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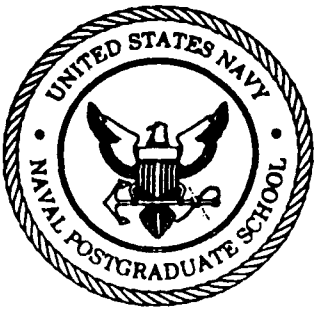

THESIS

AN ASSESSMENT OF THE NAVAL FACILITIES ENGINEERING COMMAND'S INVESTMENTS IN RESEARCH AND DEVELOPMENT

by

Zane Alan Myers

June 1989

Thesis Advisor: Jerry L. McCaffery

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The Naval Facilities Engineering Command, like all other major commands within the Department of Defense, is interested in the cost effective utilization of their limited research and development investments. Assessments of NAVFAC's RDT&E results conducted in 1968 and 1980 established baselines for determining where improvements are needed. This study uses the results of a mail questionnaire, sent to military and civilian personnel at "NAVFAC family" activities worldwide, to provide a basis for a current assessment of how effectively NAVFAC's RDT&E investments are being utilized. This current assessment is used to make comparisons with the previously established baselines, in order to provide a basis for measuring the degree of improvement and to provide information for the development of an RDT&E investment strategy for the 1990's. The results indicate that numerous trends have been continued, progress has been made, and that there are some areas of concern.

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ABSTRACT

The Naval Facilities Engineering Command, like all other major commands within the Department of Defense, is interested in the cost effective utilization of their limited research and development investments. Assessments of NAVFAC's RDT&E results conducted in 1968 and 1980 established baselines for determining where improvements are needed. This study uses the results of a mail questionnaire, sent to military and civilian personnel at "NAVFAC family" activities worldwide, to provide a basis for a current assessment of how effectively NAVFAC's RDT&E investments are being utilized. This current assessment is used to make comparisons with the previously established baselines, in order to provide a basis for measuring the degree of improvement and to provide information for the development of an RDT&E investment strategy for the 1990's. The results indicate that numerous trends have been continued, progress has been made, and that there are some areas of concern.

EXECUTIVE SUMMARY

The Naval Facilities Engineering Command (NAVFAC) and its Naval Civil Engineering Laboratory (NCEL) have been aware of their responsibility for the effective utilization of Research, Development, Test and Evaluation (RDT&E) funds, since they first initiated an investment enhancement program in 1962. Assessments of NAVFAC's RDT&E investments conducted by the Naval Postgraduate School (NPS) in 1968 and 1980, assisted NAVFAC and NCEL in determining where improvements were needed and confirmed that progress was being made. In an era of considerable fiscal constraints, it has become increasingly apparent that a current assessment of NAVFAC RDT&E investment utilization is needed to develop an effective investment strategy.

Over 750 questionnaires were mailed to military and civilian members of "NAVFAC family" activities worldwide. Thirty-seven questions were used to collect their views, judgments and appraisals of the utilization of NAVFAC and NCEL's RDT&E program. The 275 responses returned were analyzed and the results compared to the results from the two previous studies.

The results of the 1968 study indicated that numerous deficiencies existed. The 1980 study showed that dramatic improvements had been made in nearly every area during the

1970's. The dramatic improvements of the 1970's helped establish higher standards for NAVFAC and NCEL's RDT&E program. These higher standards in turn, produced higher expectations on the part of the customers who utilize the RDT&E products and services. The results of this study indicate that the progress made during the 1980's has, in most cases, not been as dramatic. Trends have been continued in numerous areas and measurable progress is indicated in numerous other areas. The results also indicate that there are several areas of concern.

The results of this study have identified areas to be looked at for improvement and hopefully, will serve NAVFAC and NCEL in their development of an RDT&E investment strategy for the 1990's.

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I. INTRODUCTION

A. BACKGROUND

1. NAVFAC and RDT&E

The Naval Facilities Engineering Command (NAVFAC) executes a program of research, development, test and evaluation (RDT&E) for shore facilities, advance base and amphibious operations, sea floor structures, environmental control and those aspects of weapons systems related to its mission. A significant portion of the emphasis of NAVFAC's program is to provide RDT&E which will benefit the Navy's shore facilities in efficiently and effectively meeting their independent missions. NAVFAC's link to the shore facilities is primarily through the Engineering Field Divisions (EFD's), Public Works Centers (PWC's), Public Works Departments (PWD's), and Officer-in-Charge of Construction (OICC's) Resident-Officer-in-Charge of Construction (ROICC's) contracting activities.

2. NCEL and RDT&E

A major portion of NAVFAC's RDT&E effort is assigned to the Naval Civil Engineering Laboratory (NCEL), Port Hueneme, California, in the form of specific research projects. The mission of NCEL is:

> To be the principal Navy Research, Development, Test and Evaluation (RDT&E) center for shore facilities, including fixed surface and subsurface ocean facilities, and for the Navy and Marine construction forces...

As such, NCEL provides RDT&E in support of planning, design, construction, maintenance, and operation of Naval Shore Facilities, the Naval Construction Forces, and the Marine Corps.

Both NAVFAC and NCEL share a vested interest in the efficient and effective use of limited RDT&E resources, especially in the current era of considerable fiscal constraints.

3. Prior Efforts to Enhance Investment Utilization

In 1967 NAVFAC Headquarters directed NCEL to determine the extent to which the technology produced its RDT&E investments was being used by field activities. NCEL turned to the Naval Postgraduate School (NPS) to assist in this effort in order to instill a behavioral science point of view and to ensure objectivity. The initial NPS study began in 1968 with the assumptions that part of the responsibility for use of NCEL's RDT&E products rested with NCEL and that all field activities were aware of NCEL's research efforts. The study, using a mail questionnaire of field activities, exposed deficiencies in NCEL's RDT&E documentation and distribution systems.

Several more studies of NAVFAC's RDT&E efforts were conducted during the 1970's by NPS's J.A. Jolly and J.W.

Creighton in order to better understand the processes involved in the transfer of RDT&E technology. Since then numerous changes have been implemented by NAVFAC and NCEL in an effort to improve the effectiveness and efficiency of the utilization of RDT&E results. A significant change was NCEL's establishment in 1971 of the Field Engineering Support Office (FESO). The prime purpose of FESO was to see that field activity customers were satisfied and that timely responses to their requests for technical information were provided by NCEL. An additional study was conducted by NPS in 1980 to determine the results of efforts made during the 1970's to improve the utilization of technology produced by NAVFAC's and NCEL's RDT&E investments. The 1980 study, using over 2000 mail questionnaires determined that NCEL had steadily improved in numerous areas and that users of their RDT&E results had a positive opinion of NCEL and its work.

B. OBJECTIVES

The objectives of this study are to provide a current assessment of the utilization of NAVFAC's RDT&E investments and provide a measure of improvement in the utilization of RDT&E results over the baselines established by the 1968 and 1980 studies.

C. RESEARCH QUESTIONS

In pursuing the objectives of this study the following research questions can be asked:

1. **Primary**

- Is NAVFAC utilizing its research, development, testing and evaluation (RDT&E) funds effectively?

2. **Subsidiary**

- What level of satisfaction exists with the field activities who are the end users of NAVFAC and NCEL's RDT&E investment efforts?
- Has NAVFAC progressed in attaining better transfer of RDT&E results to field activities since the last assessment was performed in 1980?
- What suggestions do personnel at field activities have for improving the effectiveness of NAVFAC RDT&E utilization?

D. SCOPE, LIMITATIONS AND ASSUMPTIONS

The scope of this study is limited to the assessment of the utilization of NAVFAC's RDT&E investment which is provided to NCEL and does not address the relatively small RDT&E investments that NAVFAC provides elsewhere nor the relatively small RDT&E investments which NCEL receives from sponsors other than NAVFAC. The purpose of this limitation in scope to the "NAVFAC Family", is to provide information that NAVFAC and NCEL will find useful in making management decisions over which they can exercise full control. Distribution of the mail questionnaire used in this study was limited to the NAVFAC family activities, organizations and positions within, that were currently on an NCEL distribution list to receive NCEL reports or other documents. It was reasoned that this distribution would reach those who would be most familiar with NAVFAC and NCEL's RDT&E efforts.

II. APPROACH METHODOLOGY

A. MEASUREMENT OF RDT&E INVESTMENT UTILIZATION

The Opinion Research Method was deemed to be most appropriate for the collection of data to provide a measure of NAVFAC's RDT&E investment utilization for this study. Empirical, archival, and other analytic research methods were ruled out because they either could not be applied at all, were far too costly, or were simply too impractical.

The Opinion Research Method lends itself to several different approaches for the collection of data. The use of a mail questionnaire was determined to be best suited to this study. Travel to all "NAVFAC family" activities or even a representative random sample of activities to interview personnel, was deemed to be impractical due to time, travel and resource constraints. The use of telephone interviews was also deemed impractical due to time constraints, logistics and poor cost effectiveness. The use of a mail questionnaire was considered to be the most practical and most cost effective approach to collect the views, judgments and appraisals held by a wide variety of field activity personnel.

B. DEVELOPMENT OF THE MAIL QUESTIONNAIRE

1. 1968 and 1980 Questionnaires

The NPS study conducted in 1980, was initially intended to replicate the 1968 study in its entirety. However, after discussions with numerous individuals at field activities and at NCEL, the study team determined that times had changed and not all the questions used in 1968 were still appropriate for a replicative study twelve years later. The 1968 questionnaire contained 58 questions of which 20 were carried over into the 1980 questionnaire. It should be noted that the wording of these questions was in some instances modified, however the basic intent of the question remained unchanged. These 20 questions helped to establish continuity with the 1968 study so that trend analysis could be effected. The 1980 study team developed 38 new questions for a total of 58 questions, thus matching the total in the 1968 study. The 1968 study questionnaire format is not readily available, however the 20 repeated questions presented in the 1980 study appeared to ask the respondent to agree or disagree with the question. The 1980 questionnaire utilized the Likert scale for most questions, whereby the respondent is asked to express his beliefs, attitudes and opinions by responding within a given range. The range included **Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD).** If the respondent felt unqualified to answer or had no opinion he was asked to skip

the question, leaving it blank. It was also realized that some of the questions would not be applicable to all recipients of the questionnaire, thus resulting in no response. Five of the 58 questions were in a multiple-choice or true-false format. Additionally, several questions at the end of the questionnaire requested attribute information including rank/grade, type of organization and number of years of experience in NAVFAC organizations. There is no known documentation as to the distribution of the 1968 questionnaire. The 1980 study utilized an NCEL general distribution list and targeted all Navy users of NCEL reports and documents. A total of 2062 questionnaires were distributed in 1980.

2. Questionnaire For This Study

Nine years have elapsed since the last study was conducted in 1980 and just as the 1980 study team had found, the dynamics of the environment make a totally replicative study inappropriate for 1989. The prime objectives in the development of this questionnaire were to gather meaningful data that would best answer the research questions posed, from the widest dissemination possible. Balancing and blending of the following considerations was required.

a. Ease of Use

In order to help make the questionnaire "user friendly", considerable effort was directed toward trying to make the questionnaire as easy as possible for the

respondent to execute. Using the latest in desktop-publishing-type computer software, a "single-sheet package" was developed which contained the respondent's mailing address; a letter from NPS explaining the purpose of the study; instructions for completing the questionnaire; the question section; and a pre-addressed return mailer. This single-sheet was printed on gold colored 60 lb. paper for high visibility and durability. It only required that the respondent unstaple it, read the brief letter and instructions, complete the questionnaire, fold, staple and drop in the mail. In consideration of the respondent's limited availability of time, fifteen minutes was solicited in the letter of explanation for the completion of the questionnaire. In further consideration of the value of time to the respondent, he was requested to answer the questions only upon his behalf rather than his organization's. The intent was to allow an immediate completion of the questionnaire upon opening, rather than the respondent possibly setting it aside to gather the organization's perspective and respond at a later time. It was felt that this effort would improve the questionnaire completion/response rate and further minimize the time requested of the respondent.

b. Format

The Likert scale provided the basic format in the 1980 questionnaire. It was felt that an added benefit

of selecting the Likert scale format was to establish a point of continuity to the 1980 study. The questions were not categorized in this study as they were in the 1980 questionnaire, primarily because it was felt that in the respondent's interest to minimize the time he devotes to responding, he would not bother to distinguish between categories, but would simply hurry through the questions. It was realized in all the studies that because of differing perspectives, some of the questions would not be applicable to all recipients, and would result in no response. As in the 1980 study, it was still desirable to request information on respondent attributes in order to better understand responses. It was also desirable to encourage the respondent to provide comments in a space provided. It was considered important to maintain an assurance of anonymity to the respondent in order to ensure free and open responses.

c. Content

Determining the content of the questionnaire required a proper balance of questions which would remain sensitive to the respondent's limited availability of time, provide continuity with the previous studies and address current issues. In considering the demand for the respondent's time, it was desirable to keep the number of questions to a minimum, while still collecting the data which would help answer the research questions posed. With

a target of 15 minutes as reasonable for the completion of the questionnaire, it was necessary to reduce the number of questions considerably from the 58 used in the two previous studies. It was evident in the 1980 questionnaire that many questions, while not worded exactly the same, did request similar information.

Considerable emphasis was placed on trying to build upon the baselines established in the two previous studies to facilitate trend analysis. An attempt was made to meet these objectives by including nine questions from the 1968 study which still address current concerns. These nine questions had also been included in the 1980 study and thus provide continuity across all three studies. Twenty-one questions new to the 1980 study, which still address current concerns, were included in this study. They provide additional continuity. The wording of these 30 questions was in some cases modified for clarification, to minimize bias, and provide overall balance. Seven new questions were added to explore additional current issues posed by personnel at NAVFAC headquarters, NCEL and from the Blue Ribbon Panel's Report on NCEL. The resulting questionnaire for this study is comprised of 37 questions. See Appendix A.

In addition to questions concerning current RDT&E issues, it is desirable to attain certain attributes of the respondent in order to better understand the

perspective and opinions expressed in his answers. The respondent's organization type, his rank or grade, and his experience level were helpful for understanding responses in the 1980 study. These same attributes are used in this study because they are still considered to be helpful, and their use provides continuity with the 1980 study. A fourth attribute not in the 1980 study, general geographic location, is also used in this study to see if it affects the respondent's attitudes, beliefs and opinions.

d. Distribution

The 1980 study distributed 2175 questionnaires using NCEL's general distribution list and selecting only Navy organizations from that list. Distribution for this study was determined by using several NCEL distribution lists resulting in a total of 759 recipients. In order to avoid duplication of distribution and stay within the scope of the study (organizations inside of the "NAVFAC family" of activities who are familiar with NCEL), a new distribution list was made specially for this study. The following table displays how the distribution list for this study (NCEL #596) was determined. A copy of NCEL List #596 is provided in Appendix B.

TABLE I

ORIGIN OF QUESTIONNAIRE DISTRIBUTION LIST

NCEL LIST #	LIST CONTENT	# ON LIST	# SELECTED	DELETIONS
588	85,86	650	241	82 & OUT OF SCOPE
589	82	700	393	OUT OF SCOPE
585	PWO's	155	48	82,85,86
592	ROICC's	65	33	82,85,86
592	SCE's	95	44	82,85,86
596	ALL OF ABOVE		759	

82= Guides/Abstracts Recipients
85= Techdata Sheet Recipients
86= Tech Reports/ Notes Recipients

III. QUESTIONNAIRE RESPONSE AND ANALYSIS

A. QUESTIONNAIRE RESPONSE RATE

A total of 759 questionnaires were distributed by mail. No questionnaires were returned to the sender by the postal service as non-deliverable. There were none returned in which the respondent indicated that receipt of the questionnaire was due to an error in distribution. A total of 275 questionnaires were returned completed, an overall response rate of 36.2%. Twenty of the 275 responses returned were photocopies that recipients of original questionnaires had made for their colleagues to complete and return. This was encouraged in both the introductory letter as well as the instructions for the questionnaire (see Appendix A), in order to obtain responses from additional personnel familiar with NCEL. Taking this into consideration, the response rate for the 255 original questionnaires returned is 33.6%. Respondents who returned original questionnaires indicated that they made a total of 71 photocopies for their colleagues. The response rate for the 20 copies returned from the 71 made, is 28.2%. Increasing the total distribution by the 71 copies made, from 759 to 838, revises the overall response rate to 32.8%. These figures are presented in the following table for further clarification:

TABLE II

QUESTIONNAIRE RESPONSE RATE

ORIGINAL DISTRIBUTION	759
NUMBER OF COPIES REPORTED MADE	71
NUMBER OF COPIES RETURNED	20
NUMBER OF ORIGINALS RETURNED	255
TOTAL RESPONSE/ORIGINAL DISTRIBUTION = (255+20)/759= 36.2%	
ORIGINALS RETURNED/ORIGINALS DISTRIBUTED = 255/759= 33.6%	
COPIES RETURNED/COPIES DISTRIBUTED = 20/71 = 28.2%	
TOTAL RESPONSE/TOTAL DISTRIBUTION = 275/(759+71) = 32.8%	

In comparison, the study performed in 1980 obtained an overall questionnaire response rate of 36.3%.

B. RESPONDENT ATTRIBUTES

In order to more fully appreciate the respondent's attitudes, beliefs and opinions, four attributes were requested, namely: his organization type, his rank or grade, his experience level with NAVFAC activities, and his general geographic location. These four attributes, which produced 1100 data points for the 275 responses received, are presented in the following sections. Where percentages are provided, they have been rounded to the nearest 1%.

1. Organization Type

Respondents were requested to provide the primary type of organization to which they belong. The purpose is to provide the reader an understanding of the organizational perspectives held by the respondents. Eight types of organizations within the "NAVFAC family", which typically interact with NCEL, were categorized. They include: Public Works Departments (PWD), Resident Officer in Charge of Construction (ROICC), Public Works Centers (PWC), Officer in Charge of Construction (OICC), Construction Battalions (CB), Engineering Field Divisions (EFD), Naval Facilities Engineering Command Headquarters (NAVFAC), and Reserve components of NAVFAC activities (RESERVE). A ninth category, which includes all types of activities other than the above eight, titled (OTHER) was also included. Respondents who indicated (OTHER) were asked to specify what type of other organization. It is noted that 41 of the 45 respondents who indicated (OTHER), specified a Staff Civil Engineer organization, Major Claimant organization, or some other staff organization involved in the Navy facilities arena. In contrast, the 1980 study (OTHER) category, was made up of those outside the "NAVFAC Family" and therefor, not involved with Navy facilities. Future studies should consider including a tenth category, titled (STAFF) or (STAFF CIVIL ENGINEER) in order to further distinguish the organizational perspectives of the respondents. The

organizational type is distinguished throughout most of the tables presented in this study. The distribution of respondents by organization type is summarized in Table 3 with comparisons to the 1980 study.

TABLE III

RESPONDENT'S ORGANIZATION TYPE

RESPONSE DISTRIBUTION (PERCENT)					
1989 STUDY			1980 STUDY		
GROUP	FREQUENCY	PERCENT OF TOTAL	GROUP	FREQUENCY	PERCENT OF TOTAL
PWD	102	37%	PWD	260	35%
ROICC	23	8%	ROICC	53	7%
PWC	18	7%	PWC	42	6%
OICC	8	3%	OICC	13	2%
CB	16	6%	CB	22	3%
EFD	36	13%	EFD	136	18%
NAVFAC	22	8%	NAVFAC	60	8%
RESERVE	5	2%	NCEL	1	0%
OTHER	45	16%	OTHER	163	22%
TOTAL	275	100%	TOTAL	750	100%

2. Rank/Grade

The rank of military personnel and the grade of civilian personnel are summarized for all respondents in Table 4 and by organization type in Tables 5 through 13. Results from the 1980 study are provided in the right-most column for comparison purposes.

TABLE IV

RANK/GRADE OF ALL RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	14	5%	1%
CDR	28	10%	7%
LCDR	50	18%	12%
LT	61	22%	13%
LTJG	8	3%	5%
ENS	4	1%	2%
GM/GS-15	6	2%	3%
GS/GM-14	19	7%	6%
GS/GM-13	25	9%	14%
GS-12	38	14%	25%
GS-11	7	3%	10%
OTHER	15	5%	3%
TOTAL	275	100%	100%
MILITARY	165	59%	40%
CIVILIAN	95	35%	58%

COMMENTS: Military now comprise 59% of the responses as compared to only 40% in the 1980 study. The mix of respondents (military vs civilian) has reversed, which could be a significant factor in making comparisons between the two studies.

TABLE V

RANK/GRADE OF PWD RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	2	2%	0%
CDR	7	7%	7%
LCDR	16	16%	12%
LT	31	30%	14%
LTJG	3	3%	7%
ENS	1	1%	5%
GM/GS-15	0	0%	0%
GS/GM-14	1	1%	2%
GS/GM-13	8	8%	16%
GS-12	21	21%	24%
GS-11	5	5%	9%
OTHER	7	7%	4%
TOTAL	102	100%	100%

TABLE VI

RANK/GRADE OF ROICC RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	0	0%	0%
CDR	5	22%	9%
LCDR	7	30%	28%
LT	8	35%	36%
LTJG	1	4%	9%
ENS	2	9%	0%
GM/GS-15	0	0%	0%
GS/GM-14	0	0%	0%
GS/GM-13	0	0%	4%
GS-12	0	0%	13%
GS-11	0	0%	0%
OTHER	0	0%	0%
TOTAL	23	100%	100%

TABLE VII

RANK/GRADE OF PWC RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	0	0%	2%
CDR	3	17%	5%
LCDR	1	6%	10%
LT	3	17%	14%
LTJG	0	0%	12%
ENS	1	6%	0%
GM/GS-15	0	0%	0%
GS/GM-14	3	17%	2%
GS/GM-13	2	11%	31%
GS-12	3	17%	21%
GS-11	1	6%	2%
OTHER	1	6%	1%
TOTAL	18	100%	100%

TABLE VIII

RANK/GRADE OF OICC RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	1	13%	0%
CDR	1	13%	23%
LCDR	2	25%	15%
LT	2	25%	23%
LTJG	1	13%	0%
ENS	0	0%	0%
GM/GS-15	0	0%	8%
GS/GM-14	0	0%	15%
GS/GM-13	0	0%	0%
GS-12	1	13%	8%
GS-11	0	0%	8%
OTHER	0	0%	0%
TOTAL	8	100%	100%

TABLE IX

RANK/GRADE OF CB RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	0	0%	0%
CDR	5	31%	5%
LCDR	3	19%	41%
LT	4	25%	18%
LTJG	2	13%	18%
ENS	0	0%	5%
GM/GS-15	0	0%	0%
GS/GM-14	0	0%	0%
GS/GM-13	0	0%	4%
GS-12	0	0%	9%
GS-11	0	0%	0%
OTHER	2	13%	0%
TOTAL	16	100%	100%

TABLE X

RANK/GRADE OF EFD RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	5	14%	2%
CDR	2	6%	1%
LCDR	2	6%	2%
LT	0	0%	0%
LTJG	0	0%	0%
ENS	0	0%	0%
GM/GS-15	3	8%	3%
GS/GM-14	8	22%	9%
GS/GM-13	7	19%	18%
GS-12	8	22%	44%
GS-11	1	3%	18%
OTHER	0	0%	3%
TOTAL	36	100%	100%

TABLE XI

RANK/GRADE OF NAVFAC RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	3	14%	0%
CDR	1	5%	5%
LCDR	1	5%	2%
LT	0	0%	2%
LTJG	0	0%	2%
ENS	0	0%	0%
GM/GS-15	3	14%	10%
GS/GM-14	4	18%	15%
GS/GM-13	6	27%	8%
GS-12	3	14%	33%
GS-11	0	0%	17%
OTHER	1	5%	6%
TOTAL	22	100%	100%

TABLE XII

RANK/GRADE OF RESERVE RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	1	20%	NOT USED
CDR	2	40%	
LCDR	0	0%	
LT	1	20%	
LTJG	0	0%	
ENS	0	0%	
GM/GS-15	0	0%	
GS/GM-14	0	0%	
GS/GM-13	0	0%	
GS-12	1	20%	
GS-11	0	0%	
OTHER	0	0%	
TOTAL	5	100%	0%

TABLE XIII

RANK/GRADE OF OTHER RESPONDENTS

RANK/GRADE	RESPONSE	PERCENT OF TOTAL	1980 PERCENT OF TOTAL
CAPT	2	4%	4%
CDR	2	4%	9%
LCDR	18	40%	15%
LT	12	27%	17%
LTJG	1	2%	3%
ENS	0	0%	2%
GM/GS-15	0	0%	7%
GS/GM-14	3	7%	8%
GS/GM-13	2	4%	10%
GS-12	1	2%	14%
GS-11	0	0%	9%
OTHER	4	9%	2%
TOTAL	45	100%	100%

3. Experience Level

Respondents were requested to provide the years of experience they have with NAVFAC-related activities such as design, construction, maintenance, planning, CB operations, etc. The purpose is to provide the reader with an understanding of the experience levels of the respondents within different organization types and ascertain differences with the 1980 study results. Table 14 provides the mean experience level and standard deviation by organization type for this study, and provides results from the 1980 study for comparison.

4. General Geographic Location

Respondents were asked to indicate their general geographic location as either Overseas, East Coast, West Coast, or Central CONUS. This information was compiled to give the reader an understanding of the general geographic dispersion of the respondents, their organizations and their proximity to NCEL. Table 15 provides the response distributions by organization type.

C. RESPONSE TO QUESTIONS

The questionnaire for this study was comprised of 37 questions (see Appendix A) and generated over 10,000 data points for the 275 responses. This section presents a table for each of the 37 questions with a response analysis which includes:

TABLE XIV

RESPONDENTS EXPERIENCE LEVELS IN YEARS

1989 STUDY ORGANIZATION	FREQUENCY	MEAN YEARS	STANDARD DEVIATION
PWD	102	10.89	6.60
ROICC	23	10.00	5.99
PWC	18	15.22	10.10
OICC	8	12.25	6.63
CB	16	12.28	5.82
EFD	36	17.83	6.65
NAVFAC	22	16.00	7.55
RESERVE	5	13.00	7.80
OTHER	45	11.76	6.25
TOTAL	275		
MEAN OF TOTAL RESPONSE)		12.72 years	

1980 STUDY ORGANIZATION	FREQUENCY	MEAN YEARS	STANDARD DEVIATION
PWD	260	13.02	8.50
ROICC	53	10.11	7.04
PWC	42	12.48	9.33
OICC	13	15.31	6.82
CB	22	9.96	7.77
EFD	136	11.52	7.93
NAVFAC	60	12.42	9.63
NCEL	1	30	0.00
OTHER	163	10.07	8.49
TOTAL	750		
MEAN OF TOTAL RESPONSE)		not available	

NOTE: Approximately 68% of respondents will have an experience level within +/- one standard deviation of the mean value.

TABLE XV

GENERAL GEOGRAPHIC LOCATION OF RESPONDENTS

		RESPONSE DISTRIBUTION				RESPONSE DISTRIBUTION (percent)			
GROUP	FREQUENCY	OVERSEAS	EASTCOAST	WESTCOAST	CENTRAL	OVERSEAS	EASTCOAST	WESTCOAST	CENTRAL
PWD	102	33	34	22	13	32%	33%	22%	13%
ROICC	23	5	7	11	0	22%	30%	48%	0%
PWC	18	4	4	7	3	22%	22%	39%	17%
OICC	8	4	2	2	0	50%	25%	25%	0%
CB	16	3	6	4	3	19%	38%	25%	19%
EFD	36	6	22	8	0	17%	61%	22%	0%
NAVFAC	22	0	19	3	0	0%	86%	14%	0%
RESERVE	5	1	1	2	1	20%	20%	40%	20%
OTHER	45	13	14	13	5	29%	31%	29%	11%
TOTAL	275	69	109	72	25				
MEAN OF TOTAL RESPONSE----------->>						25%	40%	26%	9%

- The organization type
- Frequency of response
- Response distribution
- Response distribution as a percent of frequency
- The mean of the total responses as a percent
- If there was a question with similar meaning used on the 1980 or 1968 study questionnaires, the question number and the means of the total responses as a percent, are provided for comparison purposes and trend analysis.

Comments providing some interpretation of the data, including trend analysis, are provided at the bottom of each table. Where percentages are provided they have been rounded to the nearest one percent. Where the wording of the question has been reversed from the previous study, the response results for the previous study have also been reversed for ease of comparison.

D. RESPONDENT COMMENTS AND SUGGESTIONS

The questionnaire encouraged the respondents to provide comments or suggestions that they may have concerning NAVFAC and NCEL's RDT&E program. To ensure the anonymity of reponses, the comments and suggestions provided in Appendix C, indicate only a respondent's rank or grade, organization type and level of experience with NAVFAC related activities. The comments and suggestions in Appendix C have been organized first by organization type, then by rank or grade level and finally by years of experience.

TABLE XVI

QUESTION 1

QUESTION 1: I understand the purpose and mission of NCEL.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	31	58	7	3	3	30%	57%	7%	3%	3%
ROICC	23	7	13	3	0	0	30%	57%	13%	0%	0%
PWC	18	2	16	0	0	0	11%	89%	0%	0%	0%
OICC	8	1	7	0	0	0	13%	88%	0%	0%	0%
CB	16	6	8	2	0	0	38%	50%	13%	0%	0%
EFD	36	7	26	3	0	0	19%	72%	8%	0%	0%
NAVFAC	22	12	8	2	0	0	55%	36%	9%	0%	0%
RESERVE	5	1	4	0	0	0	20%	80%	0%	0%	0%
OTHER	45	10	33	2	0	0	22%	73%	4%	0%	0%
TOTAL	275	77	173	19	3	3					
MEAN OF TOTAL RESPONSE---------->>							28%	63%	7%	1%	1%
							AGREE	91%	DISAGREE	8%	NA 1%
1980 STUDY (question 1)---------->>							25%	65%	8%	1%	1%
							AGREE	90%	DISAGREE	9%	NA 1%
1968 STUDY (question 1)---------->>							AGREE	33%	DISAGREE	67%	

COMMENTS: Overall results obtained are consistent with the 1980 study, over 90% of respondents continue to feel that they understand NCEL's purpose and mission. NAVFAC Hdqtrs respondents felt the strongest agreement (55%) and ROICC's and CB's had the most disagreement (13%).

TABLE XVII

QUESTION 2

QUESTION 2: Which of the following do you feel best describes the type of work performed by NCEL? (check one)

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	APPLIED	THEORY	CONSULT	MIXTURE	NA	APPLIED	THEORY	CONSULT	MIXTURE	NA
PWD	102	17	12	5	66	2	17%	12%	5%	65%	2%
RDICC	23	9	1	0	12	1	39%	4%	0%	52%	4%
PWC	18	6	0	1	9	2	33%	0%	6%	50%	11%
OICC	8	1	0	1	6	0	13%	0%	13%	75%	0%
CB	16	3	0	0	13	0	19%	0%	0%	81%	0%
EFD	36	7	0	2	26	1	19%	0%	6%	72%	3%
NAVFAC	22	3	3	0	15	1	14%	14%	0%	68%	5%
RESERVE	5	3	0	0	2	0	60%	0%	0%	40%	0%
OTHER	45	14	2	1	28	0	31%	4%	2%	62%	0%
TOTAL	275	63	18	10	177	7					
MEAN OF TOTAL RESPONSE----------->>							23%	7%	4%	64%	3%
1980 STUDY (question 6, similiar)----------->>							26%	5%	-	61%	9%

COMMENTS: The question differs from the 1980 study, in that consultation has been included in the field of possible responses. Sixty-one percent of respondents in 1980 felt that NCEL performed a mixture of applied and theoretical research. The results of this study indicate that 64% of respondents now feel that NCEL is a full spectrum lab.

TABLE XVII

QUESTION 3

QUESTION 3: NCEL personnel know nothing about field activity problems.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	3	9	59	29	2	3%	9%	58%	28%	2%
ROICC	23	1	0	16	6	0	4%	0%	70%	26%	0%
PWC	18	0	1	13	4	0	0%	6%	72%	22%	0%
OICC	8	0	0	4	4	0	0%	0%	50%	50%	0%
CB	16	0	0	9	7	0	0%	0%	56%	44%	0%
EFD	36	2	2	24	8	0	6%	6%	67%	22%	0%
NAVFAC	22	3	4	10	5	0	14%	18%	45%	23%	0%
RESERVE	5	0	0	3	2	0	0%	0%	60%	40%	0%
OTHER	45	1	0	30	13	1	2%	0%	67%	29%	2%
TOTAL	275	10	16	168	78	3					
MEAN OF TOTAL RESPONSE----------->>							4%	6%	61%	28%	1%
							AGREE	10%	DISAGREE	89%	NA 1%
1980 STUDY (question 2)----------->>							2%	9%	65%	21%	3%
							AGREE	11%	DISAGREE	86%	NA 3%
1968 STUDY (question 2)----------->>							AGREE	-	DISAGREE	majority	

COMMENTS: Overall results are consistent with the 1980 study. Respondents strongly feel that NCEL personnel are knowledgable about field activity problems Approximately one-third of NAVFAC Hdqtrs respondents (32%), feel NCEL personnel know nothing about field activity problems. OICC's (100%) feel that NCEL personnel are knowledgeable about field problems and 50% feel strongly that NCEL personnel are knowledgeable of field problems.

TABLE XIX

QUESTION 4

QUESTION 4: I find it professionally informative to read NCEL literature.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	16	72	9	2	3	16%	71%	9%	2%	3%
ROICC	23	3	16	1	2	1	13%	70%	4%	9%	4%
PWC	18	4	12	1	0	1	22%	67%	6%	0%	6%
OICC	8	2	5	1	0	0	25%	63%	13%	0%	0%
CB	16	4	10	1	1	0	25%	63%	6%	6%	0%
EFD	36	3	29	3	1	0	8%	81%	8%	3%	0%
NAVFAC	22	3	13	5	1	0	14%	59%	23%	5%	0%
RESERVE	5	1	3	0	0	1	20%	60%	0%	0%	20%
OTHER	45	6	32	3	2	2	13%	71%	7%	4%	4%
TOTAL	275	42	192	24	9	8					
MEAN OF TOTAL RESPONSE----------))							15%	70%	9%	3%	3%
							AGREE	85%	DISAGREE	12%	NA 3%
1980 STUDY (question 32)----------))							13%	72%	7%	1%	7%
							AGREE	85%	DISAGREE	8%	NA 7%

COMMENTS: Respondents at all activities strongly agree that NCEL literature is informative. These results are consistent with the 1980 study. NAVFAC Hdqtrs respondents (73%) agreed least.

TABLE XX

QUESTION 5

QUESTION 5: NCEL is responsive to my most common technical needs.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	9	56	27	3	7	9%	55%	26%	3%	7%
ROICC	23	2	11	1	2	7	9%	48%	4%	9%	30%
PWC	18	2	11	4	0	1	11%	61%	22%	0%	6%
OICC	8	1	6	1	0	0	13%	75%	13%	0%	0%
CB	16	2	7	4	2	1	13%	44%	25%	13%	6%
EFD	36	4	15	12	1	4	11%	42%	33%	3%	11%
NAVFAC	22	1	12	6	3	0	5%	55%	27%	14%	0%
RESERVE	5	0	3	1	0	1	0%	60%	20%	0%	20%
OTHER	45	1	28	7	2	7	2%	62%	16%	4%	16%
TOTAL	275	22	149	63	13	28					
MEAN OF TOTAL RESPONSE---------->>							8%	54%	23%	5%	10%
							AGREE	62%	DISAGREE	28%	NA 10%
1980 STUDY (question 3, opposite wording)---------->>							15%	61%	16%	2%	6%
							AGREE	76%	DISAGREE	18%	NA 6%
1968 STUDY (question 3, opposite wording)---------->>							AGREE	36%	DISAGREE	18%	NA 46%

COMMENTS: Respondents indicate that NCEL is not as reponsive (62% vs 76%) overall as they were in 1980. OICC's (88%) feel that NCEL is most responsive while EFD's (53%) feel NCEL is least responsive. NAVFAC Hdqtrs (14%) and CB's (13%) indicate that they strongly disagree that NCEL is responsive.

TABLE XXI

QUESTION 6

QUESTION 6: Colleagues and superiors encourage me to implement NCEL recommended methods and products.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	2	35	46	11	8	2%	34%	45%	11%	8%
ROICC	23	1	7	10	3	2	4%	30%	43%	13%	9%
PWC	18	0	10	6	1	1	0%	56%	33%	6%	6%
OICC	8	0	2	5	1	0	0%	25%	63%	13%	0%
CB	16	1	4	5	5	1	6%	25%	31%	31%	6%
EFD	36	2	13	13	2	4	6%	36%	42%	6%	11%
NAVFAC	22	1	5	12	2	2	5%	23%	55%	9%	9%
RESERVE	5	0	2	2	1	0	0%	40%	40%	20%	0%
OTHER	45	0	11	24	4	6	0%	24%	53%	9%	13%
TOTAL	275	7	89	125	30	24					
MEAN OF TOTAL RESPONSE----------))							3%	32%	45%	11%	9%
							AGREE	35%	DISAGREE	56%	NA 9%
1980 STUDY (question 15, opposite wording)----------))							21%	65%	7%	2%	5%
							AGREE	86%	DISAGREE	9%	NA 5%

COMMENTS: Only 35% of respondents now feel encouraged to implement NCEL recommendations as compared to 86% in 1980. PWC's (56%) feel most encouraged, still significantly below the 1980 level. CB's (31%) feel strongly that they are not encouraged and 76% of OICC respondents feel that they are not encouraged to implement NCEL recommendations.

TABLE XXII

QUESTION 7

QUESTION 7: NCEL is expending RDT&E funds in areas that are applicable to real problems that field activities are experiencing.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	7	59	26	2	8	7%	58%	25%	2%	8%
ROICC	23	1	10	8	0	4	4%	43%	35%	0%	17%
PWC	18	1	10	5	0	2	6%	56%	28%	0%	11%
OICC	8	1	7	0	0	0	13%	88%	0%	0%	0%
CB	16	4	9	2	0	1	25%	56%	13%	0%	6%
EFD	36	3	20	6	1	6	8%	56%	17%	3%	17%
NAVFAC	22	0	10	8	3	1	0%	45%	36%	14%	5%
RESERVE	5	0	4	0	0	1	0%	80%	0%	0%	20%
OTHER	45	3	28	4	2	8	7%	62%	9%	4%	18%
TOTAL	275	20	157	59	8	31					
MEAN OF TOTAL RESPONSE----------->>							7%	57%	21%	3%	11%
							AGREE	64%	DISAGREE	24%	NA 11%
1980 STUDY (question 4)----------->>							7%	64%	19%	2%	8%
							AGREE	71%	DISAGREE	21%	NA 8%

COMMENTS: Results are somewhat lower than they were in 1980. OICC's (100%) feel that funds are being spent on real field activity problems, while only 47% of ROICC's and 45% of NAVFAC Hdqtrs agree. CB's (25%) and OICC's (13%) indicate strong agreement that funds are being spent on real field activity problems and NAVFAC Hdqtrs (14%) indicate strong disagreement.

TABLE XXIII

QUESTION 8

QUESTION 8: I feel that NCEL reports contain useful data.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	18	66	11	3	4	18%	65%	11%	3%	4%
ROICC	23	1	13	5	2	2	4%	57%	22%	9%	9%
PWC	18	2	11	3	0	2	11%	61%	17%	0%	11%
OICC	8	2	6	0	0	0	25%	75%	0%	0%	0%
CB	16	6	7	3	0	0	38%	44%	19%	0%	0%
EFD	36	3	27	4	0	2	8%	75%	11%	0%	6%
NAVFAC	22	3	15	2	1	1	14%	68%	9%	5%	5%
RESERVE	5	0	4	0	0	1	0%	80%	0%	0%	20%
OTHER	45	4	33	7	0	1	9%	73%	16%	0%	2%
TOTAL	275	39	182	35	6	13					
MEAN OF TOTAL RESPONSE---->>							14%	66%	13%	2%	5%
							AGREE	80%	DISAGREE	15%	NA 5%
1980 STUDY (question 25)---->>							7%	77%	8%	1%	7%
							AGREE	84%	DISAGREE	9%	NA 7%
1968 STUDY (question 25)---->>							AGREE	68%	DISAGREE	32%	

COMMENTS: Only a slight decrease from the results obtained in 1980. OICC's (100%) agree that reports contain useful data, while only 61% of ROICC's agree. Fourteen percent now strongly agree that NCEL reports contain useful data as compared to 7% in 1980.

TABLE XXIV

QUESTION 9

QUESTION 9: When I need an informal response to a technical question, I prefer to contact a contractor rather than NCEL.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	7	29	49	9	8	7%	28%	48%	9%	8%
ROICC	23	3	9	10	0	1	13%	39%	43%	0%	4%
PWC	18	0	5	10	2	1	0%	28%	56%	11%	6%
OICC	8	0	2	4	2	0	0%	25%	50%	25%	0%
CB	16	2	2	5	5	2	13%	13%	31%	31%	13%
ENS	36	1	10	23	2	0	3%	28%	64%	6%	0%
NAVFAC	22	2	5	11	2	2	9%	23%	50%	9%	9%
RESERVE	5	1	0	1	3	0	20%	0%	20%	60%	0%
OTHER	45	2	10	19	8	6	4%	22%	42%	18%	13%
TOTAL	275	18	72	132	33	20					
MEAN OF TOTAL RESPONSE----------->>							7%	26%	48%	12%	7%
							AGREE	33%	DISAGREE	60%	NA 7%
1980 STUDY (question 8)----------->>							5%	35%	45%	11%	4%
							AGREE	40%	DISAGREE	56%	NA 4%

COMMENTS: Sixty percent of respondents prefer contacting NCEL for a response to a technical question instead of contacting a contractor, an increase from 56% in 1980. Over one-half of the ROICC's (52%) prefer to contact a contractor.

TABLE XXV

QUESTION 10

QUESTION 10: NCEL, as a service organization, realizes the importance of being responsive to its customer's needs.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	10	65	15	2	10	10%	64%	15%	2%	10%
ROICC	23	3	13	3	0	4	13%	57%	13%	0%	17%
PWC	18	1	13	4	0	0	6%	72%	22%	0%	0%
OICC	8	1	6	1	0	0	13%	75%	13%	0%	0%
CB	16	2	9	1	1	3	13%	56%	6%	6%	19%
EFD	36	5	23	2	3	3	14%	64%	6%	8%	8%
NAVFAC	22	1	9	7	5	0	5%	41%	32%	23%	0%
RESERVE	5	2	2	0	1	0	40%	40%	0%	20%	0%
OTHER	45	6	27	4	1	7	13%	60%	9%	2%	16%
TOTAL	275	31	167	37	13	27					
MEAN OF TOTAL RESPONSE----------->>							11%	61%	13%	5%	10%
							AGREE	72%	DISAGREE	18%	NA 10%
1980 STUDY (question 7, opposite wording)----------->>							12%	60%	18%	3%	7%
							AGREE	72%	DISAGREE	21%	NA 7%

COMMENTS: Overall results are consistent with the 1980 study. OICC's (88%) strongly feel that NCEL realizes the importance of being responsive to its customer's needs, whereas only 46% of NAVFAC Hdqtrs agree. NAVFAC Hdqtrs (23%) and RESERVES (20%) strongly disagree that NCEL realizes the importance of being responsive to its customer's needs.

TABLE XXVI

QUESTION 11

QUESTION 11: Work performed by NCEL is completed in a more timely and efficient manner than work contracted to non-Navy labs.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	1	28	28	2	43	1%	27%	27%	2%	42%
ROICC	23	2	2	6	0	13	9%	9%	26%	0%	57%
PWC	18	1	3	8	0	6	6%	17%	44%	0%	33%
OICC	8	1	1	2	0	4	13%	13%	25%	0%	50%
CB	16	1	5	3	0	7	6%	31%	19%	0%	44%
EFD	36	0	8	7	6	15	0%	22%	19%	17%	42%
NAVFAC	22	0	2	12	6	2	0%	9%	55%	27%	9%
RESERVE	5	1	2	1	0	1	20%	40%	20%	0%	20%
OTHER	45	5	14	5	3	18	11%	31%	11%	7%	40%
TOTAL	275	12	65	72	17	109					
MEAN OF TOTAL RESPONSE----------->>							4%	24%	26%	6%	40%
							AGREE	28%	DISAGREE	32%	NA 40%
1980 STUDY (question 31, opposite wording)----------->>							6%	45%	16%	2%	31%
							AGREE	51%	DISAGREE	18%	NA 31%

COMMENTS: The majority of respondents (40%) did not answer, an increase from 31% in 1980. Significantly fewer agree (28%) as compared to 51% in the 1980 study. Eighty-two percent of NAVFAC respondents feel work performed by NCEL is not as timely or as efficient as non-Navy labs.

TABLE XXVII

QUESTION 12

QUESTION 12: NCEL recommendations are usually compatible with existing guide specifications, design manuals and codes.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	9	68	4	0	21	9%	67%	4%	0%	21%
ROICC	23	1	12	2	0	8	4%	52%	9%	0%	35%
PWC	18	1	12	0	0	5	6%	67%	0%	0%	28%
OICC	8	1	3	1	0	3	13%	38%	13%	0%	38%
CB	16	3	8	1	0	4	19%	50%	6%	0%	25%
EFD	36	2	24	1	0	9	6%	67%	3%	0%	25%
NAVFAC	22	0	13	4	3	2	0%	59%	18%	14%	9%
RESERVE	5	3	1	0	0	1	60%	20%	0%	0%	20%
OTHER	45	1	30	0	2	12	2%	67%	0%	4%	27%
TOTAL	275	21	171	13	5	65					
MEAN OF TOTAL RESPONSE---------->>							8%	62%	5%	2%	24%
							AGREE	70%	DISAGREE	7%	NA 24%
1980 STUDY (question 56, opposite wording)---------->>							3%	46%	25%	4%	22%
							AGREE	49%	DISAGREE	29%	NA 22%

COMMENTS: Results indicate that NCEL recommendations are now significantly more compatible (70% vs 49% in 1980). Reserves (80%) and PWD's (76%) agree the most while ROICC's (56%) and OICC's (51%) agree the least.

TABLE XXVIII

QUESTION 13

QUESTION 13: I have ready access to a workable reference system of NCEL literature published over the last 3 years.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	6	38	36	16	6	6%	37%	35%	16%	6%
ROICC	23	0	5	12	5	1	0%	22%	52%	22%	4%
PWC	18	0	9	6	1	2	0%	50%	33%	6%	11%
OICC	8	1	2	4	1	0	13%	25%	50%	13%	0%
CB	16	0	7	7	1	1	0%	44%	44%	6%	6%
EFD	36	0	17	11	6	2	0%	47%	31%	17%	6%
NAVFAC	22	1	10	4	7	0	5%	45%	18%	32%	0%
RESERVE	5	0	1	2	2	0	0%	20%	40%	40%	0%
OTHER	45	0	14	17	10	4	0%	31%	38%	22%	9%
TOTAL	275	8	103	99	49	16					
MEAN OF TOTAL RESPONSE----------->>							3%	37%	36%	18%	6%
							AGREE	40%	DISAGREE	54%	NA 6%
1980 STUDY (question 44)----------->>							6%	31%	42%	15%	6%
							AGREE	37%	DISAGREE	57%	NA 6%

COMMENTS: Results are consistent with 1980, a majority still feel that their reference system needs improvement. ROICC's (22%) and Reserves (20%) feel they need the most improvement.

TABLE XXIX

QUESTION 14

QUESTION 14: I refer technical problems that are beyond my capability to the EFD and let them decide whether to refer them to NCEL.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	12	45	30	7	8	12%	44%	29%	7%	8%
ROICC	23	3	9	4	0	7	13%	39%	17%	0%	30%
PWC	18	0	7	10	0	1	0%	39%	56%	0%	6%
OICC	8	1	5	2	0	0	13%	63%	25%	0%	0%
CB	16	0	5	7	2	2	0%	31%	44%	13%	13%
EFD	36	4	9	5	1	17	11%	25%	14%	3%	47%
NAVFAC	22	3	9	3	4	3	14%	41%	14%	18%	14%
RESERVE	5	1	1	0	2	1	20%	20%	0%	40%	20%
OTHER	45	6	17	14	2	6	13%	38%	31%	4%	13%
TOTAL	275	30	107	75	18	45					
MEAN OF TOTAL RESPONSE							11%	39%	27%	7%	16%
							AGREE	50%	DISAGREE	34%	NA 16%

COMMENTS: One-half of the respondents prefer to refer problems to their EFD. CB's (57%) and PWC's (56%) prefer to refer their problems to NCEL. Overall results are consistent with question 31.

TABLE XXX

QUESTION 15

QUESTION 15: For the times you have utilized NCEL recommendations did you most often: (check one)

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	used INDEX	used FILES	called NCEL	direct OTHERS	NA	used INDEX	used FILES	called NCEL	direct OTHERS	NA
PWD	102	12	12	39	17	22	12%	12%	38%	17%	22%
ROICC	23	0	0	8	8	7	0%	0%	35%	35%	30%
PWC	18	2	3	6	7	0	11%	17%	33%	39%	0%
OICC	8	1	1	3	1	2	13%	13%	38%	13%	25%
CB	16	4	1	4	2	5	25%	6%	25%	13%	31%
EFD	36	7	3	10	10	6	19%	8%	28%	28%	17%
NAVFAC	22	3	2	7	6	4	14%	9%	32%	27%	18%
RESERVE	5	1	0	3	1	0	20%	0%	60%	20%	0%
OTHER	45	6	6	19	8	6	13%	13%	42%	18%	13%
TOTAL	275	36	28	99	60	52					
MEAN OF TOTAL RESPONSE----------->>							13%	10%	36%	22%	19%
1980 STUDY (question 43)----------->>							30%	14%	20%	12%	24%

COMMENTS: A significant increase from 20% to 36% in the percentage of respondents who call or write NCEL has occurred since the 1980 study. Also a decrease in the number of respondents who use an NCEL published index, from 30% in 1980 to 13% now.

TABLE XXXI

QUESTION 16

QUESTION 16: I know very little about NCEL and the R&D process.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	9	29	53	11	0	9%	28%	52%	11%	0%
ROICC	23	3	7	10	1	2	13%	30%	43%	4%	9%
PWC	18	1	4	12	1	0	6%	22%	67%	6%	0%
OICC	8	0	1	6	1	0	0%	13%	75%	13%	0%
CB	16	1	5	6	4	0	6%	31%	38%	25%	0%
EFD	36	2	7	26	1	0	6%	19%	72%	3%	0%
NAVFAC	22	2	2	4	14	0	9%	9%	18%	64%	0%
REBERVE	5	1	1	2	1	0	20%	20%	40%	20%	0%
OTHER	45	2	17	14	10	2	4%	38%	31%	22%	4%
TOTAL	275	21	73	133	44	4					
MEAN OF TOTAL RESPONSE----------->>							8%	27%	48%	16%	1%
							AGREE	35%	DISAGREE	64%	NA 1%

COMMENTS: Sixty-four percent of respondents feel that they are knowledgable about NCEL and the R&D process. OICC's (88%) feel that they are most knowledgable and ROICC's (47%) feel that they are least knowledgeable. Thirty-five percent agree that they know little about NCEL and the R&D process, while over 90% of responses to question 1 feel that they do understand NCEL's purpose and mission.

TABLE XXXII

QUESTION 17

QUESTION 17: I refer technical problems directly to NCEL, because the EFD often lacks specialized expertise.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	2	20	57	13	10	2%	20%	56%	13%	10%
ROICC	23	0	3	11	5	4	0%	13%	48%	22%	17%
PWC	18	2	5	10	0	1	11%	28%	56%	0%	6%
OICC	8	1	0	5	2	0	13%	0%	63%	25%	0%
CB	16	0	2	10	2	2	0%	13%	63%	13%	13%
EFD	36	0	4	20	4	8	0%	11%	56%	11%	22%
NAVFAC	22	1	4	10	5	2	5%	18%	45%	23%	9%
RESERVE	5	2	0	1	2	0	40%	0%	20%	40%	0%
OTHER	45	3	4	31	1	6	7%	9%	69%	2%	13%
TOTAL	275	11	42	155	34	33					
MEAN OF TOTAL RESPONSE----------->>							4%	15%	56%	12%	12%
							AGREE	19%	DISAGREE	69%	NA 12%

COMMENTS: Sixty-nine percent of respondents feel that the EFD does have the specialized expertise. OICC's (88%) feel that the EFD does have specialized expertise, while RESERVE's (40%) and PWC's (39%) feel the EFD lacks specialized expertise.

TABLE XXXIII

QUESTION 18

QUESTION 18: NCEL recommendations tend to be good business decisions.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	1	66	10	2	23	1%	65%	10%	2%	23%
ROICC	23	1	13	3	0	6	4%	57%	13%	0%	26%
PWC	18	1	12	3	0	2	6%	67%	17%	0%	11%
OICC	8	1	5	0	0	2	13%	63%	0%	0%	25%
CB	16	1	8	2	0	5	6%	50%	13%	0%	31%
EFD	36	1	20	7	0	8	3%	56%	19%	0%	22%
NAVFAC	22	1	9	8	3	1	5%	41%	36%	14%	5%
RESERVE	5	0	5	0	0	0	0%	100%	0%	0%	0%
OTHER	45	0	26	7	1	11	0%	58%	16%	2%	24%
TOTAL	275	7	164	40	6	58					
MEAN OF TOTAL RESPONSE----------->>							3%	60%	15%	2%	20%
							AGREE	63%	DISAGREE	17%	NA 20%

COMMENTS: Sixty-three percent of respondents agree that NCEL recommendations are good business decisions. RESERVE's (100%), OICC's (76%), and PWC's (73%) agree that NCEL recommendations tend to be good business decisions. NAVFAC Hdqtrs (50%) agrees least, with 14% strongly disagreeing. A higher percentage didn't answer (20%) than disagree (17%).

TABLE XXXIV

QUESTION 19

QUESTION 19: I consider NCEL literature important enough to devote sufficient time at work to review.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	6	63	20	4	9	6%	62%	20%	4%	9%
ROICC	23	0	8	10	3	2	0%	35%	43%	13%	9%
PWC	18	1	10	6	0	1	6%	56%	33%	0%	6%
OICC	8	1	2	5	0	0	13%	25%	63%	0%	0%
CB	16	4	6	4	2	0	25%	38%	25%	13%	0%
EFD	36	2	22	9	2	1	6%	61%	25%	6%	3%
NAVFAC	22	2	12	5	2	1	9%	55%	23%	9%	5%
RESERVE	5	0	4	0	1	0	0%	80%	0%	20%	0%
OTHER	45	2	26	11	1	5	4%	58%	24%	2%	11%
TOTAL	275	18	153	70	15	19					
MEAN OF TOTAL RESPONSE----------->>							7%	56%	25%	5%	7%
							AGREE	63%	DISAGREE	30%	NA 7%
1980 STUDY (question 10, similiar)----------->>							4%	34%	47%	14%	1%
I have sufficient time at work to adequately review NCEL literature.							AGREE	38%	DISAGREE	61%	NA 1%

COMMENTS: A significant increase in agreement, 63% vs 38% in 1980. Reserves (80%) and PWD's (68%) agree the most while ROICC's (35%) agree the least.

TABLE XXXV

QUESTION 20

QUESTION 20: NCEL is helpful in providing information and/or assistance on request.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	14	62	8	2	16	14%	61%	8%	2%	16%
ROICC	23	4	16	1	0	2	17%	70%	4%	0%	9%
PWC	18	2	14	1	0	1	11%	78%	6%	0%	6%
OICC	8	3	4	0	0	1	38%	50%	0%	0%	13%
CB	16	4	8	0	1	3	25%	50%	0%	6%	19%
EFD	36	6	24	3	0	3	17%	67%	8%	0%	8%
NAVFAC	22	0	18	1	3	0	0%	82%	5%	14%	0%
RESERVE	5	3	1	0	1	0	60%	20%	0%	20%	0%
OTHER	45	7	27	2	1	8	16%	60%	4%	2%	18%
TOTAL	275	43	174	16	8	34					
MEAN OF TOTAL RESPONSE----------->>							16%	63%	6%	3%	12%
							AGREE	79%	DISAGREE	9%	NA 12%
1980 STUDY (question 17)----------->>							11%	67%	8%	1%	13%
							AGREE	78%	DISAGREE	9%	NA 13%
1968 STUDY (question 17)----------->>							AGREE	< 78%	DISAGREE	> 22%	

COMMENTS: Response is consistent with the 1980 results, NCEL remains highly helpful. PWC's (89%), OICC's (88%) and ROICC's (87%) most agree that NCEL is helpful. RESERVE's (60%) and OICC's (38%) strongly agree that NCEL is helpful, while 20% of RESERVEs and 14% of NAVFAC Hdqtrs respondents strongly disagree. The results are similar to question 10.

TABLE XXXVI

QUESTION 21

QUESTION 21: Construction materials to implement NCEL recommendations are seldom available.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	4	7	62	4	25	4%	7%	61%	4%	25%
ROICC	23	0	3	13	1	6	0%	13%	57%	4%	26%
PWC	18	0	4	11	0	3	0%	22%	61%	0%	17%
OICC	8	0	0	5	1	2	0%	0%	63%	13%	25%
CB	16	1	2	9	0	4	6%	13%	56%	0%	25%
EFD	36	1	1	13	3	18	3%	3%	36%	8%	50%
NAVFAC	22	1	6	10	1	4	5%	27%	45%	5%	18%
RESERVE	5	0	0	4	0	1	0%	0%	80%	0%	20%
OTHER	45	1	8	21	1	14	2%	18%	47%	2%	31%
TOTAL	275	8	31	148	11	77					
MEAN OF TOTAL RESPONSE----------->>							3%	11%	54%	4%	28%
							AGREE	14%	DISAGREE	58%	NA 28%
1980 STUDY (question 48)----------->>							4%	27%	47%	2%	20%
							AGREE	31%	DISAGREE	49%	NA 20%

COMMENTS: More respondents feel that construction materials to implement NCEL recommendations are more readily available than they were in 1980, 58% vs 49%. Fourteen percent feel material availability is a problem while 28% aren't sure. RESERVES (80%) and OICCs (76%) feel availability of materials is not a problem, while 49% of OTHERS and 44% of EFD's feel the same.

TABLE XXXVII

QUESTION 22

QUESTION 22: I have had personal contact with NCEL within the last 3 years.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	21	43	21	13	4	21%	42%	21%	13%	4%
ROICC	23	6	6	6	4	1	26%	26%	26%	17%	4%
PWC	18	4	10	2	1	1	22%	56%	11%	6%	6%
OICC	8	2	3	1	1	1	25%	38%	13%	13%	13%
CB	16	1	9	2	3	1	6%	56%	13%	19%	6%
EFD	36	12	18	4	1	1	33%	50%	11%	3%	3%
NAVFAC	22	11	7	3	1	0	50%	32%	14%	5%	0%
RESERVE	5	3	1	0	1	0	60%	20%	0%	20%	0%
OTHER	45	16	13	11	2	3	36%	29%	24%	4%	7%
TOTAL	275	76	110	50	27	12					
MEAN OF TOTAL RESPONSE---------->>							28%	40%	18%	10%	4%
							AGREE	68%	DISAGREE	28%	NA 4%

COMMENTS: Sixty-eight percent of repondents have had personal contact with NCEL within the last 3 years. EFD's (88%) have had the most contact while ROICC's (52%) have had the least contact.

TABLE XXXVIII

QUESTION 23

QUESTION 23: NCEL reports are written in a style that maintains my interest.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	2	71	18	2	9	2%	70%	18%	2%	9%
ROICC	23	0	12	6	3	2	0%	52%	26%	13%	9%
PWC	18	1	13	2	1	1	6%	72%	11%	6%	6%
OICC	8	2	3	1	0	2	25%	38%	13%	0%	25%
CB	16	0	10	4	1	1	0%	63%	25%	6%	6%
EFD	36	3	20	9	2	2	8%	56%	25%	6%	6%
NAVFAC	22	4	9	7	2	0	18%	41%	32%	9%	0%
RESERVE	5	0	4	0	0	1	0%	80%	0%	0%	20%
OTHER	45	1	31	6	2	5	2%	69%	13%	4%	11%
TOTAL	275	13	173	53	13	23					
MEAN OF TOTAL RESPONSE---------->>							5%	63%	19%	5%	8%
							AGREE	68%	DISAGREE	24%	NA 8%
1980 STUDY (question 29,opposite wording)---------->>							7%	60%	22%	3%	8%
							AGREE	67%	DISAGREE	25%	NA 8%
1968 STUDY (question 29, opposite wording)---------->>							AGREE	40%	DISAGREE	60%	

COMMENTS: Overall results are consistent with 1980. Reserves (80%) and PWC's (78%) agree most that reports maintain their interests, while ROICC's (52%) agree least and NAVFAC Hdqtrs respondents (41%) disagree the most.

TABLE XXXIX

QUESTION 24

QUESTION 24: I have more influence over work contracted to NCEL than I do to other labs.

GROUP	FREQUENCY	RESPONSE DISTRIBUTION SA	A	D	SD	NA	RESPONSE DISTRIBUTION (percent) SA	A	D	SD	NA
PWD	102	2	32	26	6	36	2%	31%	25%	6%	35%
ROICC	23	2	4	4	1	12	9%	17%	17%	4%	52%
PWC	18	2	2	10	0	4	11%	11%	56%	0%	22%
OICC	8	1	2	1	0	4	13%	25%	13%	0%	50%
CB	16	0	4	6	1	5	0%	25%	38%	6%	31%
EFD	36	4	8	9	4	11	11%	22%	25%	11%	31%
NAVFAC	22	5	6	3	4	4	23%	27%	14%	18%	18%
RESERVE	5	1	1	0	2	1	20%	20%	0%	40%	20%
OTHER	45	8	12	10	1	14	18%	27%	22%	2%	31%
TOTAL	275	25	71	69	19	91					
MEAN OF TOTAL RESPONSE---------->>							9%	26%	25%	7%	33%
							AGREE	35%	DISAGREE	32%	NA 33%
1980 STUDY (question 39, opposite wording)---------->>							5%	33%	26%	3%	33%
							AGREE	38%	DISAGREE	29%	NA 33%

COMMENTS: The overall results are almost evenly divided in thirds. NAVFAC Hdqtrs (50%) agreed the that they have more influence over work performed by NCEL with 23% of them strongly agreeing. PWC's (56%) disagreed and 40% of RESERVES strongly disagreed.

TABLE XL

QUESTION 25

QUESTION 25: NCEL is helpful in identifying points-of-contact that can provide additional assistance.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	11	51	12	2	26	11%	50%	12%	2%	25%
ROICC	23	0	15	1	0	7	0%	65%	4%	0%	30%
PWC	18	2	11	2	0	3	11%	61%	11%	0%	17%
OICC	8	1	4	1	0	2	13%	50%	13%	0%	25%
CB	16	3	7	2	0	4	19%	44%	13%	0%	25%
EFD	36	1	21	8	0	6	3%	58%	22%	0%	17%
NAVFAC	22	2	10	6	2	2	9%	45%	27%	9%	9%
RESERVE	5	1	3	0	1	0	20%	60%	0%	20%	0%
OTHER	45	8	23	3	1	10	18%	51%	7%	2%	22%
TOTAL	275	29	145	35	6	60					
MEAN OF TOTAL RESPONSE----------->>							11%	53%	13%	2%	21%
							AGREE	64%	DISAGREE	15%	NA 21%
1980 STUDY (question 37, opposite wording)----------->>							1%	5%	66%	21%	7%
							AGREE	6%	DISAGREE	89%	NA 7%

COMMENTS: Eighty-seven percent of respondents in 1980 felt that NCEL did not provide points-of-contact. This is a significant turn-around, as 64% now agree that NCEL is providing points-of-contact for additional assistance. RESERVES (80%) and PWC's (72%) agree most that NCEL is helpful in providing points-of-contact. NAVFAC Hdqtrs (36%) and EFD's (22%) disagree most.

TABLE XLI

QUESTION 26

QUESTION 26: I can usually find a way to apply NCEL recommendations.

GROUP	FREQUENCY	RESPONSE DISTRIBUTION SA	A	D	SD	NA	RESPONSE DISTRIBUTION (percent) SA	A	D	SD	NA
PWD	102	1	47	30	4	20	1%	46%	29%	4%	20%
ROICC	23	1	7	8	2	5	4%	30%	35%	9%	22%
PWC	18	1	10	3	0	4	6%	56%	17%	0%	22%
OICC	8	1	3	1	0	3	13%	38%	13%	0%	38%
CB	16	0	10	4	0	2	0%	63%	25%	0%	13%
EFD	36	1	17	9	0	9	3%	47%	25%	0%	25%
NAVFAC	22	1	9	7	1	4	5%	41%	32%	5%	18%
RESERVE	5	0	2	2	0	1	0%	40%	40%	0%	20%
OTHER	45	2	21	9	0	13	4%	47%	20%	0%	29%
TOTAL	275	8	126	73	7	61					
MEAN OF TOTAL RESPONSE---------->>							3%	46%	27%	3%	22%
							AGREE	49%	DISAGREE	29%	NA 22%
1980 STUDY (question 49, opposite wording)---------->>							7%	57%	22%	3%	11%
							AGREE	64%	DISAGREE	25%	NA 11%

COMMENTS: Sixty-four percent of respondents in 1980 felt that they could apply an NCEL recommendation while 49% now feel the same. CB's (63%) and PWC's (62%) feel that NCEL recommendations are most applicable while ROICC's (34%) feel that they are least applicable.

TABLE XLII

QUESTION 27

QUESTION 27: NCEL reports tend to be inconclusive and provide no recommended actions.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	2	11	60	10	19	2%	11%	59%	10%	19%
ROICC	23	0	4	6	2	11	0%	17%	26%	9%	48%
PWC	18	0	0	12	2	4	0%	0%	67%	11%	22%
OICC	8	0	0	6	1	1	0%	0%	75%	13%	13%
CB	16	0	0	9	2	5	0%	0%	56%	13%	31%
EFD	36	1	3	24	3	5	3%	8%	67%	8%	14%
NAVFAC	22	2	6	11	3	0	9%	27%	50%	14%	0%
RESERVE	5	0	1	2	1	1	0%	20%	40%	20%	20%
OTHER	45	0	6	26	4	9	0%	13%	58%	9%	20%
TOTAL	275	5	31	156	28	55					
MEAN OF TOTAL RESPONSE----------->>							2%	11%	57%	10%	20%
							AGREE	13%	DISAGREE	67%	NA 20%
1980 STUDY (question 28)----------->>							1%	12%	69%	8%	10%
							AGREE	13%	DISAGREE	77%	NA 10%
1968 STUDY (question 28)----------->>							AGREE	38%	DISAGREE	62%	

COMMENTS: Sixty-seven percent of respondents feel that reports are conclusive as compared to 77% in 1980. While the same percentage (13%) feel that reports are inconclusive, an additional 10% did not answer (now 20% vs 10% in 1980). OICC's (88%) and PWC's (78%) feel that reports are conclusive, while 36% of NAVFAC Hdqtrs respondents feel that the reports are inconclusive.

TABLE XLIII

QUESTION 28

QUESTION 28: How many times in the past 3 years have you personally been responsible for actually implementing NCEL recommendations? (check one)

		RESPONSE DISTRIBUTION						RESPONSE DISTRIBUTION (percent)					
GROUP	FREQUENCY	NEVER	1-3	4-6	7-10	>10	NA	NEVER	1-3	4-6	7-10	>10	NA
PWD	102	32	62	5	0	3	0	31%	61%	5%	0%	3%	0%
ROICC	23	12	10	1	0	0	0	52%	43%	4%	0%	0%	0%
PWC	18	5	11	1	1	0	0	28%	61%	6%	6%	0%	0%
OICC	8	4	4	0	0	0	0	50%	50%	0%	0%	0%	0%
CB	16	8	8	0	0	0	0	50%	50%	0%	0%	0%	0%
EFD	36	12	19	2	1	1	1	33%	53%	6%	3%	3%	3%
NAVFAC	22	3	10	4	3	0	2	14%	45%	18%	14%	0%	9%
RESERVE	5	1	4	0	0	0	0	20%	80%	0%	0%	0%	0%
OTHER	45	16	20	7	0	2	0	36%	44%	16%	0%	4%	0%
TOTAL	275	93	148	20	5	6	3						
MEAN OF TOTAL RESPONSE----------->>								34%	54%	7%	2%	2%	1%
1980 STUDY (question 57)----------->>								35%	45%	15%	4%	2%	0%
1968 STUDY (question 57)----------->> insufficient data													

COMMENTS: Results are consistent with the 1980 study, 66% of respondents have implemented NCEL recommendations, while 34% have not. NAVFAC Hdqtrs (86%) have implemented NCEL recommendations the most and ROICC's (47%) the least.

TABLE XLIV

QUESTION 29

QUESTION 29: In conjunction with question 28, what most often lead you to use NCEL recommendations? (check one)

	RESPONSE DISTRIBUTION							RESPONSE DISTRIBUTION (percent)					
GROUP	FREQUENCY	MEMORY	READ	RECOM-MENDED	LAST PLACE	ASKED FOR	NA	MEMORY	READ	RECOM-MENDED	LAST PLACE	ASKED FOR	NA
PWD	102	28	20	6	5	18	25	27%	20%	6%	5%	18%	25%
ROICC	23	4	0	2	2	4	11	17%	0%	9%	9%	17%	48%
PWC	18	5	2	1	0	6	4	28%	11%	6%	0%	33%	22%
OICC	8	3	2	1	0	1	1	38%	25%	13%	0%	13%	13%
CB	16	5	2	0	1	3	5	31%	13%	0%	6%	19%	31%
EFD	36	11	2	2	4	7	10	31%	6%	6%	11%	19%	28%
NAVFAC	22	8	2	1	3	6	2	36%	9%	5%	14%	27%	9%
RESERVE	5	0	2	0	0	3	0	0%	40%	0%	0%	60%	0%
OTHER	45	15	7	1	2	9	11	33%	16%	2%	4%	20%	24%
TOTAL	275	79	39	14	17	57	69						
MEAN OF TOTAL RESPONSE----------->>								29%	14%	5%	6%	21%	25%
1980 STUDY (question 58)----------->>								39%	18%	4%	2%	12%	25%

COMMENTS: In 1980, 2% of respondents were not aware of the information available from NCEL. This figure has increased slightly to 6%. Conversely, 69% of respondents are now aware of the information that NCEL can provide as compared to 74% in 1980. Significantly more (21%) asked for information from NCEL than in 1980 (12%), consistent with the results for question 15.

TABLE XLV

QUESTION 30

QUESTION 30: I find it more economical to contract work with private labs rather than NCEL.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	2	8	52	8	32	2%	8%	51%	8%	31%
ROICC	23	1	0	10	1	11	4%	0%	43%	4%	48%
PWC	18	0	1	13	2	2	0%	6%	72%	11%	11%
OICC	8	0	1	3	0	4	0%	13%	38%	0%	50%
CB	16	0	1	8	1	6	0%	6%	50%	6%	38%
EFD	36	1	7	14	2	12	3%	19%	39%	6%	33%
NAVFAC	22	1	3	7	3	8	5%	14%	32%	14%	36%
RESERVE	5	0	0	2	2	1	0%	0%	40%	40%	20%
OTHER	45	1	5	17	3	19	2%	11%	38%	7%	42%
TOTAL	275	6	26	126	22	95					
MEAN OF TOTAL RESPONSE---->>							2%	9%	46%	8%	35%
							AGREE	11%	DISAGREE	54%	NA 35%
1980 STUDY (question 38)---->>							1%	10%	48%	7%	33%
							AGREE	11%	DISAGREE	55%	NA 33%

COMMENTS: Overall results are consistent with 1980. Over one-half of respondents (54%) feel that NCEL is more economical than a private lab. PWC's (83%) feel the strongest that it's more economical to contract with NCEL, while EFD's (22%) and NAVFAC Hdqtrs (19%) feel that it's more economical to contract work with private labs.

TABLE XLVI

QUESTION 31

QUESTION 31: It's easier to refer technical problems to my EFD than to NCEL.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	7	47	30	5	13	7%	46%	29%	5%	13%
ROICC	23	4	9	4	0	6	17%	39%	17%	0%	26%
PWC	18	0	8	5	4	1	0%	44%	28%	22%	6%
OICC	8	2	4	2	0	0	25%	50%	25%	0%	0%
CB	16	1	3	8	1	3	6%	19%	50%	6%	19%
EFD	36	2	13	6	1	14	6%	36%	17%	3%	39%
NAVFAC	22	1	10	6	2	3	5%	45%	27%	9%	14%
RESERVE	5	0	3	1	1	0	0%	60%	20%	20%	0%
OTHER	45	1	18	12	2	12	2%	40%	27%	4%	27%
TOTAL	275	18	115	74	16	52					
MEAN OF TOTAL RESPONSE---------->>							7%	42%	27%	6%	19%
							AGREE	48%	DISAGREE	33%	NA 19%

COMMENTS: Slightly less than one-half of the respondents (48%) feel it's easier to refer their technical problems to their EFD. OICC's (75%) found it easiest to refer to their EFD, while a majority of CB's (56%) and PWC's (48%) found it easier to refer their problems to NCEL. OICC's (25%) and ROICC's (17%) feel that it's easier to refer to an EFD, while PWC's (22%) and RESERVES (20%) strongly feel that it's easier to refer to NCEL. The overall results are consistent with question 14.

TABLE XLVII

QUESTION 32

QUESTION 32: My organization maintains an adequate technical library.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	1	47	37	12	5	1%	46%	36%	12%	5%
ROICC	23	2	7	9	4	1	9%	30%	39%	17%	4%
PWC	18	0	7	8	2	1	0%	39%	44%	11%	6%
OICC	8	0	4	2	2	0	0%	50%	25%	25%	0%
CB	16	2	9	3	2	0	13%	56%	19%	13%	0%
EFD	36	2	20	11	2	1	6%	56%	31%	6%	3%
NAVFAC	22	1	10	9	1	1	5%	45%	41%	5%	5%
RESERVE	5	0	3	2	0	0	0%	60%	40%	0%	0%
OTHER	45	2	7	26	6	4	4%	16%	58%	13%	9%
TOTAL	275	10	114	107	31	13					
MEAN OF TOTAL RESPONSE---------->>							4%	41%	39%	11%	5%
							AGREE	45%	DISAGREE	50%	NA 5%
1980 STUDY (question 42)---------->>							AGREE	67%	DISAGREE	27%	NA 7%

COMMENTS: Less than one-half (45%) agree that their organization maintains an adequate technical library, a decrease from 67% in 1980. OICC's (25%) strongly feel that their organization does not maintain an adequate technical library, while 13% of CB's strongly feel that they do maintain an adequate technical library. These results are consistent with the results in question 13.

TABLE XLVIII

QUESTION 33

QUESTION 33: NCEL recommendations can usually be implemented without requiring extensive equipment changes.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	0	38	24	4	36	0%	37%	24%	4%	35%
ROICC	23	1	6	4	0	12	4%	26%	17%	0%	52%
PWC	18	0	6	5	0	7	0%	33%	28%	0%	39%
OICC	8	1	1	2	0	4	13%	13%	25%	0%	50%
CB	16	1	8	0	1	6	6%	50%	0%	6%	38%
EFD	36	0	12	6	1	17	0%	33%	17%	3%	47%
NAVFAC	22	0	6	5	3	8	0%	27%	23%	14%	36%
RESERVE	5	0	3	1	0	1	0%	60%	20%	0%	20%
OTHER	45	0	20	10	0	15	0%	44%	22%	0%	33%
TOTAL	275	3	100	57	9	106					
MEAN OF TOTAL RESPONSE---------->>							1%	36%	21%	3%	39%
							AGREE	37%	DISAGREE	24%	NA 39%
1980 STUDY (question 50, opposite wording)---------->>							2%	43%	28%	2%	25%
							AGREE	45%	DISAGREE	30%	NA 25%

COMMENTS: Twenty-four percent of respondents feel that NCEL recommendations do require extensive equipment changes as compared to 30% in 1980. OICC's (13%) strongly agree that recommendations can be implemented without extensive equipment changes, while 14% of NAVFAC Hdqtrs disagreed. Of significance in this question, is the large large increase in the number of respondents who did not answer (39% now, vs 25% in 1980). This 14% increase coincides with an 8% decrease in those who agree and a 6% decrease in those who disagree.

TABLE XLIX

QUESTION 34

QUESTION 34: I prefer receiving quarterly abstracts of NCEL reports to receiving the complete report.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	12	51	27	4	8	12%	50%	26%	4%	8%
ROICC	23	4	9	5	0	5	17%	39%	22%	0%	22%
PWC	18	0	11	5	0	2	0%	61%	28%	0%	11%
OICC	8	1	4	2	0	1	13%	50%	25%	0%	13%
CB	16	6	10	0	0	0	38%	63%	0%	0%	0%
EFD	36	7	18	6	1	4	19%	50%	17%	3%	11%
NAVFAC	22	3	9	6	2	2	14%	41%	27%	9%	9%
RESERVE	5	0	3	1	0	1	0%	60%	20%	0%	20%
OTHER	45	7	26	9	0	3	16%	58%	20%	0%	7%
TOTAL	275	40	141	61	7	26					
MEAN OF TOTAL RESPONSE							15%	51%	22%	3%	9%
							AGREE	66%	DISAGREE	25%	NA 9%
1980 STUDY (question 45)							12%	54%	25%	3%	6%
							AGREE	66%	DISAGREE	28%	NA 6%
1968 STUDY (question 45)							insufficient data				

COMMENTS: The overall results are consistent with 1980 study. Two-thirds of respondents still prefer receiving abstracts rather than complete reports. CB's (100%) feel that they prefer abstracts and 38% strongly feel that they prefer abstracts. NAVFAC Hdqtrs (36%) prefer receiving complete reports rather than abstracts.

TABLE L

QUESTION 35

QUESTION 35: NCEL provides progress reports on work they do for us.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	1	44	13	2	42	1%	43%	13%	2%	41%
ROICC	23	0	7	4	0	12	0%	30%	17%	0%	52%
PWC	18	1	8	2	1	6	6%	44%	11%	6%	33%
OICC	8	0	4	0	0	4	0%	50%	0%	0%	50%
CB	16	0	6	2	0	8	0%	38%	13%	0%	50%
EFD	36	1	11	5	2	17	3%	31%	14%	6%	47%
NAVFAC	22	1	12	6	2	1	5%	55%	27%	9%	5%
RESERVE	5	0	3	1	0	1	0%	60%	20%	0%	20%
OTHER	45	1	14	8	2	20	2%	31%	18%	4%	44%
TOTAL	275	5	109	41	9	111					
MEAN OF TOTAL RESPONSE---------->>							2%	40%	15%	3%	40%
							AGREE	42%	DISAGREE	18%	NA 40%
1980 STUDY (question 19)---------->>							2%	43%	19%	2%	34%
							AGREE	45%	DISAGREE	21%	NA 34%

COMMENTS: Overall results vary only slightly from the 1980 study. Slightly fewer agree that NCEL provides progress reports (42% vs 45% in 1980), but slightly fewer also disagree that NCEL provides progress reports (18% vs 21% in 1980). Sixty percent of NAVFAC Hdqtrs feel that NCEL does provide progress reports, while 36% feel that they do not; both of which are above the respective means. There is an increase in the number of respondents who did not answer, from 34% in the 1980 study to 40% now.

TABLE LI

QUESTION 36

QUESTION 36: My organization routes NCEL literature to its people.

		RESPONSE DISTRIBUTION					RESPONSE DISTRIBUTION (percent)				
GROUP	FREQUENCY	SA	A	D	SD	NA	SA	A	D	SD	NA
PWD	102	15	56	11	5	15	15%	55%	11%	5%	15%
ROICC	23	0	13	6	1	3	0%	57%	26%	4%	13%
PWC	18	1	14	1	0	2	6%	78%	6%	0%	11%
OICC	8	0	5	2	1	0	0%	63%	25%	13%	0%
CB	16	3	9	1	1	2	19%	56%	6%	6%	13%
EFD	36	5	23	4	1	3	14%	64%	11%	3%	8%
NAVFAC	22	3	15	1	0	3	14%	68%	5%	0%	14%
RESERVE	5	1	2	1	1	0	20%	40%	20%	20%	0%
OTHER	45	5	20	11	3	6	11%	44%	24%	7%	13%
TOTAL	275	33	157	38	13	34					
MEAN OF TOTAL RESPONSE----------))							12%	57%	14%	5%	12%
							AGREE	69%	DISAGREE	19%	NA 12%
1980 STUDY (question 41)----------))							9%	57%	16%	3%	15%
							AGREE	66%	DISAGREE	19%	NA 15%

COMMENTS: A slight increase from the 1980 study results. Sixty-nine percent of the respondents now feel that NCEL literature is routed to the people in the organization. OTHERS (55%) and ROICC's (57%) agree least that NCEL literature is routed, while PWC's (84%) and NAVFAC Hdqtrs (82%) agree most that NCEL literature is routed.

TABLE LII

QUESTION 37

QUESTION 37: I am aware that I can customize the distribution of NCEL reports, technical notes, abstracts and techdata sheets I receive.

GROUP	FREQUENCY	RESPONSE DISTRIBUTION YES	NO	NA	RESPONSE DISTRIBUTION (percent) YES	NO	NA
PWD	102	38	58	6	37%	57%	6%
ROICC	23	3	18	2	13%	78%	9%
PWC	18	8	10	0	44%	56%	0%
OICC	8	3	5	0	38%	63%	0%
CB	16	9	6	1	56%	38%	6%
EFD	36	12	18	6	33%	50%	17%
NAVFAC	22	14	7	1	64%	32%	5%
RESERVE	5	1	4	0	20%	80%	0%
OTHER	45	23	20	2	51%	44%	4%
TOTAL	275	111	146	18			
MEAN OF TOTAL RESPONSE---------->>					40%	53%	7%

1980 STUDY (question 33, different but same topic)

Receiving reports on Arctic equipment while stationed in the tropics is a typical NCEL distribution snafu.

45% felt distribution snafus were typical.

COMMENTS: The question for this study is different than question 33 in the 1980 study. The secondary purpose of this question is to let the user know that he can customize the distribution of reports that he receives. More than 50% of the respondents are not aware that they can customize the distribution of NCEL literature that they receive. NAVFAC Hdqtrs (64%) and CB's (56%) are most aware that they can customize the distribution, while RESERVES (80%), ROICC's (78%) and OICC's (63%) are least aware.

IV. SUMMARY

The results of this study provide the reader a basis for assessing the current utilization of NAVFAC's RDT&E investments. In addition the results provide a measure of improvement in the utilization of NAVFAC's RDT&E efforts over the baselines established in the two previous studies conducted in 1968 and 1980.

A summary of the results of the questionnaire with a review of areas where trends have been continued, areas where improvement may be indicated, and areas of possible concern are provided in the following sections. The reader is also refered to Appendix C, where comments and suggestions for improvements are provided by questionnaire respondents.

A. CONTINUING TRENDS

NCEL maintained previously established levels in all of the following areas:

- Nearly all respondents continue to understand NCEL's purpose and mission and feel that NCEL is knowledgeable about the problems that field activities experience
- Approximately 80% still feel that NCEL is helpful, its reports are professionally informative and contain useful data
- Nearly three-quarters of the respondents feel NCEL has remained sensitive to their customer's needs
- Approximately two-thirds of respondents still continue to have personal contact with NCEL and implement NCEL

recommendations. They feel that NCEL reports maintain their interest, are conclusive and provide recommended actions, but they still prefer quarterly abstracts to receiving complete reports. Additionally, they feel that NCEL performs work other than just pure theoretical or applied research and the organizations they belong to continue to route NCEL literature

- Over one-half of respondents claim to have a workable reference system of NCEL literature and continue to feel that it's more economical to contract work with NCEL rather than private labs.

B. IMPROVEMENTS

NCEL continued its trend of improvement in all of the following areas:

- Seventy percent of the respondents indicate that they feel NCEL recommendations are considerably more compatible with existing guide specifications, design manuals and codes, as compared to 49% in 1980

- Eighty-nine percent of respondents in the 1980 study felt that NCEL did not provide points-of-contact for additional assistance, whereas the results of this study indicate a turn-around, with 64% now feeling that NCEL does provide points-of-contact

- More respondents now consider NCEL literature important enough to devote sufficient time at work to review, 63% as compared to 38% in 1980

- More respondents now prefer to ask NCEL rather than a contractor, for an informal response to a technical question than in 1980, an increase from 56% to 60%

- Fifty-eight percent of the respondents now feel that NCEL recommendations can be implemented with more readily available construction materials, as compared to 49% of the respondents in 1980

- Thirty-six percent of respondents now prefer to call NCEL for information concerning NCEL recommendations, an increase from 20% in 1980.

C. AREAS OF CONCERN

The results of the study indicate slippages from previously established levels in the following areas:

- Nearly two-thirds (64%) of respondents feel that RDT&E funds are being spent in areas that can be applied to real problems at field activities, however this is a decrease from a 71% response in 1980

- Results indicate that fewer respondents feel that NCEL is as responsive to their most common technical needs as they were, 62% now as compared to 76% in 1980

- Two-thirds of respondents feel that NCEL reports are conclusive and provide recommendations, however over three-quarters of respondents felt the same in 1980

- Only 35% of the respondents now feel encouraged by their superiors and colleagues to implement NCEL recommendations as compared to 86% in 1980

- Forty-nine percent feel they can find a way to implement NCEL recommendations, which is 15% lower than the 1980 results

- Over one-half of the respondents are not aware that they can customize the distribution of NCEL literature that they receive

- Twenty-eight percent of respondents indicate that NCEL is more timely and efficient than non-Navy labs, a decrease from 51% in 1980

- Forty-two percent now feel that NCEL provides progress reports on the work they perform, slightly less than the 45% response in 1980

- Respondents report that significantly fewer of their organizations maintain an adequate technical library, 45% now as compared to 67% in 1980.

Dramatic improvements in NAVFAC's RDT&E program were made in nearly every area between 1968 and 1980. The dramatic improvements of the 1970's helped established higher standards for NAVFAC and NCEL's RDT&E program. These higher standards in turn, produced higher expectations on

the part of the customers who utilize the RDT&E products and services. The results of this study indicate that the progress made during the 1980's has, in most cases, not been as dramatic. The results of this study have identified areas to be looked at for possible improvement and will hopefully serve as a tool for the development of a successful RDT&E investment strategy for NAVFAC and NCEL in the 1990's.

APPENDIX A

QUESTIONNAIRE

DEPARTMENT OF THE NAVY
Naval Civil Engineering Laboratory
Port Hueneme, CA 93043-5003
Official Business
Penalty for Private Use $300

BUSINESS REPLY CARD
FIRST CLASS PERMIT NO. 69
POSTAGE WILL BE PAID BY ADDRESSEE

NO POSTAGE NECESSARY IF MAILED IN THE UNITED STATES

SEC 01014
Naval Postgraduate School
LT. Z. A. Hyare
Monterey, CA 9[illegible]-5011

DEPARTMENT OF THE NAVY
Naval Civil Engineering Laboratory
Port Hueneme, CA 93043-5003
Official Business
Penalty for Private Use $300

SA A D SD

30 I find it more economical to contract work with private labor rather than NCEL. [ ] [ ] [ ] [ ] [ ]

31 It's easier to refer technical problems to my EFD than to NCEL [ ] [ ] [ ] [ ] [ ]

32 My organization maintains an adequate technical library. [ ] [ ] [ ] [ ] [ ]

33 NCEL re[illegible]endations can usually be implemented without ma[illegible] extensive equipment changes. [ ] [ ] [ ] [ ] [ ]

34 I prefer receiving quarterly abstracts of NCEL reports to receiving the complete report. [ ] [ ] [ ] [ ] [ ]

35 NCEL provides progress reports on work they do for us. [ ] [ ] [ ] [ ] [ ]

36 My organization routes NCEL literature to its people. [ ] [ ] [ ] [ ] [ ]

37 I am aware that I can customize the distribution of NCEL reports, technical notes, abstracts & [illegible] sheets I receive [ ] [ ] [ ] [ ] [ ]

[illegible] ___ NO

(1) Rank/grade: _____
(2) Primary type of organization that you are assigned to (please note if reserve status also):
— PWD — ROICC — PWC
— OICC — CB — EFD
— NAVFAC — Reserve Unit
— Other (please specify) _____
(3) Years of experience with NAVFAC related activities (design, construction, maintenance, planning, CB Ops, etc.) _____
(4) You, general geographic location
— Overseas — East coast
— West coast — Central CONUS
(5) If you make copies of this survey for your people, how many did you make? _____
(6) Additional comments/Suggestions please

DEPARTMENT OF THE NAVY

27 March 1989

From: Curricular Officer, Administrative Sciences (code 36), Naval Postgraduate School, Monterey, CA 93943
To: Distribution List

Subj: REQUEST FOR RESEARCH ASSISTANCE

1. The Naval Postgraduate School is conducting an independent study of the Naval Civil Engineering Laboratory in support of NAVFAC's OP-PLAN Goals for [illegible]

2. The purpose of the study is to provide a comparison of the level of customer satisfaction of NCEL products and services over the baseline established by the previous studies which were conducted in 1968 and 1980.

3. The results of the study will be used to improve the quality of the products and services that NCEL provides to you, the customer. The results of the study will be published as a technical report and initial distribution should be made in the summer of 1989.

4. *You may be assured of complete confidentiality*, as the final study will not refer to any person by name, except as CEC officers or Civil Service personnel. The distribution list for this study was derived from numerous NCEL distribution lists. Please feel free to increase the distribution within your organization, by [illegible] additional copies on regular bond paper.

5. Completion of the questionnaire should take no more than 15 minutes of your time. Please consider doing it now, but please return NLT 20 April 1989. Your assistance in this study is highly appreciated.

Cut here

INSTRUCTIONS

Please answer on your behalf only; not your organization's. Please feel free to make as many copies as you desire for your people who use or are familiar with NCEL products and services. The four blocks reflect your attitude or feeling toward that particular statement:

SA Strongly Agree **A** Agree **D** Disagree **SD** Strongly Disagree

Please check (use an X) only the block that most closely describes your attitude or feeling toward that statement. If you feel that you are not qualified to respond to a statement or you feel completely neutral toward it, it may be omitted. Cut off the letter/mailer section and refold the questionnaire so that the return address can be seen. Please staple.

	SA	A	D	SD
1. I understand the purpose and mission of NCEL.	[ ]	[ ]	[ ]	[ ]
2. Which of the following do you feel best describes the type of work performed by NCEL. (check one)				
Engineering development which can be readily applied to field situations: _____				
Pure theoretical research: _____				
Engineering consultation: _____				
Mixture of the three: _____				
3. NCEL personnel know nothing about field activity problems.	[ ]	[ ]	[ ]	[ ]
4. I find it professionally informative to read NCEL literature.	[ ]	[ ]	[ ]	[ ]
5. NCEL is responsive to my most common technical needs.	[ ]	[ ]	[ ]	[ ]
6. Colleagues and superiors encourage me to implement NCEL recommended methods and products.	[ ]	[ ]	[ ]	[ ]
7. NCEL is expending RDT&E funds in areas that are applicable to real problems that field activities are experiencing.	[ ]	[ ]	[ ]	[ ]
8. I feel that NCEL reports contain useful data.	[ ]	[ ]	[ ]	[ ]
9. When I need an informal response to a technical question, I prefer to contact a contractor rather than NCEL.	[ ]	[ ]	[ ]	[ ]
10. NCEL, as a service organization, realizes the importance of being responsive to its customer's needs.	[ ]	[ ]	[ ]	[ ]
11. Work performed by NCEL is completed in a more timely and efficient manner than work contracted to non-Navy labs.	[ ]	[ ]	[ ]	[ ]
12. NCEL recommendations are usually compatible with existing guide specifications, design manuals and codes.	[ ]	[ ]	[ ]	[ ]
13. I have ready access to a workable reference system of NCEL literature published over the last 3 years.	[ ]	[ ]	[ ]	[ ]
14. I refer technical problems that are beyond my capability to the EFD and let them decide whether to refer them to NCEL.	[ ]	[ ]	[ ]	[ ]
15. For the times you have utilized NCEL recommendations did you *most often* (check one)				
___ Readily locate the desired subject by NCEL published index?				
___ Look through all available NCEL literature until you found the desired information?				
___ Have to call/write NCEL for assistance, as desired information could not be located?				
___ Direct someone else to locate desired information?				
16. I know very little about NCEL and the R&D process.	[ ]	[ ]	[ ]	[ ]
17. I refer technical problems directly to NCEL, because the EFD often lacks specialized *expertise*.	[ ]	[ ]	[ ]	[ ]
18. NCEL recommendations tend to be good business decisions.	[ ]	[ ]	[ ]	[ ]
19. I consider NCEL literature important enough to devote sufficient time at work to review.	[ ]	[ ]	[ ]	[ ]
20. NCEL is helpful in providing information and/or assistance on request.	[ ]	[ ]	[ ]	[ ]
21. Construction materials to implement NCEL recommendations are seldom available.	[ ]	[ ]	[ ]	[ ]
22. I have had *personal* contact with NCEL within the last 3 years.	[ ]	[ ]	[ ]	[ ]
23. NCEL reports are written in a style which maintains my interest.	[ ]	[ ]	[ ]	[ ]
24. I have more influence over work contracted to NCEL than I do to other labs.	[ ]	[ ]	[ ]	[ ]
25. NCEL is helpful in identifying points-of-contact that can provide additional assistance.	[ ]	[ ]	[ ]	[ ]
26. I can usually find a way to apply NCEL recommendations.	[ ]	[ ]	[ ]	[ ]
27. NCEL reports tend to be inconclusive and provide no recommended actions.	[ ]	[ ]	[ ]	[ ]
28. How many times in the past 3 years have you *personally* been responsible for actually implementing NCEL recommendations? (check one)				
___ Never ___ 1-3 Times ___ 4-6 Times				
___ 7-10 Times ___ Over 10				
29. In conjunction with question 28, what *most often* lead you to use NCEL recommendations? (check one)				
___ I remembered that NCEL had done work in the same area.				
___ I happened to read NCEL literature concerning a specific problem at the time the problem occurred.				
___ Someone else recommended NCEL literature.				
___ Didn't know where else to look.				
___ I requested specific information from NCEL.				

continued

APPENDIX B

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339.268	1	NAVFACENGCOM - NORTH DIV./CO, Philadelphia, PA
339.510	1	NAVFACENGCOM - NORTH DIV./Code 04, Philadelphia, PA
340.407	1	NAVFACENGCOM - NORTH DIV./Code 05, Philadelphia, PA
340.141	1	NAVFACENGCOM - NORTH DIV./Code 09A, Philadelphia, PA
340.486	1	NAVFACENGCOM - NORTH DIV./Code 09B, Philadelphia, PA
340.495	1	NAVFACENGCOM - NORTH DIV./Code 09P, Philadelphia, PA
340.052	1	NAVFACENGCOM - NORTH DIV./Code 103F, Philadelphia, PA
340.844	1	NAVFACENGCOM - NORTH DIV./Code 11, Philadelphia, PA
339.307	1	NAVFACENGCOM - NORTH DIV./Code 111, Philadelphia, PA
340.879	1	NAVFACENGCOM - NORTH DIV./Code 114 (Rhoads), Philadelphia,
339.790	1	NAVFACENGCOM - NORTH DIV./Code 1142/MPL, Philadelphia, PA
339.410	1	NAVFACENGCOM - NORTH DIV./Code 202.2, Philadelphia, PA
340.839	1	NAVFACENGCOM - NORTH DIV./Code 408AF, Philadelphia, PA
339.789	1	NAVFACENGCOM - NORTH DIV./Code III/WFT, Philadelphia, PA
340.167	1	NAVFACENGCOM - PAC DIV./Code 04, Pearl Harbor, HI
340.999	1	NAVFACENGCOM - PAC DIV./Code 05, Pearl Harbor, HI
340.294	1	NAVFACENGCOM - PAC DIV./Code 09P, Pearl Harbor, HI
340.743	1	NAVFACENGCOM - PAC DIV./Code 102, Pearl Harbor, HI
340.166	1	NAVFACENGCOM - PAC DIV./Code 11, Pearl Harbor, HI
340.917	1	NAVFACENGCOM - PAC DIV./Code 111, Pearl Harbor, HI
339.034	1	NAVFACENGCOM - PAC DIV./Code 2011, Pearl Harbor, HI

I.D. CODE	NO. OF COPIES	ROOT NAME/SUFFIX
339.176	1	NAVFACENGCOM CONTRACTS/Code 923, Everett, WA
340.355	1	NAVFACENGCOM CONTRACTS/DOICC, Newport, RI
339.798	1	NAVFACENGCOM CONTRACTS/DROICC, Adak, AK
340.544	1	NAVFACENGCOM CONTRACTS/DROICC, Fallon, NV
339.415	1	NAVFACENGCOM CONTRACTS/DROICC, Rota, Spain
340.634	1	NAVFACENGCOM CONTRACTS/DROICC, Santa Ana, CA
340.346	1	NAVFACENGCOM CONTRACTS/Earle, ROICC, Colts Neck, NJ
340.374	1	NAVFACENGCOM CONTRACTS/Far East, AROICC, Okinawa, Japan
340.012	1	NAVFACENGCOM CONTRACTS/Far East, DOICC, Yokosuka, Japan
339.374	1	NAVFACENGCOM CONTRACTS/Mid Pac, OICC, Pearl Harbor, HI
339.886	1	NAVFACENGCOM CONTRACTS/North Bay, Code 1042.AA, Vallejo, C
339.301	1	NAVFACENGCOM CONTRACTS/OICC (Code 04A), Madrid, Spain
339.885	1	NAVFACENGCOM CONTRACTS/OICC NW, Code 114NW, Silverdale, WA
339.292	1	NAVFACENGCOM CONTRACTS/OICC, Guam
339.204	1	NAVFACENGCOM CONTRACTS/OICC, Nea Makri, Greece
340.497	1	NAVFACENGCOM CONTRACTS/OICC, Sigonella, Italy
340.163	1	NAVFACENGCOM CONTRACTS/OICC/ROICC, Norfolk, VA
340.501	1	NAVFACENGCOM CONTRACTS/OICC/ROICC, Virginia Beach, VA
339.841	1	NAVFACENGCOM CONTRACTS/ROICC (Code 495), Portsmouth, VA
340.862	1	NAVFACENGCOM CONTRACTS/ROICC, Beaufort, SC
340.543	1	NAVFACENGCOM CONTRACTS/ROICC, Castle AFB, CA
340.366	1	NAVFACENGCOM CONTRACTS/ROICC, Charleston, SC
340.347	1	NAVFACENGCOM CONTRACTS/ROICC, Clark AFB, RP
340.625	1	NAVFACENGCOM CONTRACTS/ROICC, Columbus, OH
340.628	1	NAVFACENGCOM CONTRACTS/ROICC, Corpus Christi, TX
339.271	1	NAVFACENGCOM CONTRACTS/ROICC, Crane, IN
340.907	1	NAVFACENGCOM CONTRACTS/ROICC, Dallas, TX
340.357	1	NAVFACENGCOM CONTRACTS/ROICC, Groton, CT
340.623	1	NAVFACENGCOM CONTRACTS/ROICC, Gulfport, MS
340.367	1	NAVFACENGCOM CONTRACTS/ROICC, Jacksonville, FL
340.723	1	NAVFACENGCOM CONTRACTS/ROICC, Keflavik, Iceland
340.762	1	NAVFACENGCOM CONTRACTS/ROICC, Koror, Palau
340.806	1	NAVFACENGCOM CONTRACTS/ROICC, Lajes Field, Azores
340.646	1	NAVFACENGCOM CONTRACTS/ROICC, Long Beach, CA
340.370	1	NAVFACENGCOM CONTRACTS/ROICC, Millington, TN
340.635	1	NAVFACENGCOM CONTRACTS/ROICC, Monterey, CA
340.627	1	NAVFACENGCOM CONTRACTS/ROICC, New Orleans, LA
340.783	1	NAVFACENGCOM CONTRACTS/ROICC, Oakland, CA
339.460	1	NAVFACENGCOM CONTRACTS/ROICC, Orlando, FL
340.886	1	NAVFACENGCOM CONTRACTS/ROICC, Panama City, FL
340.368	1	NAVFACENGCOM CONTRACTS/ROICC, Pensacola, FL
339.260	1	NAVFACENGCOM CONTRACTS/ROICC, Point Mugu, CA
340.356	1	NAVFACENGCOM CONTRACTS/ROICC, Portsmouth, NH
340.055	1	NAVFACENGCOM CONTRACTS/ROICC, South Weymouth, MA
339.227	1	NAVFACENGCOM CONTRACTS/ROICC, Surgar Grove, WV
339.259	1	NAVFACENGCOM CONTRACTS/ROICC, Twentynine Palms, CA
340.072	1	NAVFACENGCOM CONTRACTS/ROICC, Warminster, PA
340.363	1	NAVFACENGCOM CONTRACTS/ROICC, Yorktown, VA
340.629	1	NAVFACENGCOM CONTRACTS/ROICC, Yuma, AZ
339.376	1	NAVFACENGCOM CONTRACTS/SW Pac, OICC, Manila, RP
339.232	1	NAVFACENGCOM CONTRACTS/SW Pac, OICC, Subic Bay, RP

I.D. NO. OF CODE	COPIES	ROOT NAME/SUFFIX
340.850	1	NAVFACENGCOM - SOUTH DIV./Code 04, Charleston, SC
339.884	1	NAVFACENGCOM - SOUTH DIV./Code 04A3, Charleston, SC
340.898	1	NAVFACENGCOM - SOUTH DIV./Code 05, Charleston, SC
340.933	1	NAVFACENGCOM - SOUTH DIV./Code 09 (Watts) Charleston, SC
340.520	1	NAVFACENGCOM - SOUTH DIV./Code 09A, Charleston, SC
340.510	1	NAVFACENGCOM - SOUTH DIV./Code 09A, Charleston, SC
340.524	1	NAVFACENGCOM - SOUTH DIV./Code 09B, Charleston, SC
340.511	1	NAVFACENGCOM - SOUTH DIV./Code 09B, Sharleston, SC
340.517	1	NAVFACENGCOM - SOUTH DIV./Code 09P, Charleston, SC
339.488	1	NAVFACENGCOM - SOUTH DIV./Code 103D (Cockcroft), Charlesto
340.841	1	NAVFACENGCOM - SOUTH DIV./Code 11, Charleston, SC
339.249	1	NAVFACENGCOM - SOUTH DIV./Code 1112, Charleston, SC
340.142	1	NAVFACENGCOM - SOUTH DIV./Code 4023, Charleston, SC
340.099	1	NAVFACENGCOM - SOUTH DIV./Code 403 (Gaddy), Charleston, SC
339.519	1	NAVFACENGCOM - SOUTH DIV./Code 403 (S. Hull), Charleston,
340.310	1	NAVFACENGCOM - SOUTH DIV./Code 405 LEA, Charleston, SC
339.053	1	NAVFACENGCOM - SOUTH DIV./Code 405, Charleston, SC
340.061	1	NAVFACENGCOM - SOUTH DIV./Code 406, Charleston, SC
339.265	1	NAVFACENGCOM - WEST DIV./09P/20, San Bruno, CA
340.001	1	NAVFACENGCOM - WEST DIV./CO, San Bruno, CA
340.854	1	NAVFACENGCOM - WEST DIV./Code 04, San Bruno, CA
340.389	1	NAVFACENGCOM - WEST DIV./Code 04A2.2 (Lib), San Bruno, CA
339.818	1	NAVFACENGCOM - WEST DIV./Code 04B, San Bruno, CA
340.896	1	NAVFACENGCOM - WEST DIV./Code 05, San Bruno, CA
340.503	1	NAVFACENGCOM - WEST DIV./Code 09A, San Bruno, CA
339.699	1	NAVFACENGCOM - WEST DIV./Code 09B, San Bruno, CA
339.264	1	NAVFACENGCOM - WEST DIV./Code 102, San Bruno, CA
340.845	1	NAVFACENGCOM - WEST DIV./Code 11, San Bruno, CA
339.280	1	NAVFACENGCOM - WEST DIV./Code 2031C, San Bruno, CA
339.912	1	NAVFACENGCOM - WEST DIV./Code 403.2 (Kelly) San Bruno, CA
339.072	1	NAVFACENGCOM - WEST DIV./Code 405, San Bruno, CA
339.880	1	NAVFACENGCOM - WEST DIV./Code 406.2 (Smith), San Bruno, CA
339.913	1	NAVFACENGCOM - WEST DIV./Code 408.2 (Jeung) San Bruno, CA
339.882	1	NAVFACENGCOM - WEST DIV./Code 40H.2, San Bruno, CA
339.881	1	NAVFACENGCOM - WEST DIV./Pac NW Br Offc, Code 40.1, Silver
339.535	1	NAVFACENGCOM - WEST DIV./Pac NW Br Offc, Code C/42, Silver
340.937	1	NAVFACENGCOM - WEST DIV./Pac NW Br Offc, Code C/50, Silver
339.450	1	NAVFACENGCOM - WEST DIV./Pac NW Br Offc, Dir, Silverdale,
340.365	1	NAVFACENGCOM CONTRACTS/AROICC, Camp Lejeune, NC
340.293	1	NAVFACENGCOM CONTRACTS/AROICC, Cherry Point, NC
340.371	1	NAVFACENGCOM CONTRACTS/AROICC, El Centro, CA
340.700	1	NAVFACENGCOM CONTRACTS/AROICC, Indian Head, MD
340.686	1	NAVFACENGCOM CONTRACTS/AROICC, Lakehurst, NJ
340.064	1	NAVFACENGCOM CONTRACTS/AROICC, Mechanicsburg, PA
340.636	1	NAVFACENGCOM CONTRACTS/AROICC, Moffett Field, CA
340.881	1	NAVFACENGCOM CONTRACTS/AROICC, Parris Island, SC
340.724	1	NAVFACENGCOM CONTRACTS/AROICC, Quantico, VA
339.123	1	NAVFACENGCOM CONTRACTS/AROICC, San Vito, Italy
340.173	1	NAVFACENGCOM CONTRACTS/Code 460, Portsmouth, VA

I.D. NO. OF CODE	COPIES	ROOT NAME/SUFFIX
339.298	1	NAVFACENGCOM CONTRACTS/Trident, OICC, St Marys, GA
340.372	1	NAVFACENGCOM CONTRACTS/Whidbey Is, AROICC, Oak Harbor, WA
340.538	1	NAVGMSCOL/Dam Neck, SCE, Virginia Beach, VA
339.895	1	NAVHOSP/Fac Mgmt, Engrg Dept, Portsmouth, VA
339.066	1	NAVHOSP/Hd, Fac Mgmt, Camp Pendleton, CA
339.969	1	NAVHOSP/Lt Barron, Yokosuka, Japan
340.729	1	NAVHOSP/PWO, Beaufort, SC
339.126	1	NAVHOSP/PWO, Camp Lejeune, NC
340.984	1	NAVHOSP/PWO, Okinawa, Japan
340.319	1	NAVHOSP/PWO, Philadelphia, PA
340.309	1	NAVHOSP/PWO, San Diego, CA
340.263	1	NAVHOSP/ROICC Offc (Watson), Beaufort, SC
340.070	1	NAVHOSP/SCE (Knapowski), Great Lakes, IL
340.429	1	NAVHOSP/SCE, Bremerton, WA
340.706	1	NAVHOSP/SCE, Charleston, SC
340.353	1	NAVHOSP/SCE, Corpus Christi, TX
339.322	1	NAVHOSP/SCE, Great Lakes, IL
339.023	1	NAVHOSP/SCE, Guam, Mariana Islands
340.338	1	NAVHOSP/SCE, Jacksonville, FL
339.067	1	NAVHOSP/SCE, Long Beach, CA
339.810	1	NAVHOSP/SCE, Naples, Italy
339.216	1	NAVHOSP/SCE, Newport, RI
340.669	1	NAVHOSP/SCE, Orlando, FL
339.103	1	NAVHOSP/SCE, Pensacola, FL
340.413	1	NAVHOSP/SCE, Subic Bay, RP
340.985	1	NAVHOSP/SCE, Yokosuka, Japan
339.022	1	NAVMAG/SCE, Guam, Mariana Islands
340.343	1	NAVMAG/SCE, Lualualei, HI
339.019	1	NAVMAG/SCE, Subic Bay, RP
340.361	1	NAVMEDCLINIC/SCE, Annapolis, MD
340.518	1	NAVMEDCOM/NATCAPREG, PWO, Bethesda, MD
340.394	1	NAVMEDCOM/NE Reg, SCE, Great Lakes, IL
339.920	1	NAVMEDCOM/NWREG, Fac Engr, PWD, Oakland, CA
339.039	1	NAVMEDCOM/NWREG, Head, Fac Mgmt Dept, Oakland, CA
339.902	1	NAVMEDCOM/PACREG, Code 22, Barbers Point, HI
340.720	1	NAVMEDCOM/SCE, Jacksonville, FL
339.065	1	NAVMEDCOM/SWREG, SCE, San Diego, CA
339.312	1	NAVMEDRSCHU/Three, PWO, Cairo, Egypt
339.167	1	NAVOBSY/Code 67, Washington DC
340.244	1	NAVOBSY/PWO, Washington, DC
339.165	1	NAVORDSTA/Code 092, Indian Head, MD
340.109	1	NAVORDSTA/Code 0921, Louisville, KY
340.522	1	NAVORDSTA/PWO, Indian Head, MD

I.D. NO. OF CODE	COPIES	ROOT NAME/SUFFIX
339.051	1	NAVPGSCOL/PWO, Monterey, CA
339.135	1	NAVPHIBASE/PWO, Norfolk, VA
339.061	1	NAVPHIBASE/SCE, San Diego, CA
339.013	1	NAVRADSTA/Whidbey Is, PWO, Oak Harbor, WA
340.856	1	NAVRADTRANSFAC/PWO, Annapolis, MD
339.872	1	NAVRESREDCOM/Code 08, San Francisco, CA
340.107	1	NAVSCSCOL/Code 50, Athens, GA
339.121	1	NAVSCSCOL/PWO, Athens, GA
339.592	1	NAVSECGRU/Energy Conserv, Washington, DC
339.952	1	NAVSECGRUACT/Energy Conserv, Sonoma, CA
340.020	1	NAVSECGRUACT/Energy Conserv, Winter Harbor, ME
339.210	1	NAVSECGRUACT/PWO (Code 40), Edzell, Scotland
339.003	1	NAVSECGRUACT/PWO, Adak, AK
340.616	1	NAVSECGRUACT/PWO, Chesapeake, VA
340.237	1	NAVSECGRUACT/PWO, Galeta Island, Panama Canal
340.317	1	NAVSECGRUACT/PWO, Hanza, Japan
340.771	1	NAVSECGRUACT/PWO, Homestead, FL
339.193	1	NAVSECGRUACT/PWO, Sabana Seca, PR
339.037	1	NAVSECGRUACT/PWO, Sonoma, CA
340.201	1	NAVSECGRUACT/PWO, Winter Harbor, ME
340.521	1	NAVSECSTA/PWO, Washington, DC
339.026	1	NAVSHIPREPFAC/SCE, Guam
340.667	1	NAVSHIPREPFAC/SCE, Subic Bay, RP
339.499	1	NAVSHIPREPFAC/SCE, Yokosuka, Japan
339.809	1	NAVSHIPYD/Code 440.7, Charleston, SC
339.124	1	NAVSHIPYD/Code 450.4, Charleston, SC
340.466	1	NAVSHIPYD/Code 903, Long Beach, CA
339.919	1	NAVSHIPYD/Mare Island, Code 401, Vallejo, CA
340.474	1	NAVSHIPYD/Mare Island, Code 421, Vallejo, CA
339.389	1	NAVSHIPYD/Mare Island, Code 457, Vallejo, CA
339.042	1	NAVSHIPYD/Mare Island, PWO, Vallejo, CA
340.423	1	NAVSHIPYD/Norfolk, Code 411, Portsmouth, VA
339.128	1	NAVSHIPYD/Norfolk, Code 440, Portsmouth, VA
339.199	1	NAVSHIPYD/Norfolk, PWO, Portsmouth, VA
339.812	1	NAVSHIPYD/PWO (Code 400), Long Beach, CA
340.120	1	NAVSHIPYD/PWO, Bremerton, WA
339.125	1	NAVSHIPYD/PWO, Charleston, SC
339.178	1	NAVSHIPYD/PWO, Philadelphia, PA
339.408	1	NAVSHIPYD/PWO, Portsmouth, NH
339.035	1	NAVSHIPYD/SCE (Code 308.2), Pearl Harbor, HI
340.322	1	NAVSPARSUR/Det C, PWO, Dahlgren, VA

I.D. NO. OF CODE	COPIES	ROOT NAME/SUFFIX
340.555	1	NAVSTA/Code 18410, Mayport, FL
339.117	1	NAVSTA/Code 4216, Mayport, FL
339.272	1	NAVSTA/Code N4214, Mayport, FL
339.182	1	NAVSTA/Design Sec, Brooklyn, NY
340.239	1	NAVSTA/Dir, Engr Div, PWD, Guantanamo Bay, Cuba
340.238	1	NAVSTA/Engr Div, PWD, Rodman, Panama Canal
339.200	1	NAVSTA/Engrg Dir, PWD, Rota, Spain
339.828	1	NAVSTA/Maint Div, PWD, Rota, Spain
340.379	1	NAVSTA/PWO, Brooklyn, NY
339.116	1	NAVSTA/PWO, Mayport, FL
339.209	1	NAVSTA/PWO, Rodman, Panama Canal
340.822	1	NAVSTA/PWO, Roosevelt Roads, PR
340.832	1	NAVSTA/PWO, Rota, Spain
340.952	1	NAVSTA/Puget Sound, PWO, Seattle, WA
339.516	1	NAVSTA/SCE, Charleston, SC
339.392	1	NAVSTA/SCE, Guam, Marianas Islands
339.915	1	NAVSTA/SCE, Long Beach, CA
340.431	1	NAVSTA/SCE, Norfolk, VA
339.033	1	NAVSTA/SCE, Pearl Harbor, HI
340.403	1	NAVSTA/SCE, Philadelphia, PA
339.063	1	NAVSTA/SCE, San Diego, CA
339.020	1	NAVSTA/SCE, Subic Bay, RP
339.004	1	NAVSTA/SCE, Vallejo, CA
340.838	1	NAVSTA/Treasure Is, SCE, San Francisco, CA
339.418	1	NAVSTA/Util Engrg Offr, Rota, Spain
340.066	1	NAVSUBSCOL/SCE, Groton, CT
340.373	1	NAVSUBSUPPFAC/SCE, Groton, CT
339.207	1	NAVSUPPACT/Code PW7, Naples, Italy
339.328	1	NAVSUPPACT/PWO, Holy Loch, UK
339.208	1	NAVSUPPACT/PWO, Naples, Italy
339.087	1	NAVSUPPACT/PWO, New Orleans LA
340.611	1	NAVSUPPFAC/Ch Engr (Popp), Diego Garcia
340.079	1	NAVSUPPFAC/Code 02, Thurmont, MD
339.189	1	NAVSUPPFAC/Contract Admin Tech Library, Diego Garcia
339.229	1	NAVSUPPFAC/PWO, Antigua, The West Indies
340.100	1	NAVSUPPFAC/PWO, Diego Garcia
339.161	1	NAVSUPPFAC/PWO, Thurmont, MD
340.221	1	NAVSUPPO/Dir, Transp Div, La Maddalena, Italy
339.309	1	NAVSUPPO/PWO, La Maddalena, Italy
339.143	1	NAVSWC/PWO, Dahlgren, VA
339.234	1	NAVTECHTRACEN/SCE, Pensacola FL
339.459	1	NAVTRASTA/PWO, Orlando, FL
340.945	1	NAVTRASTA/SCE, San Diego, CA

I.D. NO. OF CODE	COPIES	ROOT NAME/SUFFIX
339.007	1	NAVUSEAWARENGSTA/PWO, Keyport, WA
339.495	1	NAVWPNCEN/AROICC, China Lake, CA
339.890	1	NAVWPNCEN/Code 2661, China Lake, CA
339.052	1	NAVWPNCEN/PWO (Code 266), China Lake, CA
340.799	1	NAVWPNEVALFAC/Code 50, Albuquerque, NM
340.161	1	NAVWPNEVALFAC/Code 70 (D. Krivitsky), Albuquerque, NM
340.935	1	NAVWPNSTA/Code 09, Concord, CA
339.482	1	NAVWPNSTA/Code 0911, Seal Beach, CA
340.792	1	NAVWPNSTA/Code 092, Charleston, SC
339.364	1	NAVWPNSTA/Code 092, Concord, CA
340.464	1	NAVWPNSTA/Code 092, Seal Beach, CA
340.182	1	NAVWPNSTA/Code 09201, Concord, CA
339.956	1	NAVWPNSTA/Code 09221, Concord, CA
339.497	1	NAVWPNSTA/Code 092A, Seal Beach, CA
339.853	1	NAVWPNSTA/Code 092B (Hunt), Yorktown, VA
339.245	1	NAVWPNSTA/Code 093, Yorktown, VA
340.889	1	NAVWPNSTA/Det, PWO, Fallbrook, CA
340.473	1	NAVWPNSTA/Dir, Maint Control, PWD, Concord, CA
340.122	1	NAVWPNSTA/Earle, Code 092, Colts Neck, NJ
339.832	1	NAVWPNSTA/Earle, Code 0922, Colts Neck, NJ
340.722	1	NAVWPNSTA/Earle, PWO (Code 09B), Colts Neck. NJ
340.098	1	NAVWPNSTA/Energy Conserv, Yorktown, VA
340.433	1	NAVWPNSTA/PWO, Charleston, SC
339.242	1	NAVWPNSTA/PWO, Concord, CA
339.246	1	NAVWPNSTA/PWO, Seal Beach, CA
339.363	1	NAVWPNSTA/PWO, Yorktown, VA
340.092	1	NAVWPNSUPPCEN/Code 092E, Crane, IN
339.84[9]	1	NAVWPNSUPPCEN/Code 0931, Crane, IN
340.849	1	NAVWPNSUPPCEN/PWO, Crane, IN
339.821	1	NEESA/Code 11E (Swanson)
339.324	1	NETC/PWO, Newport, RI
341.008	1	NCR/20, CO
341.068	1	NCR/20, Code R24 (CCCT)
341.009	1	NCR/20, Code R31, Gulfport, MS
341.015	1	NCR/20, Code R70
341.082	1	NCR/20, Code R70.12, Gulfport, MS
341.071	1	NCR/31, Code R00, Port Hueneme, CA
341.056	1	NCR/31, Code R50, Port Hueneme, CA
343.007	1	NEESA/Code 111, Port Hueneme, CA
343.008	1	NEESA/Code 111C (Hickenbottom), Port Hueneme, CA
343.009	1	NEESA/Code 111E (McClaine), Port Hueneme, CA
343.012	1	NEESA/Code 113M, Port Hueneme, CA
343.013	1	NEESA/Code 113M2, Port Hueneme, CA

I.D. NO. OF CODE	COPIES	ROOT NAME/SUFFIX
343.015	1	NEESA/Code 11E, Port Hueneme, CA
351.008	1	NMCB/1, CO
351.006	1	NMCB/133, CO
351.018	1	NMCB/133, H-CO S3E (Engrg Dept)
351.011	1	NMCB/3, CO
351.002	1	NMCB/3, Ops Offr
351.007	1	NMCB/4, CO
351.003	1	NMCB/40, CO
351.012	1	NMCB/5, CO
351.001	1	NMCB/5, Ops Dept
351.005	1	NMCB/62, CO
351.017	1	NMCB/62, Code S-2
351.016	1	NMCB/62, Engrg Offr
351.010	1	NMCB/7, CO,
351.004	1	NMCB/74, CO
353.014	1	NOAA/Data Buoy Off, Engrg Div, Bay St. Louis, MS
356.026	1	NRL/PWO, Washington, DC
357.005	1	NSC/Code 70, Oakland, CA
357.009	1	NSC/Code 700, Norfolk, VA
357.004	1	NSC/Code 703, Pearl Harbor, HI
357.060	1	NSC/Puget Sound, SCE, Bremerton, WA
357.058	1	NSC/SCE, Charleston, SC
357.010	1	NSC/SCE, Norfolk, VA
357.069	1	NSC/SCE, Oakland, CA
357.061	1	NSC/SCE, Pearl Harbor, HI
357.059	1	NSC/SCE, San Diego, CA
357.001	1	NSD/SCE, Subic Bay, RP
358.030	1	NTC/SCE, Great Lakes, IL
359.004	1	NUSC/PWO, Newport, RI
359.014	1	NUSC DET/Code 4123, New London, CT
359.005	1	NUSC DET/PWO, New London, CT
370.003	1	OFFICE OF SECRETARY OF DEFENSE/Dir, Qlty Fac Acq, Washingt
391.001	1	PACMISRANFAC/HI Area, PWO, Kekaha, HI
398.002	1	PHIBCB/1, CO, San Diego, CA
398.005	1	PHIBCB/1, ELCAS Offcr, San Diego, Ca
398.003	1	PHIBCB/1, P&E, San Diego, CA
398.004	1	PHIBCB/2, CO, Norfolk, VA
403.011	1	PMTC/Code 5021 (S Opatowsky), Point Mugu, CA
405.002	1	POMFLANT/SPC10, Charleston, SC

I.D. NO. OF CODE	COPIES	ROOT NAME/SUFFIX
413.084	1	PWC/ACE (Code 110), Great Lakes, IL
413.124	1	PWC/ACE Office, Norfolk, VA
413.103	1	PWC/CO, Pensacola, FL
413.081	1	PWC/Code 10, Great Lakes, IL
413.028	1	PWC/Code 10, Oakland, CA
413.024	1	PWC/Code 100, Guam, Mariana Islands
413.083	1	PWC/Code 100A, Great Lakes, IL
413.003	1	PWC/Code 100E, Great Lakes, IL
413.095	1	PWC/Code 100E, Oakland, CA
413.072	1	PWC/Code 100E, San Diego, CA
413.073	1	PWC/Code 100E3, Oakland, CA
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413.135	1	PWC/Code 1011, Pearl Harbor, HI
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APPENDIX C

RESPONDENT COMMENTS AND SUGGESTIONS

RANK/GRADE	ORGANIZATION	YEARS OF EXPERIENCE
04	PWD	20

"Main problem with locating previously published NCEL studies lies with our organization. We don't keep good files of NCEL publications..."

04 13

"I have personally found NCEL to be very responsive to problems I have experienced."

04 13

"NCEL should tailor what it mails different activities. We're an inland NAS yet receive a lot of material which pertains to waterfront construction which is no use to us."

03 9

"Keep them, they are useful."

03 8

"Thank you for your interest."

03 7

"Continue to field phone calls from Field Activities. NCEL'S follow up is outstanding."

03 4

"My organization does not contract out to NCEL, partly due to geographic location."

03 PWD 4

"I have used NCEL'S expertise only twice, but was satisfied with the support I received. As a small PWD (40 men), we do not do any design or maintain much of a tech library."

03 4

"NCEL is too far from here to call easily with questions. Also, except for a small two page excerpt every once in a while I don't know what they do. Most of the excerpts contain information on research that does not apply to my small base. Some of the excerpts are so technical you can not understand them."

02 3.5

"NCEL is out of touch with the day to day problems of a small (less than a 100) Public Works Department. Their support for overseas activities is minimal."

02 2.5

"Previously, I have never formally used NCEL services."

Director Engineering Div. 20

"The NCEL should provide more of down to earth recommendations on construction and maintenance methods and materials. (i.e., TM # M-52-86-02 Reflective Floor Coatings for Aircraft Maintenance Hangers, By P.S. Hearst, Ph.D.)."

GM-13 15

"NCEL publications are sometimes not applicable to overseas situations, however we find them usually informative and helpful, and retain them as permanent reference."

GM-13 15

"Quality of research is poor. Image is poor."

GM-13 11

"More frequently publish phone numbers and contact points for NCEL plus a brochure on topics which can be studied."

GS-12 PWD 25

"Try to keep up the good work. Do not contract this service out to contractors. PUBLICITY!"

GS-12 21

"Some studies/reports are too technical for the average engineer to be of any real meaning or value. A good many are not applicable to Shore Activity problems or concerns."

GS-12 18

"1. Some questions require a qualified answer."

GS-12 17

"My problem is lack of adequate manpower rather than lack of technical support or expertise. It is rare that I have the time to call NCEL, I'm too busy trying to get work out and handle daily problems. I do enjoy the bulletins, and I know that NCEL is a top notch outfit, but our work is normally general maintenance and new construction."

GS-12 15

"I feel very good about my interface with NCEL and the results furnished by them on specific problems."

GS-12 15

"Avoid graphs which sometimes are misleading than being informative. Reports must be prepare for certain type of receiver/type of professicn - for each is much different from chemical, although some maybe related to each other."

GS-12 15

"Who gets Index?"

GS-12 5

"Ya'll gentlemen do good work!"

GS-12 4

"NCEL needs to get word out to us as to its' services, publications, etc. NCEL needs to market itself. I don't believe the EFD's have the technical expertise (I worked at WESTDIV for a while), but EFD's are convenient. I don't have time to read your publications at work. I do it on my own time."

GS-11	PWD	6

"I don't receive enough technical data relating to facilities!"

GS-11	6

"Provide index of NCEL data available to better align needs and data provided."

GS-11	2

"Time, resources, and money are the three critical track-items of any critical path system. Shortages of any three dictate changes in path. Most critical of our EFD is time. Usually, problem identification is within an ongoing project with set completion dates which funding is set up for. Enlisting assistance from NCEL would adversely affect time and money of project REGARDLESS of its resources. Local assistance is used to help problem identification and solution concurrently for expediency. Proper planning prevents piss poor performance, however the Navy is not known for its proper planning, foresight, or scale of economy."

WD-8	9

"Information on background of NCEL. How can we use it and how do we get literature?"

Civilian	2.5

"I don't use NCEL. Occasionally I request reports, but generally find item to vague to be useful in a direct application."

RANK/GRADE	ROICC	YEARS OF EXPERIENCE
05		17

"NCEL suffers from "Publish or Perish". Too much money is spent publishing academic esoteria. Abstracts written by technical writers are better. No one is interested in reading anything else on geodesic domes, anchors, etc. NCEL "Answer Man" service is excellent. Recommend NAVFAC DCOS have more say over issues being researched and priorities."

05	15

"Most members of my staff have limited NAVFAC experience and association with NCEL."

04	ROICC	13

"Former NCEL Staffer!! NCEL programs are driven by NAVFAC headquarters. NAVFAC Hdqtrs. doesn't know or relate to field problems so how can NCEL. Good luck!"

04		12

"NCEL does not play a role in my daily professional life."

03		6

"The basic/biggest problems with NCEL is they cover items TOO INFREQUENTLY ENCOUNTERED (for the most part). I'd like to see more on everyday type problems."

RANK/GRADE	PWC	YEARS OF EXPERIENCE
05		18

"NCEL did a super job coordinating and administering replacement of about 100 PCB transformers. Cost about $4 million. We are working with them to identify methods for testing and determining condition of underground cables."

03		8

"Provide better publicity on NCEL capabilities and charter."

GM-14		16

"Financial * Financial * Financial. NCEL must get their act together."

GM-13		4

"Few of the studies and reports conducted by NCEL are directly applicable to the type of maintenance and repair work performed by PWD's or PWC's."

GS-12		1.5

"Very pleased with the work/recommendations provided by Jerry Durmer and appreciate his follow-up phone calls."

RANK/GRADE	OICC	YEARS OF EXPERIENCE
03		9

"Move all the billets at NCEL to the new South-West Div in San Diego. NCEL's function could be absorbed by the new EFD, the same way CHESDIV is the transportation manager."

03		7

"Comments are primarily a direct reflection of two personal experiences with NCEL on specific field problems."

RANK/GRADE	CB	YEARS OF EXPERIENCE
05		15

"I'm a strong advocate and supporter of NCEL. If they don't have the answer, they'll help find one."

04	CB	12

"Have not utilized/requested NCEL assistance."

03		8

"NCEL has ALWAYS provided the type of support that I need."

02		18

"We don't use NCEL to carry out our mission. I requested some information on 0.1 burners and the information I received was outstanding."

RANK/GRADE	EFD	YEARS OF EXPERIENCE
06		26

"Survey poorly suited for someone in my job."

GM-14		28

"Suggest NCEL make all publications, reports, technical notes, etc. as user friendly as possible. I prefer User Guides."

GM-14 EFD 27

"NCEL has called us for consultation several times over the past few years; we have never called on them in our area of expertise."

GM-14 19

"Keep up the good work."

GM-14 6

"Questions 14, 17 and 31 cannot be answered by EFD."

GM-13 19

"Many questions were not applicable to the facility planning function at LANTNAVFAC. Less than 100% of questions answered!"

GS-12 32

"Some of the research being done is so highly theoretical, application to NAVFAC problems is not apparent. Such research should be assigned to the colleges and universities."

GS-12 21

"We contracted the writing of 4 O&M manuals to NCEL in the past 4 years. 3 were extremely late and the other was outstanding in quality and timeliness (it was sub-contracted.")

GS-12 17

"Suggest a floppy disk indexing system. Indexed in various fashion, such as keyword, construction specification. Institute (16 Division) format and category code. The best feature of Encyclopedia Britannica is its 30 seconds-to-find-it index system."

GS-12 8

"Lab needs to address field problems with short range solutions until a better long range plan is accomplished. Need MORE ANSWERS and LESS RESEARCH."

RANK/GRADE	NAVFAC	YEARS OF EXPERIENCE
05		21

"Major complaints on NCEL work:
a. Not on budget.
b. Not on schedule."

GM-15		25

"Field should always contact EFD, they probably have answer and it keeps them informed. Field should also contact NCEL be aware or pertinent source or recommended by EFD."

GM-15		23

"Comply with Blue Ribbon Panel. Develop more centers of expertise."

GM-14		22

"My evaluation is based on dealings with seven divisions at NCEL. There is a great variation in the quality and responsiveness of each. The Ocean Systems Division (L43) gets very high marks from me. The rest of the divisions tend to bring the average down."

GM-14		12

"Compared to other organizations I work with, time spent with NCEL is the least innovative. NCEL's role is essential and has great potential that is not being realized now."

GM-13		28

"I have seen good and bad reports from NCEL, unfortunately more bad."

GS-12		12

"NCEL tech expert tend to be more concerned about ego and status then providing good solid recommendation. They do not listen well to technical critism about application of theories."

GS-12		2

"Was not able to get copies of NCEL reports directly from NCEL. Was informed that reports are only available through DTIC at a fee. Is this correct as a bona fide Government Agency? Why?"

GM-13 NAVFAC 5

"Good luck on your survey. I think NCEL is a great place to work, they just need to clean/clear-up their EEO problems. Probably the worst in the USN."

RANK/GRADE	RESERVE	YEARS OF EXPERIENCE
06		3

"Many of these questions do not apply as I have had no personal contact with NCEL in 23 years of military service. EFD has been the primary source of technical info."

05 20

"I had a problem in dealing with NCEL in 1985 when NAVFAC tried to send me there on ACDUTRA. If they are always that negative; people will avoid them."

RANK/GRADE	OTHER	YEARS OF EXPERIENCE
06		27

"1. Customer satisfaction questionaires must be completed at least ANNUALLY to the SAME organizational unit to be useful."

06 26

"Staff officers normally deal through PWC's or EFD's.....not normally directly with NCEL."

04 14

"Keep up the good work!"

04 12

"Read about NCEL in CEC magazine. Called them once cause my boss told me to. Otherwise, just have never felt "wired in" to NCEL work other than TECHDATA sheets and OCCASIONAL reports I've seen. I know they're there; just figure they're helping someone out there to stay in business."

03 9

"NCEL is a responsive, research group that has always met my needs for information in a FAST, responsible manner."

"Too many Tech reports on an individual product. They read like a sales brochure rather than an objective report."

GM-14 20

"I'm less than 1 mile from NCEL. I use their technical consultents for materials, painting and welding problems that occur in production. I can get to them quickly and with minimal effort. I contract with NCEL's Amphibious or design group because they have the expertise to get up to speed quickly."

GM-13 10

"Contact with NCEL was active during 10 year period (1974-1984) while assigned to PMTC Surface Targets Division at Port Hueneme. NCEL provided contract shop support, technical consulation and photographic support. Good to excellent NCEL support."

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