. How much service school training have you received?

- 20.1% 1 Less than a week
- 9.2% 2 1 to 3 weeks
- 10.0% 3 3 to 6 weeks
- 10.6% 4 6 to 9 weeks
- 50.1% 5 9 weeks or more

n=1646

90. Do you agree that the results of your GCT and other classification tests revealed your capabilities accurately?

- 8.5% 1 Strongly agree
- 31.3% 2 Generally agree
- 17.4% 3 No opinion
- 19.7% 4 Generally disagree
- 23.1% 5 Strongly disagree

n=1693
m=3.18

91. Do you agree that the Navy is making good use of the talents of most of your shipmates?

- 1.2% 1 Strongly agree
- 15.2% 2 Generally agree
- 19.4% 3 No opinion
- 32.2% 4 Generally disagree
- 32.0% 5 Strongly disagree

n=1696
m=3.78

92. Do you agree that your abilities and desires were adequately considered in assigning your job classification?

- 3.9% 1 Strongly agree
- 22.2% 2 Generally agree
- 20.8% 3 No opinion
- 23.0% 4 Generally disagree
- 30.1% 5 Strongly disagree

n=1691
m=3.53

93. How do you personally feel about the initial job classification you received in the Navy?

- 9.7% 1 Very satisfied
- 19.4% 2 Fairly satisfied
- 27.6% 3 Average
- 18.8% 4 Fairly unsatisfied
- 24.5% 5 Very unsatisfied

n=1683
m=3.29

94. How do you feel about your job assignment now?

- 12.2% 1 Very satisfied
- 22.3% 2 Fairly satisfied
- 25.9% 3 Average
- 15.9% 4 Fairly unsatisfied
- 23.7% 5 Very unsatisfied

n=1692
m=3.17

95. How do you feel about your location assignment now?

- 9.2% 1 Very satisfied
- 18.5% 2 Fairly satisfied
- 21.6% 3 Average
- 15.5% 4 Fairly unsatisfied
- 35.2% 5 Very unsatisfied

n=1693
m=3.49

96. How long have you been in your present job assignment?

- 15.9% 1 3 months or less
- 10.8% 2 3 to 6 months
- 14.3% 3 6 to 12 months
- 28.6% 4 1 to 2 years
- 30.4% 5 More than 2 years

n=1690

14

97. Is your present job interesting?
 11.6%1 Very interesting
 23.4%2 Fairly interesting
 29.2%3 Average
 13.9%4 Fairly uninteresting
 21.9%5 Very uninteresting
 n=1677
 m=3.11
98. What use is being made of your abilities in your present job assignment?
 6.9%1 Very good use
 18.0%2 Good use
 34.7%3 Average
 22.7%4 Poor use
 17.7%5 Very poor use
 n=1674
 m=3.26
99. Do you agree that the job you are doing is important to the Navy?
 20.5%1 Strongly agree
 35.7%2 Generally agree
 20.9%3 No opinion
 10.8%4 Generally disagree
 12.1%5 Strongly disagree
 n=1680
 m=2.59
100. Are you currently working in your Navy rating?
 76.4%1 Yes
 23.6%2 No
 n=1650
101. How easy do you feel it is to get your career field assignment changed in the Navy?
 0.8%1 Very easy
 5.2%2 Fairly easy
 17.2%3 Average
 31.9%4 Fairly difficult
 44.9%5 Very difficult
 n=1654
 m=4.15
102. What is your opinion of your immediate supervisor's leadership abilities?
 17.0%1 Very effective
 20.9%2 Fairly effective
 28.3%3 Average
 15.0%4 Fairly ineffective
 18.8%5 Very ineffective
 n=1674
 m=2.98
103. How interested do you feel your commanding officer is in your career progress?
 9.7%1 Very interested
 15.6%2 Fairly interested
 33.8%3 Average
 19.9%4 Fairly disinterested
 21.0%5 Very disinterested
 n=1647
 m=3.27
104. How interested do you feel your division officer is in your career progress?
 11.3%1 Very interested
 20.4%2 Fairly interested
 31.4%3 Average
 17.6%4 Fairly disinterested
 19.3%5 Very disinterested
 n=1666
 m=3.13

105. Have you received booklets describing Navy career opportunities? (If yes, indicate most recent)

- 64.4% 1 No
- 4.2% 2 Yes, from shipmates
- 2.1% 3 Yes, from division officer
- 2.0% 4 Yes, from personnelman
- 18.7% 5 Yes, from career counselor
- 2.6% 6 Yes, from lead petty officer
- 6.0% 7 Yes, other, specify _____

n=1677

106. Are you satisfied with the information you have been able to get about your job and your future in it?

- 6.6% 1 Very satisfied
- 18.4% 2 Fairly satisfied
- 39.3% 3 Average
- 15.0% 4 Fairly unsatisfied
- 20.7% 5 Very unsatisfied

n=1656

107. How often have you discussed retirement benefits with a career counselor?

- 68.2% 1 Never
- 19.8% 2 Once
- 6.2% 3 Twice
- 2.4% 4 Three times
- 3.4% 5 More than three times

n=1687
m=1.53

108. Have you ever discussed furthering your education in the Navy?

- 51.8% 1 Yes
- 44.5% 2 No
- 3.7% 3 Can't remember

n=1690

109. With whom did you last discuss educational opportunities?

- 7.7% 1 Division officer
- 5.8% 2 Personnelman
- 35.3% 3 Career counselor
- 9.8% 4 Lead petty officer
- 25.4% 5 Shipmates
- 16.0% 6 If other, specify _____

n=1598

110. Do you plan to continue your education while you are in the Navy? (Choose the best one)

- 6.2% 1 Get High School GED
- 14.5% 2 Go to college
- 7.0% 3 Go to trade school
- 17.3% 4 Take USAFI courses
- 12.8% 5 If other, specify _____
- 42.8% 6 Do not plan to continue

n=1639

111. Have you participated in any educational programs? (Check most recent one)

- 3.7% 1 PACE
- 12.3% 2 GI Bill (In Service)
- 8.4% 3 Night classes
- 25.3% 4 USAFI
- 50.3% 5 If other, specify _____

n=1135

112. With whom have you discussed a change of career assignment most?

- 7.7% 1 Division officer
- 11.8% 2 Lead petty officer
- 4.2% 3 Personnelman
- 10.8% 4 Career counselor
- 50.4% 5 I'm not interested in changing
- 15.1% 6 If other, specify _____

n=1574

113. How helpful was your career counselor in explaining the options available for changing your career field assignment?

- 5.0% 1 Very helpful
- 7.0% 2 Fairly helpful
- 13.1% 3 Of some help
- 10.8% 4 Of little help
- 15.7% 5 Of no help
- 48.4% 6 I never talked to the career counselor

n=1640

114. Who has talked to you the most about your feelings toward your job?

- 46.4% 1 No one
- 10.5% 2 Division officer
- 26.7% 3 Lead petty officer
- 4.1% 4 Career counselor
- 12.3% 5 If other, specify _____

n=1670

BEST SOURCE OF INFORMATION

115. If you had a shipmate who wanted to learn about civilian career opportunities, who would you suggest he contact?

- 4.7% 1 Personnelman
- 64.2% 2 Career counselor
- 3.6% 3 Division officer
- 2.8% 4 Lead petty officer
- 5.6% 5 Senior enlisted advisor
- 19.1% 6 If other, specify _____

n=1653

116. If you wanted to find out the requirements for advancement, who would you contact?

- 11.8% 1 Division officer
- 38.7% 2 Lead petty officer
- 25.8% 3 Career counselor
- 12.1% 4 Personnel officer
- 3.3% 5 Senior enlisted advisor
- 8.3% 6 If other, specify _____

n=1657

117. If you were interested in information about STAR or SCORE, who would you contact?

- 6.0% 1 Division officer
- 5.5% 2 Lead petty officer
- 60.5% 3 Career counselor
- 4.3% 4 Personnel officer
- 0.9% 5 Senior enlisted advisor
- 18.5% 6 Educational services officer
- 4.3% 7 If other, specify _____

n=1610

118. If you were being transferred to Japan and needed to know the weight limit on an express shipment of household goods, who would you contact?
- 44.5% 1 Personnelman
 - 14.6% 2 Career counselor
 - 8.1% 3 Lead petty officer
 - 9.5% 4 Division officer
 - 11.3% 5 Senior enlisted advisor
 - 12.0% 6 If other, specify _____

n=1628

119. If you wanted to find out more about survivors benefits, you would contact:

- 5.2% 1 Division officer
- 4.0% 2 Lead petty officer
- 27.9% 3 Personnelman
- 52.2% 4 Career counselor
- 4.0% 5 Retention officer
- 2.8% 6 Educational services officer
- 3.9% 7 If other, specify _____

n=1628

120. If you wanted to know which ratings are eligible for a Variable Reenlistment Bonus (VRB), you would contact:

- 4.2% 1 Retention officer
- 21.4% 2 Personnelman
- 65.2% 3 Career Counselor
- 3.0% 4 Division officer
- 3.1% 5 Lead petty officer
- 3.1% 6 If other, specify _____

n=1623

121. If you were trying to find out the requirements for and benefits of retirement, who would you contact?

- 80.3% 1 Career counselor
- 2.8% 2 Retention officer
- 8.8% 3 Personnelman
- 3.0% 4 Lead petty officer
- 2.2% 5 Senior enlisted advisor
- 2.9% 6 If other, specify _____

n=1632

122. Should you decide to put in for shore duty and wanted to know the normal shore tour lengths, who would you contact?

- 4.4% 1 Lead petty officer
- 26.8% 2 Personnelman
- 22.5% 3 Detailer
- 37.7% 4 Career counselor
- 3.0% 5 Senior enlisted advisor
- 3.1% 6 Division officer
- 2.5% 7 If other, specify _____

n=1637

123. If you wanted to save money and were interested in the Uniformed Services Savings Deposit Program, who would you contact?

- 12.3% 1 Division officer
- 5.8% 2 Lead petty officer
- 17.6% 3 Career counselor
- 33.6% 4 Personnel officer
- 4.5% 5 Senior enlisted advisor
- 26.2% 6 If other, specify _____

n=1599

- | | |
|---|--|
| <p>124. If you were going to inquire about education programs such as the Program For Afloat College Education (PACE), or the In-Service GI Bill, who would you contact?</p> <p>6.3% 1 Personnelman
2.4% 2 Division officer
2.1% 3 Lead petty officer
39.1% 4 Career counselor
1.0% 5 Senior enlisted advisor
47.2% 6 Educational services officer
1.9% 7 If other, specify _____</p> <p>n=1639</p> | <p>127. The Navyman you know who is the best source of information about your career and your ability to be promoted is:</p> <p>13.4% 1 Division officer
6.6% 2 Personnelman
16.6% 3 Division career counselor
29.5% 4 Command career counselor
19.7% 5 Lead petty officer
9.8% 6 Shipmates (friends)
4.4% 7 If other, specify _____</p> |
| <p>125. Should one of your friends need assistance in resolving an alcohol or drug problem and you have decided to step in and help, would you contact your:</p> <p>14.3% 1 Lead petty officer
2.1% 2 Personnelman
7.0% 3 Career counselor
14.5% 4 Senior enlisted advisor
20.9% 5 Telephone civilian "hot line" number
19.6% 6 Division officer
21.6% 7 If other, specify _____</p> <p>n=1604</p> | <p>128. If you decided to try to become an officer in the Navy, who would you contact?</p> <p>15.4% 1 Division officer
63.7% 2 Career counselor
3.3% 3 Lead petty officer
2.6% 4 Detailer
6.7% 5 Personnelman
8.5% 6 If other, specify _____</p> |
| <p>126. Should you, one day, find that you have money problems and need financial advice, who would you contact?</p> <p>37.5% 1 Disbursement officer
2.5% 2 Personnelman
20.8% 3 Division officer
5.8% 4 Career counselor
20.0% 5 Civilian bank's personal money manager
13.4% 6 If other, specify _____</p> <p>n=1627</p> | <p>129. From your experience, which Navyman really gets results about promotions, training, and other career opportunities?</p> <p>15.1% 1 Division officer
9.4% 2 Personnelman
1.9% 3 Retention officer
34.9% 4 Career counselor
1.0% 5 Retention officer
29.7% 6 No one
7.9% 7 If other, specify _____</p> <p>n=1599</p> |

130. In your opinion, who really knows about Navy careers and how to get into them?

- 2.5% 1 Division officer
- 5.4% 2 Lead petty officer
- 6.8% 3 Personnelman
- 77.2% 4 Career counselor
- 1.7% 5 Retention officer
- 6.4% 6 If other, specify _____

n=1618

n=1648

ATTITUDE TOWARD CAREER COUNSELING PROGRAM

131. What do you believe is the most important purpose of the Navy Career Counseling Program?

- 6.1% 1 Generate goodwill toward Navy
- 27.6% 2 Assist Navywomen with career and personal problems
- 15.1% 3 Assist in retention of qualified Navywomen
- 45.1% 4 Pass on information about Navy entitlements and opportunities
- 6.1% 5 If other, specify _____

n=1620

n=1652

132. Which one of these subjects do you think the Career Counseling Program ought to deal with most?

- 6.9% 1 Pay and allowances
- 22.5% 2 Career status (ratings, job performance)
- 65.6% 3 Anything and everything of concern to enlisted Navy personnel
- 1.6% 4 Discipline/Reward matters
- 3.4% 5 If other, specify _____

n=1632

n=1646

133. In discussions you have had with your friends about the Navy Reserve Program, what has the attitude been?

- 22.4% 1 Have not had any discussion about Reserves
- 5.6% 2 Very positive
- 16.5% 3 Generally positive
- 23.4% 4 Indifferent
- 15.8% 5 Generally negative
- 16.3% 6 Very negative

134. How many group briefings by the career counselor have you attended?

- 9.7% 1 Three or more
- 10.6% 2 Two
- 22.2% 3 One
- 57.5% 4 None

135. How long were the career counselor's group briefings -- in general?

- 8.2% 1 15 minutes or less
- 16.3% 2 15 to 30 minutes
- 10.2% 3 30 to 45 minutes
- 6.0% 4 45 to 60 minutes
- 4.0% 5 Over 1 hour
- 55.3% 6 Never attended such briefings

136. Do you agree that group sessions with your career counselor, where shipmates would be able to hear about Navy career programs and then discuss them, would be good?

- 16.6% 1 Strongly agree
- 30.2% 2 Generally agree
- 41.9% 3 No opinion
- 6.3% 4 Generally disagree
- 5.0% 5 Strongly disagree

IF NOT MARRIED, PLEASE GO TO QUESTION 140 NEXT.
IF MARRIED, CONTINUE.

137. Do you agree that wives should be included in some of the husband's interviews with his career counselor?

n=1664
m=2.79

- 31.5% 1 Strongly agree
- 24.8% 2 Generally agree
- 27.2% 3 No opinion
- 6.4% 4 Generally disagree
- 10.1% 5 Strongly disagree

n=610

138. Has your wife ever received an invitation from your career counselor offering and describing his assistance?

n=1663
m=3.42

- 4.6% 1 Yes
- 91.2% 2 No
- 4.2% 3 Don't recall any invitation

n=588

139. Has your wife ever been included in an interview with your career counselor?

n=1660
m=3.08

- 3.1% 1 Yes
- 96.9% 2 No

n=577

EVERYONE ANSWER ALL QUESTIONS FROM HERE ON

140. Have you ever been contacted with reference to the Naval reserves by your career counselor?

- 8.9% 1 Yes
- 91.1% 2 No

n=1671

141. What is your opinion as to the value of the Career Counseling Program to the Navy?

- 12.1% 1 Extremely valuable
- 14.6% 2 Very valuable
- 43.4% 3 Of some value
- 11.7% 4 Of little value
- 8.2% 5 Has no value at all

142. What is your opinion as to the value of the Career Counseling Program to you?

- 6.9% 1 Extremely valuable
- 13.8% 2 Very valuable
- 34.1% 3 Of some value
- 20.6% 4 Of little value
- 24.6% 5 Has no value at all

143. How often does the Plan of the Day contain career counseling announcements?

- 10.3% 1 Frequently
- 18.2% 2 Often
- 35.1% 3 Occasionally
- 26.1% 4 Seldom
- 10.3% 5 Never

144. How helpful has your command career counselor been in providing you with career information?

- 1.9% 1 No command career counselor assigned to my unit
- 34.1% 2 I have not consulted him about this
- 15.4% 3 Very helpful
- 24.3% 4 Somewhat helpful
- 24.3% 5 No help at all

n=1662

145. To what extent has your command career counselor been helpful in solving your personal grievances?
 2.1% 1 No command career counselor assigned to my unit
 49.8% 2 I have not consulted him about this
 3.8% 3 Very helpful
 8.7% 4 Somewhat helpful
 35.6% 5 No help at all
 n=1664
146. How often have you seen information about career opportunities posted on a bulletin board or in local command newsletters?
 24.0% 1 Most of the time
 17.0% 2 Some of the time
 30.2% 3 Occasionally
 15.2% 4 Seldom
 13.6% 5 Never
 n=1666
 m=2.78
147. Do you agree that pamphlets and literature are always on display at the career counseling office and available to Navy men.
 21.4% 1 Strongly agree
 34.0% 2 Generally agree
 32.9% 3 No opinion
 5.9% 4 Generally disagree
 5.8% 5 Strongly disagree
 n=1655
 m=2.41
148. Have any of your friends made better use of their talents as a result of career counseling?
 2.2% 1 Yes, many
 14.5% 2 Yes, some
 10.8% 3 Yes, one or two
 72.5% 4 None that I know of
 If yes, please give details _____

 n=1664
149. Should the Career Counseling Program be expanded to better match Navy needs with individual needs?
 35.1% 1 Strongly agree
 30.5% 2 Generally agree
 29.8% 3 No opinion
 1.3% 4 Generally disagree
 3.3% 5 Strongly disagree
 n=1662
 m=2.07
150. How often has your career counselor scheduled group discussions to consider sailors' "beefs"?
 1.2% 1 Frequently
 3.6% 2 Often
 14.0% 3 Occasionally
 19.6% 4 Seldom
 61.6% 5 Never
 n=1626
 m=4.37

151. To what extent has your command career counselor been helpful to you in solving a housing problem?

- 2.1% 1 No command career counselor assigned to my unit
- 62.0% 2 I have not consulted him about this
- 1.5% 3 Very helpful
- 2.4% 4 Somewhat helpful
- 32.0% 5 No help at all

n=1636

152. Has your command career counselor helped you expedite orders?

- 3.1% 1 No command career counselor assigned to my unit
- 38.7% 2 A command career counselor assigned to my unit, but I have not consulted him
- 2.5% 3 Yes, very much
- 4.4% 4 Yes, to some extent
- 51.3% 5 No

n=1636

153. Is it easy to see the command career counselor at your present duty station?

- 2.2% 1 No command career counselor assigned
- 29.5% 2 I have not attempted to see him
- 57.2% 3 Yes
- 11.1% 4 No

n=1650

If no, please explain problem _____

ATTITUDE TOWARD COUNSELOR

154. Who has conducted most of your career counseling interviews?

- 42.4% 1 Command career counselor
- 31.5% 2 Division career counselor
- 26.9% 3 If other, specify _____

n=1518

155. How often do you chat (not an interview) with your career counselor?

- 4.7% 1 Frequently
- 6.5% 2 Often
- 18.1% 3 Occasionally
- 25.4% 4 Seldom
- 45.3% 5 Never

n=1656
m=4.00

156. Do you feel that your career counselor really has a positive attitude about recommending the Navy as a career?

- 31.3% 1 Very positive
- 32.3% 2 Generally positive
- 27.0% 3 Indifferent
- 4.3% 4 Generally negative
- 5.1% 5 Very negative

n=1606
m=2.20

157. How easy is it to contact your full-time career counselor?

- 4.4% 1 No full-time career counselor
- 37.4% 2 Very easy
- 27.0% 3 Fairly easy
- 22.0% 4 Average
- 4.9% 5 Fairly difficult
- 4.3% 6 Very difficult

n=1584

158. On the basis of your last interview, how well prepared do you feel the career counselor was to discuss your situation?

- 14.0% 1 Well prepared
- 16.0% 2 Generally prepared
- 20.0% 3 Average
- 6.3% 4 Generally unprepared
- 5.5% 5 Not prepared at all
- 38.2% 6 I have never had an interview

n=1638

159. Was your career counselor able to discuss directly the problems or opportunities in the Navy for men with your skills?

- 8.0% 1 Very directly
- 13.3% 2 Somewhat directly
- 24.1% 3 Average
- 8.1% 4 Somewhat indirectly
- 7.0% 5 Very indirectly
- 39.5% 6 I have never had an interview

n=1617

160. Do you feel your career counselor understands you and your hopes and needs?

- 5.1% 1 Very well
- 11.9% 2 Fairly well
- 25.9% 3 Average
- 7.6% 4 Fairly poorly
- 10.7% 5 Very poorly
- 38.8% 6 I have never had an interview

n=1636

161. How willing has the career counselor been to listen to your problems and provide possible solutions for them?

- 11.3% 1 Very willing
- 13.2% 2 Fairly willing
- 26.3% 3 Average
- 5.8% 4 Fairly unwilling
- 4.0% 5 Very unwilling
- 39.4% 6 I have never been in contact with him

n=1630

162. How well informed do you think your counselor is about Navy policy or program changes?

- 21.2% 1 Very well informed
- 30.8% 2 Fairly well informed
- 35.3% 3 Average
- 7.0% 4 Not too well informed
- 5.7% 5 Not well informed at all

n=1563
m=2.45

163. Do you agree that your career counselor is really interested in helping you make the most out of your life?

- 9.8% 1 Strongly agree
- 22.5% 2 Generally agree
- 46.0% 3 No opinion
- 10.4% 4 Generally disagree
- 11.3% 5 Strongly disagree

n=1611
m=2.91

164. How qualified is your career counselor to discuss matters related to college requirements and costs, other than Navy-sponsored programs such as ADCOP?

- 10.8% 1 Highly qualified
- 28.6% 2 Somewhat qualified
- 11.2% 3 Somewhat unqualified
- 5.3% 4 Highly unqualified
- 44.1% 5 No opinion

n=1614

ATTITUDE TOWARD CAREER COUNSELING INTERVIEWS

165. How willing would you be to depend on your career counselor for information regarding civilian job opportunities and earnings?

- 10.9% 1 Very willing
- 27.9% 2 Somewhat willing
- 13.7% 3 Somewhat unwilling
- 13.5% 4 Very unwilling
- 34.0% 5 Willing to listen but would want to check against other sources.

n=1619

168. What was the last type of career counseling interview in which you participated?

- 39.3% 1 Reporting interview
- 14.2% 2 First progress interview
- 11.1% 3 Second progress interview
- 18.8% 4 Reenlistment interview
- 16.6% 5 Preseparation interview

n=1280

166. How do you rate the "credibility" of your career counselor regarding his information about the civilian job situation?

- 17.0% 1 Have had no experience
- 8.4% 2 Rate very high
- 49.3% 3 Average
- 14.7% 4 Rate below average
- 10.6% 5 Rate very poorly

n=1588

169. How long has it been since you were interviewed by a career counselor?

- 18.1% 1 At least one month
- 16.4% 2 At least three months
- 13.6% 3 At least six months
- 16.8% 4 At least a year
- 35.1% 5 I have never been interviewed

n=1615

167. What age do you believe your career counselor should be?

- 1.0% 1 Much younger than I
- 0.5% 2 A little younger than I
- 15.0% 3 About my age
- 61.1% 4 A little older than I
- 22.4% 5 Much older than I

n=1564
m=4.04

170. How were you notified about your last career counseling interview?

- 15.7% 1 By lead petty officer
- 12.3% 2 By career counselor
- 5.4% 3 By division officer
- 13.3% 4 At morning quarters
- 16.5% 5 By written notice
- 36.8% 6 If other, specify _____

n=1420

171. Has one of your career counseling interview appointments ever not been kept?

- 34.1% 1 Always have been kept
- 12.1% 2 Don't remember
- 2.0% 3 Yes, counselor forgot appointment
- 2.4% 4 Yes, I forgot appointment
- 2.1% 5 Yes, counselor cancelled appointment
- 2.0% 6 Yes, I cancelled appointment
- 1.0% 7 Yes, may superior cancelled appointment
- 44.3% 8 No, none have been scheduled

n=1588

172. What was the main topic covered in your last interview with your career counselor?

- 5.2% 1 Pay and allowances
- 2.5% 2 Survivor benefits
- 18.6% 3 Reenlistment
- 9.3% 4 Advancement
- 3.7% 5 Retirement benefits
- 20.1% 6 Education
- 40.6% 7 If other, specify _____

n=1390

173. Do you agree that during your last interview with a career counselor most of the time was spent discussing information in which you expressed an interest?

- 18.3% 1 Never had an interview
- 15.8% 2 Strongly agree
- 21.6% 3 Generally agree
- 32.5% 4 No opinion
- 5.9% 5 Generally disagree
- 5.9% 6 Strongly disagree

n=1536

174. Was the information you received through career counseling of value to your family?

- 4.8% 1 Very valuable
- 12.3% 2 Somewhat valuable
- 23.8% 3 No opinion
- 7.1% 4 Of little value
- 16.3% 5 Of no value
- 19.5% 6 Never had career counseling
- 16.2% 7 Don't have a family

n=1561

175. Describe the physical environment in which your last interview with a career counselor was held.

- a. I have not had an interview
36.8% 1
- b. Room Size
 - 4.2% 1 Too large
 - 68.0% 2 Adequate
 - 27.8% 3 Too small
- c. Noise level:
 - 62.5% 1 Satisfactory
 - 25.9% 2 Distracting
 - 11.6% 3 Disruptive
- d. Privacy:
 - 54.6% 1 Adequate
 - 31.0% 2 Inadequate
 - 14.4% 3 Very unsatisfactory

n=1711

n=983

n=962

n=975

176. Which of the following types of career counselors do you think would be most valuable to you?

- 13.9% 1 A part-time counselor who you work with on a daily basis
- 9.5% 2 A part-time counselor who is your supervisor
- 68.6% 3 A full-time counselor assigned to your command
- 8.0% 4 If other, specify _____

n=1568

177. In your counseling interviews, how was time spent talking divided?

- $n=1592$
- 37.1%1 Never had an interview
 4.1%2 I did most of the talking
 29.2%3 We shared the time evenly
 29.6%4 Counselor did most of the talking

$n=1645$

178. During interviews with your career counselor, have you ever not said something because you thought it was "dumb" or that the counselor wouldn't approve of your comment?

- $n=1590$
- 35.3%1 Never had interviews
 2.4%2 Frequently
 5.2%3 Often
 12.8%4 Occasionally
 12.1%5 Seldom
 32.2%6 Never

$n=1641$

179. When talking to your counselor, were you ever concerned about how your comments might be used later?

- $n=1599$
- 31.7%1 Never talked to counselor
 5.9%2 Frequently
 6.8%3 Often
 11.9%4 Occasionally
 10.0%5 Seldom
 33.7%6 Never

$n=1635$

KNOWLEDGE QUESTIONS (1)

180. Which type of Navy school is designed to train personnel in a particular skill or technique which, in general, is not peculiar to any one rating?

- 32.7%1 Class "A"
 4.7%2 Class "B"
 11.3%3 Class "C"
 19.5%4 Functional
 31.8%5 Don't know

181. STAR is a program designed to:

- 0.9%1 Separate low calibre personnel
 5.6%2 Transfer personnel to undermanned or critical ratings
 3.2%3 Send marginal performers to "A" schools
 39.4%4 Train and advance outstanding personnel who agree to reenlist
 0.6%5 Encourage volunteers for submarine duty
 50.3%6 Don't know

182. The main purpose of SCORE is to:

- 22.6%1 Reenlist personnel and transfer them to critical ratings
 7.4%2 Rapidly advance qualified first termers
 8.2%3 Provide college courses aboard ships
 2.5%4 Select personnel for the Transition Program
 0.8%5 Improve Navy exchanges
 58.5%6 Don't know

$n=1630$

183. NESEP is a program designed to:

- 0.8%1 Train Navy personnel in nursing
 12.1%2 Train enlisted personnel prior to entering the Naval Academy
 1.5%3 Train Navy personnel as school instructors
 2.9%4 Train E6's or above in a Warrant Officer Indotration Course
 31.2%5 Train E4's or above in science, engineering or math (ending with bachelors degree)
 51.5%6 Don't know

184. The number of interviews about Navy entitlements, benefits, pay and allowances, and school opportunities that are normally supposed to be scheduled after boot camp during a first enlistment is:

- 5.6% 1 One
- 7.5% 2 Two
- 5.5% 3 Five
- 4.0% 4 Eight
- 4.6% 5 None
- 72.8% 6 Don't know

n=1646

185. PACE is a program intended to:

- 2.6% 1 Allow completion of GED work
- 0.7% 2 Inform personnel about critical ratings
- 1.1% 3 Train officer candidates
- 33.9% 4 Provide college level courses aboard ships
- 0.5% 5 Increase pay and allowances
- 61.2% 6 Don't know

n=1631

186. In order for a service member to receive an early separation for vocational training, the course must be at least ___ months in duration?

- 1.5% 1 1
- 14.1% 2 3
- 12.5% 3 6
- 6.4% 4 12
- 65.5% 5 Don't know

n=1641

187. To be eligible to participate in the Uniformed Services Savings Deposit Program, an individual must be on active duty outside the United States or its possessions, or Puerto Rico for more than ___ days?

- 6.0% 1 30
- 3.0% 2 60
- 12.0% 3 90
- 12.0% 4 120
- 67.0% 5 Don't know

n=1645

188. If otherwise eligible, an individual desiring selection under the "SCORE" program must:

- 6.0% 1 Have completed 21 months continuous active Naval service and not more than 8 years active military service.
- 2.3% 2 Have completed 21 months continuous active Naval service and not more than 10 years active military service.
- 6.5% 3 Have completed 24 months continuous active Naval service and not more than 8 years active military service.
- 2.2% 4 Have completed 24 months continuous active Naval service and not more than 10 years active military service.
- 83.0% 5 Don't know

n=1637

189. Guaranteed assignment under the "STAR" program to a class "B", "C", or class "B" equivalent school is afforded which of the following pay grades?

- 4.1% 1 E-3 (designated strikers only)
- 4.5% 2 E-4 only
- 3.7% 3 E-5 only
- 23.0% 4 E-4 and E-5
- 64.7% 5 Don't know

n=1639

190. What is the weight limit on an express shipment of household effects?

- 1.8% 1 No limit
- 4.9% 2 225 pounds
- 4.3% 3 1000 pounds
- 3.8% 4 3000 pounds
- 85.2% 5 Don't know

n=1647

191. The publication that provides information about openings in various ratings and detailers to contact is:

- 6.7% 1 All Hands
- 8.2% 2 Navy Times
- 5.8% 3 The Detailer Newsletter
- 2.6% 4 Navy Jobs
- 13.2% 5 LINK
- 63.5% 6 Don't know

n=1643

<p>192. Designed to assist in attaining and sustaining adequate career manning levels in ratings and NEC's best describes which of the following pays?</p>	<p>1.3% 1 Diving pay 4.0% 2 Special duty assignment pay 6.5% 3 Shortage specialty pay 19.4% 4 Incentive pay 68.8% 5 Don't know</p> <p>n=1646</p>	<p>196. As a duty assignment opportunity, a man serving on shore duty must be guaranteed all of the following <u>except</u></p>	<p>4.5% 1 New construction with specific type unit guaranteed 4.5% 2 Retention on board for up to 24 months 2.9% 3 Overseas shore duty 4.2% 4 Fleet choice with homeport of specific type unit guaranteed 83.9% 5 Don't know</p> <p>n=1634</p>
<p>193. An allowance paid to personnel with or without dependents, in addition to BAQ to compensate for the higher cost of housing in areas outside the contiguous United States best describes which of the following:</p>	<p>4.2% 1 Family Separation Allowance Type I 23.5% 2 Cost of Living Allowance 4.7% 3 Temporary Lodging Allowance 11.1% 4 Housing Allowance 56.7% 5 Don't know</p> <p>n=1639</p>	<p>197. Which of the following statements is true in relation to duty assignment opportunities?</p>	<p>5.6% 1 Must be P03 or above or an E-3 who has passed the P03 examination 4.0% 2 Must be on current SEAVEY segment for overseas shore billets counted as sea duty 9.0% 3 Must have served at least 24 months aboard present duty station 1.4% 4 Must have at least 21 months active Naval service, but less than 10 years active military service 80.1% 5 Don't know</p> <p>n=1632</p>
<p>194. All of the following requirements for advancement must be met one month prior to the Navy-wide examination <u>except</u></p>	<p>8.3% 1 Practical factors 36.8% 2 Time in pay grade 12.9% 3 Performance test 6.6% 4 Appropriate training course 35.3% 5 Don't know</p> <p>n=1634</p>	<p>198. If otherwise eligible, which one of the following personnel will be paid a Variable Reenlistment Bonus (VRB)?</p>	<p>11.1% 1 An individual who has served two years in the Regular Navy desired to reenlist for two years. 18.2% 2 An individual who is reenlisting for the second time for a period of four years 7.5% 3 An individual who is serving on a one-year extension of a four-year initial enlistment and a second extension for a period of one year becomes operative 3.2% 4 An individual who is reenlisting USN for the first time and has served 9 years of active duty in the USNR 60.0% 5 Don't know</p> <p>n=1634</p>
<p>195. In order to be eligible for advancement under the accelerated advancement program, a man must meet all of the following requirements <u>except</u></p>	<p>11.6% 1 6 months in pay grade E-3 3.0% 2 Be recommended by his commanding officer 4.6% 3 Elect advancement prior to graduation 18.0% 4 Obligate to have served six years at the completion of present enlistment 62.8% 5 Don't know</p> <p>n=1637</p>		

199. A member reenlisting at the expiration of enlistment will be entitled to travel allowance at the rate of

- 12.6% 1 6 cents per mile for two dependents over 12 years of age, and 3 cents per mile for two dependents over five years of age
- 35.3% 2 6 cents per mile
- 0.9% 3 6 cents per mile not to exceed \$55.00
- 1.5% 4 None allowed
- 49.7% 5 Don't know

n=1637

200. To be eligible for non-disability retirement, an individual must have

- 26.6% 1 19 years and six months active federal service
- 5.3% 2 19 years and six months active federal service and ten years service in Fleet Reserve
- 1.7% 3 Inactive duty in the Naval Reserve totaling 30 years
- 0.4% 4 30 years in the National Guard
- 66.0% 5 Don't know

n=1631

201. The Transition Program is most helpful to:

- 2.3% 1 First termers during boot camp
- 1.2% 2 Second termers transferring to a new rating
- 1.6% 3 Separating personnel who have been accepted to graduate school
- 59.8% 4 Separating personnel who do not have a civilian trade
- 1.2% 5 Personnel with special problems, such as alcohol or drug abuse
- 33.9% 6 Don't know

n=1635

202. The Veteran's Administration may pay burial expenses for eligible veterans in the amount of _____?

- 1.3% 1 \$75
- 8.0% 2 \$250
- 2.3% 3 \$255
- 7.1% 4 \$300
- 81.3% 5 Don't know

n=1633

203. Which of the following statements is true concerning the death gratuity that is provided by Public Law 887 (Survivors Benefits)?

- 1.1% 1 It includes special, incentive, and basic pay
- 2.2% 2 The maximum payment is \$800.00
- 2.1% 3 It is equal to \$800.00 plus 12% of basic pay
- 7.5% 4 It is equal to six months pay plus any special pay and allowance
- 87.1% 5 Don't know

n=1631

204. CHAMPIS is the name of the program that:

- 0.5% 1 Is a Navy-wide athletic championship
- 15.1% 2 Is a Navy medical program for active duty personnel
- 1.0% 3 Gives highly qualified enlisted personnel commission opportunities
- 1.8% 4 Gives enlisted personnel higher education opportunities
- 22.5% 5 Gives medical care to certain retired service members and eligible dependents at civilian facilities
- 59.1% 6 Don't know

n=1630

205. The man most responsible for providing information to enlisted personnel regarding pay and allowances, entitlements, educational opportunities, health benefits, insurance, and reenlistment bonuses is:

- 8.6% 1 Personnelman
- 4.4% 2 Educational service officer
- 57.9% 3 Career counselor
- 2.9% 4 Leading petty officer
- 1.4% 5 Detailer
- 24.8% 6 Don't know

n=1622

The following section of the questionnaire is designed to determine your satisfaction with certain aspects of the Navy and to measure how great an impact each aspect would have on your reenlistment decision if you were to be completely satisfied. The response to each statement is divided into two sections; two answers are necessary for each item.

FIRST, consider an item as if you were entirely happy with the status of it and determine WHAT IMPACT your satisfaction with that aspect would have in your decision on reenlistment--a great impact, some impact, or no impact. On the first scale circle the appropriate number (1, 2 or 3) which best describes your answer.

EXAMPLE:

WHAT REENLISTMENT IMPACT WOULD SATISFACTION WITH EACH AREA HAVE?		HOW SATISFIED ARE YOU WITH EACH AREA?					
GREAT IMPACT	SOME IMPACT	NO IMPACT	VERY SATISFIED	FAIRLY SATISFIED	AVERAGE	FAIRLY DISSATISFIED	VERY DISSATISFIED
1	2	3	1	2	3	4	5

The chance I have had to travel in the Navy

Circling the "2" in the first scale indicates that if you were very satisfied with the chances you have had to travel it would have only some impact on your decision about reenlistment.

SECOND, consider the same item again, but from the standpoint of HOW SATISFIED you actually are and indicate your answer on the second scale by circling the number (scale of 1 to 5) which matches your feeling most closely.

EXAMPLE:

WHAT REENLISTMENT IMPACT WOULD SATISFACTION WITH EACH AREA HAVE?		HOW SATISFIED ARE YOU WITH EACH AREA?					
GREAT IMPACT	SOME IMPACT	NO IMPACT	VERY SATISFIED	FAIRLY SATISFIED	AVERAGE	FAIRLY DISSATISFIED	VERY DISSATISFIED
1	2	3	1	2	3	4	5

The chance I have had to travel in the Navy

Circling the 5 on the second scale indicates you are actually very dissatisfied with the opportunities you have had to travel in the Navy.

Consider each statement carefully. Be sure to give TWO answers to each item. Circle the number which represents your response on both scales.

EXAMPLE:

WHAT REENLISTMENT IMPACT WOULD SATISFACTION WITH EACH AREA HAVE?		HOW SATISFIED ARE YOU WITH EACH AREA?					
GREAT IMPACT	SOME IMPACT	NO IMPACT	VERY SATISFIED	FAIRLY SATISFIED	AVERAGE	FAIRLY DISSATISFIED	VERY DISSATISFIED
1	(2)	3	1	2	3	4	(5)

The chance I have had to travel in the Navy.

This example, correctly showing two answers, indicates that, if you were satisfied with the travel opportunities offered through the Navy, such chances would impact somewhat on your reenlistment plans (answer 2 on first scale), but that you are actually very dissatisfied with the opportunities you have had to travel (answer 5 on second scale).

Please begin now on the next page.

	32 (Percent)			(N)	(Percent)					
	WHAT REENLISTMENT IMPACT WOULD SATISFACTION WITH EACH AREA HAVE?				HOW SATISFIED ARE YOU WITH EACH AREA?					
	GREAT IMPACT	SOME IMPACT	NO IMPACT		VERY SATISFIED	FAIRLY SATISFIED	AVERAGE	FAIRLY DISSATISFIED	VERY DISSATISFIED	
1. The choice I have of the job I am assigned in the Navy.	1571	25.6	39.8	34.6	1566	7.0	14.6	32.7	15.4	30.3
2. The security I feel in my job.	1556	19.3	40.0	40.7	1588	6.8	17.7	38.5	14.7	22.3
3. The extent to which I feel useful in my job.	1547	25.6	42.0	32.4	1549	6.3	16.5	32.1	17.1	28.0
4. The training I received in learning my job.	1555	25.9	40.5	33.6	1553	9.5	21.7	31.2	13.8	23.8
5. The recognition I get for doing a good job.	1552	23.7	39.3	37.0	1556	6.0	13.1	29.8	17.4	33.7
6. The attitude of my supervisors toward myself and others.	1552	28.6	39.7	31.7	1557	5.7	14.4	31.3	19.3	29.3
7. The opportunities for rap sessions with the lead petty officer.	1550	15.6	35.0	49.4	1555	8.1	16.5	36.4	13.8	25.2
8. The ease with which I can see my division officer.	1543	17.0	39.5	43.5	1551	14.1	21.0	38.7	10.2	16.0
9. The availability of career counseling.	1543	14.5	40.0	45.5	1544	9.6	16.1	45.6	10.9	17.8
10. The ease with which I can contact my detailer.	1515	15.0	31.0	54.0	1514	3.8	7.0	42.3	15.8	31.1
11. The ease with which I can apply for a rating change.	1532	18.0	28.1	53.9	1535	2.4	5.9	33.8	15.7	42.2
12. The opportunities I have to reenlist for duty in a specific unit of my choice.	1541	32.6	28.9	38.5	1529	6.3	10.3	32.3	16.2	34.9
13. The way the time has been utilized during interviews with a career counselor.	1512	9.1	31.4	59.5	1496	5.6	9.1	46.9	11.7	26.7

	(N)			(Percent)			(N)				(Percent)			
	WHAT REENLISTMENT IMPACT WOULD SATISFACTION WITH EACH AREA HAVE?						HOW SATISFIED ARE YOU WITH EACH AREA?							
	GREAT IMPACT	SOME IMPACT	NO IMPACT	VERY SATISFIED	FAIRLY SATISFIED	AVERAGE	FAIRLY DISSATISFIED	VERY DISSATISFIED	VERY SATISFIED	FAIRLY SATISFIED	AVERAGE	FAIRLY DISSATISFIED	VERY DISSATISFIED	
14. The chances I have for promotion.	1556	35.4	37.8	26.8	1552	8.8	22.2	38.5	13.0	17.5				
15. The amount I am paid as a Navy-man.	1550	38.4	31.0	30.6	1560	3.1	13.1	29.7	21.7	32.4				
16. The amount of cash I would receive as a reenlistment bonus.	1537	34.0	32.6	33.4	1525	9.9	16.5	31.7	12.8	29.1				
17. The opportunities available for me to continue my education.	1538	35.2	39.8	25.0	1530	11.3	21.8	41.1	10.2	15.6				
18. The retirement benefits offered by the Navy.	1540	31.1	34.9	34.0	1531	9.2	19.6	44.5	9.9	16.8				
19. The advice I can obtain in dealing with money problems.	1533	9.1	39.6	51.3	1529	3.4	10.5	53.4	12.9	19.8				
20. The legal advice I can obtain.	1528	15.6	45.2	39.2	1524	6.9	15.7	46.4	11.8	19.2				
21. The help available for handling drug and alcohol problems.	1541	12.7	33.0	54.3	1532	8.9	14.6	50.8	8.0	17.7				
22. The quality of medical/dental service I receive.	1545	35.0	35.7	29.3	1546	15.0	21.5	28.1	14.0	21.4				
23. The services provided in the Exchange and Commissary.	1547	26.7	44.0	29.3	1542	14.4	25.5	37.8	9.3	13.0				
24. The information available about job opportunities in the Navy.	1538	12.3	43.5	44.2	1535	3.5	11.6	49.4	17.3	18.2				
25. The information available about jobs outside the Navy.	1530	20.0	35.0	45.0	1530	3.3	9.0	37.6	19.2	30.9				
26. The attitude of the general public toward the Navy.	1536	16.7	35.4	47.9	1540	2.5	8.2	37.3	20.4	31.6				
27. The attitude of my career counselor.	1512	12.1	41.0	46.9	1500	6.9	14.7	53.5	9.0	15.9				
28. The frequency of interviews I have had with a career counselor.	1510	8.5	27.7	63.8	1506	5.0	8.1	42.8	13.9	30.2				

APPENDIX BREENLISTMENT INTENT--ANOVAS

Individuals are categorized into nine groups. First, three groups are defined by their response to Question 31, "When your present term of service is up, do you intend to reenlist?" (Figure B-1). Second, each of these groups is divided based on time in service and term of enlistment (Figure B-2). First Later represents first-term personnel with more than six months remaining service. First Soon represents first-term personnel with six months or less remaining service. Second/Extension represents second-term personnel and first-term personnel serving an extension of their first enlistment.

Finally, this appendix presents information comparing the responses made by these nine groups to questions with ordinal responses (Figure B-3). The means for each group, across groups, and the total group are displayed with the associated derived F ratio. The F ratio calculated using all nine means is also presented. One asterisk (*) indicates the F ratio is significant at least at the .05 level, and two asterisks (**) indicate the F ratio is significant at least at the .01 level.

YES	NO	UNDECIDED
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Figure B-1. First Grouping by Reenlistment Intent

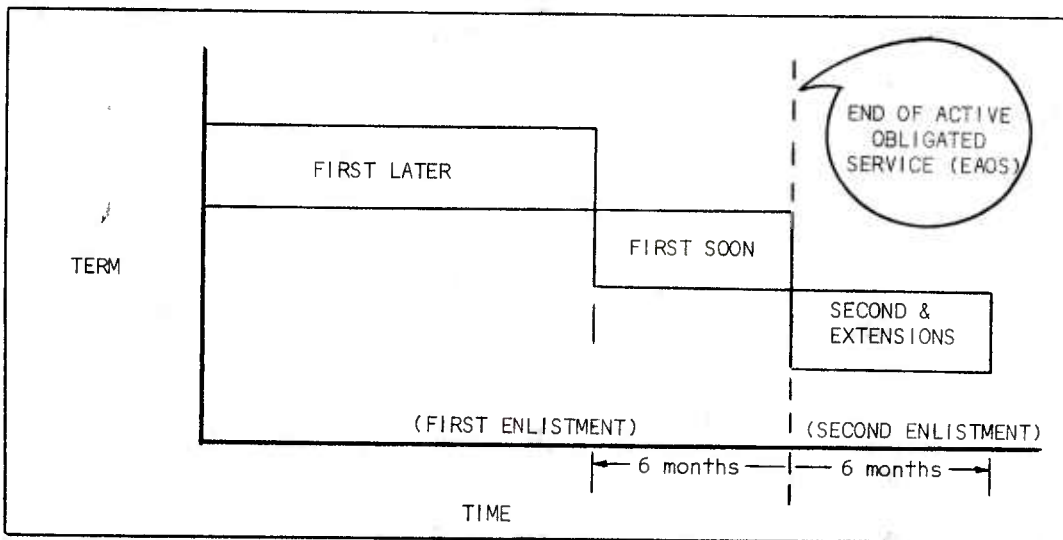


Figure B-2. Categorization of Time and Term of Service

	YES	NO	UND
First Later	(1)	(2)	(3)
First Soon	(4)	(5)	(6)
Second & Extensions	(7)	(8)	(9)

Q6

Q17

Q175

Figure B-3. Final Grouping by Reenlistment Intent vs. Time and Term of Service

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
6. Pay grade? Range: E-1 through E-6	FIRST LATER	3.47	3.32	3.15	3.29	2.709
	FIRST SOON	4.13	3.74	4.08	3.77	3.887*
	SECOND EXTENSION	4.44	4.57	4.43	4.52	0.532
	TOTAL GROUP	3.89	3.58	3.44	3.58	6.702**
For nine groups: F = 37.887**	F	7.800**	101.380**	32.202**	144.450**	

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
17. How many dependents, including children, do you have? 1 None 2 One 3 Two 4 Three 5 Four 6 Five or more	FIRST LATER	1.91	1.36	1.51	1.42	12.221**
	FIRST SOON	2.40	1.55	1.52	1.57	6.832**
	SECOND EXTENSION	2.78	1.75	2.05	1.98	9.002**
	TOTAL GROUP	2.26	1.47	1.59	1.53	35.055**
For nine groups: F = 16.154**	F	3.923*	15.415**	4.942**	30.48**	

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
24. In what size community did you grow up? 1 Less than 2,500 2 2,500 to 10,000 3 10,000 to 25,000 4 25,000 to 50,000 5 50,000 to 100,000 6 100,000 to 500,000 7 More than 500,000	FIRST LATER	4.05	3.68	3.64	3.69	0.724
	FIRST SOON	3.73	3.82	4.30	3.84	0.686
	SECOND EXTENSION	3.31	3.95	3.62	3.78	1.130
	TOTAL GROUP	3.76	3.75	3.71	3.75	0.056
For nine groups: F = 0.893	F	1.080	1.252	1.238	1.014	

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
25. What is your highest level of education? 1 Less than High School with out GED 2 Less than High School with GED 3 High School graduate 4 Associate degree 5 Bachelor's degree 6 Master's or Doctoral degree	FIRST LATER	2.64	2.89	2.70	2.84	5.749**
	FIRST SOON	2.47	2.92	3.00	2.91	2.987
	SECOND/EXTENSION	2.59	3.13	2.84	2.98	10.563**
	TOTAL GROUP	2.60	2.92	2.75	2.88	11.783**
	F	0.236	5.140**	1.677	3.617*	
For nine groups: F = 4.766**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
35. What influence has career counseling had on your Intention to reenlist? 1 Very positive Influence 2 Generally positive influence 3 No effect 4 Generally negative influence 5 Very negative influence	FIRST LATER	2.61	3.33	2.73	3.17	52.974**
	FIRST SOON	2.14	3.30	2.70	3.24	21.967**
	SECOND/EXTENSION	2.19	3.25	2.68	2.96	19.520**
	TOTAL GROUP	2.40	3.31	2.72	3.17	100.527**
	F	1.502	0.481	0.083	7.357**	
For nine groups: F = 26.102**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
36. How much influence would Variable Reenlistment Bonus (VRB) have on your decision to reenlist? 1 A very great influence 2 A fair amount of influence 3 Some influence 4 A little influence 5 No influence	FIRST LATER	2.15	4.02	2.60	3.64	110.480**
	FIRST SOON	2.14	4.09	2.58	3.97	30.999**
	SECOND/EXTENSION	1.59	3.44	2.70	2.99	18.178**
	TOTAL GROUP	1.98	4.00	2.61	3.68	182.804**
	F	1.549	10.239**	0.114	29.221**	
For nine groups: F = 49.241**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
40. Do you ever get the feeling that your career counselor is trying to "sell" you on re-enlisting? 1 Strongly feel this 2 Generally feel this 3 No opinion 4 Generally don't feel this 5 Strongly don't feel this	FIRST LATER	3.02	2.58	2.91	2.67	10.039**
	FIRST SOON	3.33	2.78	3.22	2.82	3.972*
	SECOND/EXTENSION	2.99	2.56	2.62	2.62	0.956
	TOTAL GROUP	3.03	2.66	2.90	2.71	9.822**
	F	3.718	5.795**	2.826	4.139*	
For nine groups: F = 4.776**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
44. Have you ever had a civilian job? 1 Yes, full-time 2 Yes, half-time 3 Yes, less than half-time 4 No	FIRST LATER	1.58	1.42	1.51	1.45	1.496
	FIRST SOON	1.67	1.27	1.50	1.29	3.737*
	SECOND/EXTENSION	1.59	1.35	1.38	1.40	0.939
	TOTAL GROUP	1.60	1.36	1.49	1.39	6.336**
	F	3.036	6.545**	0.358	7.193**	
For nine groups: F = 3.196**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
45. Do you feel the information about the Navy given to you by the Navy recruiter when you entered the Navy was accurate? 1 Very accurate 2 Mostly accurate 3 About half and half 4 Mostly inaccurate 5 Very inaccurate	FIRST LATER	2.62	3.48	2.97	3.34	26.883**
	FIRST SOON	2.79	3.38	2.63	3.33	8.056**
	SECOND/EXTENSION	2.63	3.19	2.94	3.05	3.330*
	TOTAL GROUP	2.65	3.42	2.93	3.30	38.494**
	F	0.145	3.660*	1.355	4.949**	
For nine groups: F = 10.915**						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
48. As far as you are concerned, how would you rate your Navy career financially against a civilian career which you would pursue? 1 Navy career best 2 Navy career somewhat better 3 Both about the same 4 Civilian career somewhat better 5 Civilian career best For nine groups: F = 55.772**	FIRST LATER	3.13	4.40	3.46	4.15	100.729**
	FIRST SOON	3.00	4.55	3.65	4.47	39.476**
	SECOND/ EXTENSION	2.59	4.31	3.43	3.85	38.793**
	TOTAL GROUP	2.94	4.45	3.47	4.22	213.012**
	F	1.404	6.030**	0.398	30.304**	

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
49. How much per month do you feel you could make now in that civilian career? 1 \$300 or less 2 \$301 to \$450 3 \$451 to \$600 4 \$601 to \$750 5 \$751 to \$1000 6 \$1001 to \$1250 7 \$1251 to \$1500 8 Over \$1500 For nine groups: F = 3.946**	FIRST LATER	3.95	3.94	3.41	3.84	8.365**
	FIRST SOON	3.83	4.00	3.50	3.98	1.514
	SECOND/ EXTENSION	3.28	4.17	3.89	3.98	5.115**
	TOTAL GROUP	3.73	3.98	3.49	3.90	11.437**
	F	1.292	1.153	1.619	1.659	

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
50. How well do you feel your abilities could be utilized in a civilian job compared to the way the Navy is using them? 1 Much better than in the Navy 2 Somewhat better than in the Navy 3 The same as in the Navy 4 Somewhat less than in the Navy 5 Much less than in the Navy For nine groups: F = 12.156**	FIRST LATER	2.60	1.75	2.24	1.89	25.264**
	FIRST SOON	2.62	1.62	2.19	1.67	8.882**
	SECOND/ EXTENSION	2.56	1.72	2.08	1.93	6.434**
	TOTAL GROUP	2.59	1.70	2.21	1.82	46.338**
	F	0.151	1.966	0.357	7.326**	

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
51. Do you believe that Navy leadership and supervision involve the same skills, knowledge, and attitudes as a civilian job? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	2.85	3.43	2.75	3.26	24.953**
	FIRST SOON	3.00	3.49	2.85	3.44	3.937*
	SECOND/EXTENSION	2.46	3.43	2.86	3.16	6.983**
	TOTAL GROUP	2.72	3.45	2.78	3.31	38.873**
	F	1.151	0.331	0.221	4.689**	
For nine groups: F = 10.128**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
53. Do you think the image of the Navy that is presented by the news media (newspapers, magazines, radio, television) is fair? 1 Almost always fair 2 Usually fair 3 As often fair as unfair 4 Usually unfair 5 Almost always unfair	FIRST LATER	2.96	3.07	2.79	3.01	5.204**
	FIRST SOON	2.67	3.10	2.63	3.07	3.483*
	SECOND/EXTENSION	2.67	2.94	2.86	2.88	0.832
	TOTAL GROUP	2.82	3.07	2.78	3.01	9.406**
	F	0.942	0.950	0.565	2.047	
For nine groups: F = 2.906*						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
54. Do you agree that the qualifications for your Navy job can be used directly in a similar civilian job? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	2.52	3.00	2.77	2.93	4.863**
	FIRST SOON	2.33	3.17	2.59	3.11	5.067**
	SECOND/EXTENSION	2.11	2.64	2.81	2.59	2.255
	TOTAL GROUP	2.37	3.03	2.75	2.95	14.151**
	F	0.804	7.417**	0.272	10.509**	
For nine groups: F = 5.721**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
55. How much of a contribution do you feel you are making to society by serving in the Navy? 1 A very great contribution 2 A large contribution 3 Some contribution 4 A small contribution 5 No contribution	FIRST LATER	2.60	3.72	3.04	3.53	41.354**
	FIRST SOON	2.73	3.62	3.96	3.56	7.840**
	SECOND/EXTENSION	2.19	3.65	3.00	3.28	16.055**
	TOTAL GROUP	2.49	3.67	3.03	3.51	67.631**
	F	1.236	1.163	0.068	3.476*	

For nine groups: F = 17.563**

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
56. How do your parents (or guardian) feel about the Navy in general? 1 Very positive 2 Generally positive 3 Indifferent 4 Generally negative 5 Very negative	FIRST LATER	1.83	2.48	1.97	2.35	19.988**
	FIRST SOON	1.43	2.69	2.31	2.64	9.110**
	SECOND/EXTENSION	1.85	2.53	2.14	2.34	4.518*
	TOTAL GROUP	1.77	2.56	2.03	2.44	38.451**
	F	0.882	4.437*	1.781	11.311**	

For nine groups: F = 11.328**

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
57. Do you agree that you like being in the Navy? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	1.90	4.14	2.69	3.74	219.372**
	FIRST SOON	2.00	4.18	2.96	4.06	44.760**
	SECOND/EXTENSION	1.74	4.26	2.49	3.48	120.224**
	TOTAL GROUP	1.87	4.17	2.69	3.82	379.403**
	F	0.473	0.578	2.080	18.465**	

For nine groups: F = 95.439**

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
61. How long have your military duties kept you away from your wife and family since you have been in the Navy? 1 6 months or less 2 6 to 12 months 3 12 to 18 months 4 18 months or more	FIRST LATER	2.00	2.38	2.00	2.27	3.793*
	FIRST SOON	3.00	2.87	2.75	2.87	0.128
	SECOND/EXTENSION	2.76	2.91	3.10	2.92	0.605
	TOTAL GROUP	2.47	2.65	2.33	2.59	3.585*
	F	3.801*	12.078**	11.672**	25.145**	
For nine groups: $\bar{F} = 7.482^{**}$						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
62. Do you agree that your wife is proud to be associated with the Navy? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	2.43	3.85	2.91	3.55	26.122**
	FIRST SOON	2.44	3.97	2.75	3.86	12.275**
	SECOND/EXTENSION	2.29	3.78	2.81	3.19	13.170**
	TOTAL GROUP	2.37	3.90	2.87	3.60	62.771**
	F	0.102	0.786	0.125	9.471**	
For nine groups: $\bar{F} = 15.837^{**}$						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
63. Will your wife's feelings about the service have any influence on your decision to reenlist or to leave the Navy? 1 They will have a very great influence 2 They will have a large influence 3 They will have some influence 4 They will have little influence 5 They will have no influence	FIRST LATER	1.95	2.35	1.86	2.22	2.594
	FIRST SOON	2.00	2.54	1.88	2.49	1.056
	SECOND/EXTENSION	2.24	2.09	1.71	2.03	0.818
	TOTAL GROUP	2.08	2.04	1.83	2.29	5.493**
	F	0.275	1.578	0.130	3.120*	
For nine groups: $\bar{F} = 1.878$						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
65. How important is it to you to be regarded as a good Navyman by your superiors? 1 Very important 2 Of some importance 3 Average 4 Of little importance 5 Very unimportant	FIRST LATER	1.69	2.60	1.80	2.39	34.243**
	FIRST SOON	1.57	2.69	1.88	2.62	9.039**
	SECOND EXTENSION	1.31	2.79	1.81	2.35	17.837**
	TOTAL GROUP	1.55	2.65	1.81	2.46	64.694**
	F	1.355	1.227	0.058	5.556**	
For nine groups: F = 16.682**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
67. What is your general opinion of Z-grams? 1 Excellent 2 Very good 3 Good 4 Fair 5 Poor	FIRST LATER	2.26	2.69	2.57	2.65	2.904
	FIRST SOON	1.64	2.47	2.38	2.44	3.543*
	SECOND EXTENSION	2.15	2.44	2.49	2.40	0.664
	TOTAL GROUP	2.11	2.58	2.54	2.55	5.866**
	F	1.386	5.621**	0.355	6.263**	
For nine groups: F = 3.332**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
69. How have you been treated in the Navy? 1 Very fairly 2 Somewhat fairly 3 Average 4 Somewhat unfairly 5 Very unfairly	FIRST LATER	2.39	3.26	2.58	3.08	40.383**
	FIRST SOON	2.43	3.18	2.79	3.15	5.039**
	SECOND/EXTENSION	2.15	3.08	2.65	2.84	7.821**
	TOTAL GROUP	2.32	3.21	2.61	3.08	56.426**
	F	0.458	1.671	0.472	5.111**	
For nine groups: F = 14.753**						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
70. How would you rate your own attitude toward the Navy in the past six months? 1 Very positive 2 Generally positive 3 Indifferent 4 Generally negative 5 Very negative	FIRST LATER	2.27	3.81	2.68	3.51	103.800**
	FIRST SOON	2.29	3.86	2.71	3.76	22.451**
	SECOND/EXTENSION	2.15	4.15	2.73	3.53	44.580**
	TOTAL GROUP	2.24	3.86	2.69	3.59	172.279**
	F	0.089	4.126*	0.040	7.330**	
For nine groups: F = 44.213**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
71. Do you feel you have been given the opportunity to express your choice of location in the Navy? 1 Always 2 Most of the time 3 Sometimes 4 Seldom 5 Never	FIRST LATER	3.42	3.88	3.53	3.79	8.221**
	FIRST SOON	3.71	4.14	3.71	4.11	2.704
	SECOND/EXTENSION	3.31	3.81	3.27	3.61	3.499*
	TOTAL GROUP	3.44	3.98	3.51	3.88	22.062**
	F	0.417	8.198**	1.009	16.671**	
For nine groups: F = 7.944**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
74. How much attention do you feel the Navy pays to your choices on the Duty Preference Card? 1 A great deal of attention 2 A lot of attention 3 Some attention 4 Little attention 5 No attention	FIRST LATER	3.53	3.99	3.76	3.92	8.285**
	FIRST SOON	3.71	4.14	3.54	4.10	7.033**
	SECOND/EXTENSION	3.50	3.85	3.62	3.75	1.449
	TOTAL GROUP	3.55	4.03	3.72	3.96	20.478**
	F	0.200	6.458**	0.798	11.226**	
For nine groups: F = 6.982**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
76. How would you rate public opinion about the Navy, based on your experience with civilians? 1 Very favorable 2 Generally favorable 3 Indifferent 4 Generally unfavorable 5 Very unfavorable	FIRST LATER	3.09	3.42	3.09	3.34	8.531**
	FIRST SOON	3.50	3.43	3.04	3.41	1.654
	SECOND/EXTENSION	2.70	3.40	3.28	3.26	5.544**
	TOTAL GROUP	3.04	3.42	3.11	3.36	13.318**
	F	2.317	0.045	0.602	1.570	

For nine groups: F = 4.201**

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
77. Do you agree that your service in the Navy has been a valuable experience? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	1.95	2.74	2.07	2.56	30.000**
	FIRST SOON	1.64	2.58	1.92	2.52	6.833**
	SECOND/EXTENSION	1.46	2.41	2.00	2.17	9.542**
	TOTAL GROUP	1.75	2.65	2.04	2.51	45.222**
	F	3.270*	4.533*	0.350	7.528**	

For nine groups: F = 13.042**

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
78. Realistically, which is the highest pay grade you would expect to attain by the end of your eighth year of service if you remained in the Navy? 1 E-4 or below 2 E-5 3 E-6 4 E-7 5 E-8 6 E-9	FIRST LATER	3.02	2.90	3.17	2.96	4.871**
	FIRST SOON	3.23	3.03	3.13	3.04	0.334
	SECOND/EXTENSION	3.12	3.08	3.20	3.11	0.275
	TOTAL GROUP	3.09	2.97	3.17	3.00	4.368*
	F	0.326	2.679	0.049	1.895	

For nine groups: F = 1.867

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
80. How many months have you been at sea in the past year? 1 None 2 1 to 3 months 3 3 to 6 months 4 6 to 12 months	FIRST LATER	2.40	2.75	2.24	2.63	14.313**
	FIRST SOON	3.21	3.69	3.20	3.65	7.340**
	SECOND EXTENSION	2.96	3.48	2.97	3.29	5.448**
	TOTAL GROUP	2.71	3.17	2.45	3.03	46.660**
	F	3.252*	132.960**	11.710**	164.839**	
For nine groups: F = 49.250**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
81. Do you agree that the Navy is interested in you as in individual human being? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	3.11	3.95	3.32	3.78	36.694**
	FIRST SOON	3.00	4.04	3.48	3.99	10.480**
	SECOND EXTENSION	2.56	4.08	3.32	3.69	28.008**
	TOTAL GROUP	2.93	4.00	3.33	3.84	78.318**
	F	1.744	1.678	0.250	8.287**	
For nine groups: F = 20.672**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
82. How do you think black and other minority enlisted personnel are treated in the Navy? 1 Much better than white 2 Somewhat better than white 3 The same as white 4 Somewhat worse than white 5 Much worse than white	FIRST LATER	2.88	2.76	2.78	2.77	0.283
	FIRST SOON	2.79	2.66	2.63	2.66	0.111
	SECOND EXTENSION	2.76	2.61	2.43	2.59	0.756
	TOTAL GROUP	2.83	2.71	2.72	2.72	0.499
	F	0.133	1.891	2.107	3.203*	
For nine groups: F = 1.084						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
83. Do you agree that the Navy treats you as a person worthy of respect? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	2.80	3.74	3.02	3.55	46.870**
	FIRST SOON	3.00	3.83	3.33	3.78	7.079**
	SECOND/EXTENSION	2.33	3.79	3.00	3.39	25.696**
	TOTAL GROUP	2.69	3.78	3.05	3.61	86.052**
	F	2.020	0.979	1.200	11.217**	
For nine groups: F = 22.689**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
84. Do you agree that the Navy's pay and allowances package is adequate? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	3.06	3.45	3.18	3.38	6.157**
	FIRST SOON	3.07	3.56	3.33	3.54	1.702
	SECOND/EXTENSION	3.22	3.59	3.30	3.47	1.541
	TOTAL GROUP	3.11	3.50	3.21	3.44	10.730**
	F	0.165	1.734	0.379	3.520*	
For nine groups: F = 3.249*						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
89 How much service school training have you received? 1 Less than a week 2 1 to 3 weeks 3 3 to 6 weeks 4 6 to 9 weeks 5 9 weeks or more	FIRST LATER	3.66	3.71	3.55	3.68	0.796
	FIRST SOON	3.27	3.27	3.76	3.29	1.004
	SECOND/EXTENSION	3.41	4.61	4.05	4.30	11.203**
	TOTAL GROUP	3.51	3.62	3.64	3.62	0.214
	F	0.443	33.264**	1.643	26.850**	
For nine groups: F = 8.907**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
90. Do you agree that the results of your GCT and other classification tests revealed your capabilities accurately? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	3.17	3.20	3.18	3.20	0.034
	FIRST SOON	3.73	3.19	2.93	3.19	1.923
	SECOND EXTENSION	3.22	3.02	2.89	3.02	0.472
	TOTAL GROUP	3.28	3.18	3.11	3.18	0.597
	F	0.944	0.921	1.028	1.283	
For nine groups: F = 0.903						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
91. Do you agree that the Navy is making good use of the talents of most of your shipmates? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	3.48	3.80	3.49	3.72	7.105**
	FIRST SOON	3.13	3.97	3.59	3.93	6.378**
	SECOND EXTENSION	2.93	3.98	3.78	3.77	12.031**
	TOTAL GROUP	3.26	3.88	3.54	3.79	22.517**
	F	1.925	4.558*	1.108	6.571**	
For nine groups: F = 7.669**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
92. Do you agree that your abilities and desires were adequately considered in assigning your job classification? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	2.96	3.59	3.31	3.51	8.997**
	FIRST SOON	3.33	3.78	3.00	3.73	6.544**
	SECOND EXTENSION	2.81	3.15	3.00	3.06	0.818
	TOTAL GROUP	2.98	3.63	3.23	3.53	20.949**
	F	0.748	12.607**	1.580	19.685**	
For nine groups: F = 9.048**						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
93. How do you personally feel about the initial job classification you received in the Navy? 1 Very satisfied 2 Fairly satisfied 3 Average 4 Fairly unsatisfied 5 Very unsatisfied	FIRST LATER	2.69	3.36	3.13	3.28	7.801**
	FIRST SOON	2.54	3.52	2.44	3.45	13.812**
	SECOND/ EXTENSION	2.81	2.84	3.00	2.87	0.227
	TOTAL GROUP	2.70	3.38	3.04	3.29	17.467**
	F	0.180	13.083**	3.363*	13.124**	
For nine groups: F = 8.581**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
94. How do you feel about your job assignment now? 1 Very satisfied 2 Fairly satisfied 3 Average 4 Fairly unsatisfied 5 Very unsatisfied	FIRST LATER	2.75	3.29	2.78	3.16	14.045**
	FIRST SOON	2.07	3.33	2.56	3.26	10.597**
	SECOND/ EXTENSION	2.33	3.18	2.57	2.91	6.007**
	TOTAL GROUP	2.52	3.30	2.73	3.17	32.052**
	F	1.652	0.560	0.747	4.390*	
For nine groups: F = 8.785**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
95. How do you feel about your location assignment now? 1 Very satisfied 2 Fairly satisfied 3 Average 4 Fairly unsatisfied 5 Very unsatisfied	FIRST LATER	3.06	3.48	2.95	3.35	12.426**
	FIRST SOON	2.50	3.82	3.30	3.76	9.381**
	SECOND/ EXTENSION	2.78	3.61	3.16	3.38	4.610*
	TOTAL GROUP	2.89	3.62	3.02	3.49	31.133**
	F	1.002	9.961**	1.068	16.792**	
For nine groups: F = 10.885**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
97. Is your present job interesting? 1 Very interesting 2 Fairly interesting 3 Average 4 Fairly uninteresting 5 Very uninteresting	FIRST LATER	2.33	3.16	2.75	3.04	14.932**
	FIRST SOON	2.47	3.38	2.65	3.32	7.506**
	SECOND EXTENSION	2.19	3.05	2.70	2.84	5.689**
	TOTAL GROUP	2.31	3.24	2.73	3.11	34.573**
	F	0.234	5.500**	0.073	12.270**	
For nine groups: F = 10.125**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
98. What use is being made of your abilities in your present job assignment? 1 Very good use 2 Good use 3 Average 4 Poor use 5 Very poor use	FIRST LATER	2.92	3.36	2.99	3.26	10.745**
	FIRST SOON	2.50	3.40	3.04	3.36	5.308**
	SECOND/EXTENSION	2.26	3.14	2.95	2.96	6.252**
	TOTAL GROUP	2.65	3.36	2.99	3.26	25.139**
	F	2.551	2.475	0.052	5.121**	
For nine groups: F = 7.695**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
99. Do you agree that the job you are doing is important to the Navy? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	1.96	2.68	2.33	2.57	11.836**
	FIRST SOON	1.87	2.74	2.12	2.68	5.941**
	SECOND/EXTENSION	1.52	2.63	2.27	2.38	11.779**
	TOTAL GROUP	1.81	2.69	2.30	2.59	29.182**
	F	1.635	0.466	0.499	3.965*	
For nine groups: F = 7.771**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
101. How easy do you feel it is to get your career field assignment changed in the Navy? 1 Very easy 2 Fairly easy 3 Average 4 Fairly difficult 5 Very difficult	FIRST LATER	3.96	4.21	4.02	4.16	4.293*
	FIRST SOON	4.00	4.16	3.69	4.14	3.701*
	SECOND/EXTENSION	3.38	4.37	4.03	4.14	12.106**
	TOTAL GROUP	3.79	4.21	3.98	4.15	12.909**
	F	2.459	2.247	1.458	0.106	
For nine groups: F = 5.044**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
102. What is your opinion of your immediate supervisor's leadership abilities? 1 Very effective 2 Fairly effective 3 Average 4 Fairly ineffective 5 Very ineffective	FIRST LATER	2.54	3.02	2.57	2.91	10.852**
	FIRST SOON	2.33	3.21	2.73	3.16	4.396*
	SECOND/EXTENSION	2.26	3.11	2.54	2.85	5.630**
	TOTAL GROUP	2.42	3.10	2.58	2.98	24.558**
	F	0.423	2.870	0.245	7.130**	
For nine groups: F = 7.048**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
103. How interested do you feel your commanding officer is in your career progress? 1 Very interested 2 Fairly interested 3 Average 4 Fairly disinterested 5 Very disinterested	FIRST LATER	2.91	3.27	2.82	3.16	11.108**
	FIRST SOON	2.73	3.54	2.88	3.49	7.420**
	SECOND/EXTENSION	2.32	3.47	2.83	3.16	10.819**
	TOTAL GROUP	2.71	3.39	2.83	3.27	32.779**
	F	1.641	7.513**	0.040	12.856**	
For nine groups: F = 10.669**						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
104. How Interested do you feel your division officer is in your career progress? 1 Very Interested 2 Fairly interested 3 Average 4 Fairly disinterested 5 Very disinterested	FIRST LATER	2.62	3.12	2.77	3.03	8.969**
	FIRST SOON	2.53	3.42	3.08	3.38	4.174*
	SECOND/EXTENSION	2.30	3.21	2.64	2.95	8.040**
	TOTAL GROUP	2.51	3.24	2.78	3.13	26.216**
	F	0.515	8.183**	1.105	15.411**	
For nine groups: F = 9.071**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
106. Are you satisfied with the information you have been able to get about your job and your future in it? 1 Very satisfied 2 Fairly satisfied 3 Average 4 Fairly unsatisfied 5 Very unsatisfied	FIRST LATER	3.02	3.33	3.29	3.31	1.564
	FIRST SOON	2.43	3.29	2.85	3.25	5.545**
	SECOND/EXTENSION	2.44	3.11	2.73	2.92	5.327**
	TOTAL GROUP	2.75	3.30	3.16	3.25	10.064**
	F	3.062*	1.693	5.095**	7.885**	
For nine groups: F = 4.821**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
107. How often have you discussed retirement benefits with a career counselor? 1 Never 2 Once 3 Twice 4 Three times 5 More than three times	FIRST LATER	1.71	1.34	1.45	1.38	5.220**
	FIRST SOON	2.07	1.63	1.78	1.65	1.574
	SECOND/EXTENSION	2.04	1.93	2.03	1.97	0.136
	TOTAL GROUP	1.87	1.50	1.57	1.53	6.375**
	F	0.909	27.757**	6.102**	34.697**	
For nine groups: F = 10.222**						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
134. How many group briefings by the career counselor have you attended? 1 Three or more 2 Two 3 One 4 None	FIRST LATER	3.34	3.42	3.28	3.39	1.919
	FIRST SOON	2.80	3.18	2.96	3.16	1.542
	SECOND EXTENSION	2.85	3.12	2.95	3.04	0.733
	TOTAL GROUP	3.10	3.30	3.20	3.28	2.770
For nine groups: F = 4.813**	F	2.361	11.436**	2.238	14.846**	

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
136. Do you agree that group sessions with your career counselor, where shipmates would be able to hear about Navy career programs and then discuss them, would be good? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	2.17	2.63	2.33	2.54	9.727**
	FIRST SOON	2.00	2.58	2.15	2.54	4.749**
	SECOND EXTENSION	1.89	2.53	2.41	2.40	4.592*
	TOTAL GROUP	2.06	2.60	2.32	2.53	18.701**
For nine groups: F = 5.138**	F	0.836	0.581	0.605	1.532	

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
137. Do you agree that wives should be included in some of the husband's interviews with his career counselor? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	1.91	2.49	2.02	2.35	4.769**
	FIRST SOON	1.89	2.54	2.33	2.51	1.238
	SECOND EXTENSION	2.09	2.15	2.57	2.23	1.080
	TOTAL GROUP	1.98	2.48	2.18	2.39	5.218**
For nine groups: F = 2.228*	F	0.142	1.944	1.589	1.805	

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
141. What is your opinion as to the value of the Career Counseling Program to the Navy? 1 Extremely valuable 2 Very valuable 3 Of some value 4 Of little value 5 Has no value at all	FIRST LATER	2.38	3.00	2.47	2.86	24.854**
	FIRST SOON	2.20	2.83	2.00	2.77	10.842**
	SECOND/EXTENSION	1.67	2.84	2.34	2.53	18.391**
	TOTAL GROUP	2.13	2.92	2.39	2.80	48.270**
	F	4.779*	4.301*	3.367*	7.613**	
For nine groups: F = 15.064**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
142. What is your opinion as to the value of the Career Counseling Program to you? 1 Extremely valuable 2 Very valuable 3 Of some value 4 Of little value 5 Has no value at all	FIRST LATER	2.56	3.70	2.72	3.45	73.332**
	FIRST SOON	2.33	3.57	2.44	3.48	21.609**
	SECOND/EXTENSION	1.81	3.60	2.76	3.14	33.266**
	TOTAL GROUP	2.30	3.65	2.70	3.43	126.014**
	F	4.828*	2.062	0.863	5.773**	
For nine groups: F = 33.678**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
143. How often does the Plan of the Day contain career counseling announcements? 1 Frequently 2 Often 3 Occasionally 4 Seldom 5 Never	FIRST LATER	3.30	3.19	3.18	3.19	0.218
	FIRST SOON	2.47	2.93	2.89	2.91	1.321
	SECOND/EXTENSION	2.56	3.18	2.69	2.98	5.051**
	TOTAL GROUP	2.93	3.09	3.08	3.08	0.782
	F	5.310**	8.321**	3.489*	11.587**	
For nine groups: F = 4.484**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
146. How often have you seen information about career opportunities posted on a bulletin board or in local command newsletters? 1 Most of the time 2 Some of the time 3 Occasionally 4 Seldom 5 Never	FIRST LATER	2.54	2.98	2.66	2.89	5.856**
	FIRST SOON	1.93	2.75	2.00	2.69	7.178**
	SECOND/EXTENSION	2.26	2.45	2.47	2.42	0.260
	TOTAL GROUP	2.36	2.85	2.56	2.78	9.677**
	F	1.061	9.857**	2.885	10.575**	
For nine groups: F = 5.941**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
147. Do you agree that pamphlets and literature are always on display at the career counseling office and available to Navymen. 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	2.33	2.56	2.45	2.52	1.547
	FIRST SOON	2.00	2.29	2.04	2.27	1.251
	SECOND/EXTENSION	1.70	2.31	2.11	2.17	3.948*
	TOTAL GROUP	2.08	2.44	2.35	2.40	4.870**
	F	3.683*	9.580**	3.029	14.150**	
For nine groups: F = 5.168**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
149. Should the Career Counseling Program be expanded to better match Navy needs with individual needs? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	1.56	2.19	1.89	2.10	13.074**
	FIRST SOON	2.13	2.07	1.96	2.07	0.186
	SECOND/EXTENSION	1.59	2.07	1.78	1.94	4.264*
	TOTAL GROUP	1.67	2.13	1.89	2.07	14.371**
	F	3.204*	2.101	0.341	1.927	
For nine groups: F = 4.724**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
150. How often has your career counselor scheduled group discussions to consider sailors' "beefs"? 1 Frequently 2 Often 3 Occasionally 4 Seldom 5 Never	FIRST LATER	4.16	4.42	4.26	4.38	3.355*
	FIRST SOON	4.20	4.38	4.19	4.37	0.846
	SECOND/ EXTENSION	3.81	4.51	4.36	4.37	7.190**
	TOTAL GROUP	4.06	4.41	4.27	4.37	7.874**
	F	1.055	0.957	0.247	0.014	
For nine groups: F = 2.609**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
155. How often do you chat (not an interview) with your career counselor? 1 Frequently 2 Often 3 Occasionally 4 Seldom 5 Never	FIRST LATER	3.65	4.08	3.63	3.97	12.637**
	FIRST SOON	3.20	4.16	3.67	4.11	9.141**
	SECOND/ EXTENSION	3.07	4.13	3.61	3.85	10.443**
	TOTAL GROUP	3.40	4.12	3.63	4.00	33.137**
	F	2.049	0.881	0.015	4.353*	
For nine groups: F = 9.131**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
156. Do you feel that your career counselor really has a positive attitude about recommending the Navy as a career? 1 Very positive 2 Generally positive 3 Indifferent 4 Generally negative 5 Very negative	FIRST LATER	2.00	2.25	2.11	2.21	1.947
	FIRST SOON	1.50	2.26	1.96	2.23	4.134*
	SECOND/ EXTENSION	1.73	2.10	2.09	2.04	1.618
	TOTAL GROUP	1.83	2.24	2.09	2.20	6.933**
	F	1.702	0.987	0.335	2.070	
For nine groups: F = 2.380*						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
162. How well informed do you think your counselor is about Navy policy or program changes? 1 Very well informed 2 Fairly well informed 3 Average 4 Not too well informed 5 Not well informed at all	FIRST LATER	2.19	2.54	2.39	2.49	3.259*
	FIRST SOON	2.13	2.47	2.04	2.44	2.497
	SECOND/EXTENSION	1.85	2.45	2.29	2.31	3.422*
	TOTAL GROUP	2.07	2.50	2.33	2.46	8.207**
	F	0.880	0.680	1.194	1.877	
For nine groups: F = 2.745**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
163. Do you agree that your career counselor is really interested in helping you make the most out of your life? 1 Strongly agree 2 Generally agree 3 No opinion 4 Generally disagree 5 Strongly disagree	FIRST LATER	2.28	3.03	2.59	2.91	22.419**
	FIRST SOON	2.27	3.01	2.33	2.96	7.489**
	SECOND/EXTENSION	2.15	3.07	2.65	2.83	9.899**
	TOTAL GROUP	2.24	3.03	2.57	2.91	38.395**
	F	0.153	0.133	0.914	0.974	
For nine groups: F = 9.844**						

QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
167. What age do you believe your career counselor should be? 1 Much younger than I 2 A little younger than I 3 About my age 4 A little older than I 5 Much older than I	FIRST LATER	4.23	4.01	4.17	4.05	5.897**
	FIRST SOON	4.27	4.01	4.27	4.03	2.455
	SECOND/EXTENSION	3.76	3.97	4.00	3.94	1.159
	TOTAL GROUP	4.10	4.00	4.16	4.03	5.446**
	F	3.304*	0.144	1.502	1.654	
For nine groups: F = 2.778**						

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QUESTION	TERM	REENLISTMENT INTENT			TOTAL GROUP	F
		YES	NO	UNDECIDED		
175. Describe the physical environment in which your last interview with a career counselor was held. b. Room Size 1 Too large 2 Adequate 3 Too small For nine groups: F = 0.404	FIRST LATER	2.27	2.21	2.31	2.24	1.341
	FIRST SOON	2.17	2.23	2.22	2.23	0.101
	SECOND/EXTENSION	2.25	2.24	2.27	2.45	0.037
	TOTAL GROUP	2.24	2.22	2.29	2.24	1.081
	F	0.195	0.114	0.272	0.065	

APPENDIX C

REENLISTMENT INTENT--NONSCALED ITEM PERCENTAGES

Individuals are categorized into three groups based on their response to Question 31, "When your present term of service is up, do you intend to reenlist?" This appendix presents information comparing the responses made by these three groups to other questions. Each question is numbered and repeated in its entirety; however, response choices are abridged. The resulting qualified numbers of persons responding to each question are shown in parentheses (). All other numbers represent a percentage of responses by group.

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
13. What is your current Fleet assignment?	Ashore U.S.	1.18	1.12	1.19	1.15
	Atlantic	29.80	21.35	31.37	24.62
	Pacific	69.02	77.53	67.44	74.23
	(N)	(1688)	(69)	(1339)	(260)
15. What is your race?	Other	1.07	0.0	1.19	0.77
	Malayan	1.95	14.61	0.30	6.13
	Oriental	0.36	0.0	0.37	0.38
	Spanish Surname	3.32	3.37	3.29	3.45
	Black (Negro)	6.10	11.24	5.15	9.20
	White	87.21	70.79	86.69	80.08
	(N)	(1689)	(89)	(1339)	(261)
16. What is your marital status?	Divorced and not remarried	2.26	4.44	2.10	2.32
	Widower	0.12	0.0	0.0	0.77
	Legally separated	0.59	1.11	0.60	0.39
	Married	31.51	52.22	29.87	32.82
	Never married	65.52	42.22	67.44	63.71
	(N)	(1685)	(90)	(1336)	(259)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
21. What is your Variable Re-enlistment Bonus (VRB) multiple?	4	22.17	30.34	21.18	24.41
	3	4.18	3.37	3.82	6.30
	2	7.93	12.36	7.65	7.87
	1	0.91	1.12	0.92	0.79
	Unknown	46.34	17.98	48.78	43.70
23. In what part of the country did you spend most of your life before you entered the Navy?	Not Eligible	18.47	34.83	17.66	16.93
	(N)	(1651)	(89)	(1308)	(254)
	Non U.S.	2.22	13.79	0.68	6.18
	Far West	18.81	19.54	18.29	21.24
	Mt. States & Southwest	7.31	2.30	7.71	6.95
24. In what size community did you grow up in?	Middle West	32.29	22.99	33.03	31.66
	Southeast	20.31	26.44	20.18	18.92
	Northeast	19.05	14.94	20.11	15.06
	(N)	(1669)	(87)	(1323)	(259)
	Over 500,000	14.43	16.47	14.56	13.13
100,000 to 500,000	12.34	5.88	12.52	13.51	
50,000 to 100,000	10.60	14.12	10.48	10.04	
25,000 to 50,000	12.69	15.29	12.59	12.36	
10,000 to 25,000	12.93	11.76	12.97	13.13	
2500 to 10,000	19.94	22.35	19.61	20.85	
Under 2500	17.07	14.12	17.27	16.99	
(N)	(1670)	(85)	(1326)	(259)	

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
25. What is your highest level of education?	Master's Degree/Ph.D.	0.12	0.0	0.07	0.38
	Bachelor's Degree	2.31	1.12	2.54	1.54
	Associate Degree	7.65	2.35	8.15	6.92
	High School	73.74	68.54	75.04	68.85
	GED	7.41	11.24	6.95	8.46
	No High School or GED	8.77	16.85	7.25	13.85
	(N)	(1687)	(89)	(1338)	(260)
26. Indicate the type of activity to which you are assigned?	Other	2.62	3.41	2.40	3.46
	Nuclear Sub	0.65	0.0	0.75	0.38
	Diesel Sub	2.44	4.55	2.03	3.85
	Cruiser	8.86	13.64	8.70	8.08
	Destroyer	42.36	39.77	41.79	46.15
	Amphibious	0.18	1.14	0.15	0.0
	Aircraft Carrier	34.92	27.27	38.03	21.54
	Shore based A/C Sqd.	7.44	9.09	5.85	15.00
	Shore duty, non A/C Sqd.	0.54	1.14	0.30	1.54
	(N)	(1681)	(88)	(1333)	(260)
27. What was the single most important reason why you initially joined the Navy?	Other	11.58	3.61	13.01	6.64
	Serve by Choice	55.11	26.51	59.41	41.91
	Educational/Technical Opportunity	9.85	21.69	7.36	19.09
	Travel & Adventure	16.16	18.07	15.49	19.09
	Responsibility	1.18	15.66	0.46	0.0
	Security	0.68	3.61	0.31	1.66
	Career Opportunity	1.73	6.02	0.62	6.22
	Serve Country	3.72	4.82	3.33	5.39
	(N)	(1615)	(83)	(1291)	(241)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
28. What influence did the draft have on your decision to enter active military service?	Unknown	7.80	5.75	7.57	9.73
	Definitely joined without	5.66	18.39	4.19	8.95
	Probably joined without	14.83	19.54	12.58	24.90
	Probably not joined without	19.42	9.20	20.30	18.29
	Definitely not joined without	31.45	4.60	37.75	7.78
	Not subject to draft	20.79	42.53	17.53	30.35
	(N)	(1679)	(87)	(1335)	(257)
30. Who influenced you most to join the Navy?	Other	44.84	30.68	46.77	39.75
	Civilian (Ex-Navy)	12.74	7.95	11.98	18.44
	Navy Reservist	4.02	1.14	4.59	2.05
	Navy Active Duty	6.06	17.05	4.67	9.43
	Recruiter	14.72	14.77	14.79	14.34
	Parents	17.63	28.41	17.20	15.98
	(N)	(1617)	(88)	(1285)	(244)
	Unfamiliar	49.13	31.65	51.37	44.18
	SCORE	2.95	6.33	2.49	4.02
	STAR	3.75	3.80	3.44	5.22
32. Which one of the following reenlistment incentives or career benefits is most attractive to you?	VRB	29.16	36.71	27.92	32.53
	ADCOP	6.57	13.92	6.36	5.22
	Pro Pay	8.31	7.59	8.25	8.84
	(N)	(1492)	(79)	(1164)	(249)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT			
			YES	NO	UNDECIDED	
37. Would you consider the Navy Reserve after your active tour of duty is over?	Definitely join Reserves	3.76	3.41	3.40	5.81	
	Would consider Reserves	27.20	20.45	21.10	63.07	
	No	63.84	4.55	74.96	24.48	
	No, I'm reenlisting	5.21	71.59	0.53	6.64	
	(N)	(1651)	(88)	(1322)	(241)	
42. What approach did the recruiter use during your first interview?	Other	10.18	13.64	9.21	13.94	
	Discussed alternatives	3.19	2.27	3.48	1.99	
	Accurate description	20.91	52.27	17.65	26.69	
	Told only good things	45.53	20.45	45.74	40.24	
	Promised anything	22.19	11.36	23.92	17.13	
	(N)	(1631)	(88)	(1292)	(251)	
44. Have you ever had a civilian job?	None	4.98	12.22	4.16	6.67	
	Less than half-time	4.50	5.56	4.31	5.10	
	Half-time	15.18	12.22	14.67	18.82	
	Full-time	75.34	70.00	76.85	69.41	
49. How much per month do you feel you could make now in that civilian career?	Over \$1500	3.65	5.00	3.86	2.05	
	\$1251 - \$1500	2.41	3.75	2.55	1.23	
	\$1001 - \$1250	5.69	6.25	6.11	3.28	
	\$751 - \$1000	20.15	10.00	21.10	18.44	
	\$601 - \$750	23.18	18.75	23.88	20.90	
	\$451 - \$600	30.16	36.25	29.98	29.10	
	\$301 - \$450	10.82	15.00	9.51	16.39	
	Under \$300	3.96	5.00	3.01	8.61	
		(N)	(1618)	(80)	(1294)	(244)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT			
			YES	NO	UNDECIDED	
58. Is your wife with you at this station or homeport?	No	34.34	28.85	35.76	30.43	
	Yes	65.66	71.15	64.24	69.57	
78. Realistically, which is the highest pay grade you would expect to attain by the end of your eighth year of service if you remained in the Navy?	(N)	(597)	(52)	(453)	(92)	
	E-9	2.60	1.22	2.72	2.46	
	E-8	2.03	1.22	1.92	2.87	
	E-7	20.44	24.39	19.54	23.77	
	E-6	52.00	56.10	51.32	54.10	
	E-5	13.90	12.20	14.09	13.52	
	E-4 or below	9.02	4.88	10.41	3.28	
	(N)	(1575)	(82)	(1249)	(244)	
	79. If a young person asked your opinion, would you encourage him to serve in the Navy?	Discourage	33.75	8.54	40.49	7.35
		Not give opinion	10.79	8.54	10.34	13.88
Give pros and cons		51.57	63.41	47.20	70.20	
Encourage		3.89	19.51	1.97	8.57	
(N)		(1594)	(82)	(1267)	(245)	
80. How many months have you been at sea in the past year?	6 - 12	52.05	37.65	57.34	29.55	
	3 - 6	14.83	16.47	14.22	17.41	
	1 - 3	17.18	20.00	16.25	21.05	
	None	15.88	24.71	12.19	31.98	
	(N)	(1612)	(85)	(1280)	(247)	

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
86. Were you assigned to the career field you wanted?	No	33.55	28.41	35.78	23.94
	No, quota full	19.57	12.50	20.55	16.99
	No, test scores low	11.28	18.18	9.63	17.37
	No, no particular interest	9.66	7.95	9.63	10.42
	Yes	25.93	32.95	24.41	31.27
	(N)	(1666)	(88)	(1319)	(259)
89. How much service school training have you received? (In weeks)	Over 9	50.21	43.02	50.62	50.60
	6 - 9	10.55	10.47	10.73	9.64
	3 - 6	9.99	18.60	9.03	12.05
	1 - 3	9.01	10.47	8.95	8.84
	Under 1	20.17	17.44	20.60	18.88
	(N)	(1631)	(86)	(1296)	(249)
107. How often have you discussed retirement benefits with a career counselor?	More often than three times	3.41	7.78	3.02	3.88
	Three times	2.39	2.22	2.34	2.71
	Twice	6.16	11.11	5.82	6.20
	Once	19.86	26.67	19.26	20.54
	Never	68.18	52.22	69.56	66.67
	(N)	(1672)	(90)	(1324)	(258)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
110. Do you plan to continue your education while you are in the Navy? (Choose the best one)	None	42.55	10.47	49.19	18.26
	Other	12.68	11.63	12.88	12.03
	USAFI	17.36	24.42	15.96	22.41
	Trade School	6.71	12.79	6.01	8.30
	College	14.47	30.23	10.87	28.22
	GED	6.22	10.47	5.09	10.79
	(N)	(1624)	(86)	(1297)	(241)
113. How helpful was your career counselor in explaining the options available for changing your career field assignment?	Never talked to CC	48.52	45.53	48.61	50.20
	Of no help	15.74	11.49	17.08	10.20
	Of little help	10.64	8.05	11.36	7.76
	Of some help	13.16	13.79	12.91	14.29
	Fairly helpful	6.95	12.64	6.03	9.80
	Very helpful	4.98	11.49	4.02	7.76
	(N)	(1826)	(87)	(1294)	(245)
114. Who has talked to you the most about your feelings toward your job?	Other	12.38	7.95	12.77	11.90
	Career Counselor	4.11	6.82	3.65	5.56
	Lead Petty Officer	26.75	38.64	26.29	25.00
	Division Officer	10.51	11.36	10.56	9.92
	No one	46.26	35.23	46.73	47.62
	(N)	(1656)	(88)	(1316)	(252)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
131. What do you believe is the most important purpose of the Navy Career Counseling Program?	Other	6.04	5.68	6.77	2.42
	Pass on information	45.05	34.09	45.32	47.58
	Assist retention	15.18	12.50	16.84	7.66
	Assist Navyman with career	27.69	37.50	25.33	36.29
(N)	Generate Goodwill	6.04	10.23	5.74	6.05
		(1607)	(88)	(1271)	(248)
132. Which one of these subjects do you think the Career Counseling Program ought to deal with <u>most</u> ?	Other	3.46	4.60	4.00	0.39
	Discipline/Reward	1.61	1.15	1.65	1.56
	Anything of concern	65.60	62.07	65.36	67.97
	Career status	22.42	25.29	21.94	23.83
(N)	Pay and Allowances	6.92	6.90	7.05	6.25
		(1619)	(87)	(1276)	(256)
133. In discussions you have had with your friends about the Navy Reserve Program, what has the attitude been?	Very negative	16.39	10.47	18.32	8.63
	Generally negative	15.90	13.95	17.08	10.59
	Indifferent	23.36	17.44	23.49	24.71
	Generally positive	16.33	13.95	15.92	19.22
(N)	Very positive	5.57	4.65	5.56	5.88
	No discussion	22.45	39.53	19.63	30.98
		(1635)	(86)	(1294)	(255)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
134. How many group briefings by the career counselor have you attended?	None	57.48	51.69	58.43	54.69
	One	22.32	22.47	22.09	23.44
	Two	10.58	10.11	11.01	8.59
	Three or more	9.61	15.73	8.47	13.28
	(N)	(1644)	(89)	(1299)	(256)
139. Has your wife ever been included in an interview with your career counselor?	No	96.85	92.16	97.67	95.56
	Yes	3.15	7.84	2.33	4.44
		(571)	(51)	(430)	(90)
	(N)				

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
144. How helpful has your command career counselor been in providing you with career information?	No help	24.41	14.44	27.24	13.39
	Somewhat helpful	24.29	25.56	23.71	26.77
	Very helpful	15.12	32.22	12.82	20.87
	Not consulted	34.37	23.33	34.69	36.61
	No counselor assigned	1.82	4.44	1.53	2.36
	(N)	(1647)	(90)	(1303)	(254)
145. To what extent has your command career counselor been helpful in solving your personal grievances?	No help	35.78	22.73	38.91	24.11
	Somewhat helpful	8.61	11.36	8.10	10.28
	Very helpful	3.76	9.09	3.13	5.14
	Not consulted	49.85	54.55	47.94	58.10
	No counselor assigned	2.00	2.27	1.91	2.37
	(N)	(1649)	(88)	(1308)	(253)
151. To what extent has your command career counselor been helpful to you in solving a housing problem?	No help	32.00	23.26	34.74	21.03
	Somewhat helpful	2.28	0.00	2.10	3.97
	Very helpful	1.48	3.49	1.48	0.79
	Not consulted	62.21	69.77	59.74	72.22
	No counselor assigned	2.03	3.49	1.95	1.98
	(N)	(1622)	(86)	(1284)	(252)
152. Has your command career counselor helped you expedite orders?	No	51.48	33.72	54.85	40.08
	Yes, to some extent	4.25	5.81	3.49	7.69
	Yes, very much	2.40	13.95	1.47	3.24
	Not consulted	38.78	43.02	37.16	45.75
	No counselor assigned	3.08	3.49	3.03	3.24
	(N)	(1622)	(86)	(1289)	(247)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
154. Who has conducted most of your career counseling interviews?	Other	26.29	22.22	27.13	23.35
	Division CC	31.47	27.16	31.89	30.84
	Command CC	42.23	50.62	40.98	45.81
157. How easy is it to contact your full-time career counselor?	(N)	(1506)	(81)	(1198)	(227)
	Very difficult	4.39	2.33	4.60	4.08
	Fairly difficult	4.97	4.65	5.25	3.67
	Average	21.97	10.47	23.08	20.41
	Fairly easy	26.94	25.58	26.80	28.16
	Very easy	37.26	51.16	36.00	38.78
158. On the basis of your last interview, how well prepared do you feel the career counselor was to discuss your situation?	No full time counselor	4.39	5.81	4.20	4.90
	(N)	(1570)	(86)	(1239)	(245)
159. Was your career counselor able to discuss directly the problems or opportunities in the Navy for men with your skills?	Never interviewed	38.32	23.26	39.70	36.40
	Not prepared	5.55	2.33	6.22	3.20
	Generally unprepared	6.35	6.98	6.60	4.80
	Average	19.78	19.77	20.20	17.60
	Generally prepared	16.02	20.93	14.61	21.60
	Well prepared	13.99	26.74	12.67	16.40
159. Was your career counselor able to discuss directly the problems or opportunities in the Navy for men with your skills?	(N)	(1623)	(86)	(1287)	(250)
	Never interviewed	39.63	23.26	40.82	39.20
	Very indirectly	6.98	6.98	7.80	2.80
	Somewhat indirectly	8.16	4.65	8.98	5.20
	Average	23.99	31.40	23.40	24.40
	Somewhat directly	13.40	20.93	12.06	17.60
Very directly	7.85	12.79	6.93	10.80	
	(N)	(1605)	(86)	(1269)	(250)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
160. Do you feel your career counselor understands you and your hopes and needs?	Never interviewed	38.96	21.84	39.77	40.80
	Very poorly	10.73	6.90	12.14	4.80
	Fairly poorly	7.58	4.60	8.33	4.80
	Average	25.77	32.18	24.75	28.80
	Fairly well	11.96	20.69	10.97	14.00
	Very well	4.99	13.79	4.05	6.80
	(N)	(1622)	(87)	(1285)	(250)
161. How willing has the career counselor been to listen to your problems and provide possible solutions for them?	Never in contact	39.60	24.14	40.70	39.36
	Very unwilling	4.02	4.60	4.45	1.61
	Fairly unwilling	5.82	2.30	6.41	4.02
	Average	26.11	26.44	26.80	22.49
	Fairly willing	13.18	19.54	12.19	16.06
	Very willing	11.26	22.99	9.45	16.47
	(N)	(1616)	(87)	(1280)	(249)
164. How qualified is your career counselor to discuss matters related to college requirements and costs, other than Navy-sponsored programs such as ADCOP?	No opinion	44.19	30.23	44.54	47.20
	Highly unqualified	5.31	2.33	6.17	2.00
	Somewhat unqualified	11.13	5.81	11.95	8.80
	Somewhat qualified	28.50	36.05	27.77	29.60
	Highly qualified	10.88	25.58	9.57	12.40
		(N)	(1600)	(86)	(264)
166. How do you rate the "credibility" of your career counselor regarding his information about the civilian job situation?	Rate very poorly	10.73	5.00	12.17	5.28
	Rate below average	14.73	0.00	16.97	8.13
	Average	49.27	56.25	49.00	48.37
	Rate very high	8.44	21.25	6.41	14.63
	Have had no experience	16.83	17.50	15.45	23.58
		(N)	(1575)	(80)	(1249)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT			
			YES	NO	UNDECIDED	
169. How long has it been since you were interviewed by a career counselor?	Never interviewed	35.18	25.88	35.70	35.71	
	At least 1 year	16.84	10.59	18.25	11.90	
	At least 6 months	13.60	11.76	13.67	13.89	
	At least 3 months	16.28	20.00	16.51	13.89	
	At least 1 month	18.03	31.76	15.80	24.60	
	(N)	(1603)	(85)	(1266)	(252)	
172. What was the main topic covered in your last interview with your career counselor?	Other	40.61	26.32	42.58	35.29	
	Education	20.16	17.11	20.47	19.61	
	Retirement benefits	3.77	5.26	4.09	1.47	
	Advancement	9.28	11.84	8.55	12.25	
	Reenlistment	18.49	31.58	16.47	24.51	
	Survivor benefits	2.54	1.32	2.73	1.96	
	Pay and allowances	5.15	6.58	5.10	4.90	
		(N)	(1379)	(76)	(1099)	(204)
	173. Do you agree that during your last interview with a career counselor most of the time was spent discussing information in which you expressed an interest?	Strongly disagree	5.91	2.47	7.08	1.25
		Generally disagree	5.85	1.23	7.08	1.25
No opinion		32.39	14.81	33.97	30.42	
Generally agree		21.68	28.40	20.15	27.08	
Strongly agree		15.77	43.21	13.24	19.17	
Never interviewed		18.40	9.88	18.48	20.83	
	(N)	(1522)	(81)	(1201)	(240)	

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
174. Was the information you received through career counseling of value to your family?	No family	16.35	15.85	16.58	15.35
	Never counseled	19.65	8.54	19.77	22.82
	No value	16.16	6.10	18.22	9.13
	Little value	7.11	4.88	7.19	7.47
	No opinion	23.72	20.73	23.86	24.07
	Somewhat valuable	12.28	23.17	11.11	14.52
	Very valuable	4.72	20.73	3.27	6.64
	(N)	(1547)	(82)	(1224)	(241)
175. Describe the physical environment in which your last interview with a career counselor was held. c. Noise Level:	Disruptive	11.82	14.75	13.12	4.05
	Distracting	26.05	18.03	25.44	32.43
	Satisfactory	62.13	67.21	61.45	63.51
	(N)	(956)	(61)	(747)	(148)
175. Describe the physical environment in which your last interview with a career counselor was held. d. Privacy	Very unsatisfactory	14.34	12.90	15.66	8.16
	Inadequate	31.06	25.81	30.26	37.41
	Adequate	54.59	61.29	54.08	54.59
	(N)	(969)	(62)	(760)	(147)
177. In your counseling interviews, how was time spent talking divided?	Mostly counselor	29.58	20.93	31.55	22.54
	Evenly shared	29.20	50.00	26.50	35.66
	Mostly me	4.05	4.65	4.08	3.69
	Never interviewed	37.18	24.42	37.87	38.11
	(N)	(1579)	(86)	(1249)	(244)

QUESTION	RESPONSE	TOTAL GROUP	REENLISTMENT INTENT		
			YES	NO	UNDECIDED
178. During interviews with your career counselor, have you ever not said something because you thought it was "dumb" or that the counselor wouldn't approve of your comment?	Never	31.92	38.10	32.08	28.98
	Seldom	12.25	11.90	11.79	14.69
	Occasionally	12.82	14.29	12.11	15.92
	Often	5.14	8.33	5.37	2.86
	Frequently	2.41	3.57	2.49	1.63
	Never interviewed	35.47	23.81	36.17	35.92
	(N)	(1576)	(84)	(1247)	(245)
179. When talking to your counselor, were you ever concerned about how your comments might be used later?	Never	33.69	33.33	33.41	35.22
	Seldom	9.84	13.10	10.21	6.88
	Occasionally	11.99	11.90	11.72	13.36
	Often	6.75	15.48	6.22	6.48
	Frequently	5.93	4.76	5.90	6.48
	Never talked to a counselor	31.80	21.43	32.54	31.58
	(N)	(1585)	(84)	(1254)	(247)

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