

# Navy Personnel Research and Development Center

San Diego, California 92152-6800

TN-92-10

March 1992



AD-A248 390



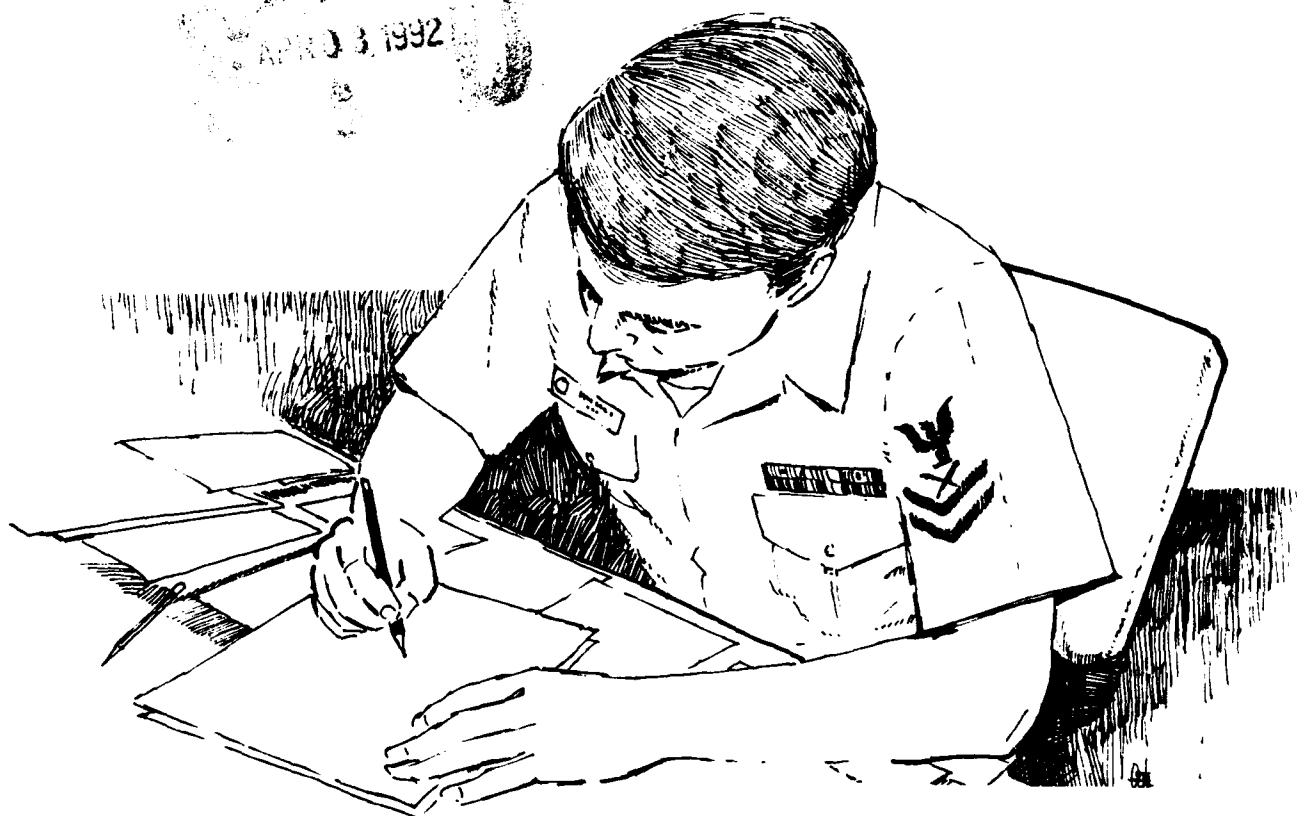
2

## The Chief of Naval Personnel Asked, and Here is What They Said!

(An Analysis of Written Comments From  
the Navy Personnel Survey 1990)

Gerry L. Wilcove

APR 3 1992



DISTRIBUTION STATEMENT A

Approved for public release;  
Distribution Unlimited

92-08425



Approved for public release; distribution is unlimited.

**The Chief of Naval Personnel Asked, and Here is What They Said!**  
(An Analysis of Written Comments From the Navy Personnel Survey 1990)

Gerry L. Wilcove

Reviewed by  
Emanuel P. Somer

Approved and released by  
Delbert M. Nebeker

Approved for public release;  
distribution is unlimited.

Navy Personnel Research and Development Center  
San Diego, California 92152-6800

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE March 1992		3. REPORT TYPE AND DATE COVERED Final--August 1991-October 1991
4. TITLE AND SUBTITLE The Chief of Naval Personnel Asked, and Here is What They Said! (An Analysis of Written Comments From the Navy Personnel Survey 1990)			5. FUNDING NUMBERS Program Element: Reimbursable Work Unit: 981WRB1007	
6. AUTHOR(S) Gerry L. Wilcove				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Navy Personnel Research and Development Center San Diego, California 92152-6800			8. PERFORMING ORGANIZATION REPORT NUMBER NPRDC-TN-92-10	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) Chief of Naval Personnel Navy Department Washington, DC 20370-5000			10. SPONSORING/MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES				
12a. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.			12b. DISTRIBUTION CODE	
13. ABSTRACT (Maximum 200 words) The Navy Personnel Survey (NPS)1990 was commissioned by the Chief of Naval Personnel to collect data on the opinions and perceptions that enlisted and officer personnel had of Navy life. The survey, which will be administered annually, was designed to provide policy makers with personnel feedback on a variety of key issues, such as rotation and permanent change-of-station moves, pay and benefits, and quality-of-life programs. In addition to multiple-choice items, NPS 1990 included sections that permitted respondents to submit written comments on each of the areas covered by the survey. This report presents and interprets examples of comments to help promote empathy with and understanding of the individual officer and enlisted person that cannot be provided by statistics alone.				
14. SUBJECT TERMS AIDS, benefits, change of station, child care, education, equal opportunity, family support, housing, leadership, organizational climate, pay, quality of life, recreation, recruiting, rotation, sexual harassment, survey, training			15. NUMBER OF PAGES 118	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT UNCLASSIFIED	18. SECURITY CLASSIFICATION OF THIS PAGE UNCLASSIFIED	19. SECURITY CLASSIFICATION OF ABSTRACT UNCLASSIFIED	20. LIMITATION OF ABSTRACT UNLIMITED	

## FOREWORD

This effort was part of the 1990 Navy Personnel Survey (NPS) that was performed under reimbursable work unit 981WRB1007. The Chief of Naval Personnel sponsored the NPS, supported with Operations and Maintenance Navy Funding. This report presents written responses from personnel in each of the areas covered by the NPS, such as rotation and permanent change-of-station moves, pay and benefits, education and training, and quality-of-life programs concerned with sexual harassment and equal opportunity. Other publications presenting results from the NPS 1990 are listed at the end of the report under References (p. 21). Inquiries about the NPS reports should be made to Emanuel P. Somer, Division Head, Survey Research, AUTOVON 553-9248 or Commercial (619) 553-9248.

DELBERT M. NEBEKER  
Director, Organizational Systems Department

Acquisition For	
NAVY	<input checked="checked" type="checkbox"/>
ARMY	<input type="checkbox"/>
AIR FORCE	<input type="checkbox"/>
NAVY	<input type="checkbox"/>
By	
Date	
Acquisition Office	
Acquisition Officer	
Special	
A-1	

## SUMMARY

### Background

Vice Admiral J. M. Boorda, the Chief of Naval Personnel, commissioned the Navy Personnel Survey (NPS) 1990. The NPS is designed to be an annual comprehensive survey composed of permanent items, that permit the detection of trends, and topical items that may vary from year to year. The 1990 NPS addressed a variety of areas, including rotation/permanent change-of-station (PCS) moves; recruiting duty; pay and benefits; training and education; quality-of-life programs concerned with family support services, child care, and housing and recreational services; organizational climate, including equal opportunity and sexual harassment; and education about Acquired Immune Deficiency Syndrome (AIDS).

NPS 1990 was composed of both multiple-choice items and sections that permitted respondents to submit written comments. With multiple-choice items, the opinions of thousands of personnel can be sampled, and generalizations can be drawn based on statistical analysis. This statistical approach, however, limits our ability to empathize with the individual officer or enlisted person. Written comments, on the other hand, facilitate empathy and understanding because they describe the wealth of experiences and emotions that cannot be captured by statistics. Put another way, written comments "... give you a feeling for people you don't know personally" (Plummer, 1974).

### Purpose

Written comments are presented as a way of portraying the feelings of naval personnel in the areas addressed by the NPS.

### Method

The comments from 450 individuals were selected for analysis. More specifically, comments from 50 individuals were randomly selected for each of the nine areas covered by the NPS (such as pay and benefits). Comments were combined into categories for each of the areas, and the number of comments in each category were counted. Categories with the greatest counts received the most attention in the report. Comments were included from both officers and enlisted personnel, males and females, and grades of all levels.

### Findings

Increased empathy with the joys and concerns of Navy personnel can only be obtained by reading the comments themselves. However, the issues addressed in the comments can be summarized as follows:

1. Comments on *rotation and PCS moves* focused on the desirable length of sea duty, the amount of lead time granted personnel before they were required to move, problems related to home ownership, expenses associated with moving, and effective and ineffective policies and practices.

2. Comments approached *recruiting* from several different perspectives. The most common was evaluative--whether or not recruiting duty and the actions of recruiters were viewed in a positive fashion. Comments also focused on the selection and training of recruiters, the availability of information regarding recruiting duty, and the Hometown Area Recruiting Program.

3. Personnel, when commenting on *pay and benefits*, focused primarily on pay equity (e.g., whether Navy personnel are paid as much as civilians) and Delta Dental, the dental health care plan. Comments on pay also focused on cost-of-living increases and sea pay.

4. Comments enumerated the obstacles to *training and education* such as operational requirements, lack of command or supervisory support, sea time, and scheduling problems. Comments secondarily concentrated on the current GI Bill compared to the previous one and on the perceived lack of information available for educational goal setting.

5. The appreciation that personnel had of *family support programs* was expressed, together with their complaints. Comments underscored the importance to personnel of having family support services in remote areas, or areas in which there were small numbers of military personnel.

6. Comments on *child-care services* emphasized that facilities cannot keep up with the demand because of a lack of space and personnel. Favorable comments talked about "positive experiences with all care givers" and care givers as "quality people with a real concern for children."

7. Personnel offered opinions on *housing services and Morale, Welfare, and Recreational (MWR) services*. Specifically, they addressed the problems with on-base, on-ship, and civilian housing; with the administration and management of MWR services; and with the enlisted and officer clubs in the Navy. Comments also described the favorable quality-of-life experiences of personnel and offered recommendations.

8. When discussing *organizational climate*, personnel identified leadership problems, offered opinions on equal opportunity (EO) for women and sexual harassment, and addressed the issue of racial relations to a limited extent. Leadership problems included "squabbling at the top", a lack of respect for enlisted personnel, and neglecting the chain of command. Regarding EO and sexual harassment, women tended to be dissatisfied and upset, while some men supported the goals of women, others rationalized away women's concerns, and still others cited abuses by women of the grievance process. Comments on racial matters varied on whether the races are treated equally in the Navy and whether the Navy needs an EO program.

9. Individuals conveyed their fears about being exposed to *AIDS*, offered their opinions on the Navy's educational efforts on the disease, and provided a host of recommendations for preventing the spread of the disease, including personal control of one's behavior.

# CONTENTS

	Page
INTRODUCTION .....	1
Background.....	1
Purpose .....	1
METHOD .....	1
Sampling and Coding of Comments.....	1
Organization of Report .....	2
RESULTS.....	2
Rotation and PCS Moves.....	2
Recruiting Duty and Recruiters .....	4
Pay and Benefits .....	6
Training and Education.....	8
Family Support Programs.....	9
Child-care Services.....	10
Housing Services and Morale, Welfare, and Recreational (MWR) Services.....	11
Organizational Climate.....	14
Education on AIDS.....	17
INFORMATION ABOUT APPENDICES.....	19
REFERENCES .....	21
APPENDIX A--COMMENTS ABOUT ROTATION/PCS MOVES.....	A-0
APPENDIX B--COMMENTS ABOUT RECRUITING DUTY AND RECRUITERS.....	B-0
APPENDIX C--COMMENTS ABOUT PAY AND BENEFITS.....	C-0
APPENDIX D--COMMENTS ABOUT TRAINING AND EDUCATION (T&E).....	D-0
APPENDIX E--COMMENTS ABOUT FAMILY SUPPORT PROGRAMS .....	E-0
APPENDIX F--COMMENTS ABOUT CHILD-CARE SERVICES .....	F-0
APPENDIX G--COMMENTS ABOUT QUALITY OF LIFE: HOUSING AND RECREATIONAL SERVICES.....	G-0
APPENDIX H--COMMENTS ABOUT ORGANIZATIONAL CLIMATE .....	H-0
APPENDIX I--COMMENTS ABOUT AIDS EDUCATION.....	I-0
APPENDIX J--ACRONYMS FOUND IN REPORT .....	J-0
DISTRIBUTION LIST	

# INTRODUCTION

## Background

Vice Admiral J. M. Boorda, the Chief of Naval Personnel (CNP), commissioned the Navy Personnel Survey (NPS) 1990. The NPS is designed to be an annual comprehensive survey composed of permanent items, that can be used to detect trends, and topical items that may vary from year to year. The 1990 NPS addressed a variety of issues, including rotation and permanent change-of-station (PCS) moves; recruiting duty; Navy pay and benefits; training and education; quality-of-life programs concerned with family support services, child care, and housing and recreational services; organizational climate, including equal opportunity and sexual harassment; and education about Acquired Immune Deficiency Syndrome (AIDS).

The NPS was mailed during the first 2 weeks of October 1990 to enlisted and officer personnel around the world. A total of 11,809 questionnaires were completed and returned to the Navy Personnel Research and Development Center for analysis, with a return rate of 52 percent.

NPS 1990 was composed of both multiple-choice items and sections that permitted respondents to submit written comments. Results from the survey items were briefed to Vice Admiral Boorda and his program managers on 23 April 1991. In addition, results pertaining to training and education issues are presented in Wilcove (in process). Statistical tables and graphs for all survey items can be found in Quenette, Kalus, Hase, and Brinderson (Volumes 1-4) (1991).

With multiple-choice items, the opinions of thousands of personnel can be sampled, and generalizations can be drawn based on statistical analysis. This statistical approach, however, limits our ability to empathize with the individual officer or enlisted person. Written comments, on the other hand, facilitate empathy and understanding because they describe the wealth of experiences and emotions that cannot be captured by statistics.

*Typically, when individuals are given the opportunity to submit written comments, they voice their concerns and criticisms rather than their joys and satisfactions. For a more balanced picture (e.g., the number of favorable versus unfavorable responses, or the percentage of people who rate family support services highly), the reader should refer to the statistical reports by Quenette et al. (1991, Volumes 1, 2). The primary reason for analyzing the written comments was to understand better the problems raised by personnel in the statistical portion of the study.*

## Purpose

Written comments are presented as a way of portraying the feelings of naval personnel in the areas addressed by the NPS.

# METHOD

## Sampling and Coding of Comments

The comments from 450 individuals were selected for analysis. More specifically, comments from 50 individuals were randomly selected for each of the nine areas covered by the NPS (such



as pay and benefits). Categories were generated for each area from the comments as part of a content analysis. Definitions were formulated for the categories, and counts were made of the number of comments falling into each one. Examples of comments were selected for presentation in this report from both enlisted and officer personnel, males and females, and personnel from all grade levels.

## Organization of Report

There are two parts to the report. The first part provides an overview of the types of comments received. Comments are organized by NPS area and are accompanied by an interpretative narrative. Comment categories receiving the greatest counts in the content analysis were emphasized in this portion of the report.

The second part of the report is composed of all 450 comments (Appendices A through I) and the acronyms found in the report (Appendix J). More information on the appendices is provided later in the report (p. 19).

## RESULTS

### Rotation and PCS Moves

NPS comments focused on a variety of issues related to rotation and PCS moves, including the length of sea duty, the amount of lead time granted personnel before they are required to move, problems related to home ownership, expenses associated with moving, and effective and ineffective policies and practices. Each of these issues is addressed more fully below.

**The desire for equal amounts of sea and shore duty or changing the proportions of each received attention:**

- *I believe that a member's rotation should be equal. If a service member's sea rotation, for example, is 5 years, then his/her shore rotation should be 5 years. They both should match. (E-6)*
- *I really feel that increasing the amount of sea time will eventually hurt the Navy with a decrease in the number of people reenlisting. (E-4)*
- *My career pattern worked out to what I consider to be an inordinate amount of sea duty (8 of the first 10 years) during the early part of my marriage. (O-5)*

**Other individuals mentioned the impact on their families of extended sea duty--for example:**

- *I would like to see the Storekeeper (SK) Billet sea/shore rotation be fair--particularly the extension of shore duty to 4 or more years and shorter length of sea duty as opposed to current sea/shore rotation dates for SK's. This is very important especially for family men like me who need to spend more time with the family. . . (E-6)*

**More lead time for moves was requested. The comments add to our understanding of why and under what conditions:**

- *More lead time in orders when returning from deployment/sea. Three to four months would be adequate. (O-3)*
- *I feel when moving you should get more proceed time to find a good location to live at. (E-6)*
- *Only twice in my career (19 years) have I ever had my orders in hand far enough in advance to adequately plan my move and take care of selling my house. (O-5)*
- *It would be extremely helpful to have orders in hand when changing homeports well in advance to allow for administration time and coordination of the move. (E-6)*

**Home ownership and home equity were expressed as personal goals. While rotation had been a major obstacle for some individuals, others seemed to be more optimistic because of the possibility of homesteading:**

- *I am committed to maintaining our house in the Tidewater, Virginia area. All my future PCS requests will be, first and foremost, to that end. I feel that there are enough sea and shore opportunities in the area to achieve that goal. (E-5)*
- *Was at last PCS for 2 years and then ordered out of area. Had purchased new home. Unable to sell house. Cannot accept financial loss! (O-4)*
- *One of the biggest investments of a service member is his house. Detailer's consideration to assign the active member at or close to his home would be very career enhancing. I, for one, don't mind 'homesteading' (so I can serve) a sea or shore tour in the same location or neighboring state. (E-7)*
- *Three years shore time does not allow a young family the time to become financially secure enough for the future. Buying a house, for example, is very important, but to make a profit you must live in the house for at least five years. I'm not saying make shore duty longer at the expense of sea duty. I'm saying even them out--5/5, 3/3, etc. (E-4)*

**Costs associated with PCS moves were addressed, with specific references to out-of-pocket expenses, moves financed by personnel themselves, and the overall cost associated with transfers:**

- *There is usually too much out-of-pocket expense in moving. (E-6).*
- *Nonreimbursed costs of moving are excessive and continue to grow. (O-5)*
- *I feel the time it takes to receive the remaining 20% of the 80% the Navy allows you is very excessive. I am referring to the self move. I also think that if a Navy person wants to do a self move, he should be paid the same amount a commercial mover receives. What about the saying, the Navy takes care of its own? (E-6)*
- *PCS is very trying on the entire family. If moving to an area you cannot afford, it makes it doubly worse. Every time that I have been transferred, it cost me around \$1000 (start up, food, electric, deposits). It normally takes about 1 year to recoup financially from a transfer.(E-7)*

Some individuals criticized existing personnel policies and practices or suggested they needed changing:

- *I think almost every command should require 3-4 years PRD. (E-5)*
- *The rotation schedule is hard enough without having it change every other year or so. (E-5)*
- *By dealing with detailers early, it seems I always run into the must-fill-first, undesirable billets. (E-7)*

Other individuals offered favorable comments:

- *We were very satisfied with our last PCS move, both money wise and service wise. (E-6)*
- *I feel that the Navy has some of the best programs when it comes to moving PCS. (E-7)*
- *Getting house hunting when transferring to a new area is greatly appreciated and very helpful. (E-6)*

## Recruiting Duty and Recruiters

Comments approached recruiting from several perspectives. The most common was evaluative--whether or not recruiting duty and the actions of recruiters were viewed in a positive fashion. Comments also focused on the selection and training of recruiters, the availability of information regarding recruiting duty, and the Hometown Area Recruiting Program (HARP).

The following comments represent some of the opinions that personnel had about recruiting duty:

- *Recruiting duty has been my most challenging tour. There is a lot of stress involved and a lot of long days. I take pride in my job and I've done my best out here. I think the tour should be cut down to 2 years. I think recruiting should be strictly volunteer, not being forced or "nominated" for recruiting. It has been a learning experience and I think it will help me be a better leader/manager in the fleet. (E-6)*
- *I've known people who were on recruiting duty and were successful and enjoyed the benefits. I've also met people who have suffered the consequences of not being successful at recruiting. There is a fear of being punished or penalized for not "getting the contracts." This fear may prevent good people from volunteering for this duty. (E-7)*
- *Recruiting duty is a "high pressure" job since quotas have to be met. It is my understanding that recruiters are sent quickly back to the fleet if these quotas aren't met. Also, recruiters work extremely long hours. This isn't exactly appealing. (E-5)*
- *Recruiting duty scares the hell out of me. I've seen too many friends' careers messed up because the program is set up as a make-or-break situation. The idea of telling the Navy I will provide them with x-amount of people within a given timeframe is nothing short of gambling. I will not base my career goals on a gamble. (E-6)*

**This last comment on “gambling” was fairly typically of evaluations of recruiting duty--one’s career could be hurt by such an assignment, another example being:**

- *Recruiting, successfully, is definitely a “feather in your cap,” but in my rate, working out of the ET community, I’m having a very tough time with my advancement exam. If I make the selection board, with recruiting behind me, I’m sure it’ll definitely help. If you don’t make the board, duty assignments, etc., you will not advance. (E-6)*

**Both positive and negative evaluations were offered of recruiters, with the negative ones focusing on the perceived dishonesty of recruiters. Some positive comments are presented first:**

- *Our recruiters are doing a very good job. They do their very best to get us top quality personnel to work within the fleet. (E-7)*
- *In my own opinion, recruiting duty is a tough and challenging career. They help to shape the service in recruiting better personnel. It’s tough because it’s all-volunteer forces. Without the hard-working recruiters it is hard to fill the need of the United States Navy. (E-8)*

**Some negative comments were:**

- *Some friends of mine were conned by some recruiters in their hometowns. They were told by some recruiters that they were able to go to some school or duty station, but did not get it when they joined and signed up. (E-4)*
- *I don’t know much about recruiting duty, but if I were a recruiter I wouldn’t mislead applicants as my recruiter did with me. I think he needed a body to fulfill a quota, but did not have my best interest, or former training and skills in mind. (E-2)*

**Comments on the selection and training of recruiters referred to:**

- *The Career Recruiter Force (CRF)--We must instruct the CRF community not only how to train in sales, but how to lead. (E-8)*
- *An emphasis on careerists--Only personnel planning on making the Navy a career should be put in recruiting. (E-4)*
- *And, the selection process--Recruiters should be highly motivated volunteers selected by a selection board. (W-4)*

**There was a call for more information about recruiting:**

- *The type of duty and the job description need to be broadly put out in great and explicit detail. (E-5)*
- *We need more promotion to put out the facts and dispel the stories. (E-8)*
- *What does recruiting duty consist of, what type of job is it? Is it just what my recruiter does? (E-3)*

Some comments addressed HARP which enables individuals to obtain firsthand information about the recruiting process. HARP participants assist recruiters in the service member's hometown for a 2-week period (OHARP is the officer program). Individuals shared the following experiences:

- *I went home on HARP Duty. That is where I received much of my information. I think I would possibly consider working at my MEPS station as a recruiter. (E-5)*
- *I have participated in the OHARP program and found recruiting to be very difficult, and requiring more time away from home than one would normally expect on shore duty! (O-3)*
- *I served on OHARP duty for 6 weeks, and I was very disappointed in how recruiting is concerned more with quotas than with quality of recruits. (O-2)*

## **Pay and Benefits**

Pay equity was an issue raised in the comments. For example, enlisted and officer respondents believed that the pay they received was less than that received by their civilian counterparts:

- *As it stands I'm forced to live on board while my civilian friends are making almost double and in some cases triple. Tell me that it makes sense to serve your country and people in civilian life are doubling what you make. Not only that, but I'm the one willing to die for America and I can't even afford to live off ship. (E-2)*
- *I feel the military needs to look very strongly at base pay--every year we slip further and further behind the civilian. I have seen military members have to use food stamps just to feed their families. We are willing to put our lives on the line for this country, they should be willing to pay us for it. (E-6)*
- *I feel pay should be made comparable to civilian occupations. That is, if you have subspecialty for fiscal officers, pro-pay should be given to come close to or equal what your peer would be paid. (O-3E)*
- *Present pay severely lags behind civilian counterparts. Civilian engineers who graduated college with me 7-8 years ago make approximately 50% more than I do. This is discouraging. (O-3)*

Feelings about pay inequity were also reflected in comparisons between officer designators:

- *Sea service (Surface Warfare) personnel should be paid sea pay similarly to their aviation counterparts. I am sickened when I speak with aviators that serve side-by-side with me here ashore. . . and hear them boast about their flight pay (the same goes for the submariners). Let's be consistent! It would go along with dispelling the feeling that SWO's come "a dime a dozen!" (O-3)*

## **Resentment surfaced in comparisons with members of Congress:**

- *Our pay has been a congressional budget balancing chip for way too long. They don't hesitate to vote themselves a 47% increase, but we have been scrambling just to get 4%. (O-3)*

- *What I would like to know is, how can Congress shoot down pay raises and then have the audacity to give themselves a pay raise? I've watched them do this every year and it really burns me up. (E-6)*

**Some comments with respect to pay equity were favorable, including one from a medical officer, and one from an E-6 that "looked at the larger picture":**

- *The Surgeon General of the Navy has done all he could to support us physicians relevant to pay and salary compared to the civilian community. His effort has been applauded by a majority of the Navy Physicians and we respect him for it. For myself, I can live with the current salary structure. (O-6)*
- *Actual pay I feel is slightly less than the civilian sector, but I feel the benefits and job security are very important in my decision to continue my Navy career. (E-6)*

**In addition to pay equity, comments were offered on cost-of-living increases. Most comments were critical:**

- *Raises should match inflation at a minimum. (O-3)*
- *Annual raises are not sufficient to keep up with the cost of living increases. (O-3)*
- *I do feel that it is about time the military receives more than a 3-4% raise. It is about time we receive at least a 10-15% raise. (E-5)*
- *All I require is a pay raise annually to keep pace with inflation. (E-9)*

**Sea pay was another target of comments, especially from enlisted personnel:**

- *I think that more sea pay should be allotted if one has to stay a ways from homeport past 6 months. And, partial sea pay should be allotted even when a ship is in homeport because working conditions are always less desirable on board ship. (E-6)*
- *I strongly feel that E-3 personnel should receive sea pay if they have 1 or more years at sea. I have been on a ship for 2 and a half years. I have been on two deployments and I don't receive a dime for it. (E-3)*
- *I am stationed on a destroyer tender. We only get paid sea pay when we go underway. FFG's and carriers get sea pay constantly. I have been on board for over 3 years. We have been on two Med cruises, two GTMO training sessions, a month in Rhode Island, and several 3 day evolutions. Basically I feel we spend as much time underway as all Smallboys and should get paid the same. (E-4)*

**Comments regarding benefits tended to focus on Delta Dental:**

- *Delta Dental should be expanded to include services not available or available on space availability from MTF. My wife has suffered many years of neglect (dental) because a program was not available. (O-3E)*
- *Delta Dental needs to help pay for preventive dentistry, thereby reducing this need for some of the "High Option Dental Plan" items. (O-4)*

- *I have two kids in braces already--approximately \$200 a month. My wife needs additional work which we have delayed due to the cost. I would gladly pay more \$ for high-option coverage. (O-4)*

## **Training and Education**

Comments tended to focus on obstacles to training and education. Comments secondarily concentrated on the current GI Bill compared to the previous one and on the perceived lack of information available for educational goal setting.

**Operational requirements were mentioned as one of the obstacles to obtaining education or training. The following comment was typical of those received:**

- *Almost everyone I know, including myself, would like the opportunity to gain more education. But, with the work and military duties, you do not have time to go to school. I came to shore really expecting to finish my degree, but we were working 12 hours a day, 6 days a week. Then I came to sea duty and we were standing for section duty and working long hours. (E-5)*

**Lack of command or supervisory support was perceived by some individuals to be another obstacle:**

- *The needs of the Navy do need to come first, but does this mean that an individual needs to sacrifice personal goals for years before allowed the cooperation of supervisors to gain an education. (E-4)*
- *This command discourages staff personnel from pursuing higher education. (E-5)*

### **Other obstacles included:**

- *Sea time--Which makes it next to impossible to really attend classes. (E-6)*
- *Ship overhaul status--Which makes it difficult to attend night classes (because of long hours). (E-5)*
- *Scheduling problems--Because the hours of Navy Campus and some of the schools make it difficult to use the given opportunities. (E-6)*
- *And, involvement in the Selective Reenlistment Bonus (SRB) Program--Which meant that an individual is "denied the chance to get into special programs (diving especially)." (E-5)*

**Several comments called for a "return to the old GI Bill" because of dissatisfaction with the Vocational Educational Assistance Program (VEAP). The most vocal of these comments was:**

- *We need something like the old GI Bill. Because of cost of living in California I was unable to afford [education with] VEAP. Education should be a right as a result of serving my country, not something that results in an extended obligation. NEEDS IMPROVEMENT! (O-3)*

**The Montgomery Bill received a more favorable reception, with the exception of its "reimbursement plan":**

- *The GI Montgomery Bill now is very helpful. (I'm) using it towards a masters degree. The reimbursement plan, however, is unsatisfactory. When you register for courses, you must*

*pay for the entire semester up front. For me, that is about \$1500 a semester. Repayment is made, then, month by month. I can afford it, but I think about those who can't make the upfront payment and then get partially reimbursed over up to five months. I know this deters some people from using their educational benefits and who never get started. I guess this system is to ensure no one cheats the system, but it is having an undesirable effect on non-cheaters. (O-5)*

**Information useful for educational goal setting was scarce for some individuals according to comments that were received:**

- We need to know where to go to look for help when deciding to go to school besides the Command Career Counselor. On my ship, she can only tell us so much. I do not know much about Navy Campus. Does Charleston SC have a Navy Campus? (E-3)*
- I have no idea what I am eligible for, if anything! (E-6)*
- As far as education and training are involved in my Navy career, it is impossible to find a Navy counselor or ESO who is willing to explain the GI Bill in full detail. (E-4)*

## **Family Support Programs**

**The appreciation that individuals had of the family support programs was expressed in the following comments:**

- The Navy's strong family support program is vital to the future of the Navy, due to the great number of young, extremely dependent wives/mothers of our sailors. (O-2)*
- We have not utilized the Navy family support services since I have been in the Navy. For those who need it, it is a quality service. (O-6)*
- I've utilized the counseling program once; confidentiality was respected, not like rumor has it. Professional personnel on staff made it more comfortable to communicate with. I had the impression the program was run by volunteers (i.e., Navy wives, retired personnel, etc.). (E-6)*
- What experiences with family service I've had have been good. And I'm satisfied with the service they have given me and my family. (E-5, female)*

**Unfavorable reactions included the following complaints:**

- Restructure all such services so that they are not some staff appendage of a non-responsive base support director. Give those assets to the commanding officer (CO) of the personnel that they are supposed to support. We have too many "support programs" that have become entities onto themselves. (O-5)*
- They don't seem to be concerned with anyone who doesn't have children. They don't seem to consider a man and his wife a family. (E-4, female).*
- Family member employment assistance should be abolished, they do not help anyone find adequate employment. The sponsor program is pretty much a joke. If you don't have friends in an area that you are transferred to, you are pretty much on your own. Housing management needs to be upgraded. There are people who run the housing complexes that should live in housing, not be some retired civil service worker who is just there for a paycheck. (E-5)*



- *Family support program did not help me solve my financial problems while I was in the Persian Gulf away from my family. It needs to help more sailors who desperately need family assistance with their families while away from their families. . . (E-6)*

**Comments underscored the importance to personnel of having family support services in remote areas, or areas in which there were small numbers of military personnel:**

- *Remote/isolated stations get little to none; yet because of their remoteness, they should get the most attention. Yes, I understand this costs money and so we must place the FSC's where they can service the greatest number. Still, it doesn't make it right. (O-5)*
- *I seldom use family support services, but my people use and appreciate it when services are offered, especially in remote areas. (O-3)*
- *Small base, small military community. Family support program not advertised sufficiently; also, programs are just getting underway. (O-3)*

**This last quote by the O-3 raises the issue of advertising, but no more effectively than the E-6 who asked: "What is a Family Support Program?"**

## **Child-care Services**

In the 1990 NPS, individuals were asked "If you are not using military child-care centers or family home care, why not?" They were then given a list of reasons (such as locations, hours of operation, etc.), with the last reason being "other." Close to 35 percent selected "other." The written comments identified this "other" reason. That is:

**Some individuals felt that child-care facilities cannot keep up with the demand because of a lack of space and personnel:**

- *In most cases the space available for the number of children requiring care is inadequate. This forces many Navy families to find private child-care providers at an exorbitant cost! (O-3)*
- *An increase in child-care capabilities on base would increase morale. (E-5)*
- *The facilities on this base are too small for the number of children it supports. (E-5)*
- *I am presently stationed near my family so this is not a problem, but it has not always been easy to find quality child-care and base facilities have always been crowded. (E-6)*

**Both favorable and unfavorable opinions of child-care services were offered, as illustrated in the following quotes:**

- *We have found the child-care workers to be quality people with a real concern for the children. (E-5)*
- *Professional child-care facilities, including the Navy's, are "cattle barns" for children. My children will never experience them. (O-3E)*
- *My current command does not have a child-care center, but I utilized the facility at the Naval Station 20 miles away. We have had nothing but positive experiences with all care givers. (E-5, woman).*

- *Too many restrictions. Not enough child-care facilities available. Bad hours, no drop off, and too expensive. Just not worth the hassle. (E-7)*
- *The Navy child-care centers are usually under staffed and have problems meeting the needs of senior enlisted personnel and most of them have always got waiting lists that go on forever and ever. (E-7)*

**As mentioned in the last quote, waiting lists posed a problem for some personnel. Waiting lists, in turn, were associated with increased costs of child care as personnel turned to civilian facilities. In some cases, personnel were also dissatisfied with the cost of Navy facilities. The following comments present the feelings of individuals on these issues:**

- *Child care at my base is a waiting list. My wife can't get a job until she gets child care. If she goes to a private day care, it's too expensive and not worth her even getting a job. (E-6)*
- *Although I have finally found a baby-sitter I am happy with, I am sorry to say that, overall, the Navy doesn't provide an adequate support system for its active duty mothers. I have had to bounce my children around from one baby-sitter to another and the waiting period is 15 months at the local Navy Day Care for infants. (E-5, woman)*
- *Child care in Mayport is terrible! When a new couple moves to this area they cannot put their child in day care on base due to the waiting list for such services. They must put their child in a place that they know very little about - out in the civilian community. Quite a risk for your family these days." (O-1E)*
- *My spouse is unemployed because child care is too expensive in town and the wait on base is too long. (E-5)*
- *Navy child care takes too long to get into and normally costs more than its civilian counterparts. (E-6)*

## **Housing Services and Morale, Welfare, and Recreational (MWR) Services**

Comments addressed the problems of personnel with on-base, on-ship, and civilian housing; with the administration and management of MWR services; and with the enlisted and officer clubs in the Navy. Comments also described the favorable quality-of-life experiences of personnel and offered recommendations.

**Personnel may attempt to obtain quality government housing, and, if frustrated, will turn to the civilian sector. Some of the frustrations conveyed by personnel can be seen in the following comments:**

- *The housing here at Kings Bay is absolutely the worst I have ever seen. They do not enforce rules, they have poor management, and they use the cheapest materials possible to upkeep the units. This housing is terrible! (E-6)*
- *I feel that military housing in the Washington, DC area is inadmissible. I prefer to live in civilian housing [because] it is much more comfortable and much larger. . . . The Navy housing looks more like the projects of Southeast DC. . . . (E-5, female)*

When personnel turn to the civilian sector, they sometimes find problems there, too--the main problem being the inability to find affordable quality housing. For example, personnel stated:

- *There is a shortage of affordable rentals in the Charleston, SC, area. I am a chief and I live in a very small three bedroom house. My BAQ and VHA are not sufficient to cover my rent and utilities. I use the air conditioner and heat very sparingly to keep my electric bills down. I set my thermostat on 84 degrees in the summer and 64 degrees in the winter, both of which are not very comfortable. The housing waiting list in this area is between 8- to 12-months long. By the time housing is available, half the tour is over, and you do not want to move. Either more housing or higher VHA rates are needed in this area. (E-7)*
- *On my pay it is very difficult to afford adequate housing for my family. My wife and I live with a roommate just to afford what we have. I am very uncomfortable about leaving my wife in the neighborhood alone when I am gone. The Navy housing available to me is even in a worse area than my current apartment. (E-4)*

Privacy and the need for an adequate amount of "personal space" were mentioned in comments concerned with on-base housing and inport ship accommodations:

- *The Philadelphia Naval Station policy of inspecting homes borders on invasion of privacy. I will not live in Navy housing again because I dislike the unilateral way this policy was initiated. If they have cause to inspect, fine, but inspecting as a general rule is unsatisfactory. My family is not in the Navy, they should be left alone unless they have broken a rule or there is cause to believe they have broken one. (O-3)*
- *Even though there is an obvious need for space conservation aboard ships, I feel that more space should be allotted to the crew's living space. Those personnel, such as myself, who live on board treasure every cubic inch of personal space we can get. Officers have nice private state rooms, while the enlisted man often times has only his rack. Any additional personal space would be a great morale booster. (E-4)*

Individuals were critical of the administration and management of MWR and housing services. The first quote from an E-9 addresses housing, while the remaining quotes deal with money management and funding constraints encountered by MWR programs:

- *Housing is poorly maintained, monitored, and managed. Residents are not required to abide by the rules and are seldom evicted, even after serious or repeated violation of rules or destruction of property. (E-9)*
- *I am concerned that recreation services will suffer unnecessarily due to loss of MWR funds resulting from mismanagement of exchanges and commissaries (O-3)*
- *MWR programs have deteriorated to the point of being of little or no value. Funding constraints and the layer of administrators in such programs have stripped MWR of any real value. (O-5)*
- *I feel it is morally wrong to advocate healthy recreational activities and then charge for them. Considering the MWR revenue generated on this base from recycling, fast food vendors like McDonalds, many people are wondering why this base charges for MWR services (racquetball, fitness centers, swimming, etc.). (E-7)*

**The cost, convenience, and utility of Navy clubs were questioned by some individuals:**

- *The Navy club system in CONUS has little to offer me except a quarterly bill for dues. Counting the dues, the average beer I get at the club costs me \$5! At the end of a workday, I do not stop at the club on the way home. I do not have the time to go to the club at noon. Many Navy organizational functions are held off base because the club does not offer competitive prices. On the weekends, I am not going to drive from home (23 mile round trip through city traffic) to go to the officers club when I can go someplace closer. Too many club resources are geared toward subsidizing official functions. (O-4)*
- *There is a need for places to eat. NAS Cecil Field is trying to close the officers club at night. When this happens, people who live in the BOQ have McDonalds to eat at. Attention must be paid to where single people can eat. (W-4)*
- *Few, if any, junior enlisted would frequent any club that I know of, except to get the occasional price break which exists in a high cost area. (O-5)*

**In the NPS, housing and MWR services, together with family support and child-care services, were included as issues to measure quality of life in the Navy. Although individuals typically voice their concerns when offered the opportunity to supply written comments, several favorable quality-of-life comments were also received:**

- *I am very happy with my base housing, it has had a very positive effect on my job performance. . . . I am very thankful for the Navy improving my quality of life for me and my family. (E-5)*
- *Everything is fine, do not change a thing. (E-5)*
- *In our command, MWR has been #1, and it has provided outstanding services to our ladies and men! I can unequivocally say that our quality of life is the best there is. (O-6)*
- *Even with a two income family, special services play a big part in being able to afford recreation in my area. (E-6)*

**A dissenting opinion was that quality of life is a problem in the Navy and is the result of misplaced control; specifically that:**

- *Control of quality of life is increasingly being taken away from CO's and placed more in the hands of unresponsive career bureaucrats/civil service managers. (O-5)*

**Two recommendations concerning transportation were offered as ways to improve quality of life in the Navy:**

- *The development of mass transit to and from housing areas would reduce traffic congestion, pollution, parking requirements. Some of the costs could be borne by riders and schedules could be developed to support military work hours. Possible reduction of U/A's, accidents, etc., would increase productivity. . . (O-4)*
- *Quality of life in Charleston seems to be somewhat nonexistent. The only places the van from my ship would take us were close-by drinking establishments and one shopping mall. . . . I felt the ship's MWR officer should have thought more of us who had no transportation or families. . . . I was confined to the ship for work and after hours for the most part. (E-2, female)*

## **Organizational Climate**

One of the assumptions underlying the construction of the NPS was that intelligent leadership, a lack of sexual harassment, and equal opportunity were the hallmarks of a satisfying organizational climate. Comments were received in all three areas. Equal opportunity comments tended to focus on male-female interactions rather than on racial issues.

**Leadership problems were identified as "squabbling at the top," a lack of respect for enlisted personnel, and neglecting the chain of command:**

- *For those of us on the bottom of the chain of command, there is nothing more discouraging than squabbling at the top of the chain of command. Too often, it results in indecision, contradictory orders, and an increase in tension. It is quite frustrating. Another problem that occurs all too often is a failure of commissioned officers to listen to the enlisted men. Often times an enlisted man has the benefit of many years of experience in his rate. All too often an officer will ignore that experience in order to exercise their authority. (E-4)*
- *There is too much micro-management in the upper levels of the chain of command. In a lot of cases, I am prevented from doing my job, so an officer can get a "silver bullet" for their fitness report. Like a lot of other enlisted members, I have a brain and a lot of experience that I can use. . . . The impression I am getting is that my experience and training do not mean anything at all because I do not have a college degree. (E-7)*
- *The command has no chain of command on the way down and too many times personnel overstep their power boundaries. Since coming to this command, my desire to leave the Navy has increased to the point that with a year left, I am looking for a job on the outside. I have never before in all my career seen so much mismanagement, fear among the troops, and down right "good old boy" favoritism. (E-6)*

**The issue was also raised about a leadership climate that is too permissive:**

- *I think we have abused the military structure with so many social programs that the new sailor doesn't have the self-discipline to allow him/her to perform in a high stress/combat environment. I realize that the Navy is a mirror of society, but without effective leadership our organization is doomed to fail. You don't manage in combat, you lead. (E-7)*

**A wide variety of opinions were expressed on the way women are viewed and treated in the Navy. The women offering comments tended to be critical. Some comments by men recognized the contributions of women and called for a harassment-free environment. Other male comments stated that sexual harassment education and command actions had been effective, while still others attempted to explain away or rationalize sexual harassment. A final set of male comments revealed resentment over double standards or favoritism, exploitation of the system by women resulting in a climate of fear, and sexual harassment by women.**

**The comments of three women provide considerable insight into how they viewed the organizational climate where they worked:**

- *Although I consider my immediate chain of command supportive of women in the Navy, I am thoroughly sick of the constant sexist/gender biased remarks from members of other*

*departments, and am especially distressed that no, and I mean not one, man, no matter how senior, ever puts a stop to it. I am tired of being a crusader and having to personally request a cessation of hostilities. My requests have been ignored and I have been labeled a "feminist." The Navy does not really want to solve this demoralizing problem. (O-3, female)*

- I am glad to see more opportunity for women in our service. However, I think it will be a long while before our male counterparts will be able to shift their opinions on serving on a ship beside women. I am friendly with many male sailors, who regularly come to our home and often I find myself trying to defend myself and other women in the Navy. Most men (that I know) seem to feel that a woman is not emotionally or physically capable of life on board a ship. Even my husband and I argue about it every time I mention going to sea. Although that may be true for a few women, I feel the vast majority of women are mature and emotionally stable enough with ourselves and our home life that we could stand proudly beside any male and get the job done. (E-5, female)*
- I do not know how other ships are that have females on them, but in my machine shop we have a lot of males that do not like working with females. They may have one bad experience working with a female, but why throw all women into the same category. If a man is a lazy bum, they do not consider all men lazy bums, so why do it to females. It is like I told my chief, if I did not want to work, I would never have put on the machinist's mate rate or joined the service. I am an E-3 at 25 years old. I have been brought up to believe that to get anything you had to work for it, even if it meant getting dirty. (E-3, female)*

**The recognition by men of women's contributions and their support for eliminating sexual harassment took the following form:**

- We have three females at my duty station, all E-5, and they conduct themselves in a highly professional manner. Education is very important in this area for men and women. It is a very serious matter. (E-6)*
- I feel whenever you have men and women working together like we do in the Navy, you are going to have that male and female attraction. But to act that attraction out in the wrong way such as for sexual favors, etc., I totally despise. (E-4)*
- Sexual harassment is wrong and degrading and should be dealt with severely without prejudice. (E-5)*

**Some men believed that efforts to educate them on sexual harassment issues had been effective, as had the actions of their commands in dealing with this problem:**

- I think the system is working fine. The training has showed me how to conduct myself around the opposite sex. (E-5)*
- As CO I feel I have fostered a positive attitude in this area. We have had cases and dealt with them quickly and fairly. (O-5)*
- My command is very responsible in this area. Sexual harassment problems, if they occur, are taken very seriously. (O-4)*

Some men, however, seemed to downplay the importance of sexual harassment concerns or labored under misconceptions about women. For example, a lieutenant commander, having written that "too much effort is wasted on EO today," stated that "sexual harassment is endemic to our culture, not the military environment."

Another individual in commenting on sexual harassment wrote:

- *What can you say about sexual harassment, except that some people take things too seriously. I personally do not say or whistle anything at Navy women just to be safe and keep out of trouble. The fact is that everybody likes to be whistled at. How could you be offended by that? (E-3)*

While comments from women deplored the lack of equal opportunity and problems with sexual harassment, comments from men revealed resentment over double standards or favoritism, exploitation of the system by women resulting in a climate of fear, and sexual harassment by women. The following comments are representative:

- *Women get a better deal! Very little, if any, sea time, family separation, etc. Yet they demand and expect the same pay, same advancement opportunities, and same forms of recognition. . . . (E-6)*
- *To mention equal opportunity and sexual distinction in the same line is a joke. Equal opportunity implies all equal, but what of the differences established for males/females in the same age bracket on the PRT. . . (and of) pregnant females with restrictions on sea duty, recuperative time off, light duty? How can the Navy justify support for unwed mothers (medical, etc.) when it causes hardship and, in most cases, puts limitations on supervisors and the capabilities of his physical resources? (E-7)*
- *The sexual harassment issues work both ways, unfortunately. I have seen women in the Navy use the sexual harassment term as blackmail against supervisors. In sexual harassment cases, most people feel you are guilty until proven innocent. (W-3)*
- *This is the first time that I have worked side-by-side with members of the opposite sex, and on a number of occasions I have shied away from them and have acted less candidly toward them for fear of being wrongly accused of harassment. We must guard against the impression that a sexual harassment charge can be used as a punitive tool or shield from unwanted assignments or deserved criticisms. (O-3)*
- *When some women wear short t-shirts and loose necks and when they bend down to pick something up and before they lift it up, you look up and all of the sudden you are looking down a t-shirt at a bra and you have not been with a woman for quite awhile and the co-worker knows it, I call that (being) sexually harassed. (E-4)*

The appeal was made for increased training and open forums. It was argued that these vehicles could prevent innocent behavior from being construed as sexual harassment or as racially-motivated and prevent charges from being filed in the first place:

- *Submarine force personnel who spend 15 years on subs with no female co-workers and then are placed on tenders with 50% females. With no experience working with females, they are tasked with supervising them in extremely demanding work environments. This scenario leads to sexual harassment charges that could be avoided (and careers saved) if*

*supervisors with such backgrounds (all male environment) could receive training before reaching their commands. (O-5)*

- I believe there should be a forum for discussing racial, ethnic, and gender differences. There is a lot of ambiguity on what racial and ethnic slurs, omissions, and the such are, along with the fine lines between sexual harassment, politics, and discrimination. If there is no forum for personnel to vocalize their thoughts, feelings, and fears, then there tends to be a lot of resentments held in. Let's bring everything out in the open, discuss it and resolve any differences there might be. INSURV's and GMT are good for disseminating information, but do not really address the problem. (E-7)*

**There were considerably more comments on male-female issues than on racial issues. For those comments offered on race relations, disagreement existed on whether the Navy has problems in this area, whether the races are treated equally, and whether the Navy needs an EO program:**

- The Navy has come a long way since the race riot on the USS Constellation 20 years ago. I believe too much effort is wasted on EO today. (O-4)*
- I may have my head in the sand, but I do not believe the Navy has EO problems (of ethnic basis). Our country may and the people we get may, but the current EO programs have been generally effective in reversing those attitudes. (O-4)*
- I feel because of my race (Black), I get some added responsibility. However, at my first command, which was in the southeast, I noticed a great deal of hate and discontent between the white and black sailors. Often times a white and black sailor went to mast (CO) for the same offense, the white sailor got off pretty easy and the black sailor, "hammer time!" Again, this has changed, but very slowly does the white man trust the blacks with great responsibility. This should not be the case, since our people did not ask to be stripped from our home land and brought to this country by the caucasian. (E-5)*
- There is not a black officer in my command, nor in either of the reserve squads on this base. Junior blacks do not have much to look up to! The Navy could do better on this issue. . . . I am white. (E-7)*

## **Education on AIDS**

Individuals conveyed their fears about being exposed to the AIDS virus. Since information and education are important tools for the prevention of AIDS, personnel offered their opinions on the Navy's efforts in these areas. They also provided a host of recommendations for preventing the spread of AIDS, including personal control of one's sexual behavior.

**Fears about being exposed to the AIDS virus were reflected in the following comments:**

- AIDS is not a well understood disease. We do not know how it can/cannot be transmitted. I know a male Navy nurse commander who had AIDS and worked in the operating room at Balboa up until he was discharged. He was diagnosed about 3 years before he left the Navy. He died less than a year later. I strongly resent the Navy exposing me and my family to AIDS. I feel service men/women with AIDS should be discharged just as they would if they had any other terminal disease. I currently share an office with a guy who is HIV positive. (O-4)*



- *AIDS is a scary thing and I quite honestly do not want to work anywhere near a person that has AIDS. I do not care what is currently being said about how it is transmitted. Things change and maybe tomorrow the doctors/educators will say casual contact can spread the illness after all. (E-7, woman)*

**In contrast, one individual, in particular, was unconcerned about contracting AIDS. As he said:**

- *Military personnel are not high risk for getting AIDS. Intravenous drug users and homosexuals, both rare in the Navy, are high risk candidates. Do not waste my time with GMT on something that is not applicable to our naval community. (E-7)*

**The majority of comments lauded the information and training provided by the Navy on AIDS ("AIDS education is superb in the Navy" [O-6]) ("I think there is more than enough information available on AIDS" [E-4]).**

**Not everyone agreed, however, as the following comments indicate:**

- *The bulk of my understanding comes from outside sources. I feel it is particularly important to educate young and old alike. If we can improve the education, maybe we would not have to spend so much money on treatment after the fact. (E-5, woman)*
- *AIDS is a behavioral disease. It would not be around if homosexual activity had not initiated and spread it. Education on homosexuality should be a paramount concern. . . . Children must be taught that moral husband/wife relations are the way to go. (O-3)*

**Some individuals believed that the Navy should initiate training programs that focus on ALL sexually transmitted diseases or all diseases period:**

- *I feel more emphasis should be placed on mandatory training of not only AIDS, but other sexually transmitted diseases. I would like to see training on prevention and disease awareness given annually. (E-6, woman).*
- *The Navy should not only put forth more training about HIV, but other diseases that can kill. It does not only have to be sexually transmitted. (E-4)*

**It was argued that control over one's personal behavior is the best prevention one has against contracting AIDS:**

- *The best way to prevent getting AIDS is to only have sex with a person who is HIV negative or abstain from sex. (O-3)*
- *AIDS education does not stress that AIDS is a disease which generally results as a consequence of ones own actions. Similar to (the situation where) putting a gun to one's head and pulling the trigger usually results in at least a hole and generally death. AIDS prevention is sexual responsibility. A decision to be irresponsible is a decision to live with the consequences. (O-3E)*

**Personnel offered recommendations to prevent the spread of the AIDS virus, the most prevalent recommendation being to incorporate AIDS education in General Military Training (GMT). For example, an E-7 wrote: "The availability of information is good, but it is not being introduced on a regular basis. It should at least be an annual GMT requirement."**

**The rest of the recommendations were as follows:**

- To have an AIDS awareness day that is mandatory for all commands (E-4).
- To publish relevant information in the Plan of the Day (E-4).
- To send information to family members about the dangers of AIDS (E-3).
- To routinely test or screen dependents, since they are more exposed to outside society, where people are less aware of AIDS than are Navy personnel (E-8).
- To provide videos for the classroom, such as "A Soldier's Story" which was recommended by the Chief of Naval Personnel (E-5 and E-6).
- To provide more training on AIDS prevention to incoming naval personnel (E-5).
- To test naval personnel more and eliminate coed barracks which are "one big orgy" at some locations (E-6).
- To make sure that condoms and birth control means are available to service members and their spouses through medical departments (E-6).

## **INFORMATION ABOUT APPENDICES**

Appendices A through I present the comments provided by individuals for each of the nine NPS 1990 areas, such as rotation and permanent change-of-station moves, and pay and benefits. For each of the nine areas, 50 individuals were randomly selected. Thus, the comments of 450 individuals are included in the appendices.

Each appendix is introduced with a table that presents the categories generated for the comments, the definitions of the categories, and the number of comments classified into a category. The total number of comments may exceed 50, the number of individuals, because individuals sometimes supplied more than one comment. At times, a comment may be classified into two categories. For example, consider the following comment in the Housing and Recreational Services area (Appendix G): "The Philadelphia Naval Station policy of inspecting homes borders on invasion of privacy. I will not live in Navy housing again because I dislike the unilateral way this policy was initiated." This comment was classified into the category named "Privacy" and the category, "Administrative."

In the tables, two related categories, Evaluative and Positive/Negative, are sometimes presented. Both subsume favorable and unfavorable comments, but those which are especially noteworthy are reserved for the Positive/Negative category. In the tables, a category may be presented with a hyphen after it. For example, consider Appendix D, which contains comments on Training and Education. Table D-1 presents "Obstacles" as a category with a hyphen after it ("Obstacles-"). Subcategories are then listed below this heading, such as "Support," "OPS," and "Sea." By reading the definitions supplied for these subcategories, one sees that the obstacles to obtaining training and education are lack of command or supervisory support ("Support"), operational requirements ("OPS"), and sea time ("Sea"). The names of the categories and subcategories have been italicized and placed in parentheses next to the comments.

Appendix J defines all the acronyms found in the report.

## REFERENCES

- \*Plummer, J. T. (1974). Application of life style research to the creation of advertising campaigns. In W. D. Wells (Ed.). *Lifestyle and Psychographics*. Chicago: American Marketing Association.
- Quenette, M. A., Kalus, S., Hase, J., & Brinderson, C. (1991). *Navy Personnel Survey (NPS) 1990, survey report, statistical tables, Volume 1, enlisted personnel* (NPRDC-TN-91-17, Volume 1). San Diego: Navy Personnel Research and Development Center.
- Quenette, M. A., Kalus, S., Hase, J., & Brinderson, C. (1991). *Navy Personnel Survey (NPS) 1990, survey report, statistical tables, Volume 2, officer personnel* (NPRDC-TN-91-17, Volume 2). San Diego: Navy Personnel Research and Development Center.
- Quenette, M. A., Kalus, S., Hase, J., & Brinderson, C. (1991). *Navy Personnel Survey (NPS) 1990, survey report, graphical representations, Volume 3, enlisted personnel* (NPRDC-TN-91-17, Volume 3). San Diego: Navy Personnel Research and Development Center.
- Quenette, M. A., Kalus, S., Hase, J., & Brinderson, C. (1991). *Navy Personnel Survey (NPS) 1990, survey report, graphical representations, Volume 4, officer personnel*: (NPRDC-TN-91-17, Volume 4). San Diego: Navy Personnel Research and Development Center.
- Wilcove, G. L. (in process). *Navy Personnel Survey (NPS) 1990: Educational and training issues*. San Diego: Navy Personnel Research and Development Center.

---

\*Found in Summary.

**APPENDIX A**  
**COMMENTS ABOUT ROTATION/PCS MOVES**

Table A-1

**Rotation and Permanent, Change-of-Station (PCS) Moves: Summary  
Information on Comments**

Category Name	Definition	Frequency
Rotation		
Sea	Proportion of time desired at sea vs. shore	13
Homestead/Extension	Homesteading (repeated assignments in same geographical area) or tour extensions	6
Relate	Impact of rotation on personal relationships	5
PCS Moves		
House	Housing issues	9
Lead Time	Advance notification given of move or lead time given for move	8
Money	Expenses associated with move	7
Policy/Practice	Navy policies or practices	6
Move	The moving process	6
Positive	Noteworthy favorable comments	4
Misc	Miscellaneous (comments not subsumed under other categories)	6

## Comments About Rotation/PCS Moves

### Proportion of Time Desired at Sea Versus Shore (Sea)

My career pattern worked out to what I consider to be an inordinate amount of sea duty (8 of the first 10 years) during the early part of my marriage. Prior to my current (and first sea) assignment, I rotated every 2 years which added to the disruption - 2 year rotations are too short. (Sea)

O-5

I really feel that by increasing the amount of sea time, it will eventually hurt the Navy with a decrease in the number of people re-enlisting. (Sea)

E-4

I believe that the sea/shore rotation for my rate would be more appealing if a longer shore rotation were possible, but, doesn't everyone? The issue that I would like to focus on, however, concerns the amount of time in a sea rotation spent on the same ship.

I am a Boatswains Mate who has been assigned to an LST and could be at sea anywhere from eighteen months to two years, depending on various factors. I am aware that a transfer of this is possible via special request, but requests must be approved before the transfer can take place. In my command most are not. Also, I know of requests that are guaranteed approval if an extension accompanies the request, but the idea of transferring to a new command is much less appealing when more time must be served in the Navy to ensure the transfer takes place, especially when one can simply endure whatever time he has left at his present command, leave the Navy, and then avoid the whole issue. There are apparent drawbacks to this proposal, I'm sure, but it's just a suggestion. And I'm just one person. And these are my opinions, but they are opinions whose sentiment is echoed by several of the people I work with, work for, and who work for me. And just maybe they're worth looking into. (Sea)

E-5

I would like to see the SK (Storekeeper) Billet PRD sea/shore rotation be fair - particularly the extension of shore duty to 4 or more years and shorter length of sea duty as opposed to current sea/shore rotation date for SK's. (Sea)

E-6

I believe that a member's rotation should be equal. If a service member's sea rotation, for example, is 5 years, then his/her shore rotation should be 5 years. They both should match. (Sea)

E-6

I'm not saying make shore duty longer at the expense of sea duty, I'm saying even them out. 5/5, 3/3, etc. (Sea)

F/E-4<sup>1</sup>

---

<sup>1</sup> "F" stands for female.

As an IC my rotation is 5 years sea and 2 years shore. (Sea)

E-4

Sea/Shore rotation of 5 sea yrs. and 3 shore yrs. is not good enough. I want 3/3. (Sea)

E-6

Perhaps it is wishful thinking but I would like to have a four year shore, two year sea rotation. (Sea)

E-6

Equal rotation for all ratings. (Sea)

E-5

My rotation is 5 years sea duty to 3 years shore duty. Five years is too much time. (Sea)

E-5

The sea/shore rotation for my rate could almost be considered hardship - 5 years separation from spouse is just too hard on her to run the household for that length of time. (Sea)

E-6

Do not change sea/shore rotation for DM's. (Sea)

E-5

#### Homesteading or Tour Extension (Homestead/Extension)

I have never been ordered to go to another command in the same location I was currently in, despite the fact that I am not a specialist. This has been very disruptive to my/my family's life. (Homestead/Extension)

O-5

"Homesteading" should be welcomed by detailers. It's also less expensive for the Navy. (Homestead/Extension)

E-5

I am stationed at the USS Missouri at the moment for the next 24 months. I would like to extend before I rotate to my next duty station. The reason is being I would like to be a second class before moving to my next shore duty station. I have a PRD and EAOS all jumbled up and would like straighten it out. I need help. (Homestead/Extension)

E-4

I would prefer shorter 2 year tour with an option to extend tour. I have been involuntarily extended at every command I have ever been at and it is extremely annoying. This was usually an attempt to save money because of budget problems but can't we find a better way? *(Homestead/Extension)*

E-6

I would like to stay in the same geographical area longer if I wanted. *(Homestead/Extension)*

O-3

I, for one, don't mind 'homesteading' to serve sea or shore tour of duty in the same location or neighboring state. *(Homestead/Extension)*

E-7

#### Impact on Personal Relationships *(Relate)*

The sea/shore rotation for my rate could almost be considered hardship - 5 years separation from spouse is just too hard on her to run the household for that length of time. *(Relate)*

E-6

... Being on ships is hard on relationships. I'm engaged and although this is the only negative feeling I have found with the Navy, it just might be enough to cause me to get out. *(Relate)*

O-3 (P)<sup>2</sup>

This is very important especially for family men like me who need to spend more time with the family and not spending too much time on board the ship like it is now on my ship. *(Relate)*

E-6

With an unbalanced rotation such as this, all the time away from my new wife gives me a very negative attitude towards sea duty. *(Relate)*

E-4

I think the Navy handles this well as far as moves, but being on ship is hard on relationships. *(Relate)*

O-3(P)

---

<sup>2</sup> "P" means that the survey was completed when the person was in the Persian Gulf.



Housing Issues (House)

I am committed to maintaining our house in the Tidewater, Virginia area. All my future PCS requests will be, first and foremost, to that end. I feel that there are enough sea and shore opportunities in the area to achieve that goal. (House)

E-5 (P)

Was at last PCS for 2 years and then ordered out of area. Had purchased new home. Unable to sell house. Cannot accept financial loss! (House)

O-4

One of the biggest investments of a service member is his house. Detailer's consideration to assign the active member at or close to his home would be very career enhancing. (House)

E-7

Three years shore time does not allow a young family the time to become financially secure enough for the future. Buying a house, for example, is very important, but to make a profit you must live in the house for at least five years. (House)

F/E-4

The only thing I feel that should be changed is the home hunting time from 10 days to 15 days. (House)

E-7

PCS move into new area: Housing - small household (family) has to wait an unrealistic time (12-18 mos.) to move into housing as opposed to large families/children or officers. I feel almost "penalized" because I don't have 3 or more children. (House)

E-6

It is difficult to purchase a house and not lose money. (House)

O-3

Getting "house hunting" leave when transferring to new area is greatly appreciated and very helpful. A good policy. (House)

E-6

Single members who own their own house should get as much consideration as married members for rotational purposes and PCS moves. (House)

E-6

Advance Notification of Move or Lead Time Given for Move (Lead Time)

The time allotted for moving is always short. Housing and Personal Property is never enough help. (Lead Time)

E-6

I feel when moving you should get more proceed time to find a good location to live at. A better sponsor program is a must! (Lead Time)

E-6

Better or more time needed to arrange orders. (Lead Time)

E-7

More lead time in orders, especially when returning from deployment/sea. Three to four months would be adequate. (Lead Time)

O-3

It would be extremely helpful to have orders in hand when changing home ports well in advance to allow for administration time and coordination of the move. (Lead Time)

E-6

I would like to see a longer lead time to chose the next duty station (9 instead of 6 months). (Lead Time)

E-6

When I rotated to Norfolk from the Great Lakes, I was just married and I only had a 1 day notice!! (Lead Time)

E-4

Only twice in my career (19 years) have I ever had my orders far enough in advance to adequately plan my move and take care of selling my house (Lead Time)

O-5

Expenses Associated with Move (Money)

Civilian reimbursement for PCS moves greatly exceeds that given to military members. It should be tripled or greater. (Money)

O-5

There is usually too much out of pocket expense in moving. (Money)

E-6

Non-reimbursed costs of moving are excessive and continue to grow. *(Money)*

O-5

DLA is a joke - too little for real costs. I have lost a lot of money being in the Navy.  
*(Money)*

O-5

I feel the time it takes to receive the remaining 20% of the 80% the Navy allows you is very excessive. I am referring to the self move. I also think that if a Navy person wants to do a self move he should be paid the same amount a commercial mover receives. What about the saying, "The Navy takes care of it's own?" *(Money)*

E-6

PCS is very trying on the entire family. If moving to an area you cannot afford it makes it doubly worse. Every time that I have been transferred it cost me around \$1000, start up (food, electric, deposits). It normally takes about 1 year to re-coup financially from a transfer. *(Money)*

E-7

I need more money to compensate for picking up roots and replanting somewhere else.  
*(Money)*

E-6

#### Navy Policies and Practices *(Policy/Practice)*

Many of the rules/regulations seem difficult to understand. Not many of us have good knowledge of this system. Even our CPO's are at a loss to explain anything except what has applied to them in personal circumstances. *(Policy/Practice)*

E-5

I think we need a more honest discussion with detailer. I've seen too many cases where rotation pattern is broken, across CONUS moves are made, etc. To know that in some situations the detailer can (and does) bend the rules. Too many times I have called and was told I only have such and such a choice. I have personally been at three separate commands where upon transfer I got 3 different verbal orders from detailer before actual orders. *(Policy/Practice)*

E-8

I think almost every command should require 3-4 yrs. PRD. If people know they would be at their given command for at least 3-4 years, they would be more interested in making everything work out better for their shipmates and for themselves. They will look at it as their own command instead of forcing the next guy in line to deal with the problem at hand.  
*(Policy/Practice)*

E-5

I feel that the Navy has some of the best programs as far as it comes to moving PCS.  
(Policy/Practice)

E-7

I do not like the way we detail priority billets. I start dealing with my detailers at the earliest possible time. This permits me to arrange to sell or rent my property and find new housing in the new duty area. By dealing with the detailers early it seems I always run into the "must fill first" undesirable billets. The sailors that wait until the last minute seem to actually get the billets they want. (Policy/Practice)

F/E-7

The rotation schedule is hard enough without having it change about every other year or so (deployments for seabees, etc.). The system needs to be set to a comfortable medium instead of adjusting to the needs of certain high ranking individuals. (Policy/Practice)

E-5

#### The Moving Process (Move)

Better services afforded by moving carriers needed. (Move)

E-7

I think the Navy handles this well as far as moves, but being on ship is hard on relationships. (Move)

O-3(P)

Members should be allowed to chose a contract for their own moves. (Move)

O-5

The incredibly poor job which movers do, despite what we (Navy) advertise, is demoralizing to the Navy as an organization. (Move)

O-5

Household effects seem to take too long to get from old duty stations to new duty stations. (Move)

E-7

I feel the military should spend more money to ensure quality moves, as far as movers. I also feel there should be more information given to members about the move both before and after. (Move)

E-6

Noteworthy Positive Comments (Positive)

We were very satisfied with our last PCS move both money wise and service wise.  
(Positive)

E-6

They are part of the job. Maybe the most exciting part. (Positive)

E-7

I've only had one PCS move in my Navy career and it didn't prove to be any problems at all. My rotation has been longer than 36 months, but I knew that when I got here, although I didn't expect a 4 month extension. (Positive)

F/E-6

Getting "house hunting" leave when transferring to new area is greatly appreciated and very helpful. A good policy. (Positive)

E-6

Miscellaneous Comments (Misc)

I feel that anyone's rotation/PCS move should be a very smooth and comfortable move for the members. Along with the sponsorship program, the detailers and the career counselors should be able to pass on as much information as possible, about where you are transferring to.  
(Misc)

F/E-5

Location of PCS move would greatly influence decision to re-enlist or not to re-enlist.  
(Misc)

E-4

If you get an area you don't like, the rotation is nice just so you can get out of the area (despite the additional costs normally encountered). If it is an area you enjoy, the rotation is too short. You just learn the in's and out's of the area and make new friends when it is time to start packing you bags again. (Misc)

E-6

PCS moves as a result of a change of home port are stressful, short fused, and generally a pain in the butt. With any PCS move, prior planning and cooperation from the MTO/HHG people is critical. (Misc)

E-7

PCS moves should be reduced both in terms of mileage and distance to save the tax payers money. (Misc)

E-5

Review of present VHA entitlements are needed. I am not directly affected presently; however, my people in the entire northern Michigan area are not closely compensated for cost of living. *(Misc)*

E-8

**APPENDIX B**  
**COMMENTS ABOUT RECRUITING DUTY AND RECRUITERS**

Table B-1

**Recruiting Duty and Recruiters:  
Summary Information on Comments**

Category Name	Definition	Frequency
Eval+/-	Evaluative comments (favorable (+) and/or unfavorable (-))	17
Select & Train	Selection and/or training	5
Promo	Promotion prospects if a recruiter	5
Recruit Info	Information about recruiting duty	5
Quota	Recruiting quotas	5
HARP	Hometown Area Recruiting Program	4
Honesty	Recruiter honesty	4
Positive	Noteworthy positive comments	3
Misc	Miscellaneous (comments not subsumed under other categories)	9



## Comments About Recruiting Duty and Recruiters

### Evaluative Comments (Eval)

I am a CRF, and have been on recruiting duty since 1973. The command is improving rapidly in terms of quality of life for the street recruiter. (Eval+)

E-8

The only thing I've picked up about recruiting duty is that quotas are higher or lower depending on the location. It can be good duty or constant pressure. I wouldn't want to do it in the Boston area. (Eval+/-)

E-6

I design print advertising at COMNAVCRUITCOM and do the same level of work (if not even more than civilian "equals" [counterparts] (GS-11)). I don't see recognition equal to them and believe there is a double standard in the DOD. If the government closed down, the military staff could still operate. Since I am in a Navy uniform (especially enlisted type), my opinion of others perception is that we are third class citizens, "no respect." (Eval-)

E-5

I've known people who were on recruiting duty and were successful and enjoyed the benefits. I've also met people who have suffered the consequences of not being successful at recruiting. There is a fear of being punished or penalized for not "getting the contracts." This fear may prevent good people from volunteering for this duty. (Eval+/-)

E-7

I "survived" recruiting duty in Area 1 (Buffalo) when recruiting was at its worst. Right now conditions appear to be attractive to return, but I'm not convinced they will stay that way. What I went through before I definitely do not want to go through again. The partial sea duty credit is definitely appreciated (well earned); sea tours should be shorter, it helps morale, attitude, etc. So my 18 months sea credit is very beneficial. (Eval+/-)

E-6

I've heard everything from "great duty", "liberty city", to "hell on earth" about recruiting duty. Recruiting duty does not interest me. (Eval+/-)

F/E-7<sup>1</sup>

Recruiting duty is a "high pressure" job since quotas have to be met. It is my understanding that recruiters are sent quickly back to the fleet if these quotas aren't met. Also, recruiters work extremely long hours. This isn't exactly appealing. (Eval-)

E-5

---

<sup>1</sup> "F" stands for female.

There is probably a big misconception about recruiting duty. You fear everything from how great it is to how awful it is. (Eval+/-)

E-8

Also, I hear lots of comments about the long hours and separation from family which have in many cases led to divorce. (Eval-)

E-8

Recruiting duty scares the hell out of me. I've seen too many friends' careers messed up because the program is set up as a make-or-break situation. The idea of telling the Navy, I will provide them with x-amount of people within a given time frame is nothing short of gambling. I will not base my career goals on a gamble. (Eval-)

E-6

Recruiting duty is belittling to the service member because too much and too many demands are placed upon them with too little training. (Eval-)

E-7

Recruiting duty has been my most challenging tour. There is a lot of stress involved and a lot of long days. I take pride in my job and I've done my best out here. I think the tour should be cut down to 2 years. I think recruiting should be strictly volunteer, not being forced or "nominated" for recruiting. It has been a learning experience and I think it will help me be a better leader/manager in the fleet. (Eval+)

E-6

I have heard positive and negative comments about recruiting duty. I believe that this duty is like any other and that the individual applying for such duty would have to weigh the personal and professional pros and cons. (Eval+/-)

O-3E

If you desire information about recruiting duty, it is available. I served TAD to recruiting for 4 months early in my career and vowed not to return because I found it distasteful. (Eval-)

O-3

Recruiting would be the only way for me to serve in my hometown: Portland, OR. That's the only advantage I see in recruiting duty at this time. (Eval+/-)

O-3

If I could have my home town, recruiting would be very good for me. (Eval+)

E-4

I have participated in the OHARP program and found recruiting to be very difficult, and requiring more time away from home than one would normally expect on shore duty! (Eval-)

O-3

### Selection and Training (Select & Train)

We must develop a better method of finding individuals suited for recruiting, and must better train our newly selected CRF's. I am very interested in instructing at the CRF Academy. We must train the CRF community not only how to train in sales but how to lead! (Select & Train)

E-8

Command screening for prospective recruiters must be accurate. The hazards of recruiting duty must be explained to applicants. Recruiting duty was good, too, as far as promotions go, but at the same time it takes a very strong person to succeed. (Select)

E-9

Only personnel planning on making the Navy a career should be put in recruiting. (Select)

F/E-4

Recruiters should be highly motivated volunteers selected by a selection board. (Select)

W-4

I feel this should be a very strict screening process to select recruiters and they should not be penalized when they do not meet quotas. (Select)

E-6

### Promotion Prospects (Promo)

I believe recruiting duty helps a person for selection in the chief board, but harms a person taking an in-rate exam due to extended hours and lack of in-rate training. I would have enjoyed the tour better if the tour length were shorter. (Promo)

E-6

There are a lot of stories floating around on how recruiting duty can make or break your career on a monthly basis. (Promo)

E-6

Recruiting, successfully, is definitely a "feather in your cap" but as in my rate, working out of the ET community, I'm having a very tough time with my advancement exam. If I make the selection board, with recruiting behind me, I'm sure it'll definitely help. If you don't make the board, duty assignments etc., you will not advance. (Promo)

E-6

Personally I have heard too many "stories" about how you can ruin your career if you don't do a "good job" - with "good job" being based on how many people you enlist. (Promo)

E-8

I have never been a recruiter, from what I heard and have seen I would not do it. The pressure related to the job and other aspects usually end up damaging careers. *(Promo)*

E-6

#### Information about Recruiting Duty *(Recruit Info)*

Recruiters (Sea and Shore) are putting out enough information for sailors to make accurate career choices. *(Recruit Info)*

E-5

There is not enough information on recruiting duty. I would like more information on this type of duty. *(Recruit Info)*

E-7

The type of duty and the job description needs to be broadly put out in great and explicit details. *(Recruit Info)*

E-5

We need more promotion to put out the facts and dispel the stories. *(Recruit Info)*

E-8

What does recruiting duty consist of, what type of job is it? Is it just as my recruiter does? *(Recruit Info)*

F/E-3

#### Recruiting Quotas *(Quota)*

Recruiters are held to quotas that are really controlled by other means. *(Quota)*

E-6

I served on OHARP duty for six weeks and I was very disappointed in how recruiting is concerned more with quotas than with quality of recruits. *(Quota)*

O-2

Not interested in going out there and getting quotas. *(Quota)*

O-3

I feel this should be a very strict screening process to select recruiters and they should not be penalized when they do not meet quotas. *(Quota)*

E-6

Recruiters are held to quotas that are really controlled by other means. (*Quota*)

E-6

#### Hometown Area Recruiting Program (*HARP*)

I went home on HARP Duty. That is where I received much of my information. I think I would possibly consider working at my MEPS station as a recruiter. (*HARP*)

E-5

I have not served or been assigned to recruiting duty, nor have I used the HARP program. I prefer my current assignment or one of a more technical nature. (*HARP*)

E-9

I have participated in the OHARP program and found recruiting to be very difficult, and requiring more time away from home than one would normally expect on shore duty! (*HARP*)

O-3

I wanted HARP duty at a duty station, but couldn't get it due to a billet. (*HARP*)

E-2

#### Recruiters' Honesty (*Honesty*)

Some friends of mine were conned by some recruiters in their home towns; they were told by some recruiters that they were able to go to some school or duty station, but did not get it when they joined in and signed up.

I think recruiting duty is a good job and an experience, but helping somebody is one thing, and conning them is another. (*Honesty*)

E-4

To my knowledge recruiters have quotas to reach which might cause them to not be honest and straightforward with the recruits. (*Honesty*)

E-4

Based on my experience I can't rightly say that recruiters lie, but they do leave out a lot of important information. In either case, which is worse? (*Honesty*)

E-3

I don't know much about recruiting duty, but if I were a recruiter I wouldn't mislead applicants as my recruiter did with me. I think he needed a body to fulfill a quota, but did not have my best interest, or former training and skills in mind. (*Honesty*)

F/E-2

Noteworthy Positive Comments (Positive)

Our recruiters are doing a very good job. They do their very best to get us top quality personnel to work within the fleet. (Positive)

E-7

In my own opinion recruiting duty is a tough and challenging career. They help to shape the service in recruiting better personnel. It's tough because it's all volunteer forces. Without the hard working recruiters it is hard to fill the need of the United States Navy. (Positive)

E-8

My fiance has been selected for recruiting duty and I think that has a big advantage to his Navy career. (Positive)

F/E-3

Miscellaneous Comments (Misc)

I would consider recruiting duty in a support role, being in the administration field, or using my educational achievements in an instructor/training role. (Misc)

W-3

I am not a good salesman, therefore I would not be a good recruiter. (Misc)

E-5

I don't really know much about recruiting duty because I never really thought about it. As far as there being enough information available I don't know because I've never taken time to look into that type of duty. I think with more research I could be more positive or negative in my decisions. (Misc)

F/E-6

In my rating recruiting duty is somewhat unusual. (Misc)

E-7

Not enough women in the recruiting offices. (Misc)

F/E-4

When I joined the Navy in '75, I had the opportunity to do 2 weeks at home helping the recruiters. I know they work for quotas and once they reach them that's it. They seem to have a lot of money and recruiting stations seem to be kept in top classical form. I wish the places that I have worked for looked like these recruiting stations. (Misc)

E-7

I have been told if I enlisted in one state and came from another state, that the state I enlisted in is where I go. (Misc)

E-4

There should be a representative of as many different communities (rates) as possible for each recruiting station, so people could get an idea of what each side is like. (Misc)

E-3

Recruiting duty probably does not apply for physicians, but physicians who are very senior could make an impact in recruiting for professional folks. (Misc)

O-6

**APPENDIX C**  
**COMMENTS ABOUT PAY AND BENEFITS**



Table C-1

**Pay and Benefits  
Summary Information on Comments**

Category Name	Definition	Frequency
Equity	Whether Navy personnel are paid enough compared to other groups such as civilians	18
Living Cost	Cost-of-living increases	10
Level	Whether pay level is high enough to meet one's expenses	8
Benefits	Navy benefits	7
Sea	Sea pay	5
Dental	Delta Dental health care plan	5
Retire	The Navy's Retirement Program	4
Retain	The person's continuance decision	4
Single	Single person's viewpoint	2
Taxes	Taxes on one's pay	2
House	Housing allowance	2
Positive	Noteworthy positive comments	4
Misc	Miscellaneous (comments not subsumed under other categories)	7

## Comments About Pay and Benefits

### Level of Pay Compared to Others (Equity)

Sea service (Surface Warfare) personnel should be paid sea pay similarly to their aviation counterparts. I'm not asking for \$500-\$600 a month (unless I've earned that much sea pay based on time at sea), but I do feel I deserve to stay on the sea pay roles during my short tours ashore. I am sickened when I speak with aviators that serve side-by-side with me here ashore. When I hear them boast about their flight pay (the same goes for the submariners). Let's be consistent! It would go along with dispelling the feeling that SWO's come "a dime a dozen!" (Equity)

O-3

Our pay has been a congressional budget balancing chip for way too long. They don't hesitate to vote themselves a 47% increase, but we have been scrambling just to get 4%. Also, I fell into the group whose promotions, i.e., DOR, have been pushed from May to Sept. This has caused several thousands of dollars to be lost. This really ticks me off and is my biggest gripe about my pay so far. Keep the aviation bonus going. (Equity)

O-3 (P)<sup>1</sup>

One day the military will have to accept the fact that a straight percentage pay raise applied across the board is both unfair and extremely costly. The "haves" will continue to have and the "have nots" will remain the same. Since the military is trying to become more family oriented, more money has to be made available to those who need it most, not the upper ones who have half a car payment when we get a 4% pay raise. (Equity)

E-5 (P)

As it stands I'm forced to live on board while my civilian friends are making almost double and in some cases triple. Tell me that it makes sense to serve your country and people in civilian life are doubling what you make, not only that, but I'm the one willing to die for America and I can't even afford to live off ship. (Equity)

E-2 (P)

I feel pay should be made comparable to civilian occupations. That is, if you have subspeciality [pay] for fiscal officers, pro-pay should be given to come close to or equal to what your peer would be paid. (Equity)

O-3E (P)

Present pay is sufficient. However, it severely lags behind civilian counterparts. Civilian engineers who graduated from college with me 7-8 years ago make approximately 50% more than I do. This is discouraging. (Equity)

O-3

---

<sup>1</sup> "P" means the person was serving in the Persian Gulf when he or she completed the survey.

As a surface warfare officer I feel I work as hard and deserve to get paid as much as any aviator and submariner. *(Equity)*

O-3

I feel the military needs to look very strongly at base pay, every year we slip further and farther behind the civilian. *(Equity)*

E-6

What I would like to know is, how can Congress shoot down pay raises and then have the audacity to give themselves a pay raise? I've watched them do this every year and it really burns me up. *(Equity)*

E-6

Being in M-Division, I feel we have it the worst. Especially the heat burning us up, too many hours and stress. To be an engineer (MM), we need more pay than SK OR SH for example. Also, everyday we are steaming, our life is on the line. *(Equity)*

E-2 (P)

Also, military pay will never compare/match with civilian pay. *(Equity)*

E-7

Pay doesn't compare with my peers who are now finishing college and going into entry level jobs at \$24,000 and up for the same engineering type jobs I'm doing. They don't do as much work (time wise) and still get better pay. *(Equity)*

E-5

My pay is far below that of my civilian counterparts. *(Equity)*

E-6

Basic pay increases should be higher. *(Equity)*

E-9

Outside/Civilian pay to what I make is not even close. It would most likely keep people in, if the pay was equivalent to the outside world. *(Equity)*

E-6

The Surgeon General of the Navy has done all he could to support us physicians relevant to pay and salary compared to the civilian community. His effort has been applauded by the majority of the Navy physicians and we respect him for it. For myself, I can live with the current salary structure. *(Equity)*

O-6

Actual pay I feel is slightly less than civilian sector, but I feel the benefits and job security are very important in my decision to continue my Navy career. *(Equity)*

E-6

Military compensation is competitive with the private sector because of allowances and benefits. Don't erode them. *(Equity)*

O-3

Cost of Living Increases *(Living Cost)*

Raises should match inflation on the minimum. *(Living Cost)*

O-3

Annual raises are not sufficient to keep up with the cost of living increases. *(Living Cost)*

O-3

I do feel that it is about time the military receive more than a 3-4% raise. It is about time we receive at least a 10-15% raise. *(Living Cost)*

F/E-5<sup>2</sup>

My pay is pretty good. I'd like more of course. I'd like to see regular pay raises that actually raise my pay. Anything less than 5-6% annually isn't even noticeable. I'd also like to see a pay raise without the exchanges upping their prices at the same time. *(Living Cost)*

F/E-7

Being stationed in California, I feel that since it is a high cost of living area, personnel should be paid more. We can't afford to live on the salary that we are paid. After we pay our bills, our whole paycheck is just about gone. I think it is unfair to us for the simple fact that personnel on the East Coast live in affordable areas. *(Living Cost)*

E-4

The cost of living in San Diego is much higher than the amount I make. I need more money!! *(Living Cost)*

E-4

Whenever we do get a raise it's normally only half of the cost of living. *(Living Cost)*

E-6

However, by getting yearly increases slightly greater than or at least equal to inflation rate, it would suffice. *(Living Cost)*

E-7

---

<sup>2</sup> "F" stands for female.

I have no complaints about my current pay status, all I require is a pay raise annually to keep pace with inflation. *(Living Cost)*

E-9

Military pay should be caught up to standard of living rate and pay raises should be more on promotions than time in service. *(Living Cost)*

E-6

Level of Pay *(Level)*

Although some changes have occurred in Navy medicine, my pay is still grossly inadequate. I will definitely leave the Navy at the end of my obligation as I cannot continue to justify to my husband my abysmal salary given my specialty. *(Level)*

F/O-4

I have seen military members have to use food stamps just to feed their families. We are willing to put our lives on the line for this country, they should be willing to pay us for it. *(Level)*

E-6

Being in a high cost living area, and without govt. housing, my current pay and BAS would allow me to live in a less than desirable area. *(Level)*

E-5

Living pay check to pay check [and] never getting ahead is hard. My net pay after taxes is about \$1200 a month. Rent is \$545, car payment is \$250, and the cost of gas, food, etc, is just killing me. I'm living a hard life right now. Working 10 to 12 hours a day, sometimes 6 days a week is rough. *(Level)*

E-4

Pay raises and promotions are just not enough. When I deploy they actually take money away and my wife has to re-adjust her budget every 6 months to make up for the difference. *(Level)*

E-6

If my wife didn't work, we definitely couldn't afford to own our own house. *(Level)*

E-4

It's just enough to get to the next payday sometimes. *(Level)*

E-6

I'm satisfied with my pay and benefits. *(Level)*

O-3 (P)

### Navy Benefits (Benefits)

Commissary remains a benefit, one that I utilize frequently. *(Benefits)*

O-3

I don't feel that our benefits should be taken away from us by the time we retire from the service along with still having the benefits of using the commissary or Navy Exchange/AAFES; we should still be able to keep all benefits that we have while on active duty even after we retire from active duty. *(Benefits)*

F/E-5

I personally think that the CHAMPUS program has gone down hill. Sometimes it is very difficult to understand the coverage and base cost at the beginning deductions! *(Benefits)*

E-7

If the Navy keeps the extra money for benefits, then personnel shouldn't have to have rules like if I rode a motorcycle without boots and got hurt then it wouldn't get taken care of. *(Benefits)*

E-3

Also, clothing allowance is still not enough to pay for clothing maintenance. *(Benefits)*

E-6

I'm satisfied with my pay and benefits. *(Benefits)*

O-3 (P)

Most of my benefits are fine. *(Benefits)*

E-6

### Sea Pay (Sea)

For my education and age, for what I do in the Navy, I think that the pay/benefits add up to an adequate lifestyle. I do think, however, that more sea pay should be allotted if one has to stay away from home port past 6 months. And, partial sea pay should be allotted even when a ship is in home port because working conditions are always less desirable on board ship. *(Sea)*

E-6

I strongly feel that E-3 personnel should receive sea pay at least, if they have 1 or more years at sea. I have been on a ship for 2 and a half years. I have been on two deployments and I don't receive a dime for it. I am pretty much in a locked rate, and it is extremely hard to make petty officer. (Sea)

E-3

I am a designated striker. Holding this rating, I do the same job as E-4 and E-5 at sea and believe designated strikers should receive sea pay even though they may be E-3 or below. (Sea)

E-3

I think that E-3 or below should be paid sea pay as well as E-4 and above. We're leaving just as much behind and we are leaving family. (Sea)

F/E-3

I am stationed on a destroyer tender. We only get paid sea pay when we go underway. FFG's and carriers get sea pay constantly. I have been on board for over 3 years. We have been on 2 Med cruises, 2 GTMO training sessions, a month in Rhode Island, and several 3 day evolutions. Basically I feel we spend as much time underway as all Smallboys and should get paid the same. (Sea)

F/E-4

#### Delta Dental Health Care Plan (Dental)

Delta Dental should be expanded to include services not available or obtainable on a "space available" basis from MTF. My wife has suffered many years of neglect (dental) because program was not available. (Dental)

O-3E (P)

I have two kids in braces already - approx. \$200 a month. My wife needs additional work which we have delayed due to the cost. I would gladly pay more \$ for high-option coverage. (Dental)

O-4

Dental Plan is very good. Navy Exchange is not a "good deal" - I can do better at local discount chain stores even with state sales tax. (Dental)

O-3

Delta Dental needs to help pay for preventive dentistry thereby reducing this need for some of the "High Option Dental Plan" items. The same concept should apply to medical benefits. (Dental)

O-4

I'm highly interested in participating in a High Option Dental Plan for my dependents.  
(Dental)

E-7

The Navy's Retirement Program (Retire)

Pay is satisfactory, however, I would like to see better benefits for my dependents. Also, retirement has a lot to be desired. Retired military benefits are subject to change which makes retirement not as attractive for those who are still early in their careers. (Retire)

O-3

With all of the restrictions on post-retirement employment, retired pay seems increasingly inadequate. Get rid of dual restrictions! (Retire)

O-4

I would like to see an increase in retirement benefits. (Retire)

E-5

As a member approaching retirement from the service, I would like to see pay increases that will affect my retired pay. I chose the Navy as a career with considerable thought of retired pay. (Retire)

E-9

Continuance Decision (Retain)

Military compensation is competitive with the private sector because of allowances and benefits. Don't erode them. That would drive me out quicker than anything. I don't want to be rich, I want my family taken care of! (Retain)

O-3

I would like to see an increase in retirement benefits, and a general SRB for persons re-enlisting in non-critical ratings. (Retain)

E-5

I very much resent being paid less than a married person for the same job in the same paygrade. And this is a major factor in my decision to stay in the Navy. (Retain)

E-5

Each rate should have some kind of re-enlistment bonus. Large or small - it doesn't matter. (Retain)

E-4 (P)



### Single Persons' Comments (Single)

I have felt since I came in the Navy that it is very unfair for me to work side by side with people of much lower rank than I, who make more than I simply because they are married and have children. As a civilian nurse I was paid equal to my married co-workers. However, the way the military pay scale is set up, enlisted with spouse and children could never make it without dependent pay. So, if you ever make changes in regard to this issue don't pay them less, pay everyone in their rank the pay [those with] dependents [get]. (Single)

O-3

I disagree strongly with the way the Navy treats single men on ships. We have very little room to live and hardly any luxuries on board, while married people get extra money to live somewhere else and they still have what is available to single people. Therefore, it is an extreme disadvantage to be single. (Single)

E-4

### Taxes on Pay (Taxes)

Danger pay should not be taxed! (Taxes)

E-5 (P)

Pay is fine if the current tax structure stays the same. Don't increase pay while decreasing allowances. That's a dirty trick. Bonuses (ACP, SRB) should not be taxed, make them a real bonus. (Taxes)

O-3

### Housing Allowance (House)

VHA needs an overhaul. Currently I am assigned to Norfolk, live in Virginia Beach. There is a difference in housing cost. Where household resides should dictate amount of VHA. (House)

E-9

Too much of my compensation is in allowances (BAQ), and too little is in base pay! (House)

O-4

Noteworthy Positive Comments (Positive)

The Surgeon General of the Navy has done all he could to support us physicians relevant to pay and salary compared to the civilian community. His effort has been applauded by the majority of the Navy physicians and we respect him for it. For myself, I can live with the current salary structure. *(Positive)*

O-6

Actual pay I feel is slightly less than civilian sector, but I feel the benefits and job security are very important in my decision to continue my Navy career. *(Positive)*

E-6

I'm satisfied with my pay and benefits. *(Positive)*

O-3 (P)

Most of my benefits are fine. *(Positive)*

E-6

Miscellaneous Comments (Misc)

Also, I came in the Navy with a lot of experience and I was never given any credit for that prior experience. I spent 2 years as an ensign (and was paid as an ensign). I felt this was very wrong! No civilian hospital anywhere pays new grads the same pay as a nurse with 8 years experience. *(Misc)*

O-3

I recommend longevity raises continue through 28 years for previous enlisted and the previous enlisted pay scale be expanded through O-5. I hope the erosion of medical benefits doesn't continue. Our young sailors rate a top medical benefit. *(Misc)*

O-3E

It is a shame that the non-monetary benefits are computed for annual pay so that all the civilians read is that we receive "x" amount of dollars and benefits. Nothing is said about overtime or the infrequent but sometimes cliff-hanging recall. *(Misc)*

O-3E

Pay raises should have more to do with promotion than time in service. There should be pay raises for time in service, but pay raises for promotion should be considerably higher. I also think service members should be paid hourly. Our salaries against the hours we work are pathetic. *(Misc)*

F/E-4

I feel the pay should be kept structured on good increases for time in service. For example, 1st class Petty Officers are front line technicians that have a great impact on actual work to be performed and done correctly. They should be paid accordingly and not feel forced to seek middle management positions where their skills are less likely to be used. *(Misc)*

E-7

The advancement system in the Navy caters too much to those who are book-smart, regardless of their leadership abilities. *(Misc)*

E-4

I would feel better about my pay if they made less mistakes in our pay. We need more clerks or better trained personnel. I also feel that all Navy personnel should be educated in pay procedures. If we ask questions we want to know why the first visit, not 5 visits down the road. *(Misc)*

E-5 (P)

**APPENDIX D**  
**COMMENTS ABOUT TRAINING AND EDUCATION (T&E)**

Table D-1

**Training and Education (T&E):  
Summary Information on Comments**

Category Name	Definition	Frequency
Obstacles-		14
Support	Lack of command or supervisory support	4
OPS	Operational requirements	4
Sea	Sea time	2
Other		
Hour	Hour of the day classes are available	1
Reserve	Problems associated with serving on a Naval Reserve Force Ship	1
SRB	Selective Reenlistment Bonus constraints	1
Overhaul	Overhaul status	1
Info	Availability of information and counseling for educational goal setting	8
GI Bill	The old GI Bill versus the new versions	8
PACE	Program for Afloat College Education	4
Application	Effects of T&E in the field	3
Leader	Leadership training	3
Misc	Miscellaneous (comments not subsumed under other categories)	10

## Comments About Training and Education (T&E)

### Obstacles to T&E (Obstacles-)

#### Lack of Support (Support)

I believe that anyone who really wants to get a college degree should not be hampered by the command. I also believe that if you want it bad enough, the Navy will do it. *(Obstacles-Support)*

E-5

At any time someone in the Navy decides they want to further their education, they should not be hindered in any way. Education should be considered number one and everyone should be encouraged to enhance their education. *(Obstacles-Support)*

E-5

This command discourages staff personnel from pursuing higher education. *(Obstacles-Support)*

E-5

The needs of the Navy do need to come first, but does this mean that an individual needs to sacrifice personal goals for years before allowed the cooperation of supervisors to gain an education. *(Obstacles-Support)*

F/E-4<sup>1</sup>

### Operational Requirements (OPS)

The benefits are there, but it seems like operational commitments usually stop me from using them. My current commuting distance has stopped me. I tried for one semester, but could not keep up due to no study time. *(Obstacles-OPS)*

E-6

PACE instruction aboard ship is difficult at best, due to watchstanding requirements and is not available unless you are on deployment. *(Obstacles-OPS)*

O-3

---

<sup>1</sup> "F" stands for female.

Almost everyone I know, including myself, would like the opportunity to gain more education. But, with the work load and military duties, you really do not have time to go to school. I came to shore really expecting to finish my degree, but we were working 12 hours a day, six days a week. Then I came to sea duty and we are standing for section duty and working long hours. *(Obstacles-OPS)*

E-5

The opportunity is here, but my squadron position makes it very difficult to utilize!  
*(Obstacles-OPS)*

E-6

### Sea Time (Sea)

Sea/shore rotation can sometimes interfere greatly when sea time is longer. You do not get a chance to get involved in a course. *(Obstacles-Sea)*

F/E-4

I have never been motivated for college. I prefer on-the-job training. Now I understand I have no GI Bill if I were to pursue college. My present sea duty makes it next to impossible to really attend classes. When I go to shore duty, I probably will use Tuition Assistance, if working hours permit. *(Obstacles-Sea)*

E-6

### Other Obstacles (Hour, Reserve, SRB, Overhaul)

On my base the hours of Navy Campus and some of the schools make it difficult to use the given opportunities. *(Obstacle-Hour)*

E-6

Hard to do in a Naval Reserve Force Ship (NRF). *(Obstacles-Reserve)*

O-3

I believe that all ships should have the PACE II computer program onboard. I do not believe that just because you are in a "SRB" program you should be denied the chance to get into special programs (diving especially). I was very much qualified to go to diving school, but because I was in SRB status (even though I did not intend to change my rate) I was denied. This is what I wanted to do in the Navy, but when they denied me the chance to excel in something I wanted to do, they (Navy) denied me a chance to stay in. All because of SRB I have decided to get out after 12 years. I really want to stay in, but the Navy gave me no choice. Unsatisfactory!  
*(Obstacles-SRB)*

E-6

My ship is currently undergoing overhaul. Consequently, I am on ship work. This makes it difficult to attend "night" classes. *(Obstacles-Overhaul)*

E-5

Availability of Information and Counseling *(Info)*

I understand my GI Bill benefits, but why must I use Tuition Assistance when it is not needed along with this bill? *(Info)*

F/E-3

Educational benefits have not been adequately explained. Do not know who to contact in the future to receive GI Bill benefits. *(Info)*

E-4

Education needs to be brought out more. We need to know where to go to look for help when deciding to go to school besides Command Career Counselor. On my ship, she can only tell us so much. I do not know that much about the Navy Campus. Does Charleston SC have a Navy Campus? *(Info)*

F/E-3

NMPC counselor [detailer] could be more helpful when dealing with students' needs and direction. *(Info)*

E-5

I have no idea what I am eligible for, if anything! *(Info)*

E-6

I believe that more information on the GI Bill should be made available to those who enroll in the program. *(Info)*

E-5

Navy Campus counselors are not very helpful. The only thing they have done for me is sign my TA forms. Individual counseling is very scarce. *(Info)*

E-7

As far as education and training are involved in my Navy career, it is impossible to find a Navy counselor or ESO who is willing to explain the GI Bill in full detail. *(Info)*

E-4



G.I. Bill (GI Bill)

The GI Bill was a great influence on my naval education. (GI Bill)

E-7

I feel we have hurt the recruiting of personnel with the decrease in benefits over the last 13 years. The VEAP people, of which I am one, have had the worst benefits of all. Bring back the old GI Bill. Free education for a significant stint in the service. (GI Bill)

E-7

Educational benefits in the Navy are excellent, although a program should be developed for those not eligible for VEAP or Montgomery. (GI Bill)

E-5

I currently use the Navy's educational benefits and would appreciate increased benefits to the old GI Bill standards. (GI Bill)

E-5

Educational benefits stink. We need something like the old GI Bill. Because of cost of living in California I was unable to afford [education with] VEAP. I think education should be a right as a result of serving my country, not something that results in an extended obligation. NEEDS IMPROVEMENT! (GI Bill)

O-3

The GI Montgomery Bill now is very helpful. Using it towards a masters degree. The reimbursement plan, however, is unsatisfactory. When you register for courses, you must pay for the entire semester up front. For me, that is about \$1,500.00 a semester. Repayment is made, then, month by month. I can afford it, but I think about those who can't make the upfront payment and then get partially reimbursed over up to five months. I know this deters some people from using their educational benefits and who never get started. I guess this system is to ensure no one cheats the system, but it is having an undesirable effect on non-cheaters. (GI Bill)

O-5

The difference between VEAP and Montgomery GI Bill II benefits are very unfair! (GI Bill)

O-3

As far as education and training are involved in my Navy career, it is impossible to find a Navy counselor or ESO who is willing to explain the GI Bill in full detail. (GI Bill)

E-4

Program for Afloat College Education (PACE)

I feel instructors should be on every ship for college courses or let qualified Navy personnel teach the college course on board. Received a failing grade on PACE II course because of operational commitments. Entire majority of participants received same grade vice withdrawal from University of Washington. University never acknowledged letters sent for withdrawal request from PACE II courses. (PACE)

E-6

The PACE program was very effective. I would do it again if given the opportunity. (PACE)

F/E-3

The PACE program is not available in some type of Navy ships like MSO's (my ship). Therefore, I do not have the privilege to pursue my educational needs while serving aboard MSO's. (PACE)

E-6

I feel that the PACE or PACE II programs should be made more widely available. I have yet to see such a program enacted at my command. (PACE)

E-5

Effects of T&E in the Field (Application)

Leadership courses are all fluff. Readings should be taken from real life situations that occur in the fleet. "See you at the top" training is the only worthwhile leadership course I have had. (Application)

F/O-3

Training and discussing lessons learned are an essential part of learning how to do the job right the first time. In my shop that needs to be done much more often. (Application)

E-5

I think that Navy classroom training is very effective in the "classroom." Many petty officers, who are in leadership positions, do not display the effects of classroom training when on duty during normal work schedule. Too many petty officers are slaves to work because of the low number of subordinates at some commands. (Application)

E-5

### Leadership Training (Leader)

I have never been to one single leadership course and I feel this is really poor. At Naval Hospital no one ever gets to go until they are O-4 and I personally feel it is almost too late at that point. (Leader)

O-3

I would like to attend leadership courses, but have never been assigned. I thought this was to become mandatory during PSC for Sr. PO's. (Leader)

E-6

I cannot comment much about educational benefits, but I really wish more emphasis was placed on leadership/management education. This, to me, is an obvious weak spot in the Navy. (Leader)

E-6

### Miscellaneous Comments (Misc)

I came in the Navy for training/career. I am not very much interested in the education. I plan on furthering my education, but as a Navy recruiter this is near impossible. (Misc)

E-6

I was "screwed" out of "A" school. I was "screwed" when I got to the ship, and they say if I do my BMR I will advance. When you are 17 & 7, who has the time when 7 hours is all you have off. (Misc)

E-2(P)<sup>2</sup>

I plan to pursue masters at next duty station using Tuition Assistance. (Misc)

O-3

I have received "A" school (CSM) training and Fire Fighting School. Both classes were at the very, very fast pace. It seemed in "A" school, if you did not go out with the instructors and play the "mistress" role, the instructors took no real interest. (Misc)

F/E-2

I feel my lack of formal Navy training limits my upward mobility with regard to staff and command positions. (Misc)

E-8

Bring back "C" schools for aviation machinist manufacturers and more supervising training. (Misc)

E-6

---

<sup>2</sup> "P" means the person was serving in the Persian Gulf when he or she completed the survey.

I feel everybody in the Navy should have the benefits of the Vietnam era package. *(Misc)*  
E-6

The pursuit of higher degrees that lead to a commission should be offered to E-5 and below without going to Officer Basic Training. *(Misc)*  
E-5

Improve ESO in fleet. Make more active in commands, raise literacy. Encourage younger sailors to pursue off-duty education. *(Misc)*  
E-4

Best leadership training I have had in four years at the Naval Academy! *(Misc)*  
O-3

**APPENDIX E**  
**COMMENTS ABOUT FAMILY SUPPORT PROGRAMS**

Table E-1

**Family Support Programs:  
Summary Information on Comments**

Category Name	Definition	Frequency
Negative	Unfavorable opinions	23
Positive	Favorable opinions	11
Remote	The desire for services in remote areas or areas in which there are small numbers of military personnel.	4
Distance	The long distance between home and the service center	2
Leadership	The leadership of the service programs	1
Misc	Miscellaneous (comments not subsumed under other categories)	10

## Comments About Family Support Programs

### Unfavorable Opinions (Negative)

The only family services we have been interested in have been child care. My wife is a Navy nurse (CDR). Even at the Navy's largest hospitals on the west coast, Balboa and Pendleton, they did not have child care. We pay in excess of \$1000/wk. in child care for our three children. (Negative)

O-4

The only good child care center operated on a Navy base I have come across was in Washington. All other bases either do not have one, or have very poor care for children!! (Negative)

E-7

In my opinion, the family service centers are a waste of time and money. The reports I get from service members/families that have gone are not favorable. I will not use one for myself or my family. (Negative)

E-7

Family support services would be true family support if they were run by Navy people and not civilians. (Negative)

E-7

Family housing support is severely lacking due to lack of quality and available housing. (Negative)

O-4

Most family support services seem to be token efforts. (Negative)

O-3

Inadequate space available and/or child care facilities. Also, need pre-schools available or funding for pre-school. (Negative)

O-3

Re-structure all such services so that they are not some staff appendage of a non-responsive base support director. Give those assets to the CO of the personnel that they are supposed to support. We have too many "support programs" that have become entities onto themselves. (Negative)

O-5

Needs more people and services, just aren't enough to receive quality assistance.  
(Negative)

E-7

I feel more attention should be paid to the needs of the family members. (Negative)

E-5

My major complaint with FHP is the cost of child care. This base claims that the increase in government regulations and requirements are the root of the high cost. In my opinion, FHP child care should be less expensive than that found in the surrounding community. Here it is not! I feel child care should be based on a sliding scale based on total income per household. (Negative)

E-5

More child care and pre-school! (Negative)

O-3

Family advocacy centers believe anything, almost to the point of gullibility. My wife told these people I had beaten her and they almost ruined my career. They refused to see that it was physically impossible to hit my wife in March '89 when I was overseas for 6 months at that time. (Negative)

E-4

There are no support services at all on this recruiting duty due to lack of military facilities. I am most concerned about dependent employment and child care assistance. (Negative)

E-6

Your family services such as mentioned above need a lot of work. (Negative)

E-6

Problems occur when a junior man really needs help for housing and he basically is out of luck. I am against Navy Relief which continually gives none to personnel without notification to the divisions chief officer. This does not help anyone and in three of my experiences it made the matter worse. (Negative)

E-7

They don't seem to be concerned with anyone who doesn't have children. All programs appear to be geared toward families with children. They don't seem to consider a man and his wife a family. (Negative)

F/E-4<sup>1</sup>

---

<sup>1</sup> "F" stands for female.



A lot of the time the family support programs really don't care. They go through the motion to try and help you , but they really don't. *(Negative)*

E-7

Affordable and conveniently located child care facilities would be a real plus--more of and better quality. *(Negative)*

E-7

Family member employment assistance should be abolished, they do not help anyone find adequate employment. The sponsor program is pretty much a joke. If you don't have friends in an area that you are transferred to, you are pretty much on your own. Housing management needs to be upgraded. There are people who run the housing complexes that should live in housing, not be some retired civil service worker who is just there for a paycheck. *(Negative)*

E-5

During the first week after Hurricane Hugo I was told that I was out of luck as far as getting help from the Navy to relocate my family from my quarters in Navy housing, because I still had one room in my house that was liveable (kitchen). The roof was blown off of my 2 story duplex. *(Negative)*

E-5

Family Support Program did not help me solve my financial problems while I was in the Persian Gulf away from my family. It needs to help more sailors who desperately need family assistance with their families while away from their families like what I experienced before. *(Negative)*

E-6

I feel the Navy should spend more money on family housing, don't make us live like a ghetto. *(Negative)*

E-6

#### Favorable Opinions *(Positive)*

Have not used personally, but are valuable, especially for junior enlisted. *(Positive)*

O-5

The Navy's strong family support program is vital to the future of the Navy, due to the great number of young, extremely dependent wives/mothers of our sailors. *(Positive)*

O-2

I have only used the alternative child care programs, which have been superb. It is, however, not well publicized and, in general, under utilized. The services do help the members of my command. *(Positive)*

O-6

We have not utilized the Navy family support services since I have been in the Navy. For those who need it, it is a quality service. *(Positive)*

O-6

I think we prejudge these programs too harshly. *(Positive)*

E-5

I've utilized the counseling program once. Confidentiality was respected, not like rumor has it. Professional personnel on staff made it more comfortable to communicate with. I had the impression the program was run by volunteers, i.e., Navy wives, retired personnel, etc. *(Positive)*

E-6

What experience with family service I've had has been good. And I'm satisfied with the service they have given me and my family. *(Positive)*

F/E-5

Not having personally used FSC I cannot rate their quality. After having several crew members use the FSC I find it is a much needed service and very useful. *(Positive)*

E-9

I have always taken care of all my own problems, but I am aware that the family service centers are very important to some families and they do a good job. *(Positive)*

F/E-7

I have never used the Family Support Program. They appear, however, to offer quite a bit of information. *(Positive)*

E-4

As of yet I have not needed the Family Support Center besides military housing, but it does seem pretty much available. *(Positive)*

E-5

#### Need for Services in Remote/Unpopulated Areas *(Remote)*

I seldom use family support services, but my people use and appreciate [them] when services are offered, especially in remote areas. *(Remote)*

O-3

Do not have family service center or any of services listed. Since I am in an isolated area I could use these services. *(Remote)*

F/O-4

Small base, small military community. Family support program not advertised sufficiently, also programs are just getting underway. *(Remote)*

O-3

Remote/isolated stations get little to none; yet because of their remoteness, they should get the most attention. Unfortunately, yes, I understand this costs money and so we must place the FSC's where they can service the greatest number. Still, doesn't make it right. *(Remote)*

O-5

#### Distance between House and Service Center *(Distance)*

I have had two duty stations since I have been married. We live in the civilian community, 17-28 miles from any base. Family support services are not used because we are too far away and no problems have arisen which would require their use. *(Distance)*

O-4

Family support services are of little use to my family if they have to drive 45 minutes to an hour to get to the base. My wife uses the Ombudsmen and ships deployment information (by long distance phone call), but refuses to drive that far to get to the base. Note: Family living at that distance due to the cost/availability of housing. *(Distance)*

E-6

#### Program Leadership *(Leadership)*

Re-structure all such services so that they are not some staff appendage of a non-responsive base support director. Give those assets to the CO of the personnel that they are supposed to support. We have too many "support programs" that have become entities onto themselves. *(Leadership)*

O-5

#### Miscellaneous Comments *(Misc)*

About base housing, it needs more improved military homes. In my status, it is a 12-13 month waiting period. Please pass this on to the proper office. *(Misc)*

E-5

I'm a drug and alcohol abuse counselor on board USS Frank Cable. I would like to see this become a permanent rating. As in any rate, more experience equates to better service. (Misc)  
E-7

My family is living in the Philippines and the Navy won't let me take leave in the Philippines. What is the Navy going to do with this situation? (Misc)  
E-4

Quality child care at a reasonable rate! (Misc)  
E-6

I wish somebody will send me information about this. (Misc)  
E-3

I do not know of any Family Support Programs where I am stationed. (Misc)  
F/O-3

What is a Family Support Program?? (Misc)  
E-6

I have not used Family Support, but I have associated with crew members who have. (Misc)  
E-7

The Navy needs to take a hard look at single parents. Everyone should be able to be transferred anywhere and not get the shore jobs in the U.S. because they have children to take care of, or are constantly left behind on underways and deployments because of the kids. It makes me sick and I'm fed up at the double standard applied to males. I am also equally fed up with unwed/unmarried pregnant sailors. They are deteriorating to morale as they are viewed as receiving special treatment. (Misc)  
O-3

I grew up as an Air Force dependent and am now an officer in quarters that are less than adequate as compared to the quarters my father rated as an Enlisted (E-7). (Misc)  
O-3

**APPENDIX F**  
**COMMENTS ABOUT CHILD-CARE SERVICES**

Table F-1

**Child Care Services:  
Summary Information on Comments**

Category Name	Definition	Frequency
Load	Capacity of centers to handle client load.	9
Quality	Quality of services	7
Wait	Waiting lists	6
	Availability of centers to meet clients' requirements	
Expense	Cost of child care	6
Hours	Hours of operation/flexibility	5
Women	Should women work or stay at home? (Role of women)	4
Clients	Comments of single and divorced personnel	3
Locate	Location of centers	1
Positive	Noteworthy positive comments	4
Negative	Noteworthy negative comments	2
Misc	Miscellaneous (comments not subsumed under other categories)	13

## Comments About Child-care Services

### Client Load and Client Requirements (Load)

Spouse unable to pursue her education (goals) due to lack of child care programs or pre-school care. (Load)

O-3

Navy child care takes too long to get into and normally costs more than their civilian counterparts. (Wait)

E-6

In most cases the space available for the number of children requiring care is inadequate. This forces many Navy families to find private child care providers at an exorbitant cost! (Load)

O-3

An increase in child care capabilities on base would increase morale. (Load)

E-5

More child care needed. Flexible evening care required and needed. Expense for enlisted member needs to be lower - expenses in Philadelphia area already are high! (Load)

E-4

The facilities on this base are too small for the number of children it supports. (Load)

E-5

Need more available space. (Load)

O-3E

I am presently stationed near family so this is not a problem, but it has not always been easy to find quality child care and base facilities have always been crowded. (Load)

E-6

Need more child care centers!! (Load)

E-6

### Quality of Services (Quality)

I feel that child care for those who use it is adequate. (Quality)

E-6

Too expensive and not the quality my wife or I will submit our child to. *(Quality)*

E-6

The Navy is striving to provide a service and does not seem as vigorous in obtaining quality care-givers. *(Quality)*

F/O-3<sup>1</sup>

My current command does not have a child care center, but I utilized the facility at the Naval Station 20 miles away. We have had nothing but positive experiences with all care givers. *(Quality)*

F/E-5

Child care is costly and very poor on base. More costly off base. It's hard to make ends meet. *(Quality)*

F/E-5

Professional child care facilities, including the Navy's, are "cattle barns for children." My children will never experience them. *(Quality)*

O-3E

We have found the child care workers to be quality people with a real concern for the children. *(Quality)*

E-5

#### Waiting Lists *(Wait)*

Child care at my base is a waiting list. My wife can't get a job until she gets child care. If she goes to a private day care it's too expensive and not worth her even getting a job. *(Wait)*

E-6

Although I have finally found a baby-sitter I am happy with, I am sorry to say that overall the Navy doesn't provide an adequate support system for its active duty mothers. I have had to bounce my children around from one baby-sitter to another and the waiting period is fifteen months at the local Navy Day Care for infants. *(Wait)*

F/E-5

Child care in Mayport is terrible! When a new couple moves to this area, they cannot put their child in day care on base due to the waiting list for such services. They must put their child in a place that they know very little about - out in the civilian community. Quite a risk for your family these days. *(Wait)*

O-1E

---

<sup>1</sup> "F" stands for female.



My spouse is unemployed because child care is too expensive in town and the wait on base is too long. *(Wait)*

E-5

The waiting list is too long and it's too expensive! *(Wait)*

E-7

There should be no waiting list for child care! *(Wait)*

O-3E

Cost of Child Care *(Expense)*

Being a new mother to twins and a 5 year old in kindergarten, child care continues to be a big concern. I have found that child care expenses would exceed \$600 per month in my present living area. *(Expense)*

F/E-6

Too expensive and not the quality my wife or I will submit our child to. *(Expense)*

E-6

Child care is costly and very poor on base. More costly off base. It's hard to make ends meet. *(Expense)*

F/E-5

The waiting list is too long and it's too expensive! *(Expense)*

E-7

Expenses for enlisted member need to be lower--expenses in Philadelphia area already are high. *(Expense)*

E-4

Navy child care takes too long to get into and normally costs more than their civilian counterparts. *(Expense)*

E-6

### Hours of Operation/Flexibility (Hours)

The overall program desperately needs a lot of attention and care!! Hours of operation are too restrictive! (Hours)

E-7

Child care should be a high priority in the military. Care should be provided "around the clock" especially where shift work (hospitals) is involved. (Hours)

O-3E

My co-workers who do not work M-F, 8-5, have real difficulty obtaining child care. We need to offer 24 hour child care. (Hours)

O-3

Due to conflict of Navy work hours for myself and spouse, our child needs more child care than most. Navy centers hours do not help because spouse works shifts (overnight, night). (Hours)

E-5

Navy-sponsored child care that I have experienced has been very limited as far as times they will be available and the price is usually more expensive than some decent child care centers on the outside. (Hours)

E-6

### Role of Women (Women)

The Navy is doing a grave injustice to young families in particular. There is far too much emphasis on mothers working. This is a trend that has infiltrated virtually every facet of our society. It's no secret that the family "unit" is quickly becoming a novelty. This traditional family unit I speak of is a major stabilizing foundation for our country. (Women)

E-7

There needs to be more assistance and training to Navy families to help mothers who wish to remain at home. The key factor is "realistic" financial counseling, not the by-the-book garbage that Navy Relief is guilty of disseminating. (Women)

E-5

It is my opinion that American families are far too materialistic and there is no need for most mothers to work (I'm prior enlisted). American moms are not doing their jobs at home. (My wife's opinion also.) (Women)

O-3

More non-working spouses should contribute to the child care problem, not only to provide care but to increase their incomes. In essence, everyone benefits. *(Women)*

E-6

Single/Divorced Parents *(Clients)*

We should not be encouraging single parents to join the Navy by providing child care. It is legitimate for those dual income families, hours/cost/availability should be addressed for these individuals. *(Clients)*

O-5

I would like to see a program for divorced personnel to be able to see dependent children during the summer vacation, something to help with expenses. *(Clients)*

E-5

The Navy needs to re-address the issues of single parents. This is becoming a major problem for division officers. *(Clients)*

W-3

Location of Center *(Locate)*

The other Navy base that is actually closer to my home will not take children unless you are stationed at that base (even if they have an opening). *(Locate)*

E-5

Noteworthy Positive Comments *(Positive)*

Navy sponsored child care [services] are great and have been in the past. *(Positive)*

E-6

We have found the child care workers to be quality people with a real concern for the children. *(Positive)*

E-5

The child care centers that we have used have been very good and we haven't had any problems. *(Positive)*

F/E-5

Day care facilities and pre-kindergarten facilities have been helpful. *(Positive)*

E-8

### Noteworthy Negative Comments (Negative)

Too many restrictions. Not enough child care facilities available. Bad hours, no drop off, and too expensive. Just not worth the hassle. *(Negative)*

E-7

The Navy child care centers are usually under staffed and have problems meeting the needs of senior enlisted personnel and most of them have always got waiting lists that go on forever and ever. *(Negative)*

E-7

### Miscellaneous Comments (Misc)

My children's health and education are a priority with me. Currently, my son is at a Montessori school which is double the cost of my last duty station. My daughter is at another private school. The costs are exorbitant and the demands from two schools are high, however, I am confident with the curriculum and staff schools that close to 3 weeks for Christmas just aren't compatible with military duty. Why don't FSC's refer nannies and au pairs which are logical with military service? *(Misc)*

F/O-4

Even though I do not personally use child care, it affects me as a supervisor when employees experience difficulties and bring problems to work. *(Misc)*

F/O-4

I realize it's my decision to have children, but would a civilian counterpart have to put off having a child until he got to shore-duty just so he would get a guarantee of being there when the baby was born? The Navy doesn't pay me enough to cope with that kind of stress. *(Misc)*

E-6

Navy child care is located next to the base, but I have to drive our only care and it takes 45 min. - 1 hour to drive home. My wife doesn't want our three children to be at child care for the entire time that I am working, but she cannot avoid it if we would want to use child care. *(Misc)*

E-6

Military hospitals are not very well set up to receive children. They have been known to give children adult medicine at adult dosage. If I knew hospitals had pediatricians I would use them. I trust very few military personnel in the hospitals to give my child the care they need. *(Misc)*

E-5

Child care has not been an issue for me because my spouse has balanced child care and work responsibilities in such a way that it seldom affects me. Many of my people rely heavily on child care facilities, but cannot afford the commercial private services. (Misc)

O-3

There is something seriously wrong when the center policy prohibits minor correction of childish tantrums and general disobedience which, if administered, could land a care giver in court with a law suit or, at the least, fired with no recommendation and a black mark on their employment history. My personal feeling is if the child doesn't or won't behave, spank him/her. Don't tell them, "wait till your mother/father picks you up." (Misc)

E-7

Run baby-sitting service through FSC. (Misc)

O-3

Navy child care is not available because my wife doesn't work and our place on a waiting list is prohibited. Past experience with Navy child care was positive. (Misc)

O-3

I have stopped using child care centers on base [because] they have based the rate of payment on my wife's and my pay scale. This is not fair, they shouldn't count my wife. Also, I must pay for any missed days or holidays! (Misc)

E-6

I feel more bases need to build youth centers for the older children. (Misc)

E-6

My wife and I work days. It would be a good idea if we could drop off our school-age children at the child care center for the school bus driver to pick them up and drop them off at the same place after school. Either parent then can pick up their children after work. This suggestion would be very convenient for a working wife who has school age kids while the husband is out on a deployment. (Misc)

E-7

As a supervisor, child care can be a problem, after hours, etc. (Misc)

E-7

**APPENDIX G**  
**COMMENTS ABOUT QUALITY OF LIFE: HOUSING**  
**AND RECREATIONAL SERVICES**

Table G-1

**Housing and Recreational Services:  
Summary Information on Comments**

Category Name	Definition	Frequency
<b>Housing</b>		
Off-base -		
BAQ	Bachelor's Allowance for Quarters	5
Negative- overall	A generally negative comment	3
Expense	Expense of living accommodations	2
Space	Not enough living area	1
Density	Population density in neighborhood	1
On-base -		
Privacy	Privacy and personal space	1
Space	Not enough living area	1
Negative- overall	A generally negative comment	1
Maintenance	Upkeep of facilities and grounds	1
Clients	Should open up to junior enlisted individuals	1
On-ship		
Privacy	Privacy and personal space	3
Admin	Administration/management of housing and Morale, Welfare, and Recreation Programs	9
Clubs	Navy officer and enlisted clubs and dining halls/restaurants	4
Recommend	Recommendations for improvement	4
Recreation	Recreational opportunities in the Navy	2
Positive	Favorable opinions	8
Misc	Miscellaneous (comments not subsumed under other categories)	13

## **Comments About Quality of Life: Housing and Recreational Services**

### Off-Base Housing

#### Bachelor Allowance for Quarters (BAQ)

California is too expensive for the military man or woman. Buying a house in the Bay Area is extremely difficult on the military salary. Rent is high, \$1400-\$1700 for a house. BAQ/VHA for an O-3E is \$970, only half of cost when utilities are accounted for. (BAQ)

O-3E

I feel that any personnel who desire to live off ship or off base should receive a BAQ/VHA to allow them to do so. Being forced to live in an unusually cramped and often overcrowded berthing space as a result of inability to afford off base housing has a negative impact on morale. (BAQ)

E-5

Housing in Southern California is very expensive. Even if E-3 to E-6 were able to draw BAQ/VHA, it probably would not cover the total cost of an apartment or house, especially at the E-3 and E-4 levels. (BAQ)

E-4

Neither basic pay and allowances nor BAQ/VHA allowances are at an acceptable level. Quality of life in recreation and housing can be improved with higher pay and allowances. (BAQ)

E-9

BAQ/VHA should be more for the military so that they can afford to purchase their own home if they want to. As it is, unless both husband and wife work, there is no way to afford your own home. Especially for E-6 and below. The military feels inferior to the civilian community in a lot of home ports because of this. (BAQ)

E-5

#### Generally Negative Comments (Negative)

On my pay it is very difficult to afford adequate housing for my family. My wife and I live with a roommate just to afford what we have. I am also very uncomfortable about leaving my wife in the neighborhood alone when I am gone. The Navy housing available to me is even in a worse area than my current apartment. (Off-base: Negative)

E-4



There is a shortage of affordable rentals in the Charleston, SC area. I am a chief and I live in a very small three bedroom house. My BAQ and VHA are not sufficient to cover my rent and utilities. I use the A/C and heat very sparingly to keep my electric bills down. I set my thermostat on 84 degrees in the summer and 64 degrees in the winter, both of which are not very comfortable. The housing waiting list in this area is between 8 to 12 months long. By the time housing is available, half the tour is over, and you do not want to move. Either more housing or higher VHA rates are needed in this area. *(Off-base: Negative)*

E-7

The cost of off base housing in San Diego is very high and creates a hardship for anyone new to the area. There are military members here who have opted to live in Mexico because the quality of life is better. Waiting lists are over two years long. Housing is poorly maintained, monitored, and managed. Residents are not required to abide by rules and are seldom evicted, even after serious or repeated violation of rules or destruction of property. *(Off-base: Negative)*

E-9

Living Space, Cost, and Population Density (Expense, Space, Density)

Most West Coast bases are located in areas where adequate non-government housing is well beyond most service members means. To find affordable housing we must live far from base which removes us from most Navy services. We need more safe government housing closer to most bases! *(Off-base: Expense)*

O-3

I live about 45 minutes to an hour away from my duty station in order to be near my fiancée. I suspect that my rent is cheaper out of the immediate Boston area. *(Off-base: Expense)*

O-5

Military housing in the Boston area is insufficient and small. I live in a three bedroom (approx. 1000 sq. feet) that is insufficient for a family of five because it has no storage (i.e., cellar, attic, shed) that a growing family requires. *(Off-base: Space)*

O-3

The area I am in right now is entirely over crowded with military personnel which makes housing and rentals either unavailable or extremely hard to find and expensive. I love the area, but I think overcrowding will have a negative impact on the community. *(Off-base: Density)*

E-6

## On-base Housing

### Privacy and Personal Space (Privacy)

The Philadelphia Naval Station policy of inspecting homes borders on invasion of privacy. I will not live in Navy housing again because I dislike the unilateral way this policy was initiated. If they have cause to inspect, fine, but inspecting on a general basis is unsatisfactory. My family is not in the Navy, they should be left alone unless they have broken a rule or there is cause to believe they have broken one. (*On-base: Privacy*)

O-3

### Living Space (Space)

I feel that military housing in the Washington, D.C. area is inadmissible. I prefer to live in civilian housing due to it is much more comfortable and much larger. Considering the household goods weight that we are allowed, the items I have will never fit into military housing without the place being overcrowded and very uncomfortable. The Navy housing looks more like the projects in southeast D.C., and I have seen project areas that look a whole lot better. (*On-base: Space*)

F/E-5<sup>1</sup>

### Generally Negative Comments (Negative)

The housing [at Kings Bay] is absolutely the worst I have ever seen. They do not enforce rules, they have poor management, they use the cheapest materials possible to upkeep the units, the housing is terrible! (*On-base: Negative*)

E-6

### Maintenance Practices and Junior Enlisted Occupants (Maintenance, Clients)

The Navy housing in my area, and others that I have seen, is of poor quality. The outside, for the most part, is unkept and "slummy" looking. Because of this, I feel people do not really take an interest in keeping it up. Since Navy housing is free, I feel people take it for granted and let it go. (*On-base: Maintenance*)

E-5

I feel that military housing should be opened to E-1 and E-3 because we tend to have to spend more money in order to get off the ship. (*On-base: Clients*)

F/E-3

---

<sup>1</sup> "F" stands for female.

## On-ship Housing

### Privacy Concerns (Privacy)

Single men on ships do not get good housing. We are forced to live in a small rack which is not bad at sea, but most personnel have more belongings than one rack; therefore, we must pay for an apartment from our own pockets or rent a storage place. Let alone the lack of privacy and poor living conditions the ship provides, and it only gets worse in the shipyard, with work occurring all around while one attempts to relax at "home." This aspect of the Navy has driven me to absolutely not reenlist! (*On-ship: Privacy*)

E-4

Even though there is an obvious need for space conservation aboard ships, I feel that more space should be allotted to the crew's living space. Those personnel, such as myself, who live on board treasure every cubic inch of personal space we can get. Officers have nice private state rooms while the enlisted man often times has only his rack. Any additional personal space would be a great morale booster. (*On-ship: Privacy*)

E-4

How can the Navy provide (comparatively) plush BEQ's with superior services to all enlisted ranks of a ship while "herding" others of same or higher rank into cramped 4 to 6 man rooms, making seemingly ridiculous or unnecessary restrictions on those men? (*On-ship: Privacy*)

E-5

### Administrative Practices (Admin)

MWR is top notch, housing is not. The problem with housing is that it is unnecessary in many areas yet by having it there, you create a demand for it that usually ends up in back-logs and waiting lists. Too often, a 6 or 9 month waiting list will keep members from moving their families to a location where the member does not want to serve (because of non-availability of housing). So you separate families through the system you pay for. (*Admin*)

O-5

The Philadelphia Naval Station policy of inspecting homes borders on invasion of privacy. I will not live in Navy housing again because I dislike the unilateral way this policy was initiated. If they have cause to inspect, fine, but inspecting on a general basis is unsatisfactory. My family is not in the Navy, they should be left alone unless they have broken a rule or there is cause to believe they have broken one. (*Admin*)

O-3

The housing is minimally maintained with no eye on long term improvements. The housing office is poorly run and insensitive to military needs. (*Admin*)

O-3

I am concerned that recreation services will suffer unnecessarily due to loss of MWR funds resulting from mismanagement of exchanges and commissaries. (Admin)

F/O-3

Forcing MWR to be more business oriented has spilled over into the facilities and programs that should be provided the military member from appropriate funds. For example, charging for lockers in gyms, contemplating having to charge for towels, use of racquetball courts, etc. Physical fitness facilities and programs need to remain free and part of being in the military. (Admin)

O-5

1. MWR programs have deteriorated to the point of being of little or no value. Funding constraints and the layer of administration extent in such programs have stripped MWR of any real value. (Admin)

2. Control of quality of life is increasingly being taken away from CO's and placed more in the hands of unresponsive career bureaucrats/service managers. Attempt to place control back in the hands of CO's is not working! (Admin)

O-5

Recommend areas having several MWR's at various bases consolidate under one staff to reduce overhead costs and improve services. (Admin)

O-4

MWR on this base charges fees which are close to civilian prices, for racquetball \$3.00/hr., fitness center \$170/yr., swimming, etc. I feel it is morally wrong to advocate healthy recreational activities and then charge for them. Considering the MWR revenue generated on this base from recycling, fast food vendors like McDonalds, many people are wondering why this base charges for these MWR services. (Admin)

E-7

#### Officer and Enlisted Clubs (Clubs)

The Navy club system, in CONUS, has little to offer me except a quarterly bill for dues. Counting the dues, the average beer I get at the club costs me \$5! At the end of a work day, I do not stop at the club on the way home. I do not have the time to go to the club at noon. Many Navy organizational functions are held off base because the club does not offer competitive prices. On weekends, I am not going to drive from home (23 mile round trip through city traffic) to go to the O'club when I can go someplace closer. Too many club resources are geared toward subsidizing official functions. (Clubs)

O-4

There has been a positive effort made to replace the normal "Navy club" with an alternative lifestyle, but there is still a need for places to eat. NAS Cecil Field is trying to close the O'club at night. When this happens people who live in the BOQ have McDonalds to eat at. Attention must be paid to where single people can eat. *(Clubs)*

W-4(P)<sup>2</sup>

1. Have you dined, incognito, in a Navy club lately? The food is mundane, the selection is poor, and the entertainment is non-existent. Service is indifferent at best. *(Clubs)*

2. Few, if any, junior enlisted would frequent any club that I know of, except to get the occasional price break which exists in a high cost area. *(Clubs)*

O-5

Having several O'clubs providing sparse services is less effective than one providing full services for the entire area (San Diego). Would have to be centrally located. *(Clubs)*

O-4

#### Recommendations for Improvements *(Recommend)*

The development of "mass" transit to and from housing areas would reduce traffic congestion, pollution, parking requirements. Some of the costs could be borne by riders and schedules could be developed to support military work hours. Possible reduction of UA's; accidents, etc. would increase productivity. The housing areas could be staging points for personnel who live in the area. *(Recommend)*

O-4

Also, I feel the military should extend life insurance benefits to the entire family. I have seen many cases where young sailors lose a family member. A collection among peers has to be initiated, still not enough. A need for family insurance exists. *(Recommend)*

E-6

Just because a couple does not have children does not mean that they would not appreciate being a part of the rest of the Navy community. The only thing for a young couple having problems with housing to do is for the member to move in the barracks and the spouse has to move in with family members. Treat all service members fairly and with compassion *(Recommend)*

F/E-4

---

<sup>2</sup> "P" means the person was serving in the Persian Gulf when he/she completed the survey.

Quality of life in Charleston seems to be somewhat non-existent. The only places the van from my ship would take us were close by drinking establishments and one shopping mall. I could never get anyone interested in cultural events such as plays, concerts, or libraries. I did not have transportation at this time, but feel I should not have been limited to the small route that we were offered by our ship's van. There is more to life than drinking. There were also plenty of days that the van did not run. I felt the ship's MWR officer should have thought more of us who had no transportation or families. The weapons station is a very spread out area and offers very little entertainment. I was confined to the ship for work and after hours for the most part. *(Recommend)*

F/E-2

#### Recreational Opportunities *(Recreation)*

With my long work hours, all recreational facilities tend to be closed by the time I get away from work. *(Recreation)*

O-2

I wish that the younger members stationed here had more Navy sponsored programs or functions/recreational facilities, but there are just not enough Navy bases close to each other around here. *(Recreation)*

O-5

#### Favorable Opinions *(Positive)*

In our command MWR has been #1 and it has provided outstanding services to our ladies and men! I can unequivocally say that our quality of life is the best as it comes. *(Positive)*

O-6

The MWR program here at Kings Bay is the best I have seen. *(Positive)*

E-6

Everything is fine, do not change a thing! *(Positive)*

E-5

Most of the time I have time for leisure and recreation and spend time with my family, and when we use the recreation services at NAF El Centro, we have enjoyed them. Housing at the NAF are very nice. We have had very good luck in all the military housing we have been in. This had made my time in the Navy easier for me. *(Positive)*

F/E-5

The MWR at NAS Whidbey Island is excellent. *(Positive)*

E-3

I am very happy with my base housing, it has had a very positive effect on my job performance. The base here had a top four club (E-6 and above), but due to cutbacks was consolidated into an all hands (E-1 and up). I think sailors who have strived to attain E-6 and up should have their own club and mess, so E-5's like myself can have something to shoot for. I would like to see more positions on base to be filled by active duty personnel. I am very thankful for the Navy improving my quality of life for me and my family. *(Positive)*

E-5

Where I am stationed right now, they had a good number of activities and recreation programs provided which, in my opinion, satisfied the needs of the community (Navy). *(Positive)*

E-8

Even with a two family income, Special Services plays a big part in being able to afford recreation in my area. *(Positive)*

E-6

#### Miscellaneous Comments *(Misc)*

I live in a very nice home, but pay a pretty price. A lot of housing is available for single sailors at reasonable prices, but the living conditions may not be reasonable. Welfare and recreation programs are looking up and allowing sailors to be more active. It is a lot better than what I experienced a few years ago, plus incorporation of more female sports is great. *(Misc)*

F/E-4

I would like to see the Navy, in general, give more consideration to family men like me, to have more time with my family. Sea duty is not fair because of the length of years required to stay on board the ship is too long. Need to shorten time being spent at sea and more time for the family and enjoy life. *(Misc)*

E-6

Being attached to a sea command there is never enough time to do some of the things you enjoy. For that matter, there is never enough to do the daily tasks that need to be done. *(Misc)*

E-7

I live in an apartment with two friends of mine from my ship. It takes a lot of money, but if I lived on the ship, I would not be a sane individual, being forced to live on a ship while in port with 70 guys in one berthing compartment sucks. BAQ and VHA for everyone! *(Misc)*

E-3

I think that Congress cutting our MWR programs is rotten! They get a 38% pay raise and then cut our benefits. A sad day for the military. (Misc)

E-6

If you want to live in a nice house and not worry about crime, you pay more than what the government pays you. You live from payday to payday. (Misc)

E-6

Getting into base housing should not take any longer than one or two weeks, no matter if you have one child or six. A one year waiting list is totally unsatisfactory. Build more houses or pay the price of rent that is charged in the community. (Misc)

E-6

Housing and base facilities are outstanding at Wurtsmith AFB, MI. Long hours leaves little time for recreation with my family; however, they enjoy and make use of the MWR regularly. Quality and selection at this location are very good; however, it is all provided by the USAF. (Misc)

E-8

Having more welfare and recreation will have more impact on each individual stationed here: better and more games, better snack bar, and more outdoor programs. (Misc)

E-4

Housing is inadequate when you have to wait 10 to 18 months to move in, but large families only have a 2 to 6 week wait. There has to be a fairer way. I rent a duplex away from the base that is very nice, clean, and safe, but if my spouse did not work my whole world would be different. I would recommend spending more money in the housing area with making more homes and more availability. (Misc)

E-6

Too many collateral duties that are assigned requiring completion during off duty hours. I would be happy if I could complete all my work in 45 hours per week. (Misc)

O-3

Because of inadequate pay and total lack of facilities at my command, my experience in the Navy has been the most unsatisfactory part of my 33 year existence. (Misc)

F/O-4

Frequent transfer between housing markets with different cycles makes home ownership and equity build up impossible. For career personnel, Navy should pay much more for transfer costs (sales commission for homes, a % of closing costs, etc.). Quality of life: Our salaries preclude living in neighborhoods we desire and having adequate vacation funds. (Misc)

O-5



**APPENDIX H**  
**COMMENTS ABOUT ORGANIZATIONAL CLIMATE**

Table H-1

**Organizational Climate:  
Summary Information on Comments**

Category Name	Definition	Frequency
Leader	Leadership practices	11
Positive	Noteworthy positive comments	10
Offensive	Offensive or biased behavior/attitudes towards women	7
Teach	Educational and training programs on sexual harassment and equal opportunity (EO)	6
Unfair	Unfair utilization (manipulation) by women or racial minorities of the EO grievance process	6
Reverse	Reverse discrimination or favoritism	4
Negative	Noteworthy negative comments	3
Excuses	Excuses or rationalizations offered by men for sexual harassment	2
Equal Opport	Equal opportunity for all races	2
Misc	Miscellaneous (comments not subsumed under other categories)	2

## Comments About Organizational Climate

### Leadership (Leader)

For those of us on the bottom of the chain of command, there is nothing more discouraging than squabbling at the top of the chain of command. Too often, it results in indecision, contradictory orders, and an increase in tension. It is quite frustrating. Another problem that occurs all too often is a failure of commissioned officers to listen to the enlisted men. Often times an enlisted man has the benefit of many years of experience in his rate. All too often an officer will ignore that experience in order to exercise their authority. (Leader)

E-4

There is too much "micro-management" in the upper levels of the chain of command. In a lot of cases, I am prevented from doing my job, so an officer can get a "silver bullet" for their fitness report. Like a lot of other enlisted members, I have a brain and a lot of experience that I can use. When an officer orders a CPO into the Bilge to scrub them, because this CPO is "enlisted scum" (that is exactly what the officer said, and he was supported by the chain of command) you might as well get rid of the E-4 to E-9 ranks and make everyone E-1 to E-3 and save some money. The impression I am getting is that my experience and training do not mean anything, all because I do not have a college degree. (Leader)

E-7

The command has no chain of command on the way down and too many times personnel overstep their power boundaries. Since coming to this command, my desire to leave the Navy has increased to the point that at a year left in I am looking for a job on the outside. I have never before in all my career seen so much mismanagement, fear among troops, and down right "good old boy" favoritism. (Leader)

E-6

Judging organizational climate is difficult at this point. We are in a somewhat tough situation with a more arduous deployment than was planned. In spite of the difficult schedule, morale is not suffering too bad. I feel that I probably will not be happy with the decisions our command makes until I am in a position to influence those decisions more. (Leader)

E-5 (P)<sup>1</sup>

The organizational climate in this command is one of intimidation! There is very little room for personnel development. (Leader)

W-4(P)

It would seem to me that our CMC runs the squadron. Even if the CO sets up something for the enlisted people he will override it. (Leader)

E-3

---

<sup>1</sup> "P" means the person completed the survey while serving in the Persian Gulf.

The command I am currently at is a very positive effect on my decision to stay in the Navy. They let me do my job and support me! They do not micro manage. *(Leader)*

O-3

The upper management, E-7 and above, does not seem to want to allow the person they put in the position of shift supervisor to supervise. Every single decision must be cleared through them. If they have no faith in their personnel, why do they give them positions of authority? *(Leader)*

F/E-4

I think we've abused the military structure with so many social programs that the new sailor doesn't have the self-discipline to allow him/her to perform in a high stress/combat environment. I realize that the Navy is a "mirror of society," but without [effective] leadership our organization is doomed to fail. You don't manage in combat, you lead. *(Leader)*

E-7

I believe the Navy should get away from the "collateral duty" system of manpower abuse. Often, people are spread much too thin to do the important jobs effectively. Most specialization, such as the systems the Air Force and Army use might benefit the Navy too. Also, the "duty" system of creating duty just for traditions sake or because it has always been done that way should be looked at. When there is a more efficient way of getting the job done rather than submitting people to the "rotating duty" every week (plus or minus a few days) it is a real morale depressor. *(Leader)*

E-7

Communication within my department is a serious problem and results in bad feelings toward our department/divisional leadership. *(Leader)*

E-5

#### Noteworthy Positive Comments *(Positive)*

Satisfied with efforts toward improvement. *(Positive)*

E-6

EO climate in terms of race is very good at my command. *(Positive)*

F/O-3<sup>2</sup>

As CO I feel I have fostered a positive attitude in these areas. We have had cases and dealt with them quickly and fairly. *(Positive)*

O-5

I am more than pleased with conditions on board the USS Frank Cable. *(Positive)*

<sup>2</sup> "F" stands for female.

E-7

My command is very responsible in this area. Sexual harassment problems, if they occur, are taken very seriously. *(Positive)*

O-4

I think the system is working fine. The training has showed me how to conduct myself around the opposite sex. *(Positive)*

E-5

I may have my head in the sand, but I do not believe the Navy has EO problems (of ethnic basis). Our country may and the people we get may, but the current EO programs have been generally effective in reversing those attitudes. *(Positive)*

O-4

I feel whenever you have men and women working together like we do in the Navy, you are going to have that male and female attraction. But to act that attraction out in the wrong way such as for sexual favors, etc., I totally despise. *(Positive)*

E-4

Sexual harassment is wrong and degrading and should be dealt with severely without prejudice. *(Positive)*

E-5

We have three females at my duty station, all E-5, and they conduct themselves in a highly professional manner. Education is very important in this area for men and women. It is a very serious matter. *(Positive)*

E-6

#### Offensive or Biased Behavior Toward Women *(Offensive)*

I am glad to see more opportunity for women in our service, however, I think it will be a long while before our male counterparts will be able to shift their opinions on serving on a ship beside women. I am friendly with many male sailors, who regularly come to our home and often I find myself trying to defend myself and other women in the Navy. Most men (that I know) seem to feel that a woman is not emotionally or physically capable of life on board a ship. Even my husband and I argue about it every time I mention going to sea. Although that may be true for a few women, I feel the vast majority of women are mature and emotionally stable enough with ourselves and our home life that we could stand proudly beside any male and get the job done. *(Offensive)*

E-5

Although I consider my immediate chain of command supportive of women in the Navy, I am thoroughly sick of the constant sexist/gender biased remarks from members of other

departments, and am especially distressed that no, and I mean not one, man no matter how senior, ever puts a stop to it. I am tired of being a crusader and having to personally request a cessation of hostilities. My requests have been ignored and I have been labeled a "feminist." The Navy does not really want to solve this demoralizing problem. *(Offensive)*

F/O-3

In almost nine years it is still a "man's" Navy in men's minds. It is worse than five or six years ago. *(Offensive)*

F/E-5

I am very dissatisfied with the lack of leadership in the command in approaching the problem of EO for women in the Navy. Men and women alike should have the same standards of performance in the same job. *(Offensive)*

F/O-3

I do not know how other ships are that have females on them, but for my ship, we have a lot of males that do not like working with females. They may have one bad experience working with a female, but why throw all women in the same category. If a man is a lazy bum, they do not consider all men lazy bums, so why do it to females? It is like I told my chief, if I did not want to work I would never have put on the MM rate or joined the service. I am an E-3 at 25 years old. I have been brought up that to get anything you had to work for it, even if it meant getting dirty. *(Offensive)*

F/E-3

I have always been appalled by the sexual harassment as well as homosexual acts that have been tolerated and accepted here in the Navy. I knew of different sexual acts between enlisted and officers while I was in Boot camp. I guess it should not surprise me. I know these people are only human, but I do feel there is a time and place for everything. Many married officers seem to view the Navy as a convenient place to pick up young, wild girls for sex in exchange for time off from the job or easier job assignments. Neither officers nor enlisted [personnel] seem to care or show any type of sound moral judgement. It seems a poor example and horrible working conditions. *(Offensive)*

F/E-2

As a chaplain I am aware that there is sexual harassment. Generally, men are harassing women although some women of course actively participate in sexual jousting. But consider the moral condition of our society, I do not know that we can expect anything less. *(Offensive)*

O-3

#### Educational/Training Programs *(Teach)*

No matter how strong a program to prevent sexual harassment, discrimination/equal opportunity is still going to exist. . . . training of leadership personnel to recognize EO and sexual harassment and what to do remain the best deterrents. *(Teach)*

E-6

My only comment about sexual harassment would be while more women are entering the military, more formal training should be given so that everyone is clear on what sexual harassment really is. *(Teach)*

F/E-4

I agree with the concepts of both programs [EO and education on sexual harassment]; however, implementation of both programs is unorganized, too time consuming, and gets in the way of essential training and work that needs to be accomplished. *(Teach)*

O-4

Submarine force personnel who spend 15 years on subs with no female co-workers and are then placed on tenders with 50% females. With no experience working with females, they are tasked with supervising them in extremely demanding work environments. This scenario leads to sexual harassment charges that could be avoided (and careers saved) if supervisors with such backgrounds (all male environment) could receive training before reaching their commands. *(Teach)*

O-5

I believe there should be a forum for discussing racial, ethnic, and gender differences. There is a lot of ambiguity on what racial and ethnic slurs, omissions, and the such are, along with the fine lines between sexual harassment, politics, and discrimination. If there is no forum for personnel to vocalize their thoughts, feelings, and fears then there tends to be a lot of resentments held in. Let's bring everything out in the open, discuss it and resolve any differences there might be. INSURV's and GMT are good for disseminating information, but do not really address the problem. *(Teach)*

E-7

However, this base has made its members completely aware of these programs, exercising leadership above all, and as a result, few incidents have occurred. *(Teach)*

E-7

#### Manipulation of EO Grievance Process *(Unfair)*

The sexual harassment issues work both ways. Unfortunately, I have seen women in the Navy use the sexual harassment term as blackmail against supervisors. In sexual harassment cases most people feel you are guilty until proven innocent. *(Unfair)*

W-3

This is the first time that I have worked side-by-side with members of the opposite sex, and on a number of occasions I have shied away from them and have acted less candidly toward them for fear of being wrongly accused of harassment. We must guard against the impression that a "sexual harassment" charge can be used as a punitive tool or shield from unwanted assignments or deserved criticisms. *(Unfair)*

O-3

When some women wear short t-shirts and loose necks and when they bend down to pick something up and before they lift it up, you look up and all of a sudden you are looking down a t-shirt at a bra and you have not been with a woman for quite awhile and the co-worker knows it, I call that [being] sexually harassed. (*Unfair*)

E-4

As for harassment, I feel that anyone should be able to work on whatever they want to do without being harassed by anyone. I think that right now, because this is something new to the Navy, that the policies are being handled like a double edged sword. What I mean by that is that now people are scared to tell some people to do certain things because they could come back and say that it was harassment because of their sex, color, or whatever, and if you prove that it is not harassment, it still goes up with your name. So you try to stay away from them, which makes someone else pull the load to keep if from being called harassment. (*Unfair*)

E-4

I believe in EO, but I have not seen any discrimination due to race, although I have seen minority personnel try and use the EO programs to their own advantage (i.e., cry discrimination whenever they are assigned a job they do not want to do). The same thing goes for sexual harassment. It is easy and common for a female to get what she wants by threatening sexual harassment charges and men have no weapon to combat it. (*Unfair*)

E-5

In the case of sexual harassment, it seems if a person is accused of sexual harassment, their career is over whether or not guilty. It should be made clear that a person can't just yell sexual harassment because they do not like someone else. It should be a serious matter and not so much one sided as I believe it is now. (*Unfair*)

E-3

#### Reverse Discrimination or Favoritism (*Reverse*)

Women get a better deal! Very little, if any sea time, family separation, etc., yet they demand and expect the same pay, same advancement opportunities, and same forms of recognition. I feel that if they are to get the same pay, etc., send their little rear ends to sea duty the same length of time as their male counterparts. When it comes to equal opportunities in the Navy, it is fair and just for the most part except for above mentioned. (*Reverse*)

E-6

To mention equal opportunity and sexual distinction in the same line is a joke! Equal opportunity implies all equal, but what of the differences established for males/females in the same age bracket on the PRT program. Does the USN actively compensate single men for siring children as it does with pregnant females with restrictions to sea duty (shipboard), recuperative time off, light duty? How can the Navy justify support for unwed mothers (medical, etc.) when it causes hardship and in most cases puts limitations on supervisors and the capabilities of his physical resources? (*Reverse*)

E-7



Equal opportunity programs overlook persons who are more qualified to do a job, in other words, minorities always have a better advantage for recognition. Reverse discrimination is very abundant in work areas. *(Reverse)*

E-4

In typical government style, these programs are interpreted by local commands in a zealous manner, and sometimes reverse discrimination can result. *(Reverse)*

E-7

#### Noteworthy Negative Comments *(Negative)*

Sexual harassment issues are usually very difficult to resolve in an adequate manner. I have never seen it done very well. *(Negative)*

O-5

Basically, women have bad attitudes toward men in the Navy and men have bad attitudes toward women in the Navy as well. If you put a submarine with men to shore after six years of sea duty with women they are not going to get along, and on submarines we are all nuts anyway. *(Negative)*

E-4

I think that the Navy is working hard to make the EO and other organizations work, but I feel that there is still a long way to go in order for people to feel that they were treated equal. There are lots of holes in the system that can make it hard for someone to prove that they are being discriminated against, and that helps to hide the problem instead of being out in the open and solved. *(Negative)*

E-4

#### Rationalizations *(Excuses)*

The Navy has come a long way since the race riot on the USS Constellation 20 years ago.

1. I believe too much effort is wasted on EO today.
2. Sexual harassment is endemic to our culture, not the military environment. *(Excuses)*

O-4

What can you say about sexual harassment, except that some people take things too seriously. I personally do not say or whistle anything at Navy women just to be safe and keep out of trouble. The fact is that everybody likes to be whistled at, how could you be offended by that? *(Excuses)*

E-3

Equal Opportunity for Racial Minorities (Equal Opport)

There is not a black officer in my command nor in either of the reserve squads on this base. Junior blacks do not have much to look up to! The Navy could do better on this issue. . . I am white. (Equal Opport)

E-7

I feel because of my race, I get some added responsibility. However, at my first command, which was in the Southeast, I noticed a great deal of hate and discontent between the white and black sailors. Often times a white and black sailor went to mast (CO) for the same offense, the white sailor got off pretty easy; and the black sailor "hammer time"! Again, this has changed, but very slowly does the white man trust the blacks with great responsibility. This should not be the case since our people did not ask to be stripped from our home land and brought to this country by the Caucasian. (Equal Opport)

E-5

Miscellaneous Comments (Misc)

Since we do not have HRC at this Air Force Base, I do have the right to confront Social Actions if any sexual harassment problems occur. (Misc)

E-6

Off-color jokes that I have been told have always been in group settings and I do not feel I was personally being harassed or singled out by them. (Misc)

O-3

---

**APPENDIX I**  
**COMMENTS ABOUT AIDS EDUCATION**

Table I-1

**Education on AIDS:  
Summary Information on Comments**

Category Name	Definition	Frequency
Recommend	Recommendations on how to prevent the spread of AIDS or buttress the educational program	15
Info-	Negative opinions on the Navy's dissemination of information on AIDS	13
Info+	Positive opinions on the Navy's dissemination of information on AIDS	11
GMT	General Military Training	5
Exposed	Dangers of being exposed to AIDS	5
Disease	Education needed on ALL diseases	3
Control	Personal control over sexual behavior	3

## Comments About AIDS Education

### Recommendation (Recommend)

I feel that there should be more information given out and part of the regular training programs, like films. *(Recommend)*

E-4

Navy should have an AIDS awareness day; mandatory for all commands. Call it AIDS/STDs Stand Down. *(Recommend)*

E-4

I wish somebody would send some information to my family members about the danger of AIDS. *(Recommend)*

E-3

Each command should spend some time discussing AIDS. *(Recommend)*

O-1

Need some more training in every command. *(Recommend)*

F/E-5<sup>1</sup>

I think it can't be taught enough to service members. *(Recommend)*

E-4

The Navy is loaded with young sexually active men and women. Therefore, the Navy should hold weekly or at least monthly classroom training on AIDS education. *(Recommend)*

E-7

It should occasionally be published in the POD. *(Recommend)*

E-4

We quite recently viewed "A Soldier's Story." The Chief of Navy Personnel recommended this video on AIDS and it was excellent. *(Recommend)*

E-6

I believe more training should be done in the prevention of AIDS especially to new personnel in the Navy. *(Recommend)*

E-5

---

<sup>1</sup> "F" stands for female.

Keep on training. Get videos for classroom. People are more apt to get better information from videos. HBO shows them every once in awhile. *(Recommend)*

E-5

I do not think the Navy tests enough. Also, coed barracks do not help. The one at North Island is just one big orgy most of the time. *(Recommend)*

E-6

Need more military training. Condoms and birth control should be available to members through medical departments. *(Recommend)*

E-6

Only one formal class on AIDS/HIV has been offered recently at this command and only 1/4 of our nursing staff could possibly be allowed to attend. This is very poor because as nurses we are so often looked to as a good source of information on the topic and we are basically forced to update ourselves during off-duty time. *(Recommend)*

O-3

Service members are well aware, trained, and educated. However, dependents should be routinely tested or screened, since they are more exposed in the outside society, i.e., schools, community, civilians. Occasional check will help protect our own. *(Recommend)*

E-8

#### Negative Opinions on Dissemination of Information *(Info-)*

Have not received any from the Navy. I would think that a factual and well organized videotape could provide great mileage in this area. *(Info-)*

F/O-4

We need some! *(Info-)*

E-4

The bulk of my understanding comes from outside sources. I feel it is particularly important to educate young and old alike. If we can improve the education, maybe we would not have to spend so much money on treatment after the fact. *(Info-)*

F/E-5

AIDS is very serious and the more we know about it, the more we won't treat our Navy co-workers differently. *(Info-)*

F/E-4

AIDS is a behavioral disease. It would not be around if homosexual activity had not initiated and spread it. Education about homosexuality should be a paramount concern. Those

who contracted the disease through blood transfusion, birth, surgery, medical research, etc., should be given every possible ounce of assistance. Homosexual activity is a scourge to the services and our societal fabric. Children must be taught that moral husband/wife relations are the way to go. (Info-)

O-3

I feel that there should be more information given out and part of the regular training programs, like films. (Info-)

E-4

AIDS education does not stress that AIDS is a disease which generally results as consequence of one's own actions. (Info-)

O-3E

Not enough was put out while I was at sea and now my teenagers are asking questions I must find out, so I can inform them of the evils of AIDS as well as sex, at an early age. Kids seem to do things a lot sooner than they did 20 years ago. (Info-)

E-6

I am very disappointed with the lack of AIDS education in the Navy. The Navy is far behind the civilian community in this regard. The only way that the AIDS virus will stop being a problem is through research and education! (Info-)

E-6

(Info-) Not enough information on AIDS in the Navy. I have not seen any training on AIDS.

E-7

I believe more training should be done in the prevention of AIDS especially to new personnel in the Navy. (Info-)

E-5

I do not know much about AIDS. (Info-)

E-6

Why are people who are diagnosed with AIDS while in the Navy silently whisked away without a trace? At least that is the impression that is in the fleet. Maybe more information about AIDS should be given. What would happen to you if you were found to have it? We know it just is not gays that are affected. (Info-)

E-5

Positive Opinions on Dissemination of Information (Info+)

I have seen two AIDS films in the last 90 days. One was from a local civilian agency and was shown at our safety stand down. The other was the CNO directed film shown at GMT this month. (Info+)

O-3

AIDS training has come a long way in the last year. (Info+)

E-5

AIDS education in the Navy is an excellent way to make people aware of the facts, so that we may protect ourselves better. (Info+)

E-4

Good awareness program! Helped out for overseas liberty. (Info+)

E-5

AIDS education is good in the Navy, but can always be better. (Info+)

E-6

I feel that it is emphasized enough so that I feel comfortable with the subject. (Info+)

E-4

AIDS education is superb in the Navy. (Info+)

O-6

Even though I have no military training in AIDS, there is enough information around that no one should be ignorant about how to protect themselves from AIDS. Also, my command is presently setting up training on AIDS. (Info+)

E-7

I think there is more than enough information available on AIDS. I do not think it takes a lot of training to understand what AIDS is and how to prevent yourself from being a victim. It would be nice to make those of us who tend to forget to be more aware of it sometimes. (Info+)

E-4

My personal belief is that researchers do not know as much about AIDS as they would like us to believe. However, the Navy is doing a super job with training and making information available. (Info+)

O-3

Very good program in the Navy. (Info+)

E-6



### General Military Training (GMT)

The availability of information is good, but it is not being introduced on a regular basis. It should at least be an annual GMT requirement. (GMT)

E-7

Make it a part of GMT and/or part of the indoctrination process for newly reported personnel. (GMT)

E-8

More information should be put out and classes covering GMT should be given on shore duty and at sea commands. (GMT)

E-6

Need to hold GMT on AIDS facts and myths. (GMT)

W-3

More GMT training on AIDS! (GMT)

E-5

### Dangers of Being Exposed to AIDS (Exposed)

AIDS is not a well understood disease. We do not positively know how it can/cannot be transmitted. I know a male Navy nurse commander who had AIDS and worked in the operating room at Balboa. Up until he was discharged. He was diagnosed about three years before he left the Navy. He died less than a year later. I strongly resent the Navy exposing me and my family to AIDS. I feel service men/women with AIDS should be discharged just as they would if they had any other terminal disease. I currently share an office with a guy who is HIV positive. (Exposed)

O-4

WHY? Military personnel are not high risk for getting AIDS. Intravenous drug users and homosexuals are both rare in the Navy, are high risk candidates. Do not waste my time with GMT on something that is not applicable to our naval community. (Exposed)

E-7

Get HIV-infected personnel out of the Navy! They definitely do not belong there. Especially on ships. The danger is too great! (Exposed)

O-3

AIDS education at this time is adequate. AIDS is a scary thing and I quite honestly do not want to work anywhere near a person that has AIDS. I do not care what is currently being said about how it is transmitted. Things change and maybe tomorrow the doctors/educators will say casual contact can spread the illness after all. (*Exposed*)

F/E-7

The way the AIDS questions were written, it sounds like the Navy is deciding whether to let HIV positive people stay and work in the Navy. If this happens, there would be no way in hell that I would stay in. (*Exposed*)

E-5

#### Education Needed on ALL Diseases (*Disease*)

I feel that more emphasis should be placed on mandatory training of not only AIDS, but other sexually transmitted diseases. I would like to see training on prevention and disease awareness given annually. (*Disease*)

F/E-6

The Navy should not only put forth more training about HIV but other diseases that can kill. It does not only have to be sexually transmitted. (*Disease*)

E-4

The Navy should be more aggressive in formal education about AIDS and other sexually transmitted diseases. (*Disease*)

E-6

#### Personal Control over Sexual Behavior (*Control*)

More emphasis should be put on abstinence than on the use of condoms. (*Control*)

E-7

The best way to prevent getting AIDS is to only have sex with a person who is HIV negative or abstain from sex. (*Control*)

O-3

Similar to putting a gun to one's head and pulling the trigger usually results in at least a hole and generally death. AIDS prevention is sexual responsibility. A decision to be irresponsible is a decision to live with the consequences. (*Control*)

O-3E

**APPENDIX J**  
**ACRONYMS FOUND IN REPORT**

## Acronyms Found in Report

AAFES Army/Air Force Exchange Service  
ACP Aviation Continuation Pay  
ADM admiral  
AFB Air Force base  
AFES Armed Forces Entrance and Examining Station  
AIDS Acquired Immune Deficiency Syndrome  
BAQ Basic Allowance for Quarters  
BEQ bachelor enlisted quarters  
BMR basic military requirements  
BOQ bachelor officer quarters  
CDR commander  
CHAMPUS Civilian Health and Medical Plan for Uniformed Services  
CMC command master chief  
CNO Chief of Naval Operations  
CO commanding officer  
COMNAVCRUITCOM naval recruiting command  
CONUS continental United States  
CPO chief petty officer  
CRF Career Recruiter Force  
CSM used in a comment, but not a valid acronym  
DLA Dislocation Allowance  
DM illustrator-draftsman  
DOD Department of Defense  
DOR date of rank  
EO or E.O. equal opportunity  
EAOS expiration active obligated service  
ESO educational services officer  
ET electronics technician  
FFG guided missile frigate  
FHP Family Child Care Home Program  
FSC family service center  
GMT General Military Training  
GS general schedule  
GTMO Guantanamo Bay Cuba  
HARP Hometown Area Recruiting Program  
HBO Home Box Office (cable T.V. station)  
HIV the virus preceeding AIDS symptoms  
HRC human resources counselor  
IC interior communications electrician  
INSURV Board of Inspection and Survey  
LCDR lieutenant commander  
LST tank landing ship  
M-Division machinist mate's division  
MEPS military entrance processing station  
MM machinist's mate  
MSO minesweeper, ocean (nonmagnetic)

### Acronyms Found in Report (Continued)

MTF military treatment facility  
MTO/HHG military travel orders/household goods  
MWR Morale, Welfare, and Recreation (Programs)  
NAF naval air facility  
NAS naval air station  
NMPC Naval Military Personnel Command  
NPS Navy Personnel Survey  
O'CLUB officer's (dining) club  
P.O.D. plan of the day  
PACE Program for Afloat College Education  
PCS permanent change of station  
PRD projected rotation date  
PRT physical readiness training  
SH ship's serviceman  
SK store keeper rating  
SRB selective reenlistment bonus  
STD stand down  
SWO surface warfare officer  
TA tuition assistance  
TAD temporary active duty  
U/A unauthorized absence  
USAF United States Air Force  
VEAP Vocational Educational Assistance Program  
VHA Variable Housing Allowance

## **DISTRIBUTION LIST**

### **Distribution:**

**Chief of Naval Personnel (PERS-00)**

**Office of Chief of Naval Research (ONT-20), (ONT-222), (ONCR-10)**

**Defense Technical Information Center (2)**

### **Copy to:**

**Chief of Naval Personnel (PERS-00B), (PERS-00W), (PERS-01JJ) (3), (PERS-013D) (3),  
(PERS-2) (3), (PERS-4) (3), (PERS-5) (3), (PERS-6) (3), (PERS-9) (3)**

**Chief of Naval Education and Training (Code 00)**

**Deputy Assistant Secretary of the Navy (Manpower)**

**Superintendent, Naval Postgraduate School**