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## The 1994 Navy Core Values Survey: Progress Toward a Navy Values Community

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Progress Toward a Navy Values Community**

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13. ABSTRACT (Maximum 200 words)  This report contains the results of the second of three administrations of the Navy Core Values Survey, in addition to the results of the 1994 Survey itself. These results are compared with the previous year's (1993) results. Trends in response patterns are identified.			
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## **Foreword**

The 1994 Navy Core Values Survey is the second-year readministration of the survey developed in 1993, as part of an ongoing assessment effort for the Navy Core Values Initiative, termed Project Valchek. This report documents the results of the survey, trends from 1993-1994, and information drawn from other surveys, and discusses implications for the Navy values community. This report is for use primarily by Navy managers.

The research was sponsored by Chief of Naval Education and Training (CNET) under reimbursable Work Unit AA 1731319.P998. Results were previously briefed to CNET (T-24).

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**KATHLEEN MORENO**  
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# Summary

## Background

Through a long and careful process, the central values, which should guide the conduct of the Navy and its people, both military and civilian, have been identified and articulated. These are the Navy Core Values: Honor, Commitment, and Courage. The Navy's Core Values Initiative (CVI) subsumes three domains of action: education efforts to ensure that core values training, of high quality and of direct applicability to the trainee's duties in the Navy, is provided to all personnel throughout every level of the organization; reinforcement efforts to create a work environment conducive to rewarding adherence to the core values; and accountability, concentrating on leadership modeling, grievance/redress mechanisms, and command-level assessments. Training in the Navy Core Values, a central element of the CVI, was mandated for all personnel in the Navy, and commenced in 1992.

## Problem

It is only through evaluation (i.e., periodic "values check-ups") that Navy leaders can determine whether the CVI is on target and accomplishing its assigned mission in terms of: (1) receptivity by the target audiences, (2) communication of cognitive and affective content (student learning); (3) behavioral changes in the work site, and (4) beneficial fiscal and non-fiscal results to the Navy. One means of such periodic values check-ups is a Navy-wide Core Values Survey. A survey will be conducted for each of the first three years of Navy Core Values implementation, and possibly in future years as well, to assess, in part, the degree to which the Navy is successful in building a strong values community.

## Purpose

The purpose of the research reported herein was the readministration of the Navy Core Values Survey, delineation of trends in response patterns, and comparison of data from this and other surveys.

## Approach

Survey items (identical to those included in the 1993 survey) were designed to tap the content areas of: (1) the three Navy Core Values individually, (2) personal attitudes toward the Navy Core Values, and (3) perceptions of organizational and individual adherence to the Navy Core Values. The survey was mailed in September 1994 to a sample of 7,500 Navy women and men, at sea and ashore, and across the spectra of paygrades and occupational fields (personnel with less than six months of service, and persons who had taken the 1993 survey were excluded). Returned surveys were scanned into a database and analyzed using the Statistical Package for the Social Sciences (SPSS-X).

## Results

Surveys completed and returned by the cutoff date totalled 3,246, with an additional 481 being returned as undeliverable, for an effective response rate of 46.2 percent. The gender distribution

was 85.3 percent male, 14.7 percent female. Racial, marital, educational, and age distributions were typical for the active Navy. The sea and shore split was at 43.3 percent and 56.7 percent, respectively. More than half of the respondents (53.2%) had taken the Navy Core Values Training.

To facilitate use of the results by Navy managers, the response alternatives of strongly agree and agree, and strongly disagree and disagree, are collapsed. Survey results are presented in three sections: Strong Consensus--items showing substantial agreement among respondents and congruence with the Navy Core Values (70% or more agreed, or disagreed with a reverse-worded item); Substantial Disagreement--items indicating marked divergence of opinion among survey respondents (less than 50% agreed, or disagreed on a reverse-worded item); and Gray Areas--items on which there was a pattern of mid-range responses (51%-69% agreed, or disagreed on a reverse-worded item). All charts reflect the total sample; subgroup comparisons are commented on in the text, whenever there was a difference of 15 percent or more between any two subgroups.

There was a very modest, but clearly discernible trend in a positive direction between the 1993 and 1994 surveys. Responses generally showed increased congruence with the NCV, and levels of uncertainty generally were lower as well.

## **Conclusions**

It is evident that the Navy is making some small progress in its effort to build a values community around the NCV.

Specific conclusions are as follows:

### **Evidence of a Coherent Values Community**

1. The Navy Core Values are seen as applicable to everyday life.
2. There is agreement that adherence to the Navy Core Values will make the Navy a better place to work.
3. There is strong consensus for high levels of responsibility and accountability.
4. Dishonest or unethical actions are recognized and viewed unfavorably.
5. Trends (1993-1994) are in a positive direction.

### **Evidence of the Need for Consensus Building**

6. A substantial portion of Navy personnel still cannot correctly identify the three Navy Core Values.
7. There is much uncertainty about the Navy caring for its people.
8. That loyalty is rewarded is questioned.

9. Many are worried about being backed up when reporting inappropriate behaviors.
10. There are high percentages of "undecided" on some key questions.

#### General

1. Navy Core Values training does not show much effect on response patterns.
2. The Navy does not show major divisions along lines of gender or race.
3. The major divisions in the Navy values community are by age and age-related factors (e.g., paygrade).
4. Generally, congruence with the Navy Core Values increases with age, paygrade, and education.
5. Generally, married personnel voice more agreement with the Navy Core Values than do single personnel, and shore-based personnel more than their shipboard counterparts.
6. Many Navy members remain skeptical about the commitment of Navy leadership to the Core Values.
7. Areas of uncertainty provide targets of opportunity for training and organizational development efforts.
8. Values inculcation and reinforcement efforts are needed in areas where strong consensus has yet to be reached.
9. More than classroom training will be needed to strengthen the Navy values community.

#### Recommendations

1. Focus indoctrination, training, and communication efforts on those areas where large numbers of Navy members show confusion and skepticism.
2. Using the results of the 1993 and 1994 surveys as baseline and trend data, conduct the 1995 readministration of the Navy Core Values Survey, and identify areas of progress and lack of progress in building a strong values community around the Navy Core Values.
3. Conduct focus groups and other data collection procedures to identify impediments to values consensus, particularly with young and lower ranking personnel.
4. Investigate and implement means of values inculcation and reinforcement in addition to formal training.



## Contents

	Page
Introduction .....	1
Sample Characteristics.....	2
Highlights .....	6
Strong Consensus.....	6
Areas of Substantial Disagreement.....	16
Gray Areas .....	22
Trends, 1993-1994 .....	33
Discussion.....	34
Conclusions .....	35
Recommendations.....	36
Appendix A--The Navy Core Values Survey.....	A-0
Distribution List	

## List of Figures

1. Ethnicity breakdown of the sample.....	2
2. Respondents' marital status.....	3
3. Age distribution in the sample .....	3
4. Paygrades of the respondents .....	4
5. Distribution of respondents by education level.....	4
6. Afloat and ashore breakdown.....	5
7. NCV training completion status of the respondents.....	5
8. Responses to survey Items 1 and 2.....	7
9. Responses to Question 8 .....	7
10. Responses to Questions 12 and 16 .....	8
11. Responses to Question 15 .....	9
12. Responses to Questions 17 and 18 .....	10
13. Responses to Questions 20 and 22 .....	10
14. Responses to Questions 24 and 26 .....	11
15. Responses to Questions 27 and 31 .....	12
16. Responses to Questions 32 and 35 .....	12
17. Responses to Questions 39 and 41 .....	13
18. Responses to Question 46 .....	13
19. Responses to Questions 50 and 55 .....	14
20. Responses to Question 54 .....	15
21. Responses to Question 61 .....	15'
22. Responses to Question 62 .....	16
23. Responses to Questions 9 and 11 .....	17
24. Responses to Questions 13 and 14 .....	17

25. Responses to Question 23 .....	18
26. Responses to Questions 25 and 30 .....	19
27. Responses to Questions 33 and 34 .....	19
28. Responses to Questions 40 and 43 .....	21
29. Responses to Questions 44 and 48 .....	21
30. Responses to Question 52 .....	22
31. Responses to Questions 3 and 4 .....	23
32. Responses to Question 5 .....	23
33. Responses to Questions 6 and 7 .....	24
34. Responses to Question 10 .....	25
35. Responses to Question 21 .....	25
36. Responses to Questions 19 and 28 .....	26
37. Responses to Questions 29 and 36 .....	26
38. Responses to Questions 37 and 38 .....	28
39. Responses to Questions 42 and 45 .....	28
40. Responses to Questions 47 and 49 .....	29
41. Responses to Questions 51 and 53 .....	30
42. Responses to Question 56 .....	30
43. Responses to Question 57 .....	31
44. Responses to Question 58 .....	32
45. Responses to Questions 59 and 60 .....	32

## Introduction

Through a long and careful process, the central values which should guide the conduct of the Navy and its people, both military and civilian, have been identified and articulated. These are the Navy Core Values: Honor, Commitment, and Courage.

Established by the Chief of Naval Education and Training (CNET), the Core Values Initiative (CVI) subsumes three domains of action: education, reinforcement, and accountability. Education efforts will ensure that core values training, of high quality and of direct applicability to the trainee's duties in the Navy, is provided to all personnel throughout every level of the organization. Creating a work environment conducive to rewarding adherence to the core values is essential, and will be the focus of the reinforcement effort. Finally, the accountability dimension will concentrate on leadership modeling, grievance/redress mechanisms, and command-level assessments. This integrated and comprehensive system of values inculcation, facilitation, demonstration, and monitoring will ensure the vitality of Navy core values and foster their daily manifestation in the actions of Navy people.

Training in the Navy Core Values, a central element of the CVI's educational domain, was mandated for all personnel in the Navy, and commenced in 1992. A survey will be conducted for each of the first three years of Navy Core Values implementation, and possibly in future years as well, in part to assess the degree to which the Navy is successful in building a strong values community. In 1993, the first Navy Core Values Survey was conducted to measure attitudes and opinions relative to the NCV, and to secure baseline data against which progress in building the Navy values community could be assessed. The results of that survey were reported to Navy management, and are contained as well in *The Navy Values Community: Results of the 1993 Navy Core Values Survey* (Baker & Le, 1995).

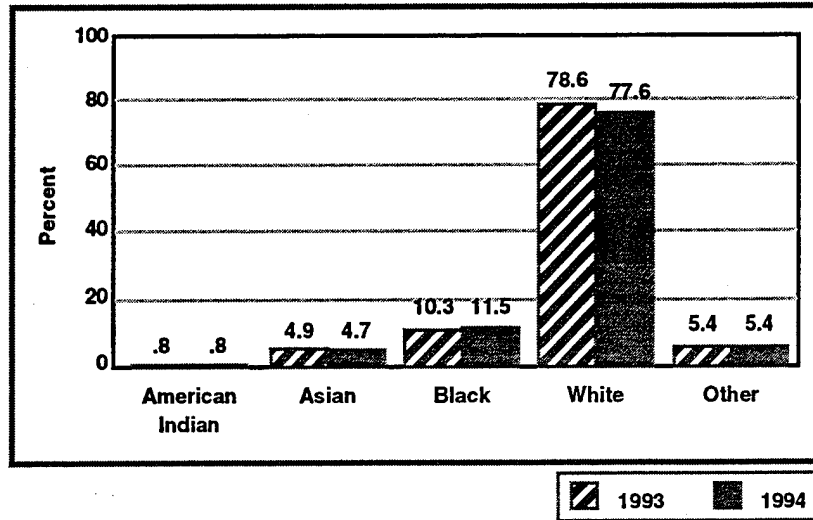
NCV training is in its third year. It is appropriate to determine if progress is being made. Thus, the second of the three Core Values Surveys was conducted, and is the subject of this report. The survey was mailed in September 1994 to a random sample of 7,500 Navy women and men, at sea and ashore, and across the spectra of paygrades and occupational fields; personnel with less than six months of service, and persons who had taken the 1993 Core Values Survey were excluded. (See the Appendix for a copy of the 1994 Navy Core Values Survey.) Returned surveys were scanned into a database and subsequently were analyzed using the Statistical Package for the Social Sciences (SPSS-X).

Surveys completed and returned by the cutoff date totalled 3246, with an additional 481 being returned as undeliverable, for an effective response rate of 46.2 percent.

To facilitate comparisons, all charts in the pages that follow present both the 1993 and 1994 survey results. A separate section in this report discusses trends.

## Sample Characteristics

The gender distribution was 85.3 percent male, 14.7 percent female, as compared with 89.5 percent male and 10.5 percent female in the 1993 survey. American Indian accounted for 0.8 percent, Asian 4.7 percent, Black 11.5 percent, and White for 77.6 percent of the sample, with 5.4 percent indicating "other," as shown in Figure 1.



**Figure 1. Ethnicity breakdown of the sample.**

Sixty-nine percent (68.9%) were married, with 21.7 percent never having been married; 9.4 percent were separated or divorced (Figure 2). Age breakdown in the sample was: 23.6 percent 25 years or younger, 45.1 percent 26-35, 27.1 percent 36-45, 3.9 percent 46-55, and .3 percent 56 years or older (Figure 3).

In Figure 4, it can be seen that paygrades were represented as follows: 19.2 percent E-1--E-4, 38.4 percent E-5--E-6, 15.6 percent E-7--E-9, 0.9 percent W-O, 19.7 percent O-1--O-4, 6.1 percent O-5--O-6, and 0.1 percent O-7 or above. Figure 5 shows the educational levels of the respondents, of whom fewer than four percent (3.5%) had less than high school graduate status, 30.5 percent had high school diplomas, and 36.4 percent had some college but less than four years; bachelor's, master's, and doctoral degrees were held by 16.7 percent, 9.3 percent, and 3.4 percent of the respondents, respectively.

Figure 6 portrays the sea and shore split, at 43.3 percent and 56.7 percent, respectively. More than half (53.2%) had taken the Navy Core Values Training (Figure 7).

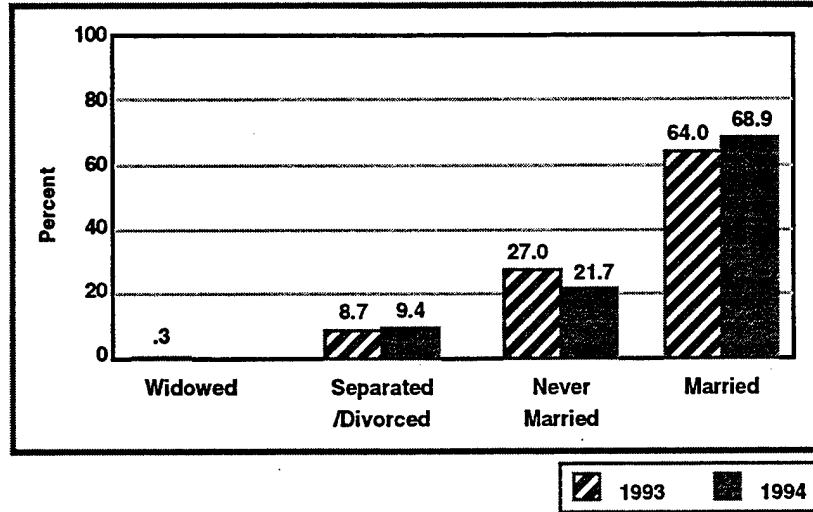


Figure 2. Respondents' marital status.

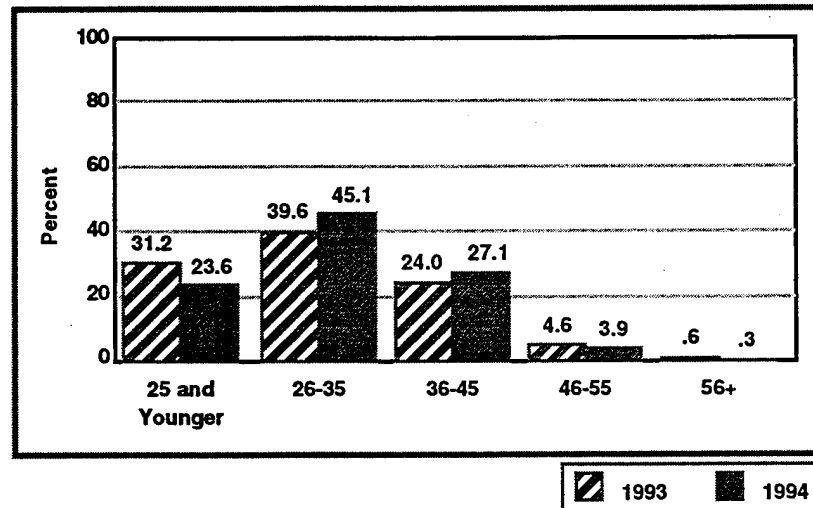


Figure 3. Age distribution in the sample.

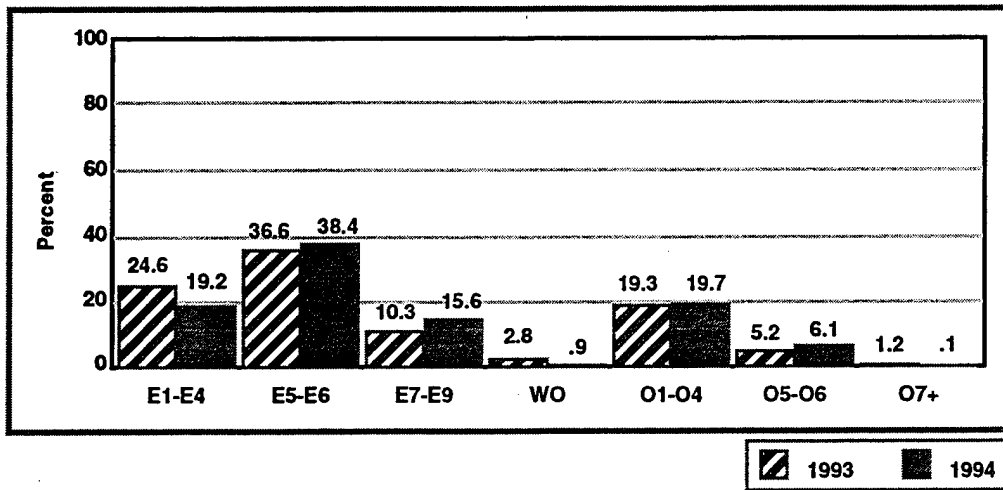


Figure 4. Paygrades of the respondents.

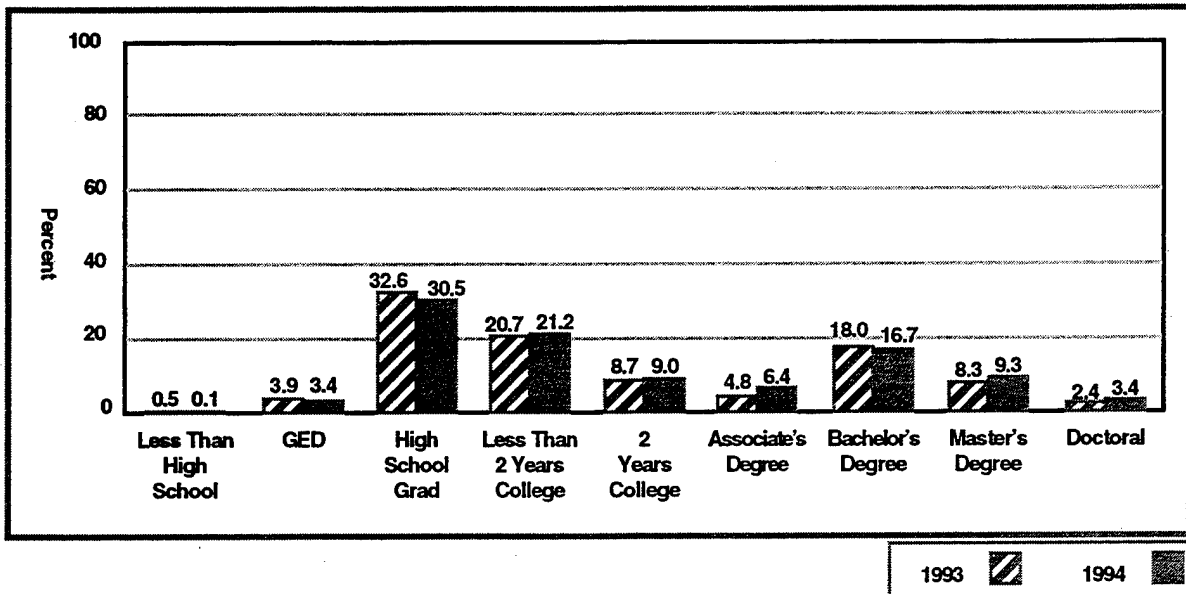


Figure 5. Distribution of respondents by education level.

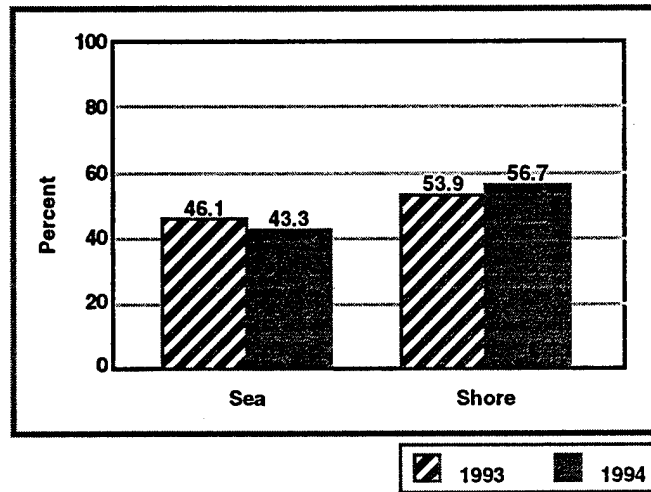


Figure 6. Afloat and ashore breakdown.

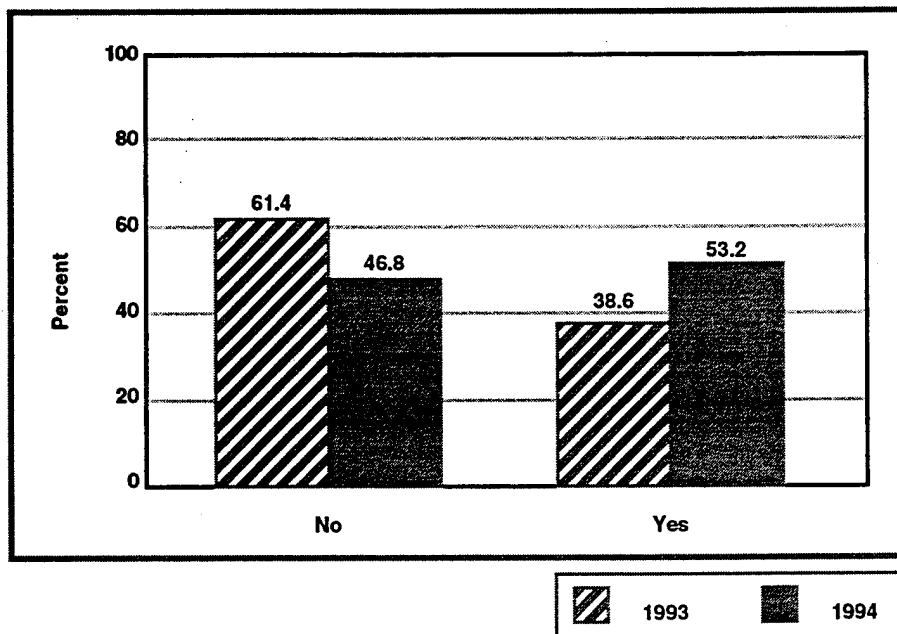


Figure 7. NCV training completion status of the respondents.



## Highlights<sup>1</sup>

This chapter presents the results of the survey, divided into three sections: (a) Strong Consensus--items showing substantial agreement among respondents and congruence with the Navy Core Values (70% or more agreed, or disagreed with a reverse-worded item)-- this is the area where a strong values community exists; (b) Substantial Disagreement--items indicating marked divergence of opinion among survey respondents and low endorsement of the NCV (less than 50% disagreed, or agreed on a reverse-worded item)--this is the area of polarization and potential conflict within the Navy community; and (c) Gray Areas--items on which there was a pattern of mid-range responses (51%-69% agreed, or disagreed on a reverse-worded item)--this is the area of uncertainty and confusion and wait-and-see attitudes, an area where timely, adept, focused actions by Navy leadership should make a real difference.

All charts reflect the total sample; subgroup comparisons are commented on in the text, whenever there was a difference of 15 percent or more between any two subgroups. As noted previously, 1993 survey data are presented alongside the 1994 results for comparison purposes. In several cases, items have changed categories from 1993 to 1994; those changes are indicated by a bold up or down arrow on the chart. Subgroup comparisons were made for gender, age group, paygrade (E-1--E-5s, E-6--E-9s, and O-1--O-4s), Race (Whites/Blacks), ship/shore, education level, and NCV training completion. For complete wording of the survey questions, consult the Appendix, which contains a copy of the actual survey.

### Strong Consensus

Figure 8 provides information on responses to two items that address global issues in connection with the NCV. For example, in Question 1, 82.0 percent agreed that the Navy Core Values are applicable to everyday life; however, 12.4 percent were undecided. Subgroup differences: E-1--E-5s agreed at 70.4 percent, whereas O-1--O-4s agreed at 91.8 percent. Ages 17-24 agreed at 69.4 percent, ages 33 and above at 89.3 percent.

Question 2: Seventy-six percent (76.3%) agreed that it was easy to live by the NCV; 16.3 percent were undecided. Subgroup differences: High school or less, 67.6 percent agreed; college, 78.8 percent agreed. E-1--E-5s agreed at 63.2 percent, E-6--E-9s at 80.9 percent, and O-1--O-4s at 88.60 percent. Ages 17-24 agreed at 60.8 percent, ages 25-32 at 74.5 percent, ages 33 and older at 84.6 percent. Persons who had taken the NCV training agreed at 83.8 percent, those who had not at 67.9 percent.

In Question 8 (Figure 9), 84.4 percent felt that it was okay to testify against friends or supervisors in order that the truth be known. Here is an item dealing with the orientation toward truthfulness and loyalty to the Navy. Subgroup differences: Ages 17-24 agreed at 72.4 percent, ages 33 and older at 88.7 percent.

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<sup>1</sup>This report is designed for use by Navy leadership. Agree and strongly agree, and disagree and strongly disagree responses have been collapsed to emphasize agreement and disagreement.

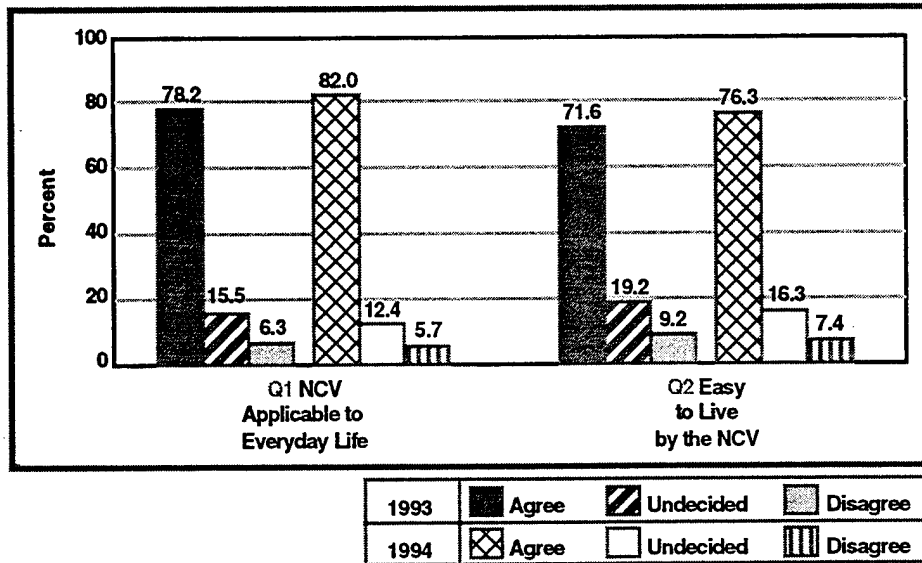


Figure 8. Responses to survey Items 1 and 2.

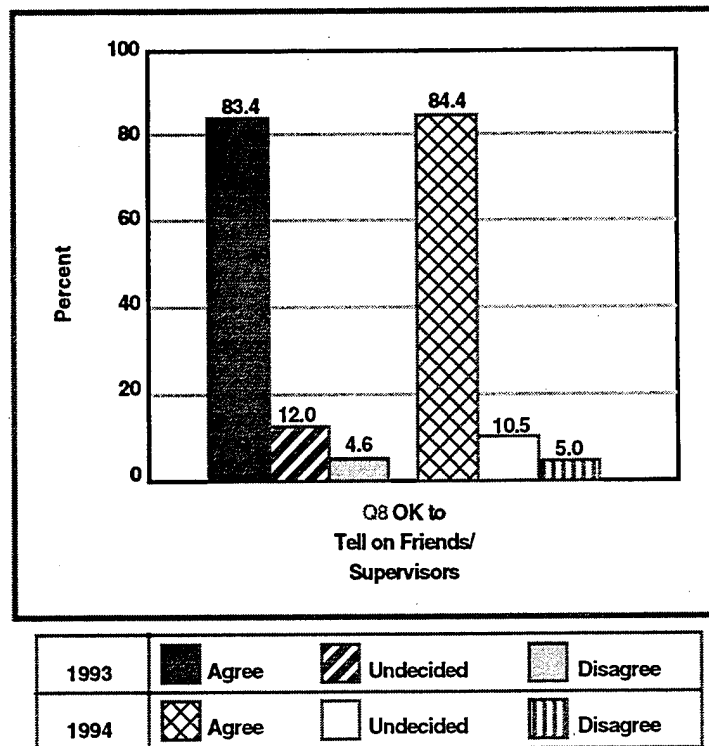


Figure 9. Responses to Question 8.

Figure 10 continues with items of global concern. Three-fourths of the respondents to Question 12 (78.5%) agreed that adherence to the Core Values will make the Navy a better organization; however, 17.5 percent remained uncertain. Subgroup differences: E-1--E-5s agreed at 67.9 percent, E-6--E-9s at 82.4 percent, and O-1--O-4s at 87.3 percent. Ages 17-24 agreed at 65.9 percent, ages 33 and older at 84.8 percent.

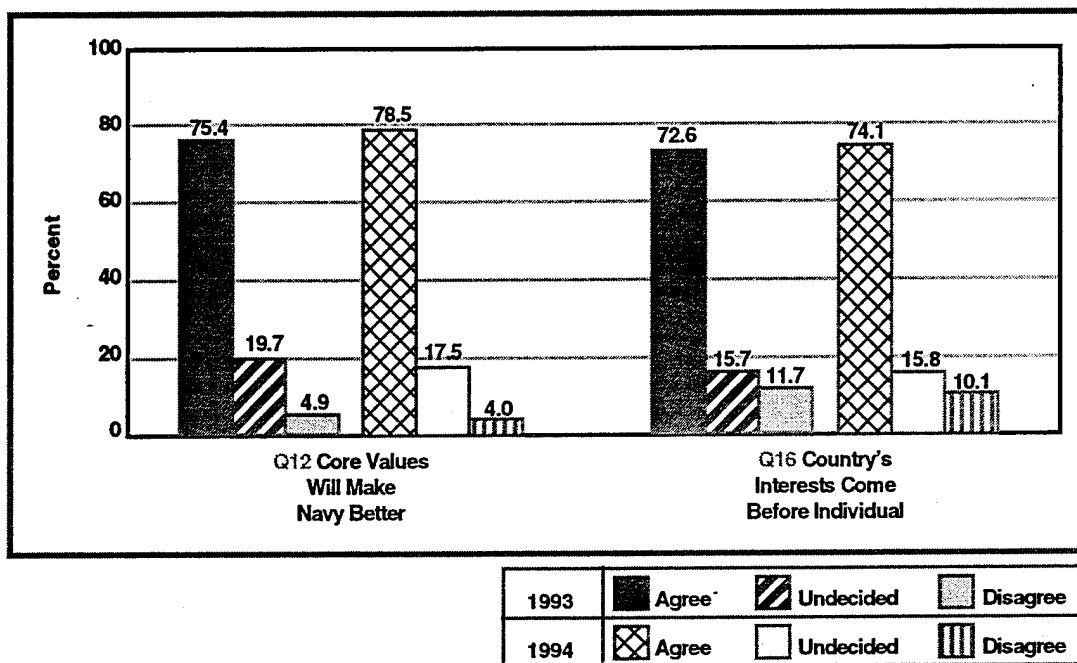


Figure 10. Responses to Questions 12 and 16.

Service above self is evident in responses to Question 16, which states that the country's interests come before those of the individual (74.1% agreed), but surprisingly, 15.8% were not sure. Subgroup differences: E-1--E-5s agreed at 65.3 percent, O-1--O-4s at 82.1 percent.

Question 15 is one of those changing categories from the 1993 survey. In this case, the move was from the Gray Area to Strong Consensus, with a respectable shift of 6.6 percent. Seventy-three percent agreed with the statement that the Navy Core Values agree with their personal values. Subgroup differences: E-1--E-5s agreed at 56.9 percent, O-1--O-4s at 89.2 percent. High school or less agreed at 60.2 percent, college at 77.5 percent. Whites agreed at 75.6 percent, Blacks at 59.1 percent. Ages 17-24 agreed at 52.8 percent, ages 25-32 at 72.9 percent, ages 33 and older at 82.5 percent. Those who had taken the NCV training agreed at 81.2 percent, those who had not, at 64.3 percent. (See Figure 11.)

"I would live by the Core Values even in the face of pressure from members of my work team" (Question 17) was agreed with by 77.0 percent of the respondents, however, eighteen percent (18.0%) were undecided. Subgroup differences: Only 65.5 percent of the single respondents agreed, compared to 80.6 percent of the married. E-1--E-5s agreed at 63.5 percent, E-6--E-9s at 81.9 percent, and O-1--O-4s at 88.7 percent. Ages 17-24 agreed at 59.4 percent, ages 25-32 at 76.1 percent, ages 33 and older at 85.4 percent.

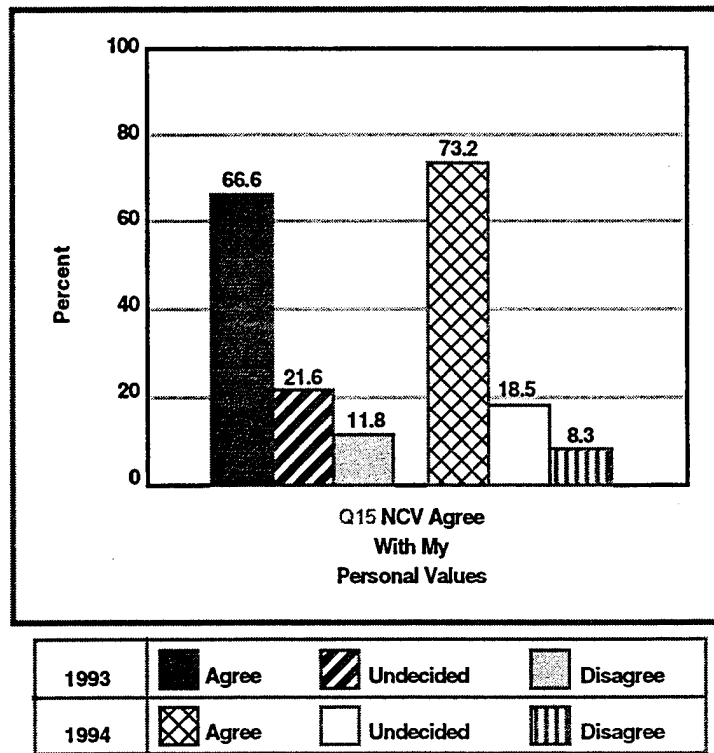


Figure 11. Responses to Question 15.

Seventy-four percent (74.0%) thought that people in the Navy, whether military or civilian, should be held to higher standards of conduct; 17.5% disagreed with that statement. (Question 18) Subgroup differences: none. (See Figure 12.)

Figure 13 focuses on more specific actions that manifest the values of the Navy as an organization as well as the values of Navy women and men. In Question 20, there was strong rejection of the statement that it is okay for wasteful practices to go unreported (94.2% disagreed). Subgroup differences: none.

Question 22 shows overwhelming agreement with the statement that doing the right thing isn't always easy (91.3%). Subgroup differences: none.

Overwhelming agreement also was indicated to Question 24 (Figure 14), which states that responsibility is a key quality of an effective Navy man or woman, whether civilian or military (98.2%). Subgroup differences: none.

An important indicator of trust and open communications is the 78.1 percent agreement with the statement in Question 26, "I feel I can make honest recommendations to my superiors." Subgroup differences: E-1--E-5s agreed at 69.2 percent, O-1--O-4s at 85.9 percent.

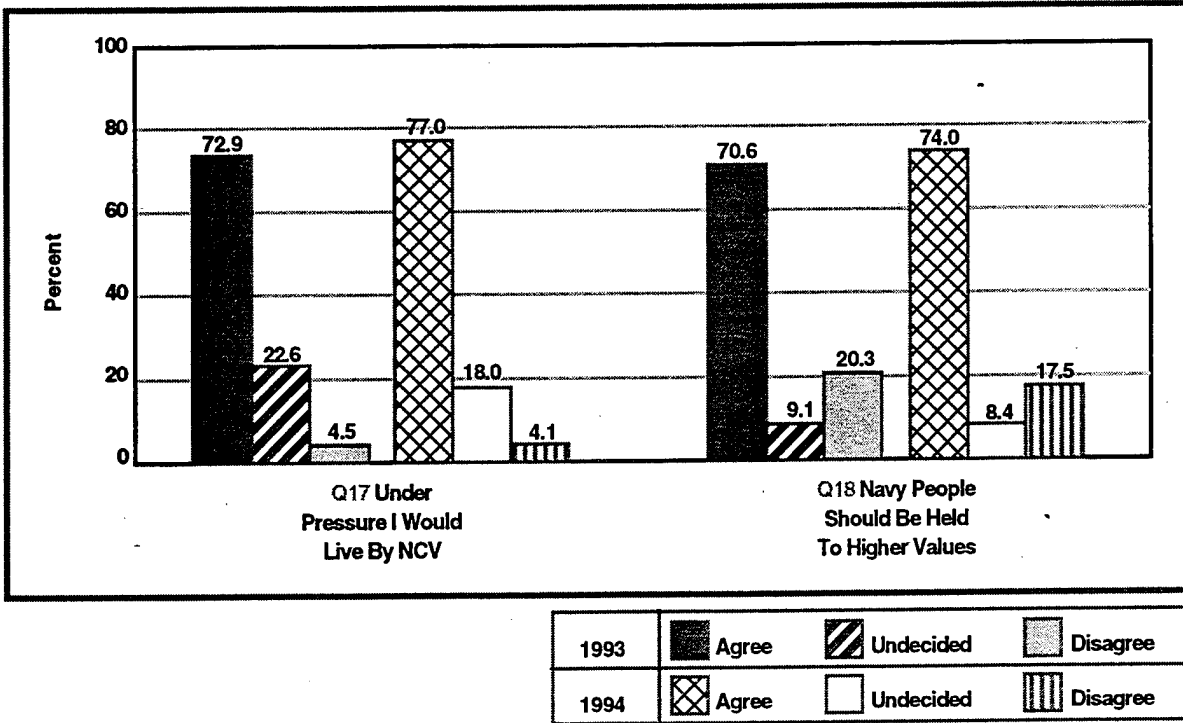


Figure 12. Responses to Questions 17 and 18.

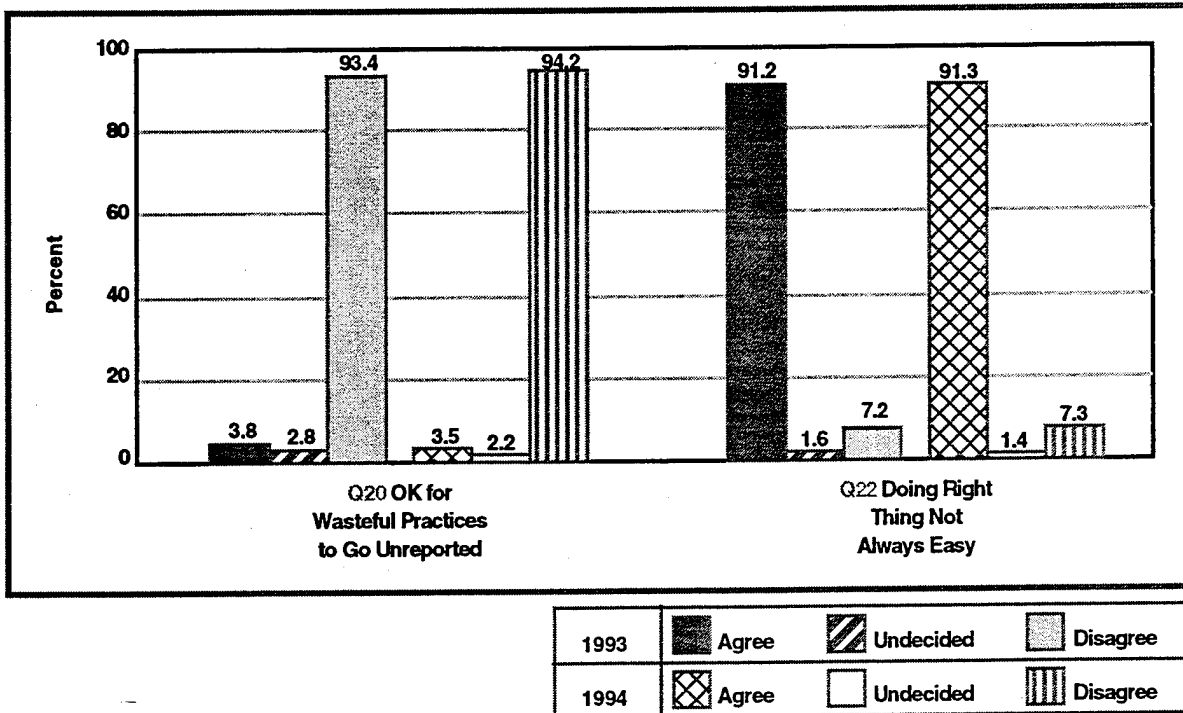


Figure 13. Responses to Questions 20 and 22.

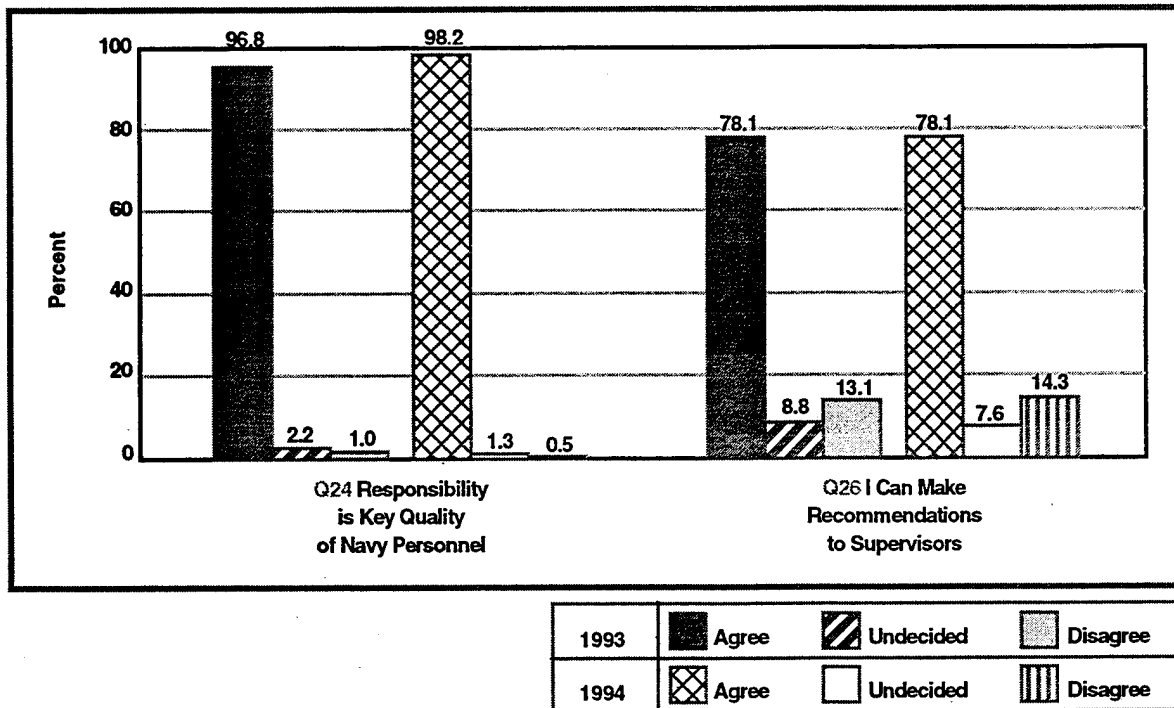


Figure 14. Responses to Questions 24 and 26.

Figure 15 shows that 90.2 percent would be willing to deliver the “bad news” (Question 27). Subgroup differences: none.

In Question 31, there was very strong disagreement that it’s okay to be dishonest as long as it doesn’t hurt anyone (92.2% disagreed). Subgroup differences: none.

Three-fourths (77.3%) of the respondents agreed that being a team player is more important than individual accomplishment (Figure 16), although 13.9% remained undecided (Question 32). Subgroup differences: none.

Most (89.7%) agreed that they knew the procedures for making a complaint or grievance (Question 35). Subgroup differences: none.

Figures 17 and 18 address elements of organizational climate. In Question 39, it can be seen that 90.5 percent disagreed that it is okay to make up unimportant details on a report. Subgroup differences: none.

A very high percentage (96.4%) knew what behaviors constitute sexual harassment (Question 41), but far fewer (79.6%) agreed that people should report sexual harassment (Question 46) Subgroup differences: none for either question.

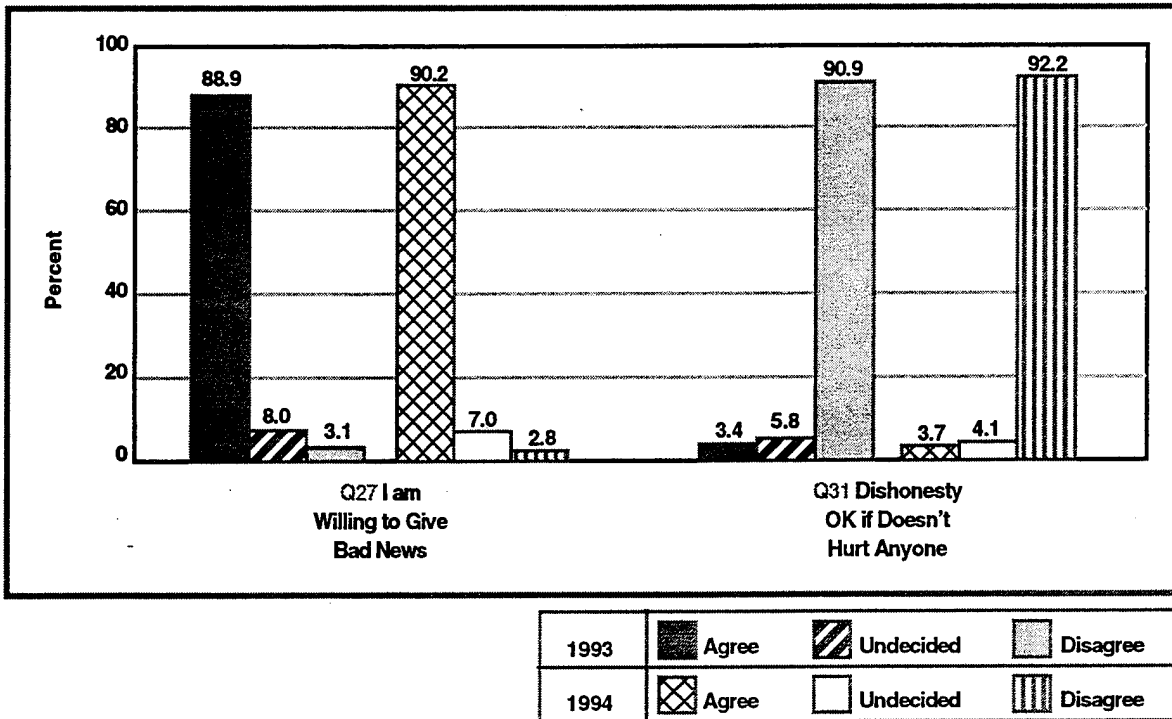


Figure 15. Responses to Questions 27 and 31.

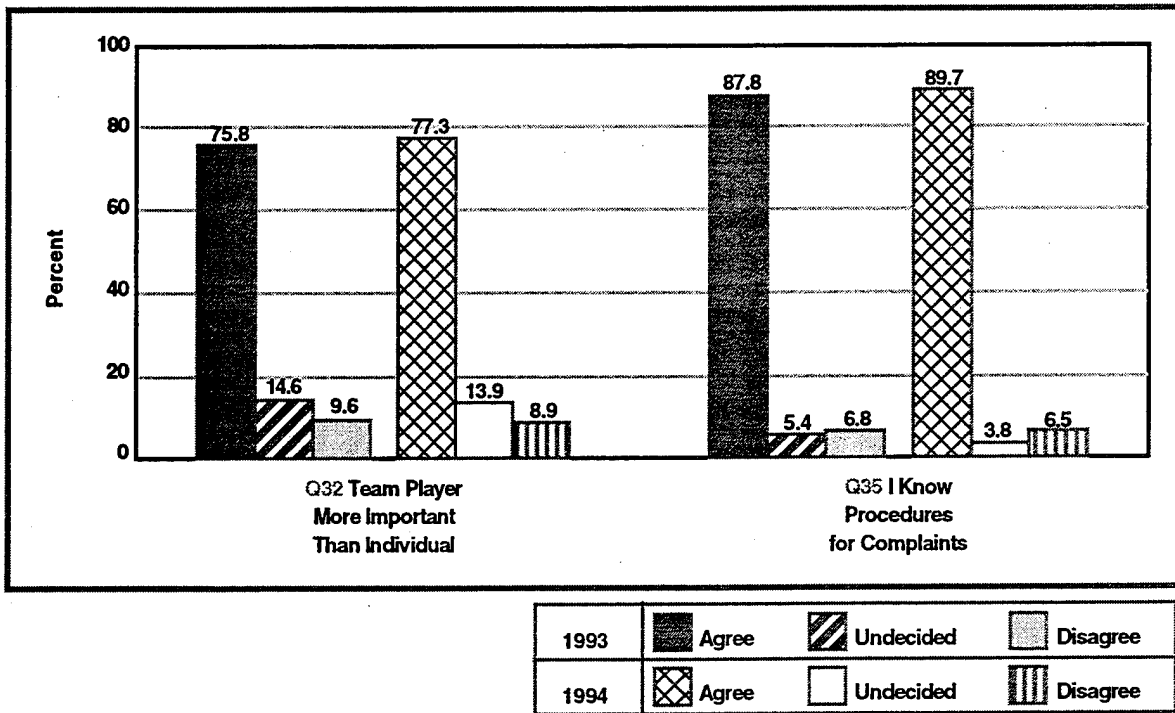


Figure 16. Responses to Questions 32 and 35.

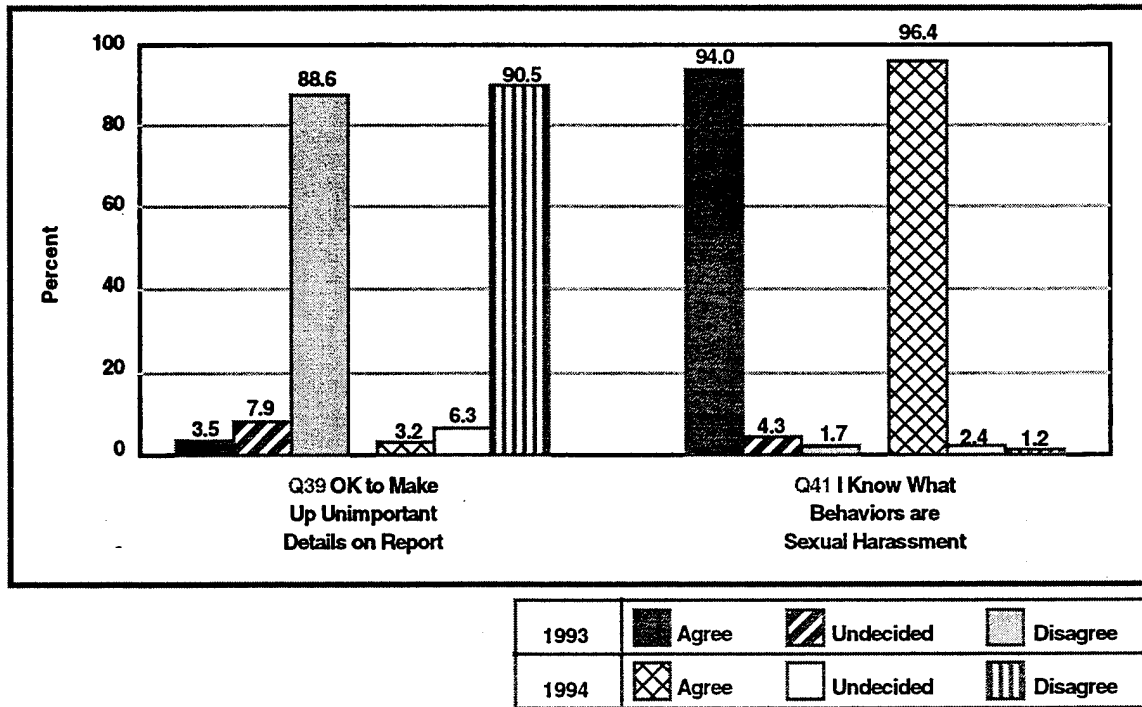


Figure 17. Responses to Questions 39 and 41.

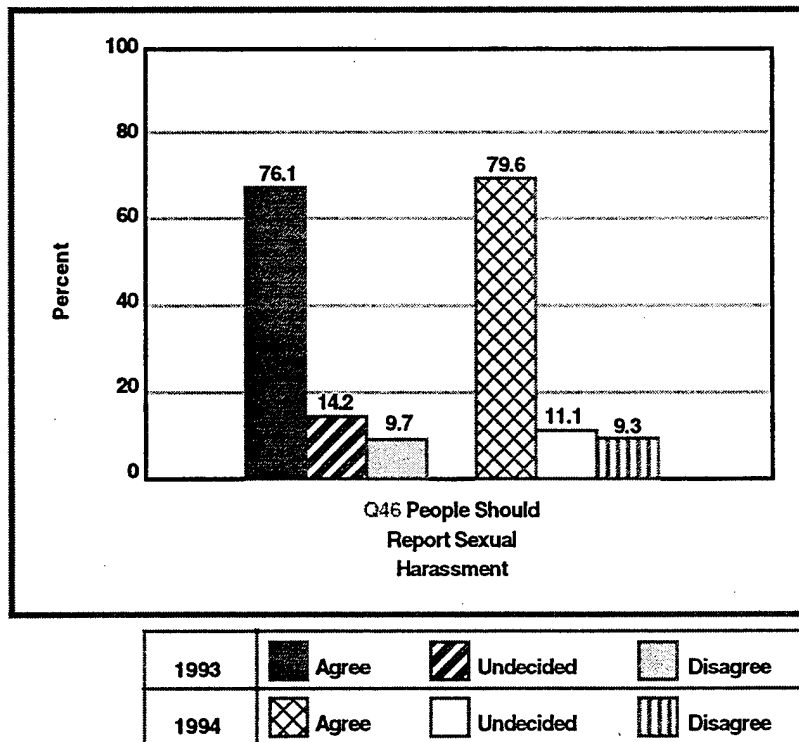


Figure 18. Responses to Question 46.



Responding to the statement that sexual harassment is not covered by the Navy Core Values (Question 50), 77.7 percent disagreed; however, 18.2% were undecided, as shown in Figure 19. Subgroup differences: E-1--E-5s disagreed at 68.8 percent, O-1--O-4s at 86.2 percent. Persons who had taken the NCV disagreed at 85.7 percent, those who had not at 68.4 percent.

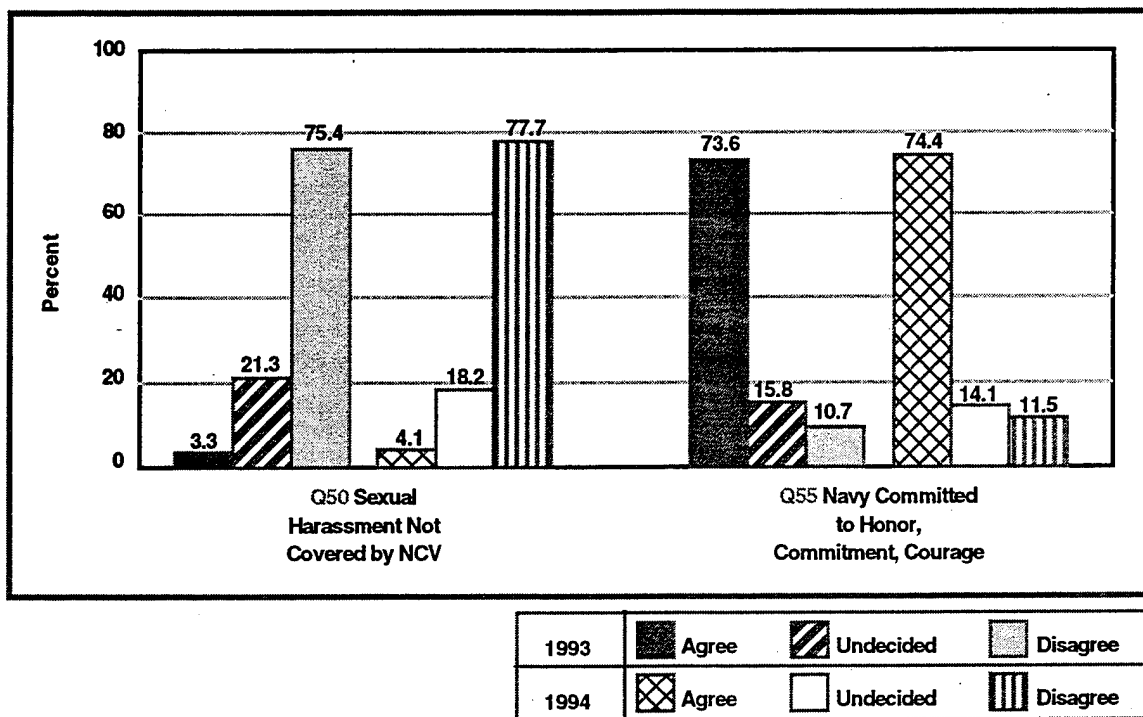


Figure 19. Responses to Questions 50 and 55.

The same chart reveals that nearly three-fourths (74.4%) of the respondents agreed that the Navy is committed to high standards of honor, commitment, and courage, whereas 14.1 percent remained undecided on that issue (Question 55). Subgroup differences: none.

Figure 20 presents an item which has moved up from the previous year's survey. Seven out of ten (70.6%) agree that the Navy Core Values are effectively applied at their organization (Question 54). Subgroup differences: E-1--E-5s agreed at 56.9 percent, E-6--E-9s at 74.4 percent, O-1--O-4s at 83.4 percent. Ages 17-24 agreed at 56.6 percent, ages 33 and older at 78.0 percent.

Question 61 was meant to measure how well the three Navy Core Values were known by members of the Navy community (see Figure 21). This question had the strongest movement in percentage points, and moved also into the Strong Consensus category from the Gray Areas. Seventy-three percent (72.6%) correctly identified the three Navy Core Values: Honor, Commitment, and Courage. Sixteen percent (15.6%) chose one of the incorrect alternatives: Tradition, Honor, and Courage. Subgroup differences: none.

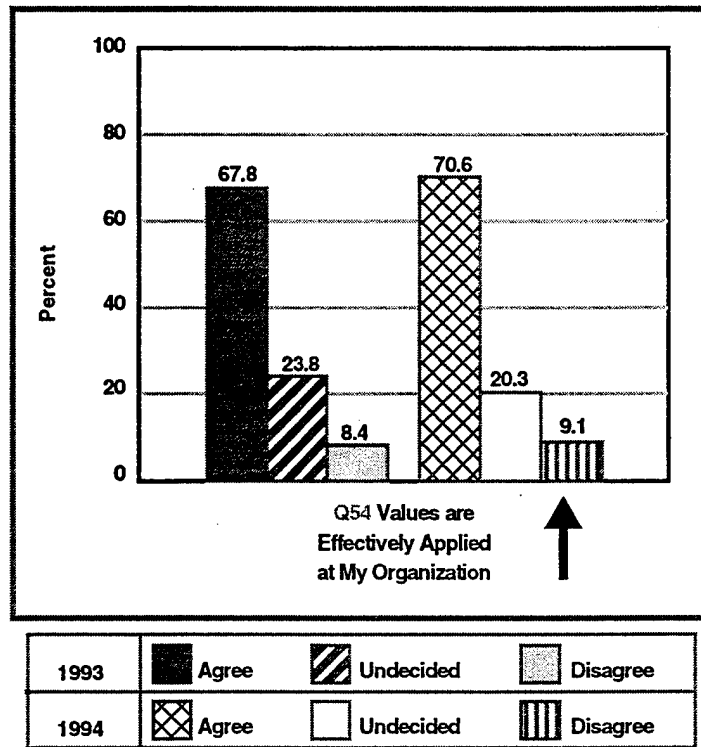


Figure 20. Responses to Question 54.

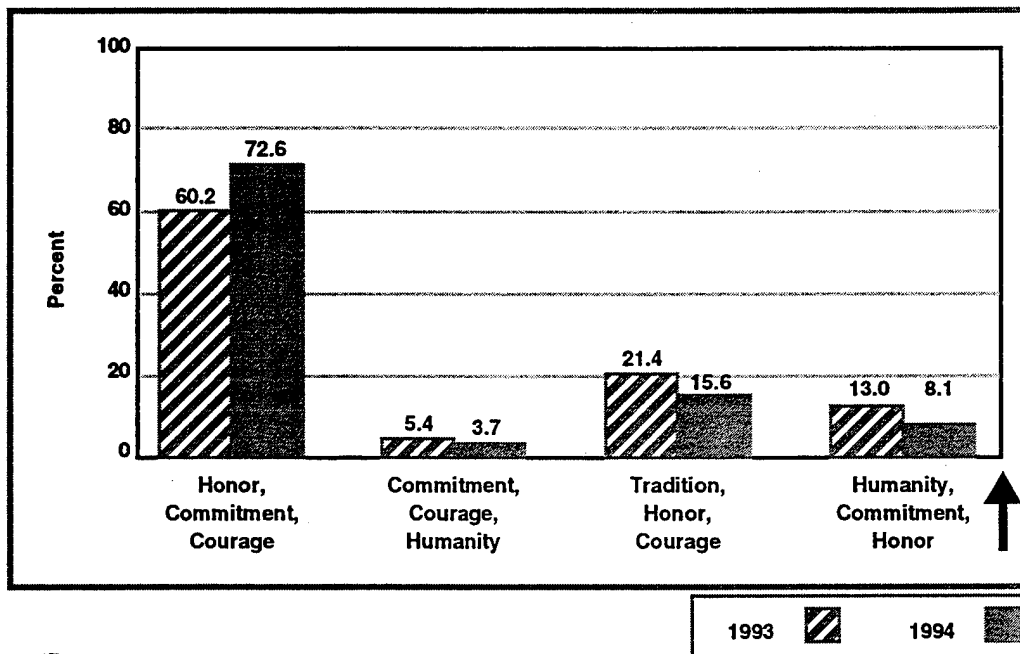


Table 21. Responses to Question 61.

Figure 22 shows another cognitive question. Question 62 sought to measure the respondent's ability to apply the NCV. Most (88.3%) identified the correct response (Disciplining a minority subordinate is not a violation of the Navy's Core Values). Subgroup differences: E-1--E-5s answered correctly at 81.3 percent, O-1--O-4s at 97.2 percent.

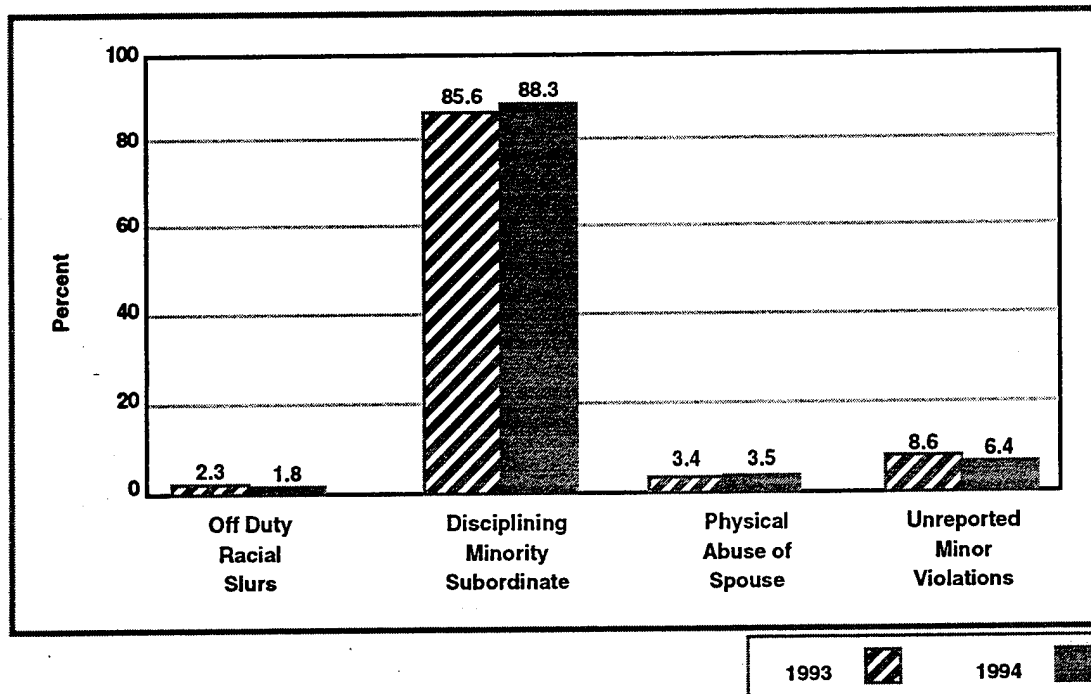


Figure 22. Responses to Question 62.

### Areas of Substantial Disagreement

In Question 9, a disturbing 45.3 percent agreed with the statement that “Whether or not you are held accountable depends on your paygrade, and who you work for,” whereas 45.2% disagreed. Subgroup differences: E-1--E-5s disagreed at 38.3 percent, O-1--O-4s at 57.1 percent; counter to the usual pattern of responses, the E-1--E-5 and the E-6--E-9 subgroups were almost perfectly equal in agree, undecided, and disagree responses.

On the one hand, 47.9 percent agreed that loyalty to the Navy is ultimately more important than loyalty to peers, subordinates, or supervisors (Question 11); on the other hand, 29.3 percent disagreed, whereas many, 22.8 percent, were undecided. Subgroup differences: Ages 17-24 agreed at 35.9 percent, ages 33 and older at 55.0 percent. Refer to Figure 23.

Figure 24 also contains some disturbing information. Opinions that one of the best characteristics of the Navy is concern for its people (Question 13) were almost equally split (43.5% agreeing, 40.1% disagreeing), with 16.3 percent undecided. Subgroup differences: E-1--E-5s agreed at 31.3 percent, O-1--O-4s at 50.9 percent. Ages 17-24 agreed at 31.9 percent, ages 33 and older at 53.9 percent.

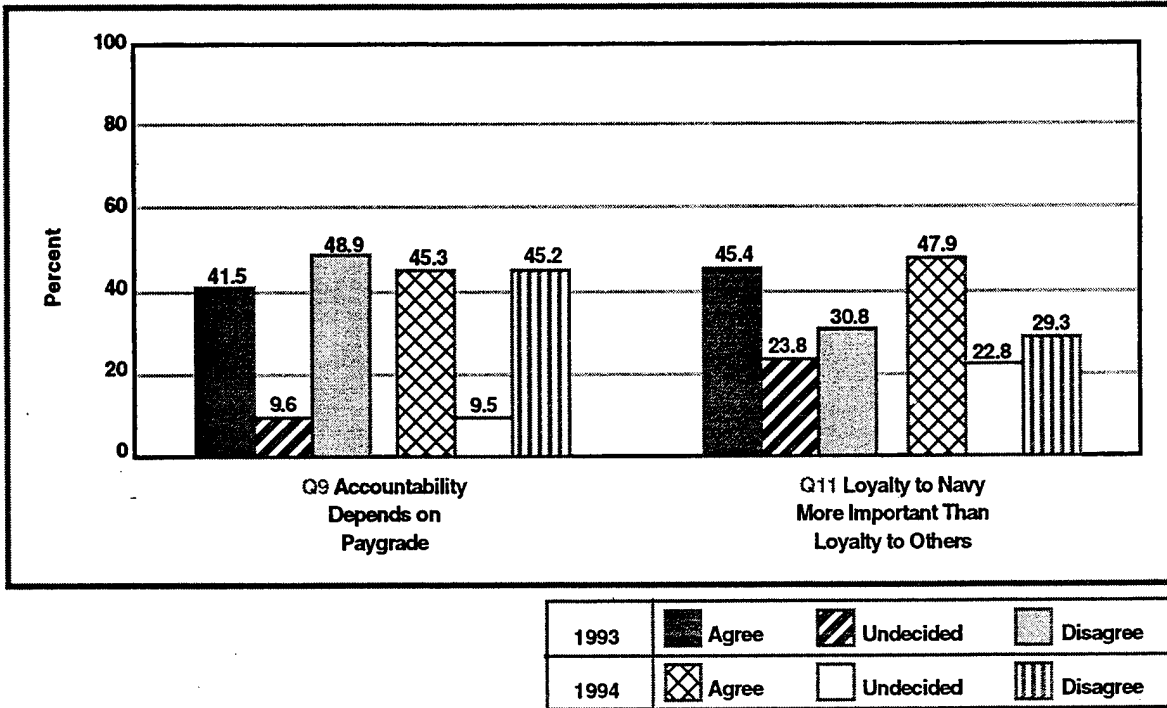


Figure 23. Responses to Questions 9 and 11.

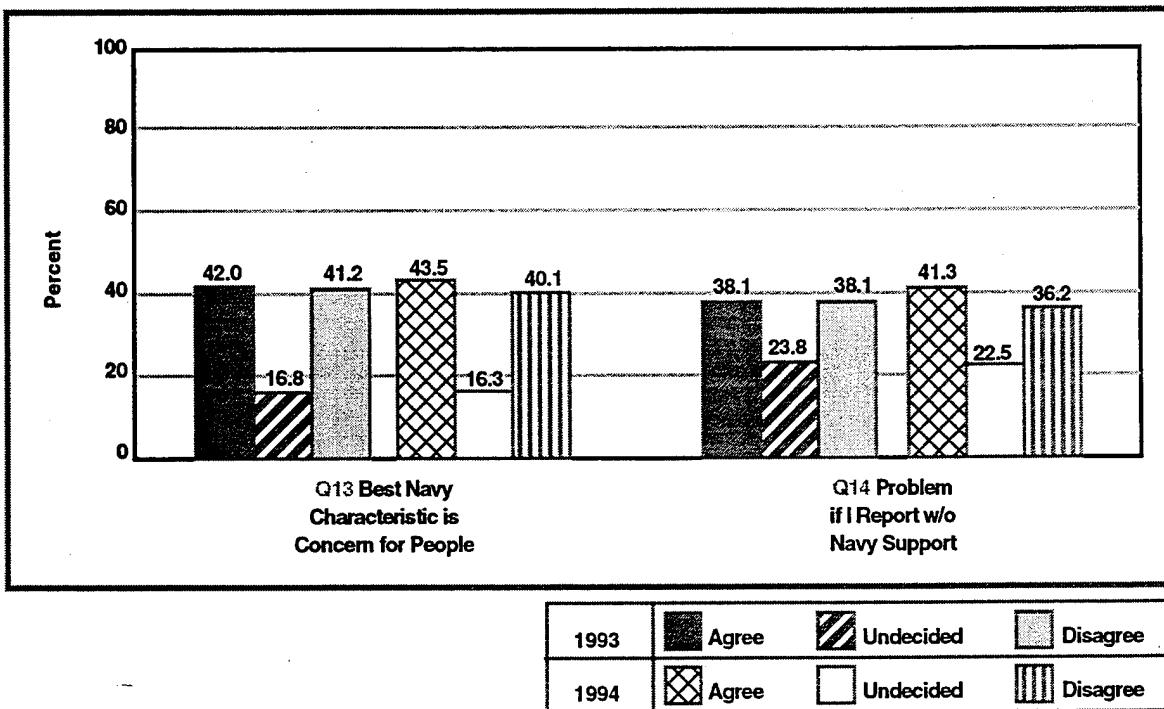


Figure 24. Responses to Questions 13 and 14.

And there was close division of agree (41.3%) and disagree (36.2%) on the statement in Question 14 that “if I report someone for wrongdoing, the Navy may not back me up”; 22.5 percent remained uncertain on that item. Subgroup differences: E-1--E-5s agreed at 47.9 percent, O-1--O-4s at 30.9 percent.

Four out of ten (42.2%) agreed with the statement that they see the Navy Core Values being violated every day (Question 23); on the same question, 36.9 percent disagreed and 20.9 percent were undecided (see Figure 25). Subgroup differences: 40.6 percent of married disagreed, 25.5 percent of the single. E-1--E-5s disagreed at 21.6 percent, E-6--E-9s at 37.6 percent, and O-1--O-4s at 56.0 percent. Ages 17-24 agreed at 58.0 percent, ages 33 and older at 35.9 percent.

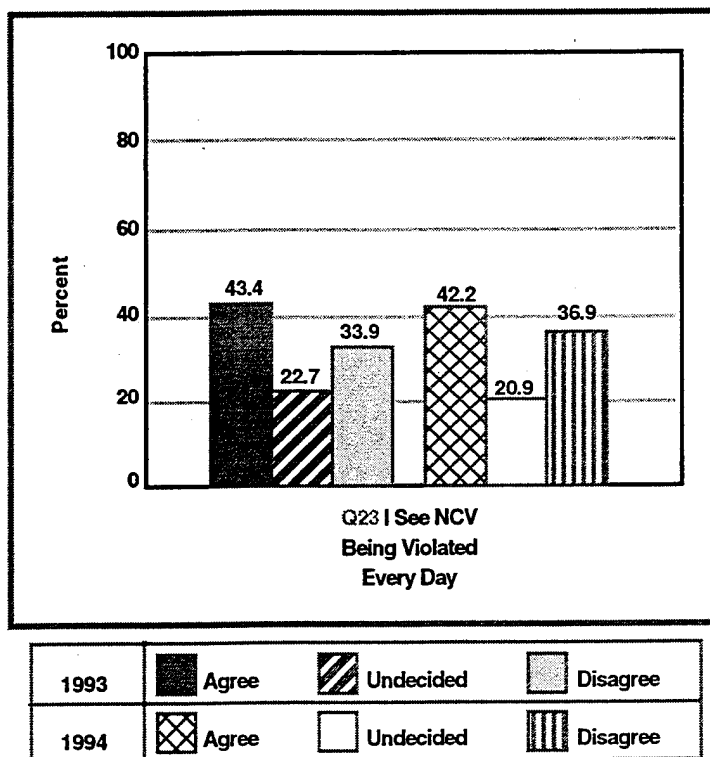


Figure 25. Responses to Question 23.

In Figures 26 and 27 can be seen respondent opinions on several items that deal with the Navy Core Values and how they play out in everyday organizational life. Forty percent (40.6%) agreed that, in their command people are honest and truthful with each other (Question 25); however, 39.5 percent disagreed and 19.9 percent were undecided. Subgroup differences: High school or less agreed 28.0 percent, college agreed 43.4 percent. Whites disagreed 37.5 percent, Blacks disagreed 55.3 percent. E-1--E-5s disagreed at 55.0 percent, E-6--E-9s at 39.7 percent, and O-1--O-4s at 19.7 percent. Ages 17-24 agreed at 21.2 percent, ages 25-32 at 39.4 percent, ages 33 and older at 50.0 percent. Shipboard agreed at only 32.2 percent vs. 47.2 percent agreement for ashore.

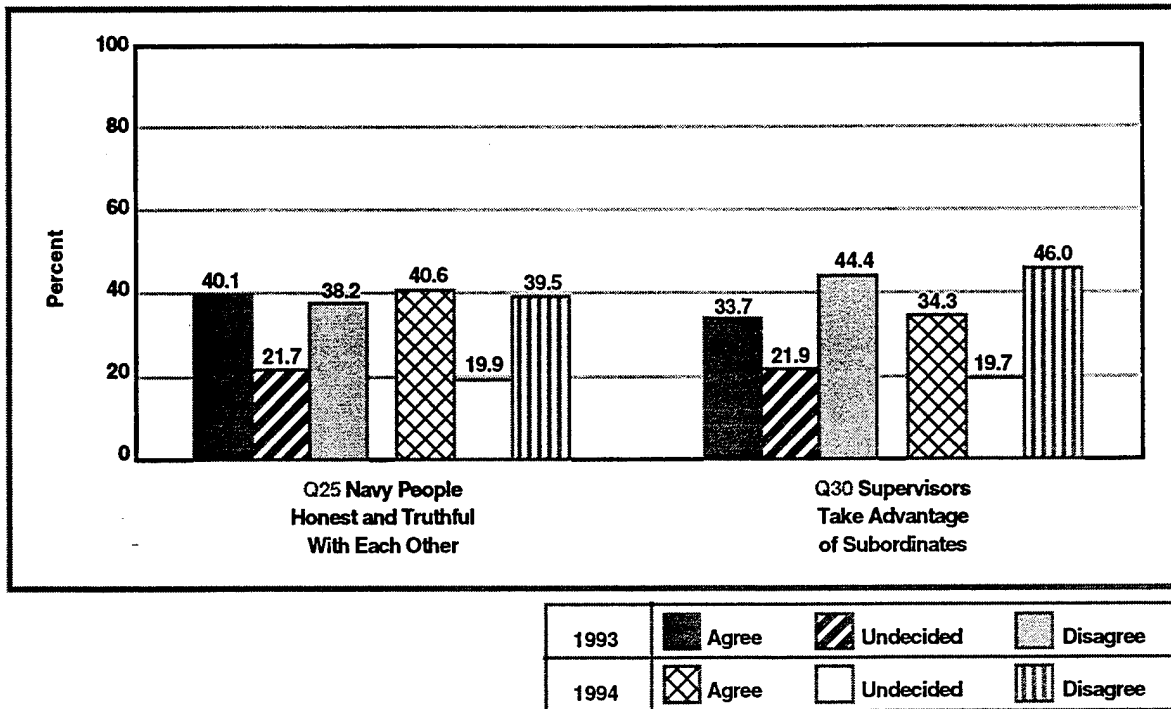


Figure 26. Responses to Questions 25 and 30.

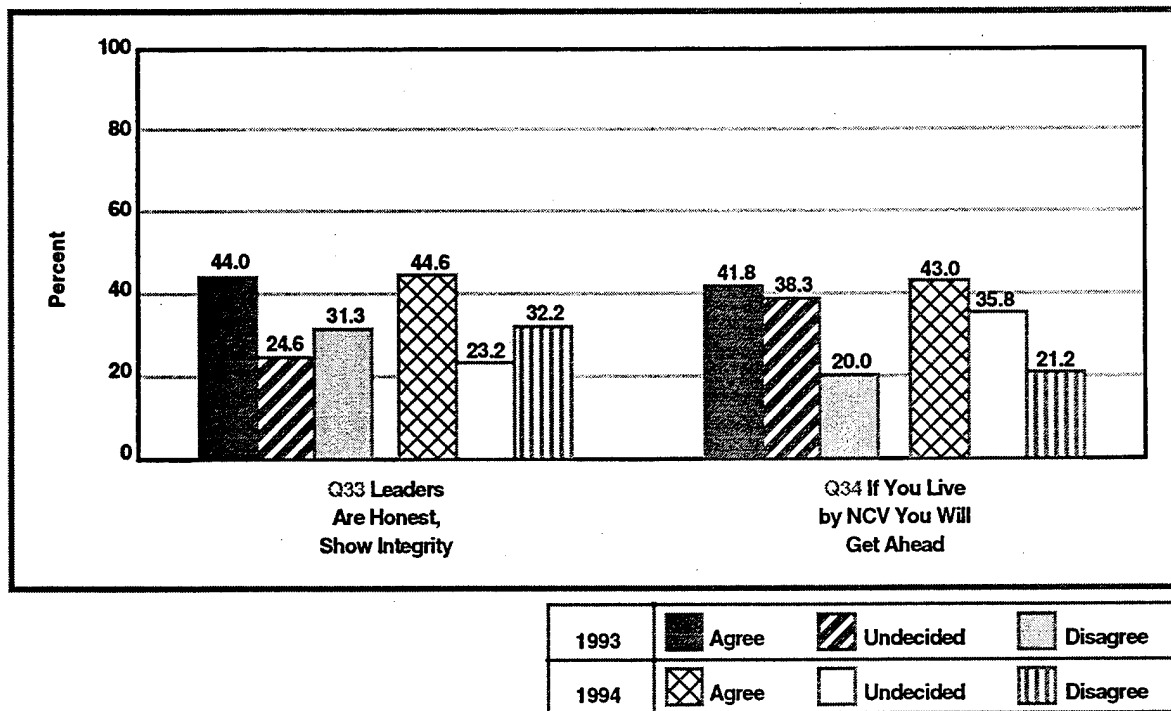


Figure 27. Responses to Questions 33 and 34.

Question 30: More than one-third (34.3%) felt that, at their command, superiors take advantage of their subordinates to get ahead, with 46.0 percent disagreeing and 19.7 percent being uncertain. Subgroup differences: E-1--E-5s disagreed at 28.0 percent, E--6-E-9 at 47.1 percent, and O-1--O-4s at 67.7 percent. Ages 17-24 agreed at 50.2 percent, ages 33 and older at 27.5 percent.

That "Leaders at my command demonstrate honesty and personal integrity in all their dealings" (Question 33) was agreed with by 44.6 percent of the respondents; 32.2 percent disagreed and approximately one-fourth (23.2%) were undecided. Subgroup differences: E-1--E-5s agreed at 29.4 percent, O-1--O-4s at 67.1 percent. Ages 17-24 agreed at 30.8 percent, ages 33 and older at 53.1 percent.

Much uncertainty is indicated in the response to Question 34: 43.0 percent felt that if you live by the Core Values you will get ahead in the Navy; one fifth of the sample (21.2%) disagreed, but 35.8 percent were undecided. Subgroup differences: none.

Substantial disagreement is again evident in the Question 40 responses shown in Figure 28. Almost evenly split were the responses to the statement that loyalty is greatly rewarded in the Navy, with 37.9 percent agreeing and 35.9 percent disagreeing; 26.2 percent were undecided. Subgroup differences: E-1--E-5s agreed at 29.2 percent, O-1--O-4s at 46.5 percent.

Also portraying a division in opinions were the 38.8 percent agree and 47.9 percent disagree responses to the statement in Question 43 that the number one goal of Navy civilian or military men and women should be to advance their careers. Subgroup differences: High school or less disagreed 31.9 percent, college disagreed 51.5 percent. Whites disagreed 52.6 percent, Blacks disagreed only 33.3 percent. E-1--E-5s agreed at 56.7 percent, E-6-E-9s at 38.3 percent, and O-1--O-4s at 13.3 percent. Ages 17-24 disagreed at 28.6 percent, ages 25-32 at 46.1 percent, ages 33 and older at 57.3 percent.

Question 44: Forty-five percent (45.6%) felt that the climate at their command allowed them to work to their maximum potential, in an atmosphere of mutual respect; 38.9 percent disagreed and 15.6 percent were undecided. Subgroup differences: Shipboard 47.7 percent disagreed vs. 32.1 percent ashore; shipboard 36.7 percent agreed vs. 52.4 percent ashore. E-1--E-5s agreed at 33.0 percent, O-1--O-4s at 59.8 percent. Ages 17-24 agreed at 29.5 percent, ages 33 and older at 55.0 percent.

That one Core Value sometimes conflicts with another (Question 48) was agreed with by 33.2 percent and disagreed with by 33.2 percent, whereas a majority (36.3%) were undecided. Subgroup differences: E-1--E-5s agreed at 43.3 percent, O-1--O-4s at 18.8 percent. Ages 17-24 agreed at 46.6 percent, ages 33 and older at 27.3 percent. Refer to Figure 29.

"The top people on my base or ship get away with misconduct" was the statement in Question 52), a statement to which one-fourth (25.0%) agreed; almost half (49.9%) disagreed, but another fourth (25.10%) were undecided (see Figure 30). Subgroup differences: E-1--E-5s disagreed at 31.8 percent, E-6--E-9s at 51.4 percent, and O-1--O-4s at 71.3 percent. Ages 17-24 disagreed at 30.3 percent, ages 33 and older at 59.9 percent.

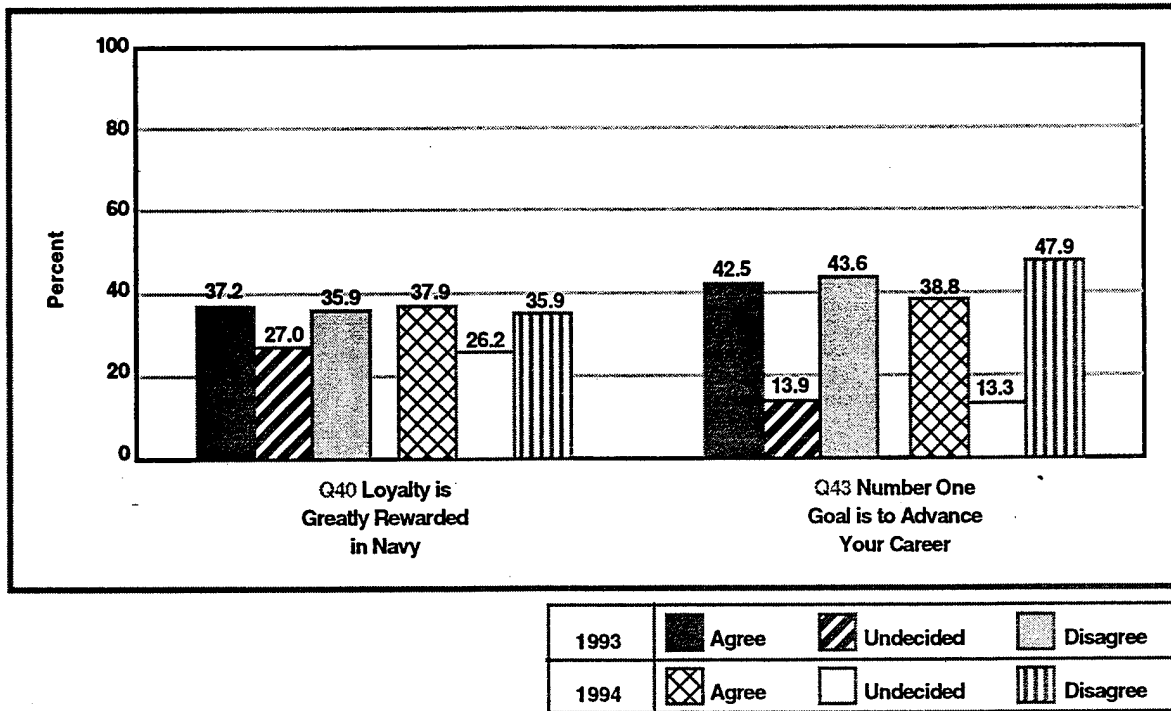


Figure 28. Responses to Questions 40 and 43.

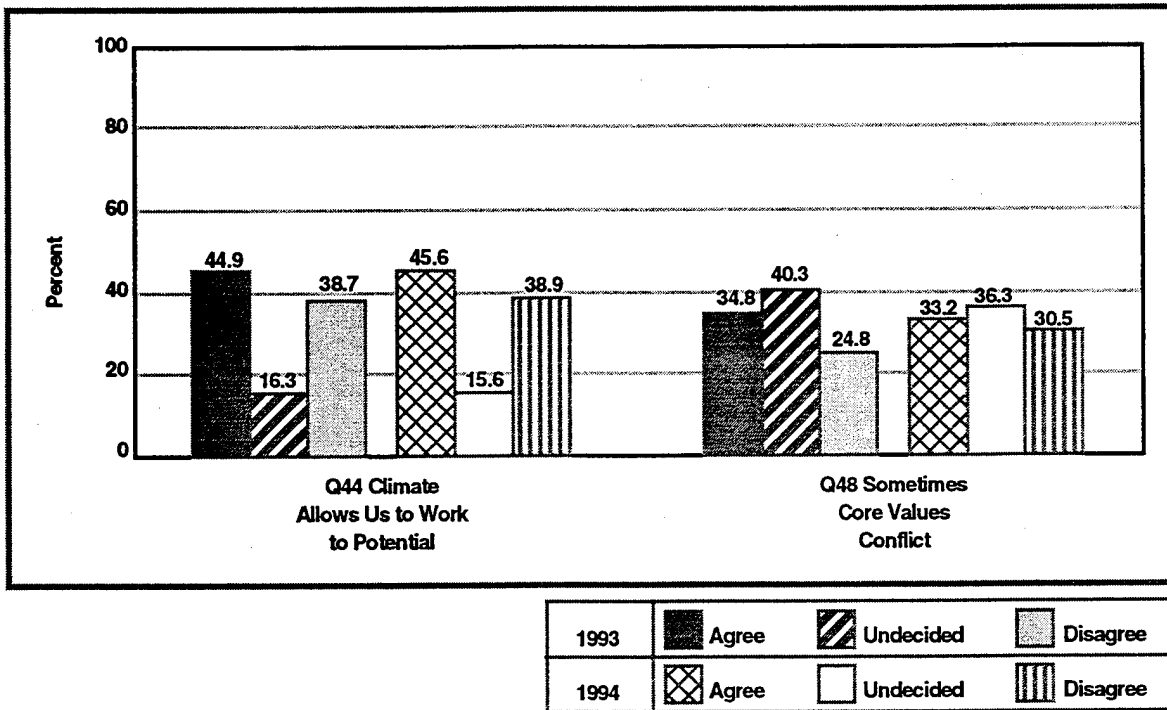


Figure 29. Responses to Questions 44 and 48.



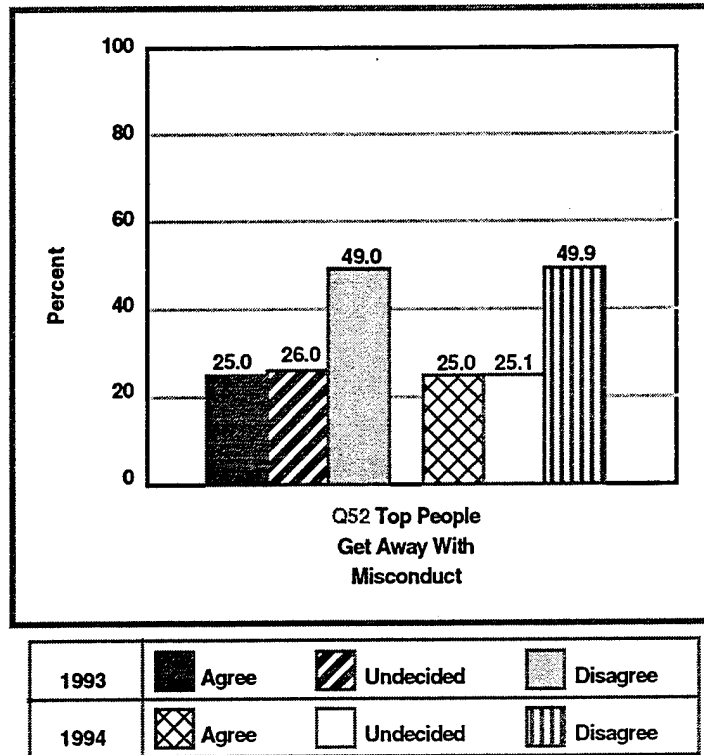


Figure 30. Responses to Question 52.

### Gray Areas

As shown in Figure 31, sixty-nine percent (68.8%) agreed that the Navy values honesty (Question 3), whereas 18.0 percent disagreed. Subgroup differences: none.

Only half of the respondents (54.5%) agreed that officers at their command demonstrate the Core Values in their everyday actions (Question 4); 22.6 percent disagreed and 23.0 percent were undecided. Subgroup differences: Shipboard agreed at 45.8 percent, ashore agreed at 61.0 percent. E-1--E-5s agreed at 42.0 percent, O-1--O-4s at 74.2 percent. Ages 17-24 agreed at 42.1 percent, ages 33 and older at 62.2 percent.

Figure 32 contains the single question which moved downward in category from the previous year's survey. Six out of ten (66.4%) agreed with the statement that people are held accountable at their command (Question 5). One-fourth (21.9%) disagreed, and 11.6 percent indicated uncertainty. Subgroup differences: none.

Figure 33 shows that only 50.5 percent disagreed that "This whole Core Values thing is a big over-reaction to the actions of a few people" (Question 6), whereas one-fourth (23.2%) agreed and many (26.2%) were undecided. However, this item advanced from the Substantial Disagreement category, where it resided in the results of the previous survey. Subgroup differences: E-1--E-5s disagreed at 43.8 percent, O-1--O-4s at 59.2 percent; 36.6 percent of E-1--E-5s were undecided, vs. 20.6 percent of the O-1--O-4s.

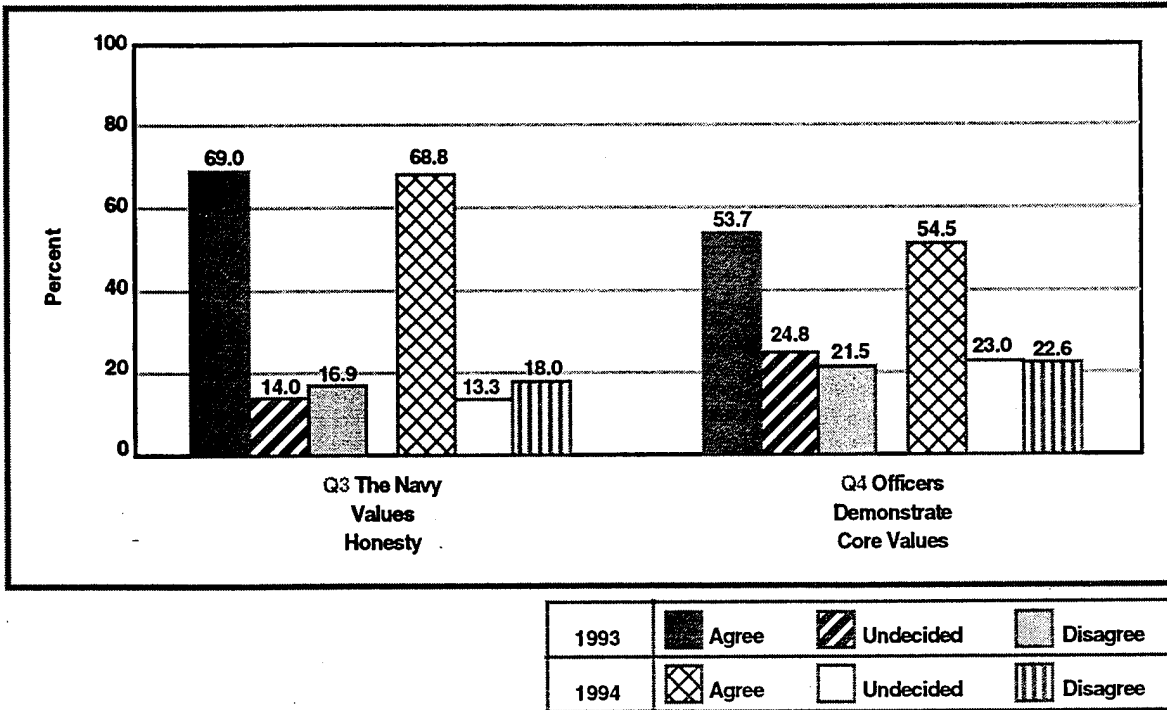


Figure 31. Responses to Questions 3 and 4.

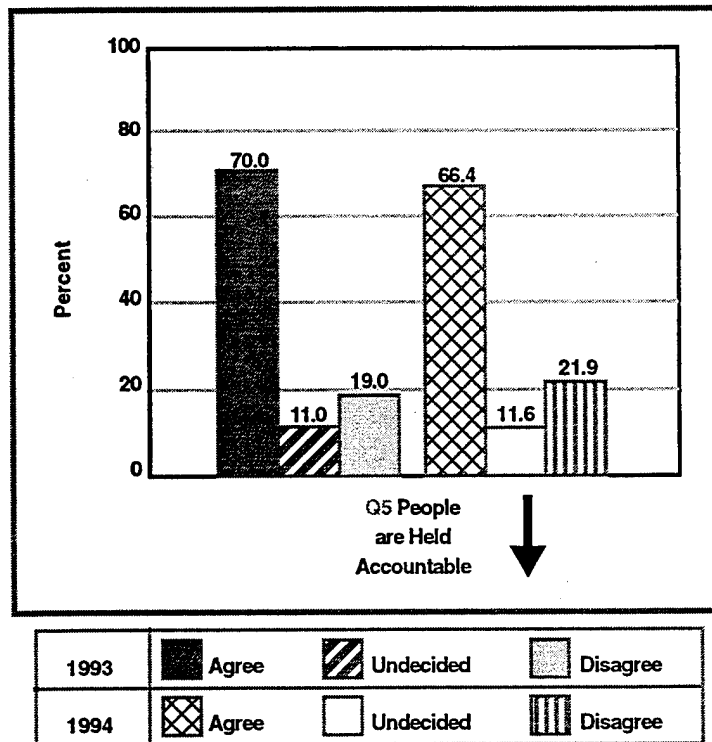


Figure 32. Responses to Question 5.

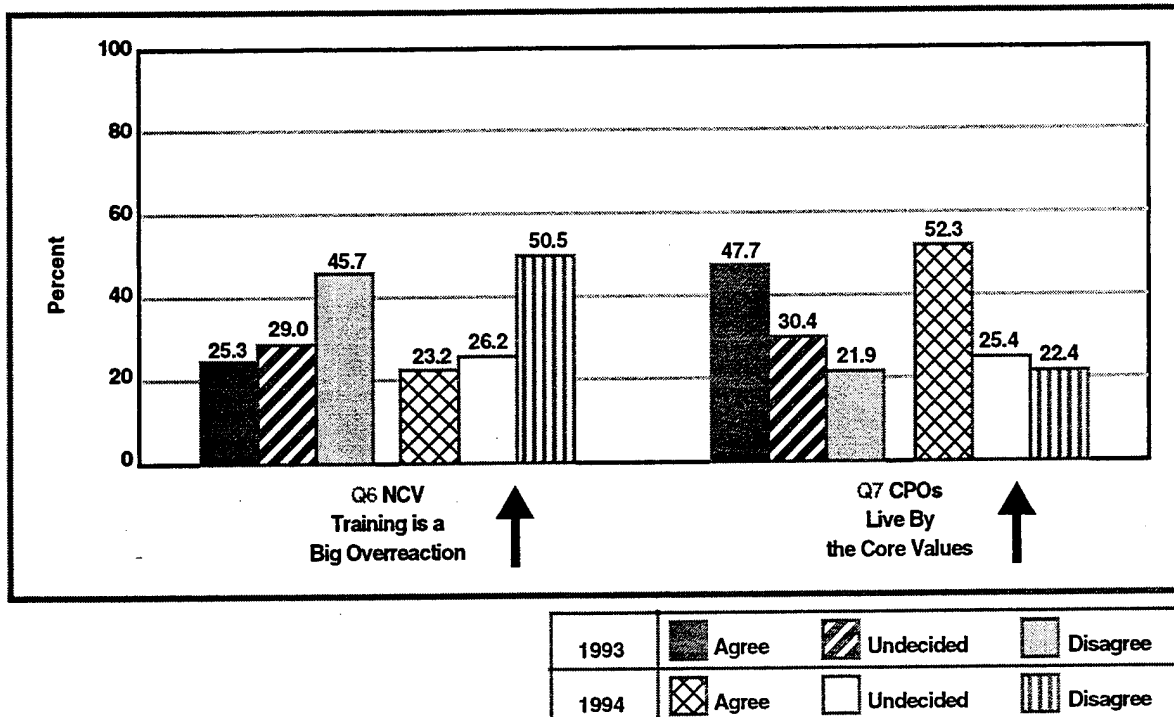


Figure 33. Responses to Questions 6 and 7.

Also changing categories in a positive direction was Question 7. That Navy chief petty officers live by the Core Values was agreed with by 52.3 percent, disagreed with by 22.4 percent; 35.4 percent remained undecided (Question 7). Subgroup differences: E-1--E-5s agreed at 39.1 percent, O-1--O-4s at 64.2 percent. Ages 17-24 agreed at 41.5 percent, ages 33 and older at 60.8 percent.

That the NCV have mostly to do with sexual harassment was disagreed with by 67.4 percent; 18.7 percent were undecided (Question 10). Subgroup differences: E-1--E-5s disagreed at 55.1 percent, O-1--O-4s disagreed at 78.2 percent. Ages 17-24 disagreed at 53.6 percent, ages 33 and older at 73.6 percent. Refer to Figure 34.

Figure 35 shows another question that has advanced in category. Question 21: A high percentage of respondents agreed that what one does off duty is no one's business (35.2%); however, more than half (50.9%) disagreed. Subgroup differences: Married personnel: 57.1 percent disagree, 29.7 percent agree; single personnel: 32.6 percent disagree, 52.4 percent agree. High school or less disagreed 37.1 percent, college disagreed 53.9 percent. E-1--E-5s, 29.5 percent disagree and 53.4 percent agree, vs. O-1--O-4s, with 72.2 percent disagreeing and 17.5 percent agreeing. Ages 17-24 agreed at 60.0 percent, ages 25-32 at 35.5 percent, ages 33 and older at 24.1 percent.

The four questions which are the subject of Figures 36 and 37 all have very mixed response patterns. That their leaders demonstrate ethical behavior and commitment to the Core Values (Question 19) was agreed with by only 57.0 percent of the respondents; 20.8 percent disagreed and 22.2 percent were undecided. Subgroup differences: E-1--E-5s agreed at 45.2 percent, O-1--O-4s at 73.2 percent. Ages 17-24 agreed at 46.1 percent, ages 33 and older at 64.3 percent.

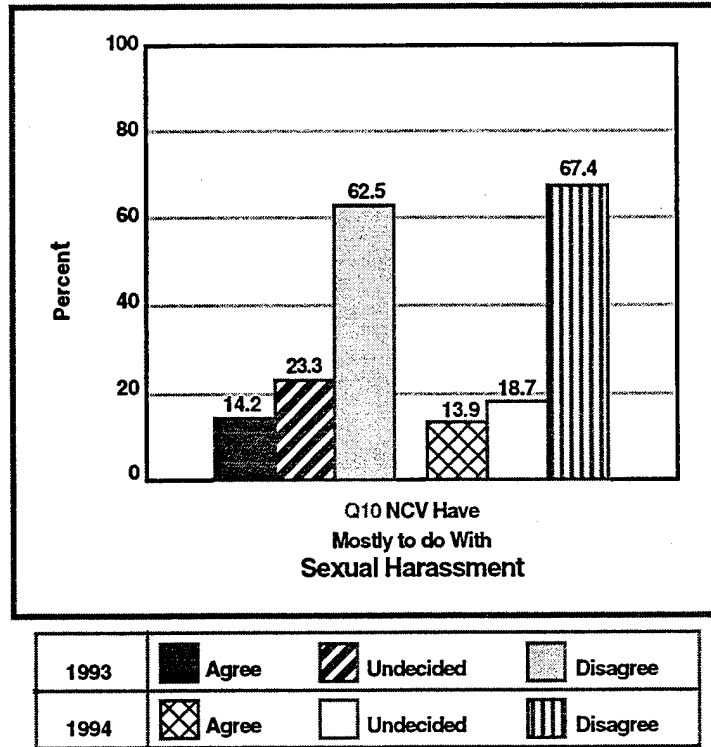


Figure 34. Responses to Question 10

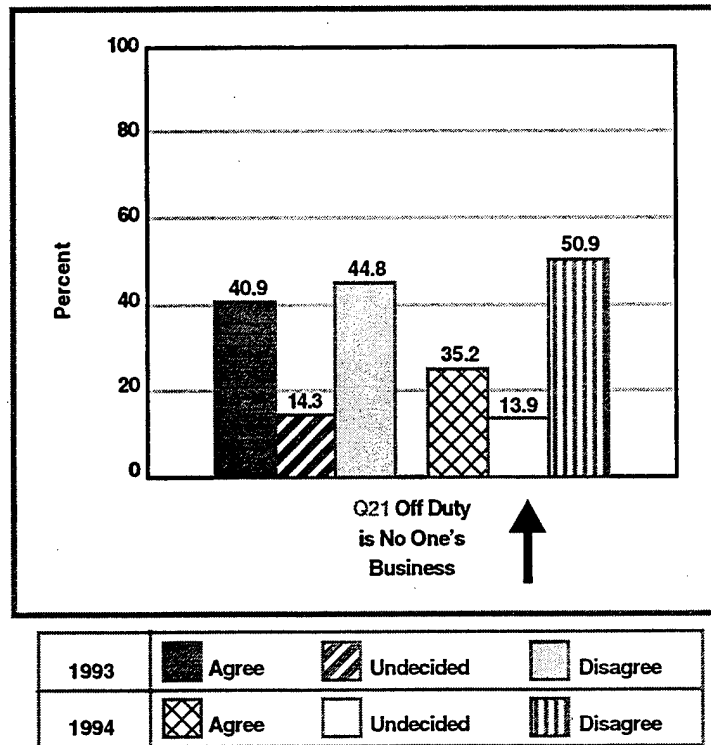


Figure 35. Responses to Question 21.

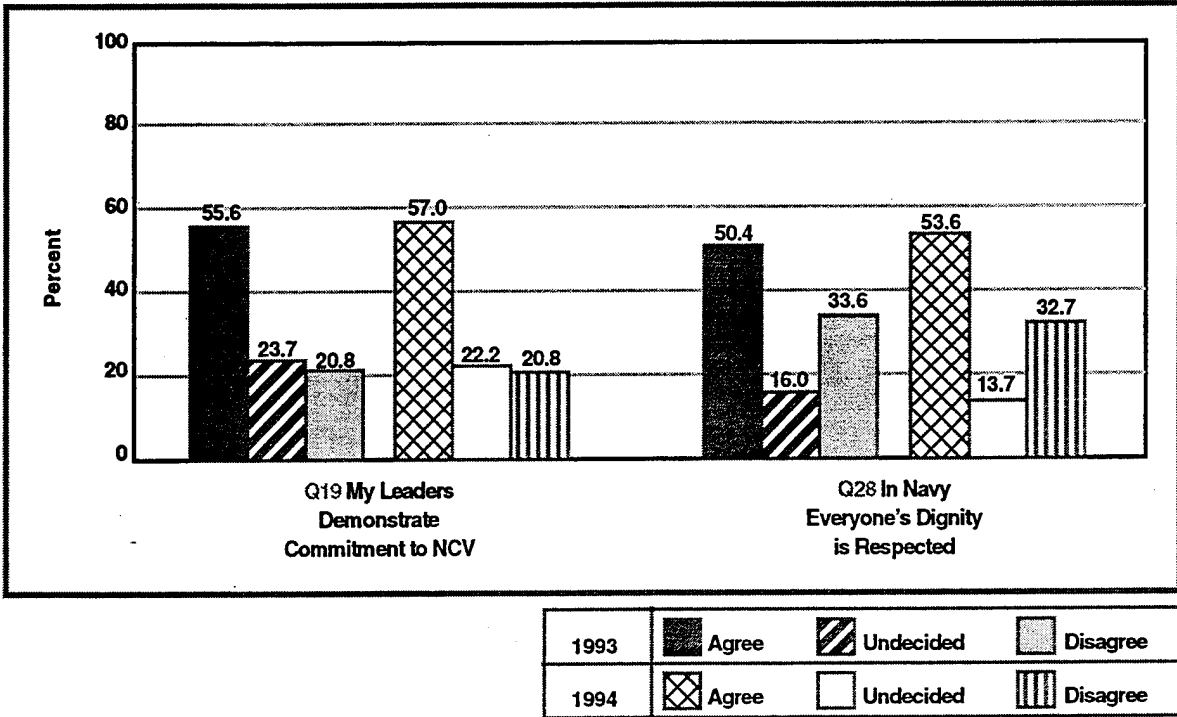


Figure 36. Responses to Questions 19 and 28.

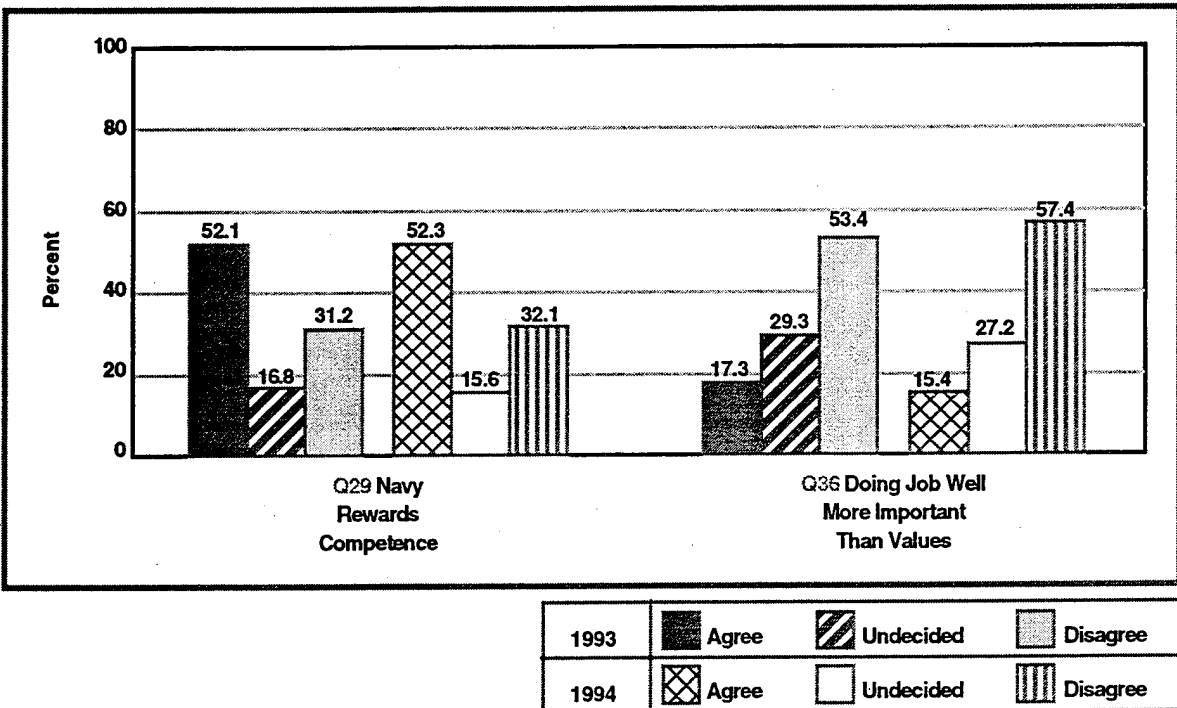


Figure 37. Responses to Questions 29 and 36.

In Question 28, only slightly more than half (53.6%) agreed that, in the Navy, the dignity of each person is respected, without regard to race, sex, religion, or cultural background, 32.7 percent disagreeing and 13.7 percent being undecided. Subgroup differences: E-1--E-5s agreed at 39.4 percent, O-1--O-4s at 68.6 percent. Whites agreed at 56.3 percent, Blacks at only 30.8 percent. Ages 17-24 agreed at 38.6 percent, ages 33 and older at 62.9 percent.

More than half (52.3%) felt that the Navy rewards competence--the ability, skills, and motivation to do the job (Question 29), whereas 32.1 percent disagreed and 15.6 percent were undecided. Subgroup differences: E-1--E-5s agreed at 40.3 percent, O-1--O-4s at 62.5 percent. Ages 17-24 agreed at 42.7 percent, ages 33 and older at 60.1 percent.

Disagreeing with the statement in Question 36 that Core Values are not as important as doing your job well were 57.4 percent; 15.4 percent agreed with that statement, and 27.2 percent were uncertain. Subgroup differences: 61.3 percent of the married disagreed, only 44.7 percent of the single disagreed. E-1--E-5s disagreed at 46.3 percent, E-6--E-9s at 62.8 percent, O-1--O-4s at 65.0 percent. Ages 17-24 disagreed at 41.0 percent, ages 25-32 at 55.3 percent, ages 33 and older at 66.2 percent.

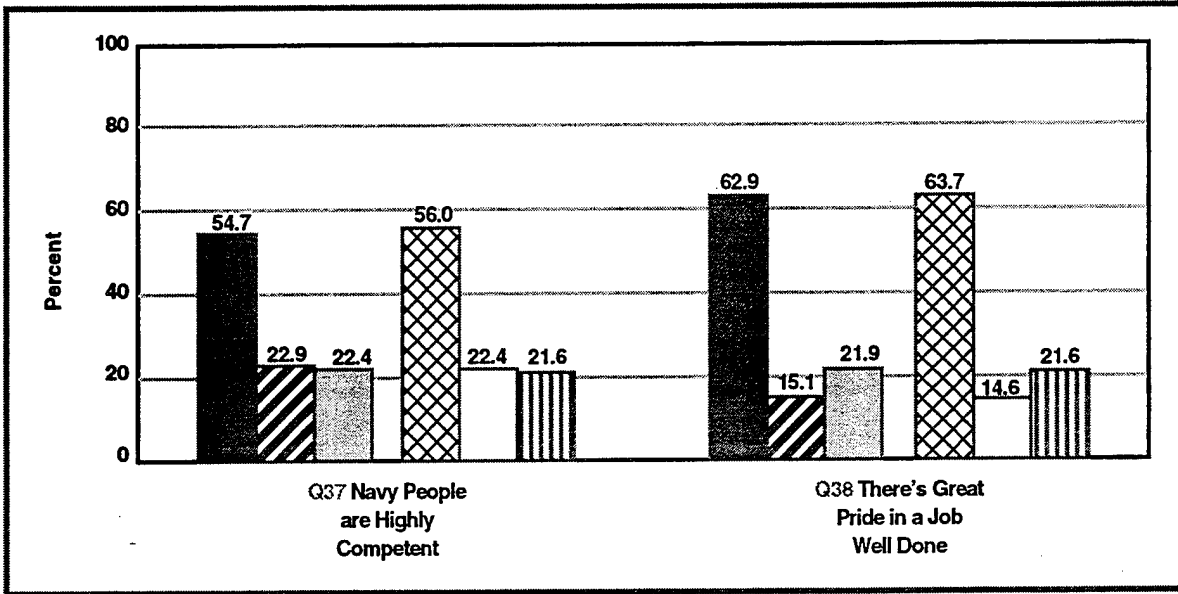
The two questions in Figure 38 address the quality of Navy personnel. "Navy people are highly competent." That statement in Question 37 was agreed with by 56.0 percent of the respondents; 21.6 percent disagreed, and 22.4 percent were undecided. Subgroup differences: E-1--E-5s agreed at 37.0 percent, E-6--E-9s at 59.6 percent, O-1--O-4s at 75.2 percent. Ages 17-24 agreed at 33.2 percent, ages 25-32 at 53.2 percent, ages 33 and older at 67.5 percent.

Sixty-four percent (63.7%) agreed that, at their command, there is great pride in a job well done (Question 38), whereas 21.6 percent disagreed and 14.6 percent were undecided. Subgroup differences: E-1--E-5s agreed at 52.3 percent, O-1--O-4s at 77.8 percent. Ages 17-24 agreed at 52.2 percent, ages 33 and older at 70.1 percent.

One-fifth of the sample (21.8%) indicated "undecided" in response to the statement "I see Navy people exhibiting courage in the small things of life everyday" (Question 42) Sixty-seven percent (66.7%) agreed with that statement, 11.5 percent disagreed. Subgroup differences: E-1--E-5s agreed at 56.7 percent, O-1--O-4s at 74.2 percent. Ages 17-24 agreed at 54.7 percent, ages 33 and older at 74.1 percent.

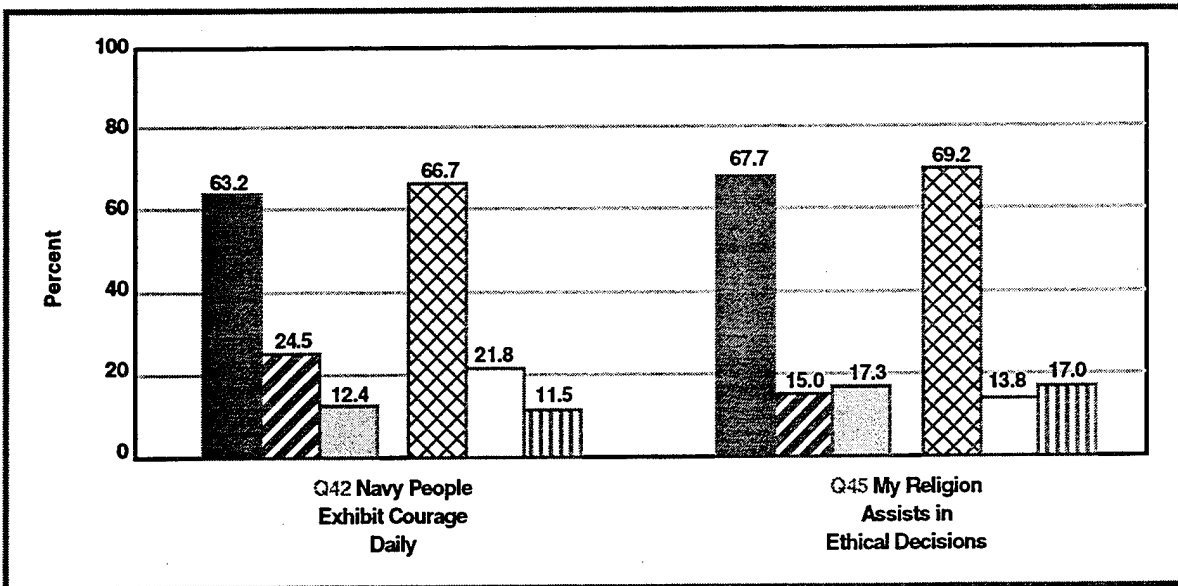
The second question (#45) reported on in Figure 39 shows 69.2 percent agreeing that their religion assists them in making ethical decisions, 17.0 percent disagreeing, and 13.8 percent being undecided. Subgroup differences: none.

Leadership is the topic addressed in Figure 40. Fifty-seven percent (57.1%) agreed with the statement in Question 47: "Accountability, holding oneself to the highest standards of personal conduct and decency, is a trait of most Navy leaders at my command"; 23.4 percent disagreed and 19.5 percent were undecided. Subgroup differences: E-1--E-5s agreed at 44.0 percent, O-1--O-4s at 77.3 percent. Ages 17-24 agreed at 42.1 percent, ages 33 and older at 64.7 percent.



1993	Agree	Undecided	Disagree
1994	Agree	Undecided	Disagree

Figure 38. Responses to Questions 37 and 38.



1993	Agree	Undecided	Disagree
1994	Agree	Undecided	Disagree

Figure 39. Responses to Questions 42 and 45.

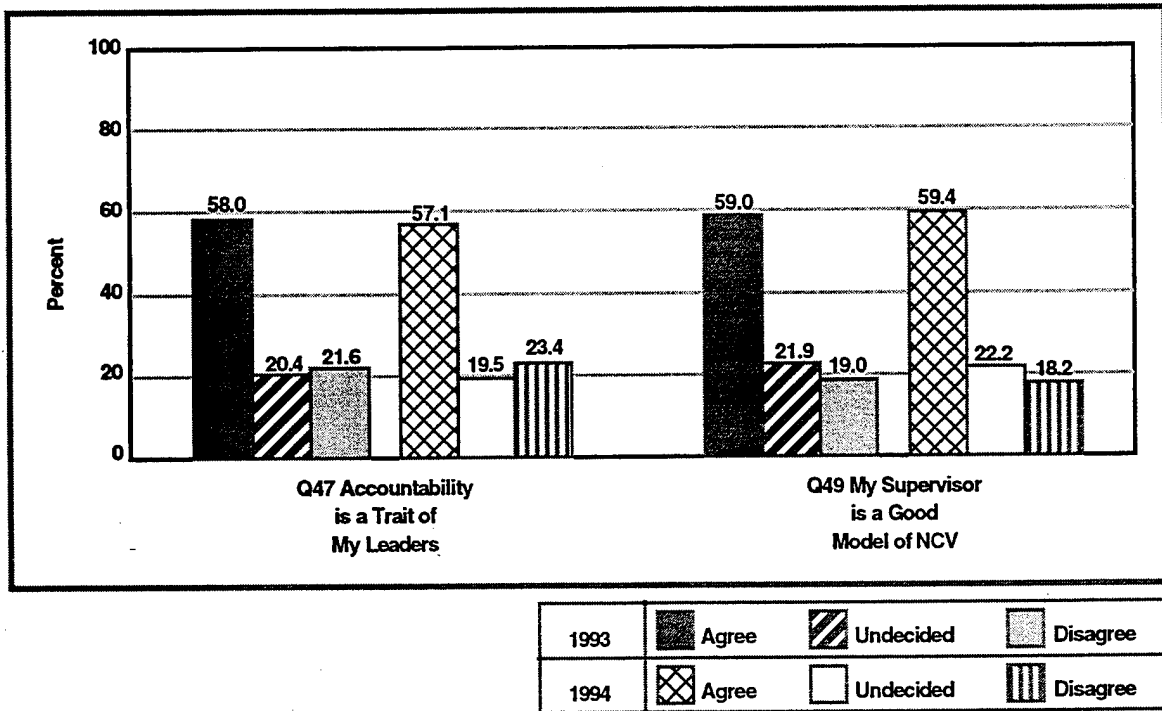


Figure 40. Responses to Questions 47 and 49.

That their supervisor was a good model of the NCV (Question 49) was agreed with by 59.4 percent, but 18.2 percent disagreed and 22.2 percent were undecided. Subgroup differences: E-1--E-5s agreed at 49.1 percent, O-1--O-4s at 70.3 percent. Ages 17-24 agreed at 50.1 percent, ages 33 and older at 66.3 percent.

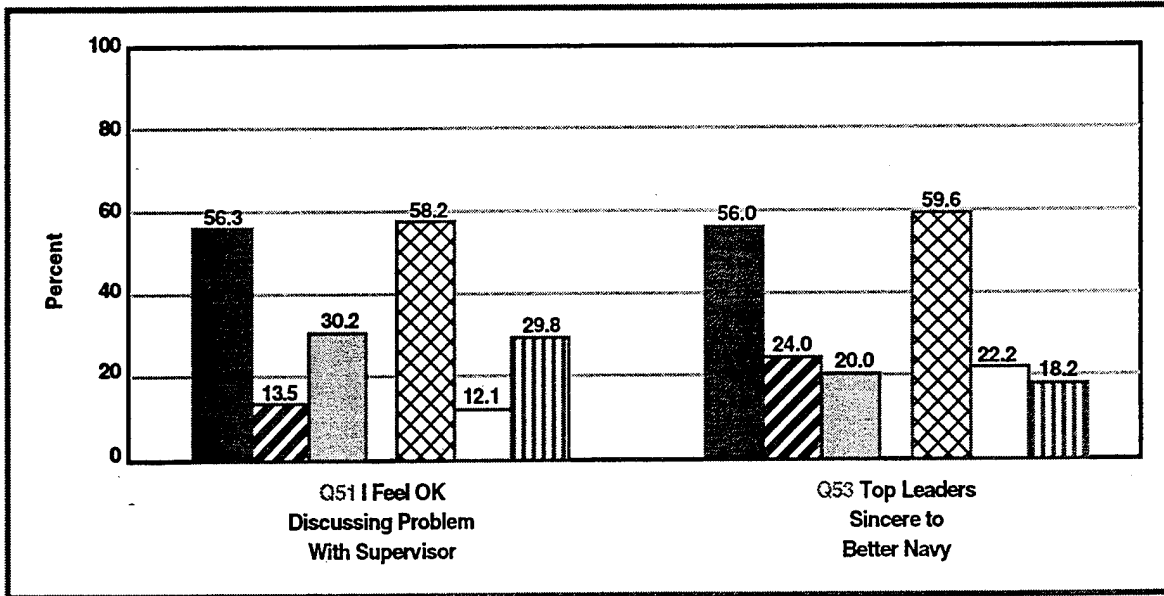
In Question 51, approximately one-third (29.8%) did not feel comfortable discussing a problem with their supervisor; 58.2 percent said they did. Subgroup differences: E-1--E-5s agreed at 49.7 percent, O-1--O-4s at 65.1 percent.

And there were 59.6 percent who felt that top Navy leaders were sincere in trying to make the Navy a better place to work (Question 53); 18.2 percent disagreed and 22.2 percent remained undecided. Subgroup differences: E-1--E-5s agreed at 49.8 percent, O-1--O-4s at 69.4 percent. Ages 17-24 agreed at 50.7 percent, ages 33 and older at 66.6 percent. See Figure 41.

In response to Question 56, six out of 10 (59.7%) felt that their cultural heritage assisted them in making ethical, moral, and/or difficult life decisions; 21.0 percent felt it did not, and 19.4 percent were uncertain. Subgroup differences: Whites agreed at 54.9 percent, Blacks at 78.1 percent. Refer to Figure 42.

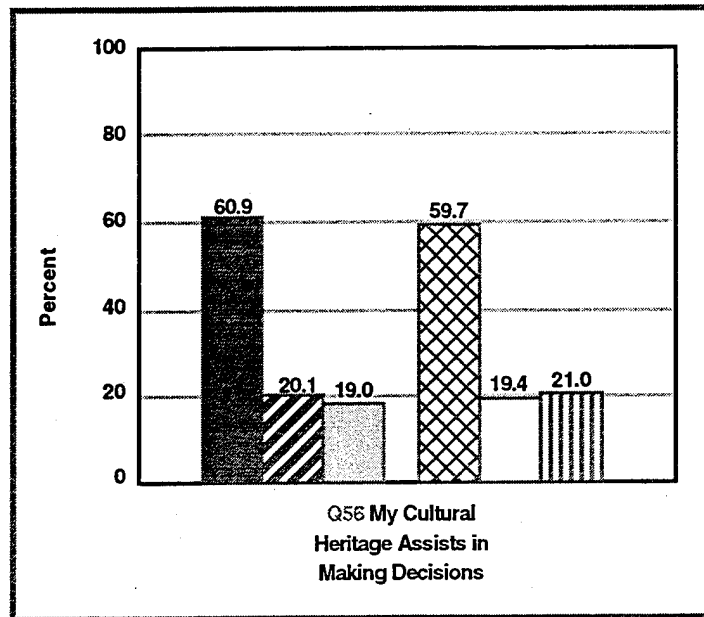
Figure 43 shows an item advancing in category from the previous year's survey. Asked in Question 57 if most Navy people already follow the Core Values, 51.8 percent of the respondents agreed, 23.8 percent disagreed, and 24.4 percent were undecided. Subgroup differences: 56.7 percent of the married respondents agreed, compared to only 37.7 percent of the single. E-1--E-5s agreed at 38.0 percent, O-1--O-4s at 65.6 percent. Ages 17-24 agreed at 32.9 percent, ages 25-32 at 48.7 percent, ages 33 and older at 62.6 percent.





1993	Agree	Undecided	Disagree
1994	Agree	Undecided	Disagree

Figure 41. Responses to Questions 51 and 53.



1993	Agree	Undecided	Disagree
1994	Agree	Undecided	Disagree

Figure 42. Responses to Question 56.

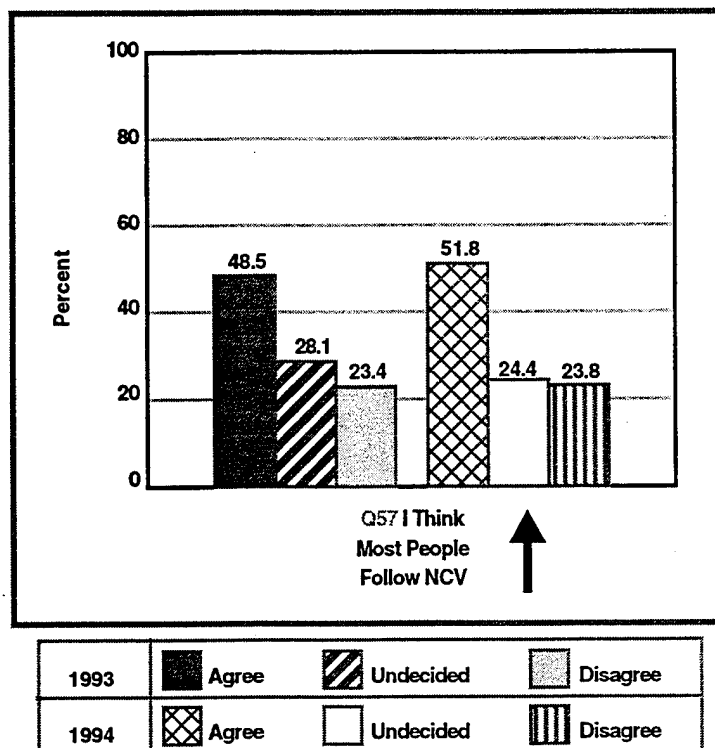


Figure 43. Responses to Question 57.

As seen in Figure 44, more than half (56.4%) of the respondents disagreed with the statement that “accountability is just another way of saying who is to blame when something goes wrong” (Question 58), but 35.4 percent agreed. Subgroup differences: High school or less disagreed 40.8 percent, college disagreed 56.9 percent. E-1--E-5s disagreed at 40.9 percent, E-6--E-9s at 62.2 percent, O-1--O-4s at 70.4 percent. Ages 17-24 disagreed at 40.8 percent, ages 25-32 at 54.5 percent, ages 33 and older at 64.6 percent.

The responses to two questions are portrayed in Figure 45. Almost half (49.7%) of the respondents agreed that sometimes you have to bend or break the rules in order to get the job done (Question 59); 34.0 percent felt you did not, and 16.3 percent were undecided. Subgroup differences: none.

In Question 60, fifty-nine percent (59.5%) agreed that it would be a lot easier to live by the NCV if they saw their superiors doing the same thing, whereas 23.8 percent disagreed, and 16.7 percent were undecided. Subgroup differences: E-1--E-5s agreed at 66.5 percent, O-1--O-4s at 47.7 percent.

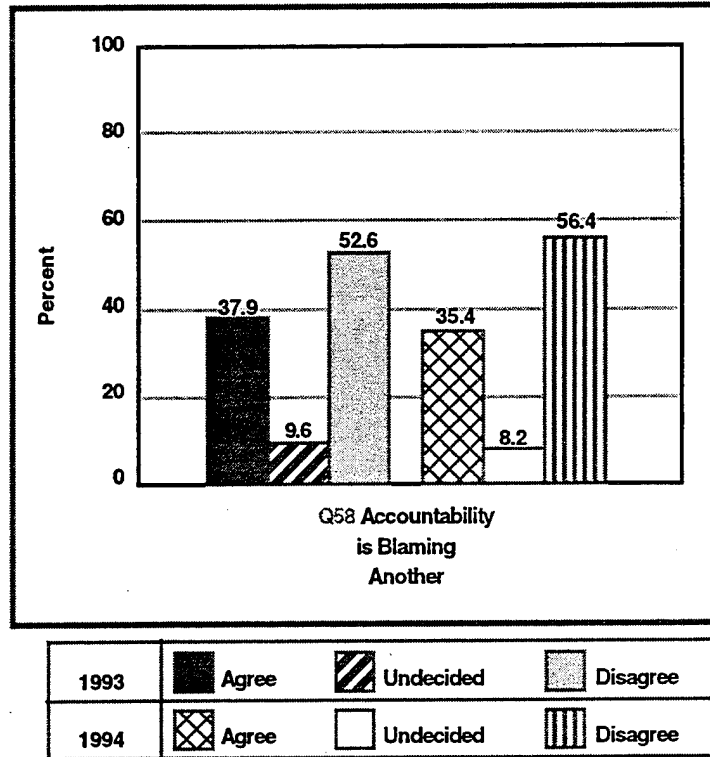


Figure 44. Responses to Question 58.

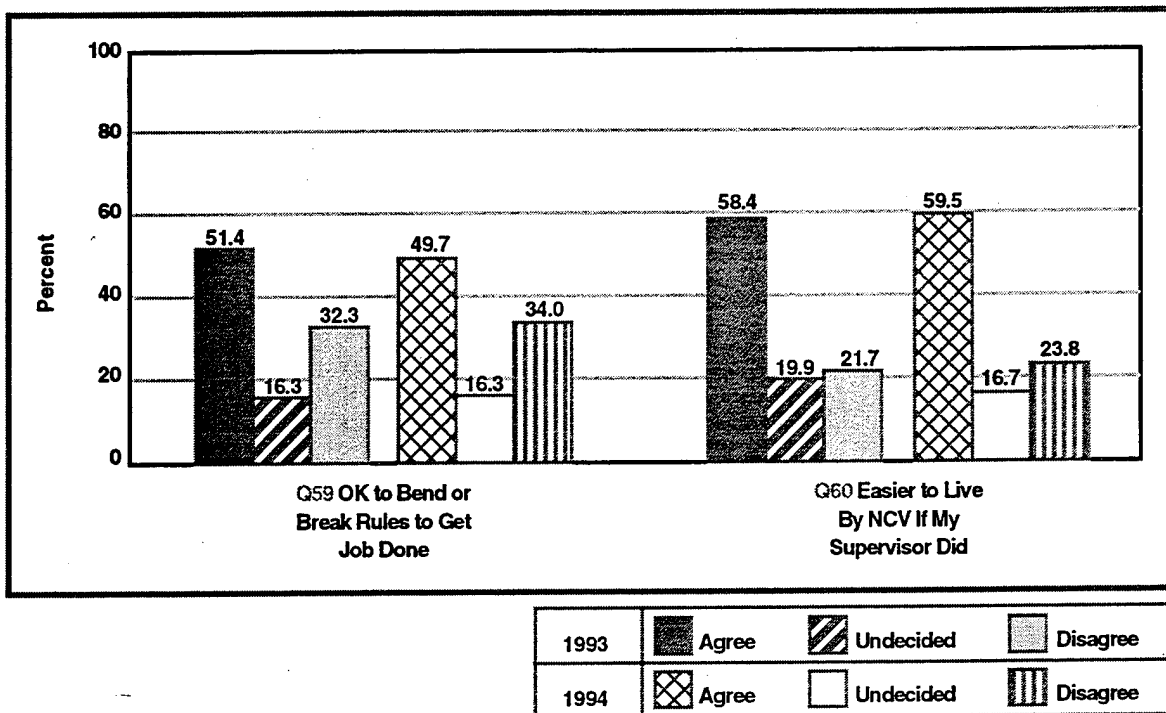


Figure 45. Responses to Questions 59 and 60.

## Trends, 1993-1994

There is a very modest but clearly discernible trend in a positive direction with respect to knowledge of the Navy Core Values by Navy personnel, and their concurrence with those values in terms of attitudes and opinions. This positive trend is manifested in responses to the survey questions.

Of the 62 items in the survey, 52 moved in the desired direction from the baseline established in 1993. That is, there were increases of .5 percent or more in the responses which indicate congruence with the Navy Core Values. The majority of these increases were of a few percentage points. The largest increase was on the item which asked the respondent to identify the three Navy Core Values. In contrast, four items moved in an undesired direction, meaning that response patterns deviated further than before from agreement with the Core Values. Six items remained essentially unchanged between the 1993 and 1994 surveys.

In addition to agreement or disagreement, uncertainty holds great importance with respect to values. Uncertainty may mean either that the individual Navy woman or man is unsure of how the Navys Core Values actually manifest in organizational life, or is unsure of her or his individual position regarding the value in question. In any case, uncertainty impedes development of a values community. In the 1994 survey, with the exception of two items, uncertainty levels either remained unchanged or decreased, most of them decreasing.

Looked at another way, seven items moved up in category. Three items moved up into the Strong Consensus category, which signifies 70 percent or better concurrence with the NCV. Another four items moved into the Gray Areas, the 50-69 percent agreement zone. Only one item slipped downward in category, from Strong Consensus into the Gray Areas. There are now 24 items each in the Strong Consensus and Gray Areas categories, and only 14 remaining with the Substantial Disagreement designation (meaning less than 50 percent concurrence with the NCV). The trend, therefore, is in the direction of increased relevance and acceptance of the Navy Core Values.

However, although the overall trend is positive when viewed from the perspective of responses to survey questions by the total sample, there is less encouraging news from the perspective of polarization within the Navy community by subgroups. This is particularly true with respect to age and paygrade. Subgroup differences abound, and they are essentially equal to those found in the previous year's survey. For example, in 1993, there were 34 subgroup differences by age category, and 40 by paygrade group; in 1994, the numbers were 33 and 41, respectively. It is clear, therefore, that there is no trend in positive or negative direction in terms of an integrated values community that transcends age and age-related differences; the Navy remains polarized by age and paygrade.

In sum, the Navy as a whole is moving slowly in the right direction with respect to consensus building around the Navy Core Values. Closing the gaps in attitude and opinion between the total Navy and some of its subgroups remains even to be begun.

## Discussion

The Navy's success in building its desired values community is indicated by the levels of consensus on the Navy Core Values, and, of course, on behaviors which are congruent with those values. Behavioral changes, much more difficult to measure, are not addressable through surveys of this type. Ultimately, there will have to be additional research to determine the behavioral dimensions of changes in values, as well as the fiscal impacts of the entire Core Values Initiative.

However, it can be safely concluded that there is some progress being made: more Navy people can identify the three Navy Core Values, and more Navy men and women express, by means of the survey, attitudes and opinions which are in accordance with the NCV.

By far, the majority of trends in survey results between 1993 and 1994 are in a positive direction. This is true on both the item level, and in item inter-category movement. Results are again this year very clear: Navy men and women believe the Core Values are applicable to their daily lives, and that adherence to those values will make the Navy a better place to work. There is, in general, strong value consensus for high levels of responsibility and accountability in Navy people, and there is evidence that certain dishonest or unethical actions are recognized and not viewed favorably. What these Navy men and women are less sure of is the commitment to these values by the Navy and their leaders; and, they sometimes fail to see sufficient evidence that Navy leaders walk the talk when it comes to the Navy Core Values.

It can be seen by the information contained in the Sample Characteristics section of this report that this year's sample differs slightly from last year's sample: on average, it is a group slightly older, slightly higher in paygrade, and with more married persons included. This more mature sample could, of course, be responsible for some of the trends in response patterns. However, analysis of variance procedures, controlling for age, paygrade, and marital status -- separately and collectively -- revealed that the differences in responses to the survey questions are significant, and not attributable solely to demographic inconsistencies. Thus, the progress alluded to above is genuine, and not the result of simple luck of the draw in sampling.

The small declines in uncertain responses across the majority of items also speaks to progress being made in building the Navy values community. People are forming more definite opinions about the NCV and how those values manifest in the Navy world of work.

It can be asserted that the items remaining in the Substantial Disagreement category represent areas where there remains polarization in the Navy community with respect to certain issues and concerns. There is not a strong consensus on the NCV, and those values are not viewed as beneficially affecting the lives of Navy people. Whether or not the Navy really cares for its people, really rewards loyalty, and will really back up its people who report inappropriate behavior are all areas of substantial disagreement. Opinions in these areas need to be changed.

However, it is in the Gray Areas that the Navy should perhaps focus its efforts at inculcation and reinforcement. Movement in a positive direction should be more easily attained here than in a direct assault in the area of substantial disagreement. As in the previous survey, some of the responses to the questions indicate targets of opportunity for clarification and trust building.

After more than two years of NCV training, the high levels of undecided which are evidenced in some response patterns represent an uncertainty that is disturbing. Too many of the Navy's men and women remain to be convinced of the Navy's full commitment to its Core Values and to those actions which must be taken to reinforce them. These areas of uncertainty provide additional targets for probing, indoctrination, training and organizational development efforts. The NCV training is essential; however, other means of values inculcation, promulgation, and reinforcement are called for to augment the formal course training, and that training itself perhaps should eventually be distributed throughout the training continua, rather than concentrated in a single formal training course as at present.

The first administration of the Navy Core Values Survey collected baseline data for use in making comparisons with data from follow-up surveys. This second-year administration of the survey provides indications of progress and of areas where further efforts are needed. Future research should include the year-three readministration of the NCV Survey, and other means of assessing the strength of the Navy values community.

The initial Core Values Initiative called for a three-pronged effort in the domain of Core Values. To date, efforts have apparently been focused solely on the education component, by means of a one-time classroom instruction. Nothing has been done in the CVI component areas of reinforcement and accountability. During site visits at numerous Navy installations, no Navy officer or enlisted person questioned could recall ever having seen a poster on the NCV, for example (some did see one by the Marine Corps). In addition, none of those persons recalled having heard of the NCV except for their own training or through the *Navy Times*. Training alone is never an answer. Even the transfer of training requires creation of receptive conditions at the work site. The bold, multiple thrust approach envisioned in the original Core Values Initiative should be revisited and decisively implemented.

## Conclusions

### Evidence of a Coherent Values Community

1. The Navy Core Values are seen as applicable to everyday life.
2. There is agreement that adherence to the Navy Core Values will make the Navy a better place to work.
3. There is strong consensus for high levels of responsibility and accountability.
4. Dishonest or unethical actions are recognized and viewed unfavorably.
5. Trends (1993-1994) are in a positive direction.
6. There is evidence of the Need for Consensus Building
7. A substantial portion of Navy personnel still cannot correctly identify the three Navy Core Values.

8. There is much uncertainty about the Navy caring for its people.
9. That loyalty is rewarded is questioned.
10. Many are worried about being backed up when reporting inappropriate behaviors.
11. There are still high percentages of "undecided" on some key questions.

#### General

1. Navy Core Values training completion does not show much effect on response patterns.
2. The Navy does not show major divisions along lines of gender or race.
3. The major divisions in the Navy values community are by age and age-related factors (e.g., paygrade).
4. Generally, congruence with the Navy Core Values increases markedly with age, paygrade, and education.
5. Generally, married personnel voice slightly more agreement with the Navy Core Values than do single personnel, and shore-based personnel slightly more than their shipboard counterparts.
6. Many Navy members remain skeptical about the commitment of Navy leadership to the Core Values.
7. Areas of uncertainty provide targets of opportunity for training and organizational development efforts.
8. Values inculcation and reinforcement efforts are needed in areas where strong consensus has yet to be reached.
9. More than classroom training will be needed to strengthen the Navy values community.

### **Recommendations**

1. Focus indoctrination, training, and communication efforts on those areas where large numbers of Navy members show confusion and skepticism.
2. Using the results of the 1993 and 1994 surveys as baseline and trend data, conduct the 1995 readministration of the Navy Core Values Survey, and identify areas of progress and lack of progress in building a strong values community around the Navy Core Values.
3. Conduct focus groups and other data collection procedures to identify impediments to values consensus, particularly with young and lower ranking personnel.
4. Investigate and implement means of values inculcation and reinforcement in addition to formal training.

**Appendix A**  
**The Navy Core Values Survey**



# Navy Core Values Survey

We are asking for your opinions and attitudes regarding the Navy Core Values, and Navy life in general. Your assistance will be of great help to the Navy and is most appreciated. There are no right or wrong answers. We want YOUR opinions.

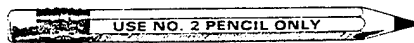
## Privacy Act Statement

Public Law 93-579, called the Privacy Act of 1974, requires that you be informed of the purposes and uses to be made of the information collected. The information requested herein is collected under the authority of 5 United States Code 301, and will be used to measure the attitudes of naval personnel towards the Core Values.

Providing information in this form is completely voluntary. The information you provide will NOT become part of your permanent record and will NOT be used to make decisions about you which will affect your career in any way. It will be used for statistical purposes only.

**Thank you for your assistance! And now, please read carefully the instructions given below and complete the questionnaire.**

## MARKING INSTRUCTIONS



**CORRECT MARK:** ●

**INCORRECT MARK:** ⊗ ⊕ ⊖ ⊙

- \* USE NO. 2 PENCIL ONLY
- \* Do not use ink, ballpoint or felt tip pens.
- \* Erase cleanly and completely any changes you make.
- \* Make black marks that fill the circle.
- \* Do not make stray marks on the form.
- \* Write the numbers in the boxes at the top of the block.
- \* Fill in the corresponding circles below.

### EXAMPLE

What is your favorite color?

- Red
- Blue
- Green
- Purple

## BEFORE YOU BEGIN...

Please indicate today's date in the boxes below. First, print the day's date in the row of boxes provided. Then blacken the corresponding circle under the number you printed.

Year	Month	Day
<input type="text"/>	<input type="text"/>	<input type="text"/>
0	0 0	0 0
1	1 1	1 1
2	2 2	2 2
3	3 3	3 3
4	4 4	4 4
5	5 5	5 5
6	6 6	6 6
7	7 7	7 7
8	8 8	8 8
9	9 9	9 9

1. What is your gender?

- Male
- Female

2. What was your age on your last birthday? →

Years	
0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
	8
	9

3. Are you:

- White
- Black/African American
- Asian
- American Indian
- Other

4. What is your ethnic background?

- Mexican, Chicano, Mexican-American
- Puerto Rican
- Cuban
- Other Spanish/Hispanic
- Japanese
- Chinese
- Korean
- Vietnamese
- Asian Indian
- Filipino
- Pacific Islander (Guamanian, Samoan, etc.)
- Eskimo/Aleut
- Other not listed above \_\_\_\_\_
- None of the above

5. What is your highest level of education?

- Less than high school
- High school equivalency (GED)
- High school degree graduate
- Less than two years of college
- Two years or more of college, no degree
- Associate's Degree
- Bachelor's Degree
- Master's Degree
- Doctoral or professional degree

6. What is your current marital status?

- Married
- Never been married
- Separated/divorced
- Widowed

7. What is your pay grade?

- |                           |                            |                                     |
|---------------------------|----------------------------|-------------------------------------|
| <input type="radio"/> E-1 | <input type="radio"/> W-2  | <input type="radio"/> O-1           |
| <input type="radio"/> E-2 | <input type="radio"/> W-3  | <input type="radio"/> O-2           |
| <input type="radio"/> E-3 | <input type="radio"/> W-4  | <input type="radio"/> O-3           |
| <input type="radio"/> E-4 | <input type="radio"/> W-5  | <input type="radio"/> O-4           |
| <input type="radio"/> E-5 | <input type="radio"/> O-1E | <input type="radio"/> O-5           |
| <input type="radio"/> E-6 | <input type="radio"/> O-2E | <input type="radio"/> O-6           |
| <input type="radio"/> E-7 | <input type="radio"/> O-3E | <input type="radio"/> O-7 and above |
| <input type="radio"/> E-8 |                            |                                     |
| <input type="radio"/> E-9 |                            |                                     |

8. What is your current military status?

- USN
- USNR
- Civilian employee

9. Where is your current billet?

- At sea
- Ashore

10. What is the geographical location of your current assignment?

- Alaska or Hawaii
- CONUS (continental U.S., excluding Alaska and Hawaii)
- Europe
- Far East
- Caribbean
- Middle East
- South or Central America
- Other \_\_\_\_\_

11. Have you taken the Navy Core Values training?

- Yes
- No

12. How long have you been in your current assignment?

Years	Months	
0	0	0
1	1	1
2		2
3		3
4		4
5		5
6		6
7		7
8		8
9		9

**How much do you AGREE or DISAGREE with each statement?**

Strongly agree
Agree
Undecided
Disagree
Strongly disagree

- |   |                       |                       |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1. Navy Core Values are applicable to everyday life.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 2. I find it easy to live by the Core Values.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 3. The Navy values honesty.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 4. Officers at my command demonstrate the Core Values in their everyday actions.  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 5. At my command, people are held accountable for their actions.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 6. This whole Core Values thing is a big over-reaction to the actions of a few people.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 7. Navy chief petty officers (CPOs) live by the Core Values.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 8. It's okay to testify against friends or supervisors, if need be, in order that the truth be known.....                             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 9. Whether or not you are held accountable depends on your paygrade, or who you work for.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 10. The Navy Core Values have mostly to do with sexual harassment.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 11. Loyalty to the Navy is ultimately more important than loyalty to my peers, subordinates and supervisors.....                      | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 12. I think adherence to the Core Values will make the Navy a better organization...  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 13. One of the best characteristics of the Navy is concern for people.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 14. The problem is that if I report someone for wrongdoing, the Navy may not back me up.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 15. The Navy Core Values agree with my personal values.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 16. The interests of our country come before the interests of the individual.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 17. I would live by the Core Values even in the face of pressure from members of my work team.....                                    | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 18. People in the Navy, whether military or civilian, should be held to higher standards of conduct than people outside the Navy..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 19. My leaders demonstrate ethical behavior and commitment to the Core Values...  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 20. I think it's okay to allow wasteful or inefficient practices to continue without being reported.....                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 21. What you do while off duty is no one's business.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



How much do you AGREE or DISAGREE with each statement?

Strongly agree
Agree
Undecided
Disagree
Strongly disagree

- |  |                       |                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 45. My religious heritage/spiritual faith assists me in making ethical, moral, and/or difficult life decisions.....                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 46. People should always report others who engage in sexual harassment.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 47. Accountability, holding oneself to the highest standards of personal conduct and decency, is a trait of most Navy leaders at my command..... | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 48. Sometimes one Navy Core Value conflicts with another.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 49. My supervisor is a good model of the Navy Core Values.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 50. Sexual harassment is not covered by the Navy Core Values.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 51. I would feel comfortable discussing any problem with my supervisor.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 52. The top people on my base or ship get away with misconduct.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 53. Top Navy leadership is sincere in its efforts to make the Navy a better place to work.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 54. Core Values can be effectively applied within my organization or command.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 55. The Navy is committed to high standards of honor, commitment, and courage.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 56. My cultural heritage assists me in making ethical, moral, and/or difficult life decisions.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 57. I think most Navy people already follow the Core Values.....   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 58. Accountability is just another way of saying who is to blame when something goes wrong.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 59. Sometimes you have to bend or break the rules in order to get the job done.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| 60. It would be a lot easier to live by the Core Values if I saw my superiors doing the same.....  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Please answer the following questions by choosing the BEST SINGLE response and filling in the corresponding circle.

61. Which of the following are the three stated Core Values for the Navy?
- honor, commitment, and courage
  - commitment, courage, and humanity
  - tradition, honor, and courage
  - humanity, commitment, and honor

62. Which of the following is not a violation of the Navy's Core Values?
- uttering racial slurs while off duty or not at work
  - disciplining a minority subordinate
  - physically abusing your spouse
  - not reporting minor violations of the rules



## **Distribution List**

Chief of Naval Education and Training (T-24) (10)

Secretary of the Navy (N-7) (2)

Defense Technical Information Center (4)