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This Is Our Life!

**(A Summary of the Written Comments from the
1992 Navy-wide Personnel Survey)**

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Navy Personnel Speak Out!
**(A Summary of the Written Comments from the
1992 Navy-wide Personnel Survey)**

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13. ABSTRACT (Maximum 200 words) The Navy-wide Personnel Survey (NPS) was commissioned by the Chief of Naval Personnel in 1990 to collect data on the opinions and perceptions that enlisted and officer personnel had of life in the Navy. A modified NPS is administered annually to provide feedback on key issues such as: detailing and the assignment process; quality of life programs; leadership training; the organizational climate; health issues; and other general comments on topics of current interest. The 1992 survey is the third version of the NPS. Space was provided for personnel to make comments or express opinions about each area covered by the survey in addition to answering multiple choice items. This report contains a summary of the comments made by personnel.
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Foreword

The Navy-wide Personnel Survey (NPS) is administered annually and is part of the Navy Personnel Survey System (NPSS). The NPSS was originated by the Navy Personnel Research and Development Center and is designed to minimize intrusion into fleet and shore operations by managing and controlling Navy Personnel Surveys. The NPSS is also designed to serve as a vehicle for attitude and survey research. NPS 1992 examined the perceptions of personnel in a variety of areas including rotation/permanent change-of-station moves, training, quality of life programs, organizational climate, and health issues. The information can then be used by managers and policy makers in program formulation and evaluation.

This effort was part of the 1992 Navy-wide Personnel Survey (NPS) that was performed under Program Element O&M,N, reimbursable work unit 93WRPS578. The Chief of Naval Personnel sponsored the NPS, supported with Operations and Maintenance Navy Funding. This report presents a summary of the written responses from personnel in each of the areas covered by the NPS, such as rotation/ PCS (Permanent Change-of-Station) moves, training, quality of life programs, the organizational climate, and health benefits.

Requests for other publications presenting results from the NPS effort should be made to Dr. John Kantor, Survey Research Division, AUTOVON 533-7651 or Commercial (619) 533-7651.

The author thanks Margaret Gordon-Espe for her typing assistance.

THOMAS A. BLANCO
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Summary

Background

The third annual Navy-wide Personnel Survey (NPS) was mailed in December 1992 to a random sample of 20,547 active duty enlisted personnel and officers. Completed questionnaires were accepted through mid-February 1993 for an adjusted return rate of 49%. The NPS is an annual comprehensive survey designed to assess the attitudes and opinions of Navy personnel regarding issues of importance to policy makers. The NPS was commissioned in 1990 by Vice Admiral J. M. Boorda for the express purpose of policy evaluation based on direct feedback from the fleet. Issues addressed by this NPS include permanent items on rotation/PCS (Permanent Change of Station moves, training, quality of life programs, organizational climate, various health issues, and topical items such as sexual harassment.

NPS 1992 was composed of multiple choice questions that could be machine scanned and statistically analyzed as well as sections in which the participants offered their written comments. These self-generated comments provide a wealth of information that would remain untapped by the multiple choice format. This report contains a summary of the written comments.

Purpose

Annual administration of the NPS enables policy-makers to assess the pulse of the entire naval population on a timely basis. Annual sampling also allows the identification and analysis of trends in opinions and attitudes that materially affect the performance and morale of Navy members. The 1992 NPS consisted of multiple choice sections and subjective sections in which the participants were given the opportunity to respond with written comments. This report contains a summary of the comments sections. Comments often reveal the thoughts of personnel underlying impersonal statistical data. Including a summary of the written, self-generated comments, may make the quantitative results more meaningful by uncovering some of the feelings behind the numbers. Typically, however, when individuals are given the opportunity to submit written comments, they tend to voice their concerns and criticisms rather than their joys and satisfactions thus a negative picture is painted. (Wilcove, 1990) For a more balanced picture, the reader should refer to the statistical reports by Quenette et al. (1992, Volumes 1, 2).

Method

Of the 9,674 surveys returned and validated, 3,000 were randomly selected for a summary of the comments. Each of the of the 3000 surveys was examined to determine if there was a comment in any of the six sections reserved for respondent's comments. The first 50 comments accumulated in each section served as the basis for this summary. Because rigorous sampling procedures were not employed in obtaining the sample comments, all opinions are not represented, and the results from this summary may not be generalized for the entire Navy population. The method used in this study is consistent with its purpose--to clarify survey results with comments from survey participants.

Findings

A more complete picture of the responses of naval personnel can be obtained by reading the comments themselves; however, the issues addressed in the comments can be summarized as follows:

1. Personnel, when commenting on *Rotation and Permanent Change-of-Station (PCS) Moves*, focused on financial concerns. Opinion was almost evenly divided between those wanting to move, and those wanting to homestead. Damage to household goods during moves and the ensuing claims process was viewed as a problem. Some personnel saw a stronger sponsor program as a solution to some of the other problems encountered during PCS moves. The detailee was viewed almost totally in a negative light whereas a few individuals commented positively about the detailing system. All agreed that sea and shore duty needs to be more equitable with respect to sea-shore rotation and rotation for males and females..

2. Comments concerning *Training* expressed a desire for more and better training. Leadership training, in particular, was noted as lacking, and some personnel expressed dissatisfaction with the existing training, in general. Many personnel felt it was too theoretical and did not prepare them for actual circumstances.

3. When discussing the *Quality of Life*, personnel were most concerned about uniforms. Many personnel either had negative comments or suggestions to improve the existing uniform. The Navy Exchange also came under fire, with the consensus of opinion being negative. There were more negative responses when the quality of life in general was discussed. Single personnel felt they were not equitably treated. Concern was expressed about some Morale, Welfare, and Recreation (MWR) programs, and some of the other support programs were also viewed as lacking.

4. Comments about the *Organizational Climate* were predominated by opinions concerning sexual harassment. The Navy's reaction to the Tailhook scandal was criticized as overkill, whereas many personnel agreed on the Navy's policy of zero tolerance. Many personnel felt that the system for advancement and the system for evaluation needed improvement. The problems of gender-related and racial equal opportunity were also addressed, and the question of quality leadership in the Navy received much attention. Fraternalization and core values were touched on.

5. *Health Issues* were items of concern for many personnel. The primary issues addressed were physical fitness, substance abuse, medical/health benefits, and AIDS education. Many individuals believed the Navy did not provide satisfactory coverage in these areas. They felt physical fitness should occupy a more prominent role, being made a part of the daily work routine. They saw the present programs and standards as inadequate, and the substance abuse regulations as needing more bite. Health benefits were perceived as eroding. Some personnel felt that more AIDS education was warranted, whereas others thought that topic had been adequately covered by the civilian media.

6. At the end of the survey, personnel were asked to make *General Comments* about any of topics addressed in the survey. They have been integrated into their respective topic subdivision. There were also evaluative comments about the survey in general and miscellaneous comments not subsumed under other topics.

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Introduction

Background

Vice Admiral J. M. Boorda, the Chief of Naval Personnel (CNP), commissioned the Navy-wide Personnel Survey (NPS) in 1990. The NPS is an annual comprehensive survey designed to assess the attitudes and opinions of Navy personnel regarding issues of importance to policy makers.

NPS 1992 questionnaires were mailed in December 1992 to a random sample of 20,547 enlisted personnel and officers with a projected rotation date (PRD) of February 1992 or later. Members who received the 1991 survey were not eligible for inclusion in the sample. The sampling represented approximately 4 percent of the enlisted population and 11 percent of the officer population. Of the original sample, 576 surveys could not be delivered. Reminder/thank you postcards were mailed to the entire sample 4 weeks after the surveys. The adjusted return rate was 49%. Deletion of cases with non-valid response patterns resulted in a final sample size of 9,674.

Purpose

Annual administration of the NPS enables policy-makers to assess the pulse of the entire naval population on a timely basis. Annual sampling also allows the identification and analysis of trends in opinions and attitudes that materially affect the performance and morale of Navy members. The 1992 NPS consisted of multiple choice sections and subjective sections in which the participants were given the opportunity to respond with written comments. This report contains a summary of the comments sections. Comments often reveal the thoughts of personnel underlying impersonal statistical data. Including a summary of the written, self-generated comments, may make the quantitative results more meaningful by uncovering some of the feelings behind the numbers. Typically, however, when individuals are given the opportunity to submit written comments, they tend to voice their concerns and criticisms rather than their joys and satisfactions thus a negative picture is painted. (Wilcove, 1990) For a more balanced picture, the reader should refer to the statistical reports by Quenette et al. (1992, Volumes 1, 2).

Method

Sampling and Coding of Comments

Of the 9,674 surveys returned and validated, 3,000 were randomly selected for a summary of the comments. Each of the of the 3,000 surveys was examined to determine if there was a comment in any of the six sections reserved for respondent's comments. The first 50 comments accumulated in each section served as the basis for this summary. Because rigorous sampling procedures were not employed in obtaining the sample comments, all opinions are not represented, and the results from this summary may not be generalized for the entire Navy population. The method used in this study is consistent with its purpose--to clarify survey results with comments from survey participants.

Organization of Report

This report consists of two parts:

The first part contains an overview of the comments received. Each NPS section, Detailing and Assignment Process, Quality of Life Programs, Leadership Training, Organizational Climate, Health Issues, and General Comments is headed by a synopsis reflecting the frequency of the comments in that section. A summary sentence and a sample of the comments that best exemplifies each statement follows.

The second part contains all 300 comments (presented in Appendices A-F). Each appendix is accompanied by a frequency table. Appendix G contains a definition of the acronyms found in the report.

Results

Rotation and PCS Moves

Financial concerns were of prime importance when PCS moves were discussed. Personnel unanimously felt that the financial risk involved in buying/selling homes should be eliminated. Frequent moves were seen as a burden on the family and finances by some, whereas others felt deprived when they were denied the opportunity to move. Damaged household goods and the ensuing claims process was seen as a major obstacle in PCS moves. Welcome aboard packages and a stronger sponsor program were seen as possible solutions to other problems associated with PCS moves. Many personnel viewed the detailer and the detailing system in a negative light. A few, however, felt that the assignment process was good. It was believed that rotation needed to be more equitable, particularly in regard to sea/shore rotation and the rotation for males versus females.

Comments about PCS moves addressed the financial hardships involved in buying and selling homes.

- *Navy needs to institute a home buy-back program like most major corporations offer to their employees--would greatly reduce the hassle/stress of moving. O-5*
- *Never reimbursed for all costs of selling house on PCS orders- Lose money every PCS. O-6*
- *We need more base housing or a Navy program to make buying/selling houses easy and free from financial risk. O-5*

Some personnel wanted to be able to "homestead", yet others looked forward to being able to move.

- *There is no duty in the Navy as demanding on family life as sea duty. Every effort should be made to keep the sailor in the same geographic location after he is off sea duty. Avoid moving him. E-8*
- *Just about every PCS move I have made has caused me to move from one coast to the other or farther. I'd like to stay in one place, just once. O-3E*
- *It kind of stinks when you've completed your time at one assignment and can't go anywhere because there's no money! E-5*
- *It would be nice to be able to transfer from one coast to the other. E-4*

The problem of damaged household goods and the subsequent claims process needs to be improved.

Moving is still a major inconvenience! Damaged household goods are guaranteed and not replaced. O-

The claims process for damaged HHG sucks! I don't appreciate the process one has to go through to be reimbursed. O-3

- *A greater emphasis should be placed on sponsor programs.*
- *Need stronger sponsor program when moving from and to any area. E-5*
- *A severe lack of commands sending welcome aboard packages. Extensive pay problems after the PCS- overpaid, underpaid, DDS stop etc., etc., just one big problem.E-7*

The detailer was viewed in a negative light.

- *The previous detailer took me out of the cockpit, gave me zero choice, and sent my family to a location with inadequate facilities. O-3*
- *Since the force reductions have begun, there has been little or no attention paid to the desires of senior personnel (career designated) Total take it or leave it attitude from detailers. I assume they are being directed to take this attitude and it leaves me cold and angry. E-7*
- *I am currently trying to draw orders. The detailer seems to be more concerned with filling "unfilled" billets than my needs. E-5*
- *Normally, detailing is excellent, but on occasion detailers have been down right rude. E-6*

Some policies of the detailing system need revision.

- *Need to revise policies regarding enlisted/officer spouse (military couple) assignments & PRT standards. O-3*
- *Too many times we accommodate married personnel or personnel with other problems. However, single personnel cannot compete for those billets adequately. E-9*

A few personnel thought the detailing system was adequate.

- *Our system is an excellent program and problems only happen when we have short fuse transfers as in my case--a four month notice. O-3*
- *All in all the assignment process is good. I do feel though that some ratings are assigned too long to certain commands (5 years).E-4*

Comments on rotation reflected a desire to have sea/shore rotation more equitable for all concerned.

- *Four years at one command is too much! The max time should be 2 years. Have a rotation like this: 2 years sea, 2 years shore, 2 years overseas. This rotation would be*

the same for everybody - male, female, officer, enlisted. Why not simplify enlistment? Say if you want to re-enlist/join for the first time, it must be for 6 years & you will do the above rotation. E-6

- *Sea/shore rotation: I feel that the sea/shore rotation is not equal for males as for females. It has been my experience that females take the sea duty billets that would be shore duty billets for males. Where is equality? The sea/shore rotation length is not what I would like to see. Shore duty is too short and sea duty is too long. E-6*

Training

When commenting on training, personnel's statements focused on the desire for more and better training. In particular, leadership training was perceived as insufficient and inadequate. Personnel felt there was leadership potential in the lower ranks, but no training was offered. Leadership training was also seen as necessary, but lacking, in the higher ranks in order to implement TQL. Personnel expressed dissatisfaction with the training they did receive, feeling it was of poor quality and did not prepare them for the "real world" of the Navy. They believed stricter standards should be adhered to and that more training, in general, was needed.

There was a perceived need for more leadership training among enlisted personnel and officers, particularly among the lower ranks. The current leadership training was considered inadequate and insufficient.

- *We need more training for the lower ranks so you can expect more from them. How can you expect the E-4 and below to be good sailors and leaders if they have no training? E-2*
- *Sometimes I think more E-1 through E-3 have better leadership abilities. We're anxious to learn, but because of rank we lose out on some good schools, which in turn we must rely on our higher ranking PO's which some have no idea of what they are doing, so how can they teach you? E-2*
- *I would like more training in writing enlisted evaluations and officer fitreps. I would also like training on the promotion process. It is unfair to the personnel under my cognizance that I do not fully understand the process. O-3*
- *More training on leadership is needed at all levels so everyone can learn to know what everyone is thinking and why they think the way they do. E-8*
- *Additional leadership training is now required, especially at the highest rates and ranks in order to implement TQL properly. O-5*

Some individuals felt that the training was good, but it had little to do with "real" Navy life.

- *The Navy spent \$1 million to teach me to fly, another \$1 million to be a test pilot, then sent me to a job I was inexperienced in which is outside a cockpit. The technical*

training I received was excellent. The Navy training I have received to manage resources was inadequate. O-3

- Some of the training I received was just lectures. There were not enough hands-on type of training. We should have more hands-on training to give a better understanding of what was being discussed in the classroom or wherever it may be. I strongly believe that hands-on training will greatly increase the knowledge of our sailors. O-1*
- Formal training is a necessity. Self-paced computer/correspondence courses do not adequately prepare someone, unless facilitated with an instructor who "sets the example". W-3*
- The formal training I've received has been outstanding! However, after being assigned to follow on tours, I find that 80% of the formal training does not apply in 'real life' situations. For example, the NAVLEAD stresses the strengths of the chief's community, but when I attempt to bring up the training and what I was exposed to, I'm told, "That's ideal and it's not real, so here's how its done." Too many "The way it used to be attitudes. E-7*
- What the Navy teaches at LMET is very good in principle, but in reality it does not apply on this ship. E-6*
- NAVLEAD and TQL classes were informative, but principles put in practice on the job are not supported by the command. E-8*

Some personnel felt the training was not adequate because it did not supply a realistic picture of what to expect in actual circumstances.

- When I went through "A" school it was a self-paced very bad program. I just finished tour as "A" school instructor and it is classroom training, however, it needs desperately to be brought up-to-date with what's really happening in the communications field. E-6*
- Formal leadership training looks and sounds good in theory and on papers. It is, however, useless in application. Leadership is something learned with OJT and experience. Any lessons learned in the classroom are forgotten in a month. Lessons learned through experience last a lifetime. In 4 years at USNA, and an LMET course, nothing helped prepare me to be a DIV O. My first chief did that. O-3*
- Many Navy publications are organized poorly, making training an even more lengthy process and often a puzzle. It's no surprise that we kill allied forces in joint exercises. Training is often poorly streamlined and I think this begins with the resources for information. Not only do people not know what to do in an emergency but they also don't know where to find out what to do. O-3*

Discipline and a strict adherence to rules and regulations should be implemented from the top down.

- *Leadership training emphasized equity, equality, and leadership. By example, there appears to me to be a dual standard. Officers are admonished. Enlisted personnel are punished. Officers are paid larger salaries for their college training and leadership skills and given large amounts of money to raise children and to rent or buy homes. They then get caught in more scandals, degenerate, and dishonest behavior than the enlisted community. Core values and leadership training must not be working or does greed and materialistic attitudes corrupt them. E-7*
- *The big push is TQL. I understand the Navy has to progress. My complaint is we are babying new personnel too much. When I first entered the Navy, if you were told to do something, you did it, no questions asked. Now juniors seem to question seniors. I like new, fresh ideas, not new, fresh subordinates. Equal opportunity is a two-way street, both gender and racially. E-6*
- *I believe respect of rank should be enforced. E-4*
- *After 9 years in the Navy and 3 years as military police, I feel that there is a growing trend towards non-punishment of officers for violations in which enlisted have received stiff penalties. This has led to abuse of authority and non-compliance with regulations by officers since they know that there will be little if any punishment for violation of regs I have also seen several violations of CNO standing orders/Navy regs by senior officers due to the fact that rules and regs often make it inconvenient to do it right, but then they tell enlisted members to follow the regs. This is very poor for morale, reflects poorly on the officers in my Navy, and they should set the example, not be the example! Thank you for this opportunity to help improve my Navy/my country/my society. E-6*

More training in the basics was desired.

- *Training should be offered to more people on sea commands, especially E-4. E-5*
- *Need more basic management training, writing, and Naval correspondence expertise. O-4*
- *The Navy needs more and better remedial programs for reading, writing, and mathematics. O-5*

Quality of Life

Comments about uniforms headed the list when personnel discussed their quality of life. Many personnel had negative comments about the existing uniform, and some even had recommendations for its improvement. A few individuals, however, were satisfied with the uniform as it is. The Navy exchanges were viewed as an eroding benefit and the inequities suffered by the single sailor were a

source of concern. Other support programs including Morale, Welfare and Recreation (MWR), Family Support Services (FSS), housing, child care and education were touched on.

The CNT suffered unanimously negative comments, and the dungaree uniform didn't fare much better.

- *CNT is tacky and should be eliminated. Permanent press blends with natural fibers (cotton, wool) are much more aesthetic. O-5*
- *I would love to be able to burn my CNT! O-3*
- *I don't understand why we have uniforms that can't be worn on ships (CNT's). O-5*
- *CNT (100% polyester) is garbage and environmentally unsound. What is wrong with an all cotton uniform? O-3*
- *The dungaree uniform reminds me of a prison uniform. It tears easily and soils easily. E-7*
- *I think the bell bottom dungaree uniform should be done away with. Perhaps replaced by a boot cut uniform that looks and wears well. The white hat for E-6 and below should be replaced by a garrison type cover. E-5*

The cost of the uniforms was a major complaint. There were too many changes, too often, with too many different combinations.

- *Don't change uniforms. It just gives the Navy man/woman something else to buy. E-6*
- *In the last 18 years, the navy has made entirely too many uniform changes. Lets not change them again. We used to get a cost of living raise every year in Oct-uniform prices went up as well-With the raise now Jan 1st, uniform price increases are still Oct 1st. Just another loss for us. E-6*
- *Uniforms are totally, totally, totally too expensive and change too often, too many different combinations. E-8*
- *Naval uniforms pricing is very near outrageous. The yearly uniform allowance doesn't pay for dry cleaning let alone replacement. A dress uniform for a CPO is \$250.00 and that in my opinion is too high. E-7*

There were, however, some positive comments and some good recommendations concerning uniforms.

- *Blue berets should be authorized for submariners to lend some prestige. The Canadian, French, Italian, and U.K. navies all have berets for their respective submarine forces. E-5*

- *Salt and pepper uniforms and winter working blues made a fine uniform for daily wear. Men and women should have same uniform requirements. E-6*
- *Would like to see the return of dress khaki uniform. O-6*
- *Uniforms are fine; let's keep them for awhile. E-5*
- *I think the standard Navy uniform for men and women is pretty sharp enough. E-5*

Navy Exchanges received some strong comments about their prices.

- *The Navy exchange system is a total joke! I can find everything they carry cheaper in the civilian community. It's a real crime that the military have lost the exchanges that used to save us money. E-8*
- *Navy Exchange is overpriced. I can buy the same big ticket items in town for 20-30% less. O-3*
- *Prices are way too high at the Exchange. What happened to my military discount? E-7*
- *Upon entering the Navy in 1983, my exchange privilege was very valuable. Until 1990, when I transferred to my most recent duty station, I used the Navy Exchange exclusively, buying items elsewhere only if they were unavailable at the Navy Exchange. The reason for this was, exchange prices were the best and could not be beaten at other stores. Since 1990, exchange prices have increased to the point where better deals are available outside the exchange almost completely. It has come to the point, I now only buy items from the exchange when they're unavailable elsewhere. I do not understand the reason for the change in the Navy Exchange, but I no longer consider my exchange privileges a benefit. E-5*

Opinions about the quality of life were almost evenly divided between pro and con.

- *Quality of life in the Navy will only be improved by: (a) establishing pay and benefits competitive to the civilian market; and (b) providing decent and habitable quarters for unaccompanied enlisted personnel. E-5*
- *Living in Oakland area is expensive and is not adequately compensated for. My quality of life here is worse than it was as an E-3 in Oklahoma City. E-4*
- *No complaints. I knew what I was getting into, and that's what the Navy is about, but shipboard duty on ships like I'm on does not leave a lot of extra time for "recreation programs." E-8*
- *Most of my negative comments are not complaints. It's just the way life is aboard a destroyer-type ship. Living quarters are small, the operation tempo is fast, family life is rough because of deployments, and work related stress is high. A lot of the Navy's*

support programs (i.e., Family Services, CAAC, etc.) are difficult to utilize. I don't have a good answer how to improve "quality of life in the Navy" programs except keep putting the word out to the fleet about support service available. E-8

Several comments dealt with the inequities of pay, work, and housing for single vice married personnel.

- Single sailors have lives too. The Navy has ignored our needs too long. Too often single sailors have been denied time to take care of personal business because these sailor's responsibilities have been labeled as less important. I am aware of no programs that are designed to support the single sailor's livelihood while he is deployed. We have no one to manage our money and assets at home. This all too often results in problems such as late payments and bounced checks resulting in a letter of indebtedness or other negative counseling. E-4*
- The one major complaint I have is the fact that sailors with dependents get paid more than I do. I should not be penalized, by less pay, based on the fact I have chosen to remain single. Dependents are not an issue in the civilian world. A worker does not get paid more (by way of allowances) because he is married or has children. Totally, totally, totally unfair practice!!! It is discrimination against single sailors. E-5*
- You did not address any single sailor issues. As usual, the Navy ignores its single sailors and continues to treat us as second class citizens. What about questions addressing pay inequities, work inequities, and most important: living quarters so substandard that most people would be appalled at the conditions that single sailors are forced to live in. As a senior enlisted advisor, I come in constant contact with Family Service Centers and every program listed in this survey. It is disappointing to me to see these programs not utilized or not available. Family Service Centers are not usually needed by single sailors. This name implies families and despite the fact that I've been told that singles are part of the Navy family, that is not the perception of single sailors. E-8*

Personnel expressed concern about several of the support programs such as Morale, Welfare, and Recreation (MWR), Family Support Services (FSS), housing, child-care and education.

- Rec services are great, provides good activities. Family Service Centers are a good deal and very helpful. MWR has been great through my whole career. E-5*
- Need to provide more recreation programs, de-emphasize drinking at clubs, make services free vice monthly fee, extend gym hours so sailors can work out vice drink. O-4*
- As far as family support goes--a very weak area--very little support. E-7*
- I think our family support programs, morale, welfare and recreation programs are in need of a lot of help. I have never experienced such a low morale in my life. E-3*

- *The family support programs in the Navy are the poorest of all the military services and it's the branch where it's needed most. E-8*
- *Living on board ship is destructive to a man's morale and often leads him to alcohol abuse. If you have to leave home to leave work the destination is often a bar. I drank in bars less than once a month until I lived on board. E-4*
- *Child Care facilities are grossly inadequate and under staffed. MWR is well run/organized. E-4*
- *Quality, available child care is a problem. Employment opportunity for professional spouse is always a sore point. O-3*
- *I really like the voluntary education program. O-3*
- *There should be more opportunity for people to get their associate's degree while serving. There should be more training and emphasis on team work. E-5*

Organizational Climate

When commenting on the Organizational Climate, sexual harassment was the primary concern of many personnel. An atmosphere of paranoia pervaded some commands and others felt that the threat of sexual harassment had been carried too far. The stand down resulting from the Tailhook scandal was perceived by many personnel as overkill and a waste of time. Concern was expressed about the equity of the system for advancement and the evaluation system. Racial and gender-related equal opportunity were seen as problematic by some and leadership was viewed as needing improvement. Fraternalization and core values were also touched on.

Sexual harassment, and the mere threat of sexual harassment, was in the forefront of personnel's minds and has created a tense working environment.

- *Too much media involvement on sexual harassment issues. Women are now able to destroy a man's career just by saying "sexual harassment". We essentially are given license to kill. No wonder the males don't want to accept females in the workforce. E-7*
- *Sexual harassment training has created fear in the work place, not caution or consideration. An allegation is nearly a guilty determination, or so the perception goes. More effort should be directed at determining intent and motivations of specific actions than placing everything in a general category. For example, a female fails room inspection for x time. She is assigned EMI to help develop her cleaning skills. The dirtiest space that would serve to better these skills is a male head. Make this EMI assignment and you are harassing her. O-3*
- *I feel the current climate in the Navy regarding sexual harassment is making it more difficult to do my job. Even though I agree with the Navy's policy, my professional*

dealings with female officers have changed. I feel as though I have to walk on seashells and carefully watch every word that comes out of my mouth. O-3

Many personnel felt the stand down, resulting from the Tailhook scandal was an overreaction and a waste of time.

- *I found the over reaction of the Navy to the Tailhook Incident as reflected in the numerous stand downs, embarrassing, and personally insulting. I learned morals while growing up--not at (several) one day stand downs. The leadership acted like little boys caught with a Playboy. We are, and always have been, better than that. O-3*
- *Four hours of listening to a long-winded speaker and a couple of videos with 12,000 other people only teaches us how to fight battle fatigue and boredom. E-4*
- *The sexual harassment stand down was a gross waste of time and effort. O-3*
- *Why was I briefed by four different admirals on sexual harassment? When I came in all that was needed was a word from my DIV CPO and to be reinforced at squadron quarters, officer corps as well as the CPO's once had a philosophy of, if one screwed up, we all screwed up. We policed and took care of ourselves, our command, our subordinates, and our Navy. We were a team--we trusted each other--what was said behind closed doors, in meetings in the ward room, CPO mess, and clubs stayed there. These were the ways of honorable, loyal people: male, female, black, white. It didn't matter. The family took care of the family. And we were a family. Now we have officers at all levels stabbing each other as well as chiefs for no other reason than, in many cases for personal gain and recognition. We have lost the ability to voice our concerns in a reasonable manner, to listen effectively and most importantly lost all concepts of treating people, regardless of sex or color, with basic human dignity. Navy regulations, Navy EEO policy, and the UCMJ have been out in print for many years. These laws must be enforced at every level. Selective enforcement of our laws and policies results in scandals like Tail Hook. These individuals must have thought they were above the law or they would not have acted in that manner. Why were captains and admirals fired? Squadron XO's and CO's set the standards of personal and professional conduct of their men. Traditionally captains and admirals are kept in the dark so why were they sacrificed? The honorable thing to do would have been to send some O-5's home. This I could understand, but to belittle our "flags" in the presence of juniors is unforgivable and it is for this reason that I'm retiring with 20 years and 2 days. There simply isn't anything keeping me here. Trust, honor, and dignity have left and so do I. E-7*

Personnel questioned the fairness of the system for advancement and the evaluation system. They felt both systems needed considerable work to be made more equitable.

- *I worked as a civilian in my field for 14 years before becoming a Navy member and was not given any recognition or credit for experience in rank or in pay. I feel this is wrong and a disservice to the individual. As a result, my pay from civilian to military*

was cut by more than half, yet I still carried the same financial responsibilities. Needless to say, this has resulted in hardships for me and my family. In addition, I have more responsibilities than others in my rank, yet am recognized as equal to them in rank and pay. How can the Navy get away with equating new graduates with no experience to those with years of experience?!?? O-1

- *The evaluation system stinks. We overrate our enlisted/officers with the current fit replaval system! What happened to the old Navy when we told it like it was. O-5*
- *The Fitness Report system and the Enlisted Evaluation system need a total overhaul. As used, they provide no data on how well an officer is doing or could do if in a "competitive billet." In other words, we grade individuals only by the job they are in, not by how well they do the job (unless they are truly incompetent). Thus an outstanding officer who is detailed to a less competitive job and does a truly outstanding job, gets ranked behind an adequate performer in a "tough, competitive job." Also, the tendency to rate a more senior officer (by peer group) ahead of a junior cheats people. The result is that an officer's career is determined by the luck of where he is detailed and when with respect to the PRD's of other officers in his competitive group. Thus we give command to some mediocre performers who were lucky and pass over some outstanding individuals who were not lucky in their detailing. O-5*
- *Advancement is horrible. I've busted my tail and done a lot more than 90% of the guys in my rate, yet still no E-7. The system of advancement is in trouble. The most qualified person should advance and not just because a certain percentage have to be women, blacks, Hispanics, etc. I believe in equal opportunity, but that works both ways. Some people seem to have advancement handed to them without even trying. E-6*

Racial and gender-related equal opportunity were seen as problematic by some personnel.

- *I observe an antiquated method of evaluation which inflates marks and unfairly ranks personnel. Women and minority persons get preferential marks and consideration for advancement because "they need the advantage for continuing service" while persons who put in many arduous years of sea time never see advancement. I see sea time for a male as a 4-5 year tour on a warship (BB, DDG's, CGN's, SSN, SSBN's, FFG's) while sea time for a female is a 2-year tour on a tender or harbor tug detachment. Are these equal? I think not. Next time we have a force reduction, please give the persons with real sea time a break and let them stand down from 16-17 years out of 20 at sea. There is little equity and fairness left in the USN. I guess that is why I am retiring very soon. E-7*
- *It is my feeling that after Tail Hook, the Navy has been using favoritism toward women to show the public that we (the Navy) take care of our females. Thanks to the officer community messing things up in Las Vegas, my equal rights as a white male are not as important. I have already been discriminated against and feel it is because I am a male. My command treats me more like a machine than a human being. E-6*

- *There has been a noted increase in complaints of people of color regarding unequal treatment because of their color. The particular people do not address that they are not star performers and try to "work" the system. Instead all the wasted attention goes to the ethnic problem and not the real underlying problem of a poor performer, no matter what color, who is being pushed to perform adequately. The supervisor wastes a large amount of energy, physical and emotional, in proving that color is not a factor, the work performance is. Perhaps the Navy has gone overboard on EEO training. We should be concentrating on work performance. O-5*
- *The one thing I really look down upon at my command is the fact that the black man can call me a "white boy" without getting in any trouble, but if I say nigger," I'll be up talking to the captain before I can blink twice. E-3*

The lack of good leadership was a common complaint among many personnel.

- *Leadership, especially at the higher ranks (enlisted) is lacking immensely. Nobody stands up for the enlisted man. EO is good to talk about but sometimes it should not be implemented. The fact is that men and women are not equal physically and many times men and women think differently. Unit cohesion on ships especially is very tenuous. Women lessen this and bring down standards. E-4*
- *I didn't join the Navy for pay or benefits. I joined to serve my country and the pride I feel in that is reward enough. What I'm sick of is officers, chiefs, and petty officers who don't care about their people: officers in it for a job resume, chiefs ready to retire, and petty officers who's EAOS is almost up. Don't get me wrong, there are some good officers, CPO's, and PO's but they are few and far between. I just want to see everybody's negative attitude change a little and that will start with better leadership and more incentive. It can be done. E-3*
- *I do not like the system of chiefs and officers. It seems I have two different leaders going in opposite directions. I do not need six people telling me to mop the floor. I need one person to tell me and the other five to help. E-5*

Some personnel expressed concern about fraternization.

- *"Fraternization" is a joke! If the individuals don't get caught and get married, it's okay! O-5*
- *I believe that most cases concerning fraternization that I see are unwarranted investigations, due to the fact that it does not affect job performance and is usually not superior/subordinate based, and if it is, it does not affect personal gains of either party. E-6*
- *Men and women on ships together is problematic, especially if the command takes the normal "no dating" policy. Our ship, along with the three others in Guam have mixed crews and all have a problem with "couples" on board which lowers the morale for others. A "no dating" policy is difficult to enforce and rumors run rampant. O-2*

The subject of core values was also addressed.

- *Senior leader Core Values need to be changed. Why? Politics, sacred cows/ricebowls, "rather die than look bad" attitude, lip service, band aid fixes O-5*
- *It is most important to be loyal to both the Navy, your peers, subordinates, and superiors. E-9*
- *The Navy is trying to keep traditions that apply to the more mature individual. The personnel coming into the Navy today are a different breed. They do not value the tradition or are confused when new techniques are tried and tradition continues to dominate. E-7*

Health Issues

Comments from personnel regarding Health Issues revealed the growing awareness and interest in all matters concerning health. Many personnel felt that work time should be allowed for PT and expressed dissatisfaction with the existing PRT program. They felt the PRT was not fair, and it did not adequately ensure fitness. They believed body fat measurement standards, in particular, were neither accurate nor equitably enforced. Some personnel felt that physical fitness should be of prime importance in the military, but there were too many personnel who did not meet the already lax standards. Substance abuse was also addressed and many personnel agreed that there should be zero tolerance. Health care, Delta Dental and CHAMPUS were seen as inadequate. Some personnel felt there should be more AIDS education while others felt AIDS has been covered adequately by the civilian media.

Personnel felt that the military should to be a leader in physical fitness, and commands should take more interest in the fitness of its troops. They believed commands should develop a mandatory PT program or they should at least allow work time for personnel to stay in shape.

- *PRT needs to be supported across the board. If we (the Navy) are serious about physical fitness then it should be part of our regular day like the services that do nothing but physical fitness. Twice a year for testing is sufficient, but that's not a fitness program and I'm not spending my time when it should be part of my normal day or week. E-7*
- *We should get working hours time for PT every week, to keep in shape. The Navy should have a fitness program where people who have over 22% body fat could volunteer to go to where they could be tough about fatness while PT several times a day until they lost all the weight they wanted to. I would be your first volunteer. E-4*
- *The physical health and readiness of navy personnel should become a much more important topic. Healthy food and health/fitness activities should be greatly promoted and rewarded. They are nearly non-existent now and one must really go out of one's way to stay in good shape and eat good on my ship, as with most. We are after all, in the military. E-4*

- *The Navy is the only service that does not fully support a physical training program. The Army, Marines, Air Force, and Coast Guard all have required command sponsored training programs which are all hands programs. It is part of the command's daily routine, not considered the individual's responsibility to do it on his own time. If a Navy member attempts to take an hour out of the work day for PT and eat lunch, he is looked on as a skate. It should be a military requirement. It should be supported by the military work day. O-3*

Many comments made by personnel expressed dissatisfaction with the Navy PRT (Physical Readiness Test). They felt that PRT standards were not realistic and were not equitably enforced.

- *I think the Physical Readiness Test needs to be redone. I mean sometimes it doesn't matter if you are within standards or not. Sometimes it seems like who you are and who you know is more important. They don't understand that some people can't lose weight and keep it off. Then I get a letter from the command saying, more or less, that because I'm overweight, all of a sudden I'm stupid and don't know nothing about my job. I think that is totally wrong. E-5*
- *The PRT program in the Navy is command selective and poorly managed. Wording in instructions that gives CO's carte blanche in regards to admin spec, etc., needs to be eliminated. Bi-annual PRT does not ensure fitness. E-6*
- *PRT Program is not followed by all personnel, officers and enlisted, not enforced equitably command to command from Pentagon to smallest command and not enforced within commands consistently. Could be a good program if enforced. O-6*

The standards and procedure for body fat measurement, in particular, came under attack.

- *I believe that body fat and PRT standards are not applied fairly, More senior personnel seem to get a break in that area because it would hurt their career and their advancement. E-4*
- *Our body fat program has allowed us to grow fat. One fifth of our body can be lard. By setting this standard, we are decreasing physical readiness. Or, we can separate a service member who is a team player, trained, command asset, for being too fat but we keep diagnosed personality disorders, homosexuals (when Clinton takes over), and persons who have not completed training pipelines who do not want to serve. My question is: is this wise? Does it improve our readiness? O-3*
- *Also, there has got to be a better, more accurate way to measure body fat. Why does the Navy still use this archaic system? E-5*

Many individuals supported a policy of zero tolerance for drugs and felt the regulations needed stricter enforcement in order to be effective.

- *Anyone stupid enough to use drugs in the first place should be kicked out of any Branch with a dishonorable discharge for E-1 and up. They're dangerous and a hazard to themselves and to my personal safety. E-3*
- *Alcohol/drug abuse regulation enforcement (military police apprehension of offenders) is effective, but reprimand for illicit actions is either non-existent or so ineffective that it does not properly punish violator or does not discourage actions. Need to have better regulation (punishment) enforcement from non-judicial punishment. E-6*
- *Drug and alcohol programs have lots of bark, but not much bite. Very often, a blind eye is turned to blatant alcohol problems. Efficiency depends largely on attitude and support of CO.O-3*

Smoking cessation was also a subject of concern to some personnel.

- *Like alcohol & drug prevention programs, a smoking prevention program should also be introduced. Not only is smoking a nuisance, but its hazardous to our health. However, because our unit is located on an Air Force Base where smoking is not allowed in work/office spaces, the "smoking environment is drastically reduced or is confined solely in a designated area. E-5*
- *Smoking cessation is another joke with Navy persons. Those who smoke subject us who don't to unwanted passive inhalation. Commands at sea are unwilling or unable to institute effective non-smoking programs. E-7*
- *Remove cigarettes from Navy exchanges, or at least quit subsidizing the cost. If the Navy REALLY BELIEVES it wants to help people stop smoking, raising the "cost of sin" is a necessary first step. People who feel the need to smoke will always find a source, but subsidizing the price of the habit contributes to the health problem. The same logic applies to alcohol, but that vice does not have nearly the dollar amount of subsidy by the NEX as that of cigarettes. By the way, I don't smoke and I do drink. I think the Navy policies are good, but as long as we provide significant price cuts to purchasers, most of the policy is "lip service." (Do as I say, not as I do.) Raise prices closer to commercial outlets. Also, provide nicotine patches for those who need more than Nicorette gum! O-4*

Health care, Delta Dental, and CHAMPUS all suffered criticism. Many personnel expressed dissatisfaction with the existing health coverage offered by the Navy.

- *NAVCARE is a joke in San Diego. One needs an appointment (before the fact) to be sick just to be seen. Catch-22 or just dumb management? W-4*
- *I feel that I was lied to about health benefits supplied by the Navy after retirement, for life! When I first enlisted in 1994, I was promised that my medical/health benefits would last for life if I honorably did 20+ years and retired. Now, these benefits only last (at reduced rates) until age 62-65. Then, just like anyone who has not served their*

country, I go on medicare! I have kept my end of the bargain (contract), what about the U.S. Governments! This creates a certain loss of faith in my country!! E-8

- *Medical is a joke. If you get a cold or sick you can only go to medical at 0600. E-4*
- *Dental care for dependents is a waste of money and time. Things you need coverage on, they don't cover. For example, my son needed root canals to save four teeth which abscessed due to fillings. Delta Dental would not pay for root canals, but did pay for extraction. Since two molars were extracted, he needed a space maintenance which was approximately \$300 which of course was not covered either. This plan is a waste of service members' money. E-7*
- *Military personnel get only enough dental care to keep their teeth in their mouth for at least 10 years after joining the military. I haven't been able to get my teeth cleaned or a check-up in two and a half years. My wife can't get her wisdom teeth pulled at all, and as a second class petty officer, I don't make enough money to take her to a civilian dentist. Medically, I can't complain much. Besides the long, long wait to be seen, the care is good. E-5*
- *Dental? What dental? You might get your teeth cleaned once a year. (I would hate for them to do any more.) E-4*
- *Yet again, a questionnaire about health with no chance to comment on quality of military health care/CHAMPUS. These are critical issues to me and many other Navy personnel. In my opinion military health care/CHAMPUS is poorly administered, very poorly explained to members, and does not provide an adequate level of health defined as accessible, timely, friendly, easy to understand, affordable, and quality medical care. O-4*

Some personnel commented on the need for more AIDS education:

- *AIDS education is pretty well covered by the media (news, newspapers, etc.). E-8*
- *More education is needed on AIDS and tobacco in a closed environment or where you know the people will receive the info. E-7*
- *AIDS/HIV stand down training not required. Adequate info is available in civilian press/tv. O-3*
- *Should have more training about AIDS and other health issues in the Navy. AIDS tests should be done at least twice a year. W-4*

General Comments

Personnel were given the opportunity to make general comments at the end of the survey. They were asked to make additional comments about any of the topics addressed in the survey. These comments have been integrated into their respective topic subdivisions where appropriate. Besides the additional comments about the survey topics, personnel commented about the survey, in general, pay,

and a military career. Pay was seen as severely lacking, while some personnel still expressed satisfaction with a military career and the Navy way of life.

In general, the survey was appreciated and the respondents were glad to have been participants.

- *I enjoy taking time out to do this survey. It was most interesting and also covered a lot of good interesting topics that deal with the Naval society. It would be my pleasure to do it again sometime in the future. Thank you. E-4*
- *Thanks for giving me the chance to assist in this survey. W-4*

Some personnel had suggestions to improve the survey:

- *The awards system needs to be added to the survey. Awards are given arbitrarily and at times it seems automatic no matter what level of performance is displayed. The enlisted evaluation system is another area that should be questioned. E-7*
- *Broaden this survey to include items like pay, retirement (more). Include a section on medical and dental benefits. Ask if members are happy with PCS moves. This is a good survey; expand it! E-8*

Some personnel had positive comments and were glad to be a part of the system:

- *Overall, I'm very satisfied with my Navy career and the support areas. I think NTC Orlando is an exceptional base in all aspects. Everyone I've come into contact with are advocates of TQL and give their best or make improvements where needed. E-7*
- *I feel military service is a privilege. It should be mandatory, but I'm honored to serve my country. The Navy is not perfect. It wouldn't be any fun if it were; however, I feel that the service genuinely has everyone's best interests at heart. Thank you. E-5*

Although there was not a section for pay on the questionnaire, a few individuals had some comments about Navy pay.

- *I am an E-4 over three with a wife and two kids. I have applied for and am eligible for food stamps. That right there says something about pay and benefits in the Navy. My family lives payday to payday and without food stamps are actually struggling to get by. E-4*
- *Members of the Armed Forces are not paid enough for the jobs we do. We are 12% behind private sector pay and the last decent pay raise we had was in 1981, 12 years ago! When Congress needs us, we're there for them, but when it comes to pay, they can raise their pay but cut ours. The Navy and Congress need to address this important issue. E-4*

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Appendix A
Rotation/PCS Moves

Rotation/PCS Moves

Table A-1 presents summary information of the response frequencies for the comments concerning *Rotation/PCS Moves*.

Table A-1
Rotation/PCS Moves

Category Name	Sub-category	Frequency
PCS Moves	Financial Concerns	6
	Wants to Homestead	5
	Wants to Move	4
	Damaged Household Goods	4
	Sponsor Program	2
Detailer	Insensitive	9
	Self-serving	3
	Rude	2
	Over-worked	1
	Not-knowledgeable	1
	Good	1
Detailing System	Negative Comments	5
	Positive Comments	4
Rotation		8
Sea Duty		3

Comments About Rotation/PCS Moves

PCS Moves

Financial Concerns

- *We need more base housing or a Navy program to make buying/selling houses easy and free from financial risk. O-5*
- *We need more info concerning real move-in costs to areas we are transferring to, to better prepare for transition. E-6*
- *Navy needs to institute a home buy-back program like most major corporations offer to their employees--would greatly reduce the hassle/stress of moving. O-5*
- *PCS move to HI in '91 was my first outside CONUS. Info regarding COLA/TLA and advice/counsel regarding long term storage of household goods and availability of government owned appliances and furnishings was not readily available at previous duty station. As a result, I was not able to use available programs. O-5*
- *Never reimbursed for all costs of selling house on PCS orders - Lose money every PCS. O-6*
- *More money should be provided to personnel with dependents for PCS moves. E-8*

Wants to Homestead

- *There is no duty in the Navy as demanding on family life as sea duty. Every effort should be made to keep the sailor in the same geographic location after he is off sea duty. Avoid moving him. E-8*
- *Just about every PCS move I have made has caused me to move from one coast to the other or farther. I'd like to stay in one place, just once. O-3E*
- *If people are effective in a spot why do we move them -- particularly if they are Senior Officers -- keywords: Effective Senior.O-4*
- *Would like more of an opportunity to homestead. Air Force and Army do offer more time at one duty station. Constant moving is a burden to family and finances. E-5*
- *I believe that personnel who wish to stay in a specific area, when billets are available, should be allowed to do so, to save the Navy and the member money. O-4*

Wants to Move

- *It would be nice to be able to transfer from one coast to the other. E-4*

- *It kind of stinks when you've completed your time at one assignment and can't go anywhere because there's no money! E-5*
- *I was informed that the Navy had enough \$\$, money to send me overseas but no money to send me across the states from West Coast to East coast. I wanted that. E-6*
- *Should have coast to coast moves for humanitarian reasons no matter the cost. E-5*

Damaged Household Goods

- *The only problem I have is that they lost parts of my futon on my last move. Other than that they did an excellent job. O-1*
- *Moving is still a major inconvenience! Damaged household good are guaranteed and not replaced. O-4*
- *The claims process for damaged HHG sucks! I don't appreciate the process one has to go through to be reimbursed. O-3*
- *I don't agree with awarding contracts to the lowest bidding movers. My PCS move to Pensacola was a shambles. There were actually known criminals (ex-cons) moving my broken furniture. O-3*

Sponsor Program

- *A severe lack of commands sending welcome aboard packages. Extensive pay problems after the PCS - overpaid, underpaid, DDS stop etc., etc., just one big problem.E-7*
- *Need stronger sponsor program when moving from and to any area. E-5*

Detailers

Insensitive

- *The previous detailer took me out of the cockpit, gave me zero choice, and sent my family to a location with inadequate facilities. O-3*
- *Since the force reductions have begun, there has been little or no attention paid to the desires of senior personnel (career designated) Total take it or leave it attitude from detailers. I assume they are being directed to take this attitude and it leaves me cold and angry. E-7*
- *While I understand the needs of the Navy and have gone where the detailer said I was needed, I'm tired of being "passed over" due to past duties/commands as the detailer says. E-6*

- *This set of orders scuttled my husband's career. No effort was made to accommodate his career since I am the senior officer. Now we are both in dead end jobs. O-6*
- *I've served a 4 1/2 yr sea tour, then a type 3. Now the detailer wants too break my rotation and send me back to sea. I will get out of the Navy before he breaks my rotation. E-5*
- *BUPERS access is not available at my command-no modem. When negotiating last transfer, detailer hadn't looked at my preference sheet, yet my choice was available when asked. E-7*
- *My detailer was unwilling to transfer me to west coast, even with openings at NARDAC, San Francisco, Sima and Everett. E-5*
- *On my "dream sheet" out of 'C' school I requested any destroyer, cruiser, or frigate in the Navy, preferably on the west coast. I went to a carrier on the East coast. UNSAT! E-4*
- *I'm to the point where I believe PCS moves are "non-existent". I requested a "no cost" PCS transfer and could get "no where" with any detailer. E-5*

Self-Serving

- *Most detailers will not show you a list of all the available billets. They show what they want you to see. This forces you to choose something they want you to fill. They do not give the full story on what is available. E-8*
- *I am currently trying to draw orders. The detailer seems to be more concerned with filling "unfilled" billets than my needs. E-5*
- *Do detailers really think that we don't talk to each other? When 4 LT aviators call the same detailer on the same day and he gives them 4 different lists of "this is the only thing available". What's the story? The only thing this does is reinforce many of the negative impressions of the detailing process. If someone's record won't get him a job, tell him so! This may be the only place he will be told; it is not happening in many commands. I would rather know so I can work to get healthy than to be left in the dark. Equal opportunity applies to all in the Navy. In our effort to compensate minorities, we have forgotten the majority--the white male. Equal opportunity should be equally enforced and be based on performance not adjusting standards to meet a quota. O-3*

Rude

- *Normally, detailing is excellent, but on occasion detailers have been down right rude. E-6*
- *I usually hang up after 15 minutes of being on hold while trying to call detailer. E-7*

Overworked

- If the detailers are so overworked as they claim, why not have more detailers to carry the load? E-6

Not Knowledgeable

- It would be nice if the detailers knew about the jobs on all types of ships. Of course it would be impossible. E-5

Good

- Detailers do a pretty good job. Do not seem to have a good handle of selection board opportunities (e.g., XO, command, promotion boards.) O-5

Detailing System

Negative Comments

- *Need to revise policies regarding enlisted/officer spouse (military couple) assignments & PRT standards. O-3*
- *Too many times we accommodate married or personnel with other problems. However, single personnel cannot compete for those billets adequately. E-9*
- *Officer detailing still needs to improve in timeliness. Just received PCS orders to move next month. Placement problem--no relief available. O-4*
- *The "system" often fails to meet needs/adequate manning of the commands; creates operational deficiencies; dwells too much on individual preferences. W-4*
- *Unfortunately, I have found dream sheets to be a waste of time and government money. I have also found detailers to be slow and unreachable--I know they try hard, but its not a very good system. O-3*

Positive Comments

- *All in all the assignment process is good. I do feel though that some ratings are assigned too long to certain commands (5 years).E-4*
- *Our system is an excellent program and problems only happen when we have short fuse transfers as in my case--a four month notice. O-3*
- *Detailing has improved drastically since I enlisted!!! In particular, the HM detailers have typically been superb and work long and hard to help their HM community. E-7*
- *Detailers do a pretty good job. Do not seem to have a good handle of selection board opportunities (e.g., XO, command, promotion boards.) O-5*

Rotation

- *Tour length should be same for single and accompanied personnel. O3*
- *Presumably, a Navy's primary goal should be to have the capability to project power at sea. Why then, do we have such bloated shore commands, staffs and other dead weight? I realize shore support is vital, and after my first four tours at sea, at the ten year mark, I am looking forward to a shore tour. However, the current distribution is unsat. If you are in the Navy, you should go to sea. The effort and results expected of the surface community is unrealistic. O-3*
- *I hope seal/shore rotation be made in 3 years each or 4 years each. E-5*
- *We have an Overseas/Conus rotation and people get stuck. Prior to my Conus tour, I was Overseas or out of Conus for 10 years. E-5*
- *Four years at one command is too much. The max time should be 2 years. Have a rotation like this: 2 years sea, 2 years shore, 2 years overseas. This rotation would be the same for everybody-male, female, officer, enlisted. Why not simplify the enlistment? Say if you want to re-enlist/join for the first time, it must be for 6 years & you will do the above rotation. E-6*
- *If we are willing to extend in the Navy for a specific school to further our education and make us better at what our job is, why does it take so much to get it? I love the USN and want to stay in for 20-30 years. My rate is CRED-3 group and over-manned and I cannot make E-4. Please lower multiple PT's, so some of us who want to stay in can advance! E-3*
- *Presumably, a Navy's primary goal should be to have the capability to project power at sea. Why then, do we have such bloated shore commands, staffs and other dead weight? I realize shore support is vital, and after my first four tours at sea, at the ten year mark, I am looking forward to a shore tour. However, the current distribution is unsat. If you are in the Navy, you should go to sea. The effort and results expected of the surface community is unrealistic. O-3*
- *Sea/shore rotation: I feel that the sea/shore rotation is not equal for males as for females. It has been my experience that females take the sea duty billets that would be shore duty billets for males. The sea/shore rotation length is not what I would like to see. Shore duty is too short and sea duty is too long. E-6*

Sea Duty

- *The biggest factor that will decide reenlistment is a return to sea duty. I do not desire to go back to sea because of the lifestyle this imposes on my family. E-5*
- *More incentives for sea duty i.e. Sea/Flight H.D. pay increases. E-6*
- *5 yrs at sea is too long for 1st time enlistment or anyone. E-4*

Appendix B
Comments About Training

Training

Table B-1 presents summary information of the response frequencies for the *Comments About Training*.

**Table B-1
Training**

Category Name	Sub-category	Frequency
	More leadership training	22
	Does not prepare for reality	19
	Discipline is needed	7
	More training in general	6

Comments About Training

More Leadership Training

- *Sometimes I think more E-1 through E-3 have better leadership abilities. We're anxious to learn, but because of rank we lose out on some good schools, which in turn we must rely on our higher ranking PO's which some have no idea of what they are doing, so how can they teach you? E-2*
- *I feel a great deal is expected of JO's today. They are expected to perform at the level of an O-4 without the experience or training. I also feel there is little proper training of JO's to be exceptional leaders and military officers. The emphasis seems to be on ensuring a JO becomes a good politician. O-3*
- *We need more training for the lower ranks so you can expect more from them. How can you expect the E-4 and below to be good sailors and leaders if they have no training? E-2*
- *More training is needed in leadership in the E3 and O3 and below. For E7 and O5 and above a refresher course would be helpful; you get caught up in missions and spend less time on personnel.E-5*
- *Commands and the Navy as a whole rise and fall with the skill and knowledge of the E4-E5 and O1-O3 pay grades. I have never even been offered any leadership training. I am currently filling an E6 billet as an E4 due to manning shortages and am struggling because of a lack of training. E-4*

- *Why can't the Navy send E-1 - E-3's to NAVLEAD or LMET who want to stay in the USN for 20-30 years (like me) and give us same opportunities to learn to be successful leader and follower? E-3*
- *Did not receive leadership training. Was at sea for the last 12 years. Lots of OJT. O-4*
- *I think that the Navy could improve in some areas, especially for E-5. Would like to see more E-5's offered the LMET course. E-5*
- *I believe E-1 through E-3 need leadership training to show them the responsibilities of their supervisors. Most E-1 thru E-3 don't realize what supervisors have to put up with when subordinates don't follow rules and regulations. They don't understand the rules of the leader and believe leaders are trying to give them a hard time. E-6*
- *Leadership courses should be available for personnel as low as E-4. E-4*
- *Spend more time letting senior Petty Officers lead and that would be an excellent start. Training time is quite adequate. However, just because you are a senior Petty Officer, Chief Petty Officer, or an officer doesn't give you the abilities to teach. All senior P.O.'s and CPO's and officers should go to instructor school. E-6*
- *No one in the Navy seems to have time for training. Junior officers don't get much training of any kind, and when they make mistakes, they read about it in their FITREPS. O-4*
- *Very little emphasis is placed on leadership training with officers after initial source training. O-4*
- *I would like more training in writing enlisted evaluations and officer fitreps. I would also like training on the promotion process. It is unfair to the personnel under my cognizance that I do not fully understand the process. O-3*
- *There needs to be more training. I've been in the Navy for a little over 2 years and have not had any leadership training. E-4*
- *More training on leadership is needed at all levels so everyone can learn to know what everyone is thinking and why they think the way they do. E-8*
- *The commands that I have been assigned to have done a very poor job of trying to get anybody to any leadership training courses. E-6*
- *Additional leadership training is now required, especially at the highest rates and ranks in order to implement TQL properly. O-5*

- Any form of "off the ship" leadership training is difficult for sea duty sailors to attend due to operational underway commitments. Probably the only way leadership training could be accomplished is to have leadership training teams come to the ship. E-8
- Too much "leadership" training is tied to designators. If you happen to be in wrong designator -- no school. Leadership itself has little to do with one's designator -- let's keep technical and leadership training separate. O-3
- Navy Medical Corps doesn't seem to provide good career track development with leadership training. We have to look for it on our own or do without. O-5
- Leaders are born not trained. I am chagrined to report that despite reaching O-6, I have yet to be given the opportunity to attend ANY leadership courses. O-6

Does Not Prepare for Reality

- Training should be more available onboard, computer simulations, etc. It is a constant hindrance that most training is done away from the ship. No money/time to get the folks trained. O-3
- The Navy spent \$1 million to teach me to fly, another \$1 million to be a test pilot, then sent me to a job I was inexperienced in which is outside a cockpit. The technical training I received was excellent. The Navy training I have received to manage resources was inadequate. O-3
- Change to my present command as an undesignated seaman,, I wanted to strike as ships serviceman (SH) and I never had the chance to attend a striker board or any training school for SH. My command refused my request to work around or in the field of my choice. Now I'm a BM3, but wanted SH skills and still do. How can I get the skills and training to be an SH? E-4
- When I went through "A" school it was a self-paced very bad program. I just finished tour as "A" school instructor and it is classroom training, however, it needs desperately to be brought up-to-date with what's really happening in the communications field. E-6
- The training in today's Navy is good. However, the training available in the late '70's and early '80's for sailors was much better. More emphasis was placed on better communication skills, pride, performance, and understanding people. More Dale Carnegie type courses were available and less pick our own "sailor" to teach a command type course. W-4
- Training is very important in whatever field. Sometimes the quality of training is good but most of the training is very poor. Many times subjects are taught just to say that training was held and to fulfill requirements. All training should be of good quality or they should not be held. E-4

- *Some of the training I received was just lectures. There were not enough hands-on type of training. We should have more hands-on training to give a better understanding of what was being discussed in the classroom or wherever it may be. I strongly believe that hands-on training will greatly increase the knowledge of our sailors. O-1*
- *Formal training is a necessity. Self-paced computer/correspondence courses do not adequately prepare someone, unless facilitated with an instructor who "sets the example". W-3*
- *Training is usually ineffective due to lack of current subjects to cover -- lack of training aids --lack of budget to effectively demonstrate situations or make training realistic enough to elicit desired learning from military member. E-6*
- *LMET taught a lot of theory but did not teach how to apply the theory to situations faced in the Navy. More should be taught about taking care of your people, treating them as human beings, and treating them with respect. Not once in LMET training were we taught the most important principle of leadership: people are our most important asset!! O-3E*
- *The formal training I've received has been outstanding! However, after being assigned to follow on tours, I find that 80% of the formal training does not apply in 'real life' situations. For example, the NAVLEAD stresses the strengths of the chief's community, but when I attempt to bring up the training and what I was exposed to, I'm told, "That's ideal and it's not real, so here's how its done." Too many "The way it used to be attitudes. E-7*
- *What the Navy teaches at LMET is very good in principle, but in reality it does not apply on this ship. E-6*
- *NAVLEAD and TQL classes were informative, but principles put in practice on the job are not supported by the command. E-8*
- *My command does not allow new people who have either been in first Lt or are just checking in this command proper training or the proper time frame to be trained before deploying. They expect me and other qualified individuals to train while we are deployed on our mission. We the qualified individuals end up doing the majority of the work load due to lack of qualified personnel. E-6*
- *Training is a very vague area. In the fleet; a lot of people forget that you are no longer operating in a low key environment. Aboard ship it is a very high tempo/crisis management every single day. Training should be given at a high tempo to the lowest levels in the chain of command because of this. E-7*
- *I believe that personnel should be trained in their prospective rates and should work within their rates in order to be more up to speed within their rates. This alone would help a person have a better shot at advancement. For example, I, myself have not have not worked in my*

rate in the past 10 years and therefore have had terrible difficulty in advancing. I've passed all exams, but not advanced at all. E-5

- Teach people what they need to know. I have very strong feelings that leadership cannot be taught. It makes a great way for some to become "experts" on the field of management. But for my experience most of these experts really didn't know how to lead -- deal with problems not politics -- treat people with respect -- enjoy your work or do something else. TOL -- it's nice now that it is fashionable to allow people to excel -- we lose more good people to poor leadership than any other cause. O-4
- *Formal leadership training looks and sounds good in theory and on papers. It is, however, useless in application. Leadership is something learned with OJT and experience. Any lessons learned in the classroom are forgotten in a month. Lessons learned through experience last a lifetime. In 4 years at USNA, and an LMET course, nothing helped prepare me to be a DIV O. My first chief did that. O-3*
- *Many Navy publications are organized poorly, making training an even more lengthy process and often a puzzle. It's no surprise that we kill allied forces in joint exercises. Training is often poorly streamlined and I think this begins with the resources for information. Not only do people not know what to do in an emergency but they also don't know where to find out what to do. O-3*

Discipline is Needed

- *Leadership training emphasized equity, equality, and leadership. By example, there appears to me to be a dual standard. Officers are admonished. Enlisted personnel are punished. Officers are paid larger salaries for their college training and leadership skills and given large amounts of money to raise children and to rent or buy homes. They then get caught in more scandals, degenerate, and dishonest behavior than the enlisted community. Core values and leadership training must not be working or does greed and materialistic attitudes corrupt them. E-7*
- *The big push is TQL. I understand the Navy has to progress. My complaint is we are babying new personnel too much. When I first entered the Navy, if you were told to do something, you did it, no questions asked. Now juniors seem to question seniors. I like new, fresh ideas, not new, fresh subordinates. Equal opportunity is a two-way street, both gender and racially. E-6*
- *I believe respect of rank should be enforced. E-4*
- *After 9 years in the Navy and 3 years as military police, I feel that there is a growing trend towards non-punishment of officers for violations in which enlisted have received stiff penalties. This has led to abuse of authority and non-compliance with regulations by officers since they know that there will be little if any punishment for violation of regs I have also seen several violations of CNO standing orders/Navy regs by senior officers due to the fact that rules and regs often make it inconvenient to do it right, but then they tell enlisted members to follow the regs. This is very poor for morale, reflects*

*poorly on the officers in my Navy, and they should set the example, not be the example!
Thank you for this opportunity to help improve my Navy/my country/my society. E-6*

- I think the Navy is more job security for some than that they want to serve their country. This lessens the impact of hard work and leads to "fat and happy" individuals who learn that minimal efforts are acceptable. E-7*
- The general attitude the higher-ups seem to take is "do as I say, don't do as I do." They make the rules and they won't follow them, but they're the first to slam you when you screw up. In order to ensure good leadership, discipline must be enforced AT ALL LEVELS!! E-5*
- In general, the Navy seems to be more & more of a baby-sitting service than ever before. We have so many "nice" programs now for people to go to--(see any FSC flyer) who is doing the work? Young people joining the military are much more concerned with their RIGHTS, but certainly don't seem to have the same concern about their RESPONSIBILITIES. E-7*

More Training in General

- My ship seems to have or acts like it has overwhelming work or has too busy a schedule to take time out for training. I would like to see all enlisted personnel get more training. E-3*
- Training should be offered to more people on sea commands, especially E-4. E-5*
- Need more basic management training, writing, and Naval correspondence expertise. O-4*
- The NADSAP course is one of the best the Navy has to offer. It should be scheduled automatically during every PCS. O-5*
- The Navy needs more and better remedial programs for reading, writing, and mathematics. O-5*
- I think the Navy poorly manages its resources, especially human resources. The short tours of duty truly result in "mastery of none" expertise. Only senior officer/enlisted have experience and skills. The current draw down is keeping people who will leave and kicking out people who want to stay. The taxpayer will pay. O-3*

Appendix C
Quality of Life

Quality of Life

Table C-1
Quality of Life

Category Name	Sub-category	Frequency
Uniforms	Recommendations	12
	Negative Comments	12
	Positive Comments	2
Navy Exchanges	Not cheaper	17
	Not responsive	5
	Good	2
Quality of Life	Negative Comments	9
	Positive Comments	6
Married/Single Discrimination		9
Morale, Welfare, & Recreation		6
Family Support Services		6
Housing		5
Child Care		3
Education		3

Uniforms

Recommendations

- *We should not have to pay for dungaree uniforms. They should be issued every six months. What pay?" We need more pay for enlisted!!E-4*
- *I think the bell bottom dungaree uniform should be done away with. Perhaps replaced by a boot cut uniform that looks and wears well. The white hat for E-6 and below CNT*

is tacky and should be eliminated. Permanent press blends with natural fibers (cotton, wool) are much more aesthetic. O-5

- *Don't change uniforms. It just gives the Navy man/woman something else to buy. E-6*
- *Salt and pepper uniforms and winter working blues made a fine uniform for daily wear. Men and women should have same uniform requirements. E-6*
- *Would like to see the return of dress khaki uniform. O-6*
- *Uniforms fluctuate too much in all areas. Dungarees are traditional but should move to a straight leg, oil resistant trouser and matching shirts! Standard boot issue should be higher up on the ankle than "boon-dockers". E-2*
- *Blue berets should be authorized for submariners to lend some prestige. The Canadian, French, Italian, and U.K. navies all have berets for their respective submarine forces. E-5*
- *It's pretty sad when the Navy is so embarrassed by its working uniforms that we can't wear them off-base. Need to develop something like the Coast Guard's. E-5*
- *I'd like to see the Navy khaki uniform change to a darker color pants (wool/cotton blend) with a lighter shirt, (i.e., similar to USA, USAF officer work uniforms. O-5*
- *The dixie cup is a traditional piece and belongs with the dress uniform, BUT I speak for many of my peers and subordinates when I say that a combination cover better suits the working blues/whites and would fit with the dinner dress uniform. E-5*
- *On uniforms, alternative head gear should be available for winter working blue and dinner dress uniform. These uniforms do not present a sharp military appearance with the white hat. E-6*
- *Maybe find an alternative to the dress blue, maybe wool blend. E-5*

Negative Comments

- *I feel the Navy has too many different types of uniforms for enlisted (E-1 through E-6) to maintain. E-6*
- *The dungarees are poorly made. After a few washings, they look bad. Suggest the Navy adopt a coverall type of working uniform. The whites have always been a nightmare to keep clean--also they are see-through. Suggest the Navy adopt a coast guard style of uniform. And re: white hat (dixie cup) looks goofy. Why not a beret for the dress uniform and a ball cap for the working. E-6*
- *I would love to be able to burn my CNT! O-3*

- *I don't understand why we have uniforms that can't be worn on ships (CNT's). O-5*
- *CNT (100% polyester) is garbage and environmentally unsound. What is wrong with an all cotton uniform? O-3*
- *Naval uniforms pricing is very near outrageous. The dungaree uniform reminds me of a prison uniform. It tears easily and soils easily. The yearly uniform allowance doesn't pay for dry cleaning let alone replacement. A dress uniform for a CPO is \$250.00 and that in my opinion is too high. E-7*
- *In the last 18 years, the navy has made entirely too many uniform changes. Lets not change them again. We used to get a cost of living raise every year in Oct-uniform prices went up as well-With the raise now Jan 1st, uniform price increases are still Oct 1st. Just another loss for us. E-6*
- *Uniforms are totally, totally, totally too expensive and change too often, too many different combinations. E-8*
- *Most of us cannot afford new uniforms at the whim of BUPERS every 3-4 years! It is not easy to start out with a family with the pay that I receive. O-3*
- *I am not at all satisfied with new uniforms. In my opinion, the prices are far too high, the quality is average at best, and sizes never are the same from one uniform to the next. E-4*
- *Get practical about uniforms! Females in cracker jacks is just absurd! if you want to bring back a very serviceable, good-looking uniform, bring back dress khaki.O-3*
- *If I were in prison, I would wear Navy dungarees, but I'm not in prison. I volunteered to join the US Navy and bell bottom dungarees have to go. What's the purpose of the 60? E-4*

Positive Comments

- *Uniforms are fine; let's keep them for awhile. E-5*
- *I think the standard Navy uniform for men and women is pretty sharp enough. E-5*

Navy Exchanges

Not Cheaper

- *I would strongly recommend the elimination of all Navy exchanges and commissaries in CONUS; limit service to health/beauty aides and uniforms. Clothing available in the NEX is not competitive with the community. Would save the military millions of dollars which could be better utilized for retiree/dependent health care. O-5*

- *The NEX at SPCC is not large enough to compete with the commercial stores in the area. We shopped at the NEX at least twice a month at larger Navy bases. O-3*
- *The Navy exchange system is a total joke! I can find everything they carry cheaper in the civilian community. It's a real crime that the military have lost the exchanges that used to save us money. E-8*
- *Navy Exchange should take examples from Air Force bases. E-7*
- *Except for a few items it seems as cheap to shop at K-Mart or WalMart. Which do you think has better access? E-6*
- *Navy Exchange items tend to be priced close to civilian stores so the savings we get is not paying sales tax. Air Force Exchange prices are more affordable (that is less than civilian) especially for clothing and other household necessities. E-5*
- *Navy Exchange is overpriced. I can buy the same big ticket items in town for 20-30% less. O-3*
- *The Exchange in this area is VERY expensive compared to in town. E-3*
- *Prices are way too high at the Exchange. What happened to my military discount? E-7*
- *Navy Exchanges are not cheaper by a long shot. I have found that after I bought an item, I found the same item cheaper, even with tax, out in town. I believe that the Exchange should be less expensive. The only reason I shop the Exchange is because of the Home Layaway Program they have. Other than that, I use outside sources which a lot of times are cheaper. Our rate of pay will never compare with the cost of living nor the outside market. I believe things should be cheaper, not more expensive. E-6*
- *The Navy Exchange is not very competitive with other stores that I patronize (K-Mart, Wal-Mart) where price and selection are concerned. E-4*
- *Between the three exchange systems that I'm familiar with (Army, Air Force, Navy), the Navy Exchange is at the very bottom. It's run by civilians for a profit. The people are rude and very unhelpful. E-5*
- *As far as Navy exchanges, they should have built them like SAMS. They're too fancy, too much overhead; therefore, too expensive for most sailors. E-8*
- *Exchange prices are no longer competitive with civilian. Try wholesale club concept. O-4*
- *The Navy Exchange prices are very competitive with the local market, when instead they should be priced lower due to lower income of military members. E-6*

- *Upon entering the Navy in 1983, my exchange privilege was very valuable. Until 1990, when I transferred to my most recent duty station, I used the Navy Exchange exclusively, buying items elsewhere only if they were unavailable at the Navy Exchange. The reason for this was, exchange prices were the best and could not be beaten at other stores. Since 1990, exchange prices have increased to the point where better deals are available outside the exchange almost completely. It has come to the point, I now only buy items from the exchange when they're unavailable elsewhere. I do not understand the reason for the change in the Navy Exchange, but I no longer consider my exchange privileges a benefit. E-5*
- *Navy Exchange prices: In my shopping trips to the Navy Exchange, I have always been able to find every item at a lower price at a store such as K Mart, Walmart, Pic-N-Save, Sam's, Price Club. E-6*

Not Responsive

- *Make the Navy Exchange more responsive to customer needs and desires, most especially overseas where American products are either not available or affordable. O-4*
- *Navy Exchange employees are usually not willing to help you if you don't wear khaki. E-4*
- *Customer service for me has been very poor at the Exchange. Service people at SWR don't answer questions directly. I live in Japan and the Exchange doesn't have my shoe size (9 1/2). E-3*
- *The Pearl Harbor Exchange is excellent overall, but their knowledge of customer preference in a high cost area takes the edge off customer service (somewhat). O-5*
- *Navy Exchange: Crowded with rude patrons. Poor selection of clothing sizes: extra large or extra small. E-7*

Quality of Life

Negative Comments

- *Quality of life in the Navy will only be improved by: (a) establishing pay and benefits competitive to the civilian market; and (b) providing decent and habitable quarters for unaccompanied enlisted personnel. E-5*
- *I do not live near a Navy base. It seems to me that if you're not stationed on a Navy facility, the Navy forgets about you. E-2*
- *QOL in the Navy has nose dived. Don't bullshit me with these questions. No more O'clubs, O'bars or most importantly, reasonably priced (?) gyms. O-3*

- *I wish the Navy was "just a job." The Navy seems to be too much a part of my life instead of my job. There are no specific hours of work, no set schedule, my CPO can make up anything. I can never plan anything. Even from day to day my schedule changes. I do not like my work taking over my work. That is the major reason I'm getting out. I could handle it for a few years but not a career!! E-5*
- *Being stationed in a high cost area and not making enough money brings the quality of life down for the average enlisted man/woman such as is my case. E-4*
- *If you could only come to Antarctica and see how my command lives from a day to day basis, you would understand the negative feelings I have toward my quality of life. Because of this command I am attached to presently, I have decided to get out of the Navy and join the Air National Guard. They treat military people like a machine and not as a human being that can have problems with everyday life. Politics can really destroy one man's relationship with the Navy. (The word they are my chain of command.) E-6*
- *Living in Oakland are is expensive and is not adequately compensated for. My quality of life here is worse than it was as an E-3 in Oklahoma City. E-4*
- *Quality of life could be better if shipmates could find other means to relieve stress. E-5*
- *The main problem I have had since I've been in is: the short notice of command deployments and activities, and, of course, long deployment away from the family. E-2*

Positive Comments

- *Basically OK, but then I am an O-4 with little or no \$ problems! O-4*
- *Overall, it has been very pleasant. O-1*
- *No complaints. I knew what I was getting into, and that's what the Navy is about, but shipboard duty on ships like I'm on does not leave alot of extra time for "recreation programs."E-8*
- *Most of my negative comments are not complaints. It's just the way life is aboard a destroyer-type ship. Living quarters are small, the operation tempo is fast, family life is rough because of deployments, and work related stress is high. A lot of the Navy's support programs (i.e., Family Services, CAAC, etc.) are difficult to utilize. I don't have a good answer how to improve "quality of life in the Navy" programs except keep putting the word out to the fleet about support service available. E-8*
- *We are such a big organization, it seems the little man falls through the cracks. I think the Navy should look at the Air Force for ideas on creating a family environment. I know our missions are different, but it seems that the Navy gets too caught up in missions and forgets about the people doing the mission. We push the people on ships*

so hard, how much longer can it last? Deployments are only 6 months now, but your turn around cycle is shorter. Being a family person, of course, I feel more time should be spent in port. Also along those lines, we move too much. I've been in 9 1/2 years and have moved 4 times. Unless you're in San Diego or Norfolk, it's very difficult to make any place your home. This makes it very difficult to purchase a home. Also causes high expenses on transfers, plus damaged household goods. I'd like once just to break even on the expenses. The Navy has gotten better providing financial help with moving, but has a ways to go. I understand money comes from Congress, but these are suggestions. E-5

- *As far as the Navy services and programs: well, I never really took any notice of them nor do I really have the time (being on subs and due to my rate). If I were asked if I would get out today, if I could, well I'm not really sure. If I were asked if I wanted to go surface, I would say yes. I know that I am here for awhile so I will stick it out and work with my coworkers. E-5*

Married/Single Discrimination

- *I will mention the single enlisted man's quality of life. Quite frankly, it sucks! My home in port at sea is a 2' x 2' x 6' "pit". People kick me out of my home to do fire and D. C. drills. The phrase "on board, on duty" often causes me to have to work with the duty section after hours because my home is "on board". E-4*
- *Single sailors have lives too. The Navy has ignored our needs too long. Too often single sailors have been denied time to take care of personal business because these sailor's responsibilities have been labled as less important. I am aware of no programs that are designed to support the single sailor's livelihood while he is deployed. We have no one to manage our money and assets at home. This all too often results in problems such as late payments and bounced checks resulting in a letter of indebtedness or other negative counseling. E-4*
- *I do not agree with the system of giving married personnel greater advantages than the single person. Living off base (VHA & BAQ), moving expenses (dislocation allowances) and time, time off (married type activities; i.e., child care), FSA family separation allowance (Where did you people come up with this one!! Had to be a married person!) E-5*
- *The single sailor it seems is increasingly being left out, housing for one thing is no where near the standards for married couples. Even couples with no dependents have better housing. There is a great difference in the pay for single sailors as compared to married sailors. That's why a lot of sailors get married. That's a fact. E-4*
- *I think the Navy is biased towards married sailors. I believe the Navy should do more to help the single sailor, especially for a sailor at sea duty. A ship is no place for a person to live. E-5*

- *Once again the complaint about no single BAQ or VHA. Not being married is no reason not to have the same opportunities as someone who is. E-5*
- *The one major complaint I have is the fact that sailors with dependents get paid more than I do. I should not be penalized, by less pay, based on the fact I have chosen to remain single. Dependents are not an issue in the civilian world. A worker does not get paid more (by way of allowances) because he is married or has children. Totally, totally, totally unfair practice!!! It is discrimination against single sailors. E-5*
- *Singles are severely discriminated against in the service. For example, my married counterpart O-5 lives in field grade quarters with yard and several bedrooms, allowed to have pets and live in privacy. On the other hand, I live quite comfortably for BOQ living but am not allowed a pet and am inspected by enlisted personnel (my quarters checked to ensure my standard of living is adequate). Married housing is not inspected! Same base?! The single nurse CO who was stationed here before was not allowed to live in the CO's quarters because she was single! O-5*
- *You did not address any single sailor issues. As usual, the Navy ignores its single sailors and continues to treat us as second class citizens. What about questions addressing pay inequities, work inequities, and most important: living quarters so substandard that most people would be appalled at the conditions that single sailors are forced to live in. As a senior enlisted advisor, I come in constant contact with Family Service Centers and every program listed in this survey. It is disappointing to me to see these programs not utilized or not available. Family Service Centers are not usually needed by single sailors. This name implies families and despite the fact that I've been told that singles are part of the Navy family, that is not the perception of single sailors. E-8*

Morale, Welfare, and Recreation

- *MWR facilities are quite nice. O-3*
- *Rec services are great, provides good activities. Family Service Centers are a good deal and very helpful. MWR has been great through my whole career.E-5*
- *Need to provide more recreation programs, de-emphasize drinking at clubs, make services free vice monthly fee, extend gym hours so sailors can work out vice drink.O-4*
- *Fitness facilities need to be upgraded at many sites. Although you only asked about shipboard fitness center use, military fitness centers are often the only viable choice ashore as well. Particularly at overseas locations. O-3*
- *MWR funding should support PRT requirements. Gear facilities to our sailors' needs! O-5*

- *Why does MWR Rota Spain charge to use the gym facilities, aerobics classes, and jazzercise classes? Potential costs are in excess of \$40.00. O-2*

Family Support Services

- *Family Advocacy Services is nothing but a bunch of head hunters, looking for someone (males) to get back at for something someone did to them once, years ago. E-8*
- *Although the local exchange is the best in my experience, I believe, overall, the Navy has a long way to go in family support matters, especially housing. I would recommend taking a close look at the Air Force when evaluating our current system. Most Navy personnel and family members I know believe the Air Force places a top priority on their personnel, while the Navy does not. E-5*
- *I believe the USN is heading in the wrong direction. We have crossed the boundary between supporting our people and families, and INTERFERRING. Every ARI goes to alcohol counseling. Every family squabble goes to family counseling. Let people run their lives and help them only when asked for or when it affects job performance. This should be decided by the Div O or DH. Not everyone who gets in trouble because of a failure in judgment due to alcohol needs counseling, indeed it is insulting to be sent into such by the command (read Navy) when there is in fact no problem. This in turn affects job performance and attitude unwisely. O-3*
- *FSC has helped my subordinates which greatly helps me. O-5*
- *As far as family support goes--a very weak area--very little support. E-7*
- *I think our family support programs, morale, welfare and recreation programs are in need of a lot of help. I have never experienced such a low morale in my life. E-3*
- *The family support programs in the Navy are the poorest of all the military services and it's the branch where it's needed most. E-8*

Housing

- *Overall it's good in most all areas. Housing for single sailors though is lacking. It seems that the single sailor always gets the short end of the stick. And they're the backbone of the Navy. E-4*
- *Barracks life is substandard. Submarine life makes it hard to get time for recreation. The over-manning of subs lowers berthing standards. E-5*
- *Living on shipboard is destructive to a man's morale and often leads him to alcohol abuse. If you have to leave home to leave work, the destination is often a bar. I drank in bars less than once a month until I lived on board. E-4*

- *Housing should be have better and more strict regulations.E-5*
- *Military housing has too many restrictions.E-6*

Child Care

- *Child Care facilities are grossly inadequate and under staffed. MWR is well run/organized. E-4*
- *Quality, available child care is a problem. Employment opportunity for professional spouse is always a sore point. O-3*
- *Child care here is good but there's a one year waiting list. They need more day care facilities.E-3*

Education

- *I really like the voluntary education program. O-3*
- *There should be more opportunity for people to get their associate's degree while serving. There should be more training and emphasis on team work. E-5*
- *College: I would like to take courses towards a degree but job demands interfere. E-7*

Appendix D
Organizational Climate

Organizational Climate

Table D-1
Organizational Climate

Category Name	Sub-category	Frequency
Sexual Harassment	Issues	12
	Stand Down	9
	Overkill	5
Equal Opportunity	Advancement and Evaluation	9
	Male/Female EO	4
	Racial EO	3
Leadership		14
Fraternization		7
Core values		5
Miscellaneous		5

Sexual Harassment

Issues

- *I feel the current climate in the Navy regarding sexual harassment is making it more difficult to do my job. Even though I agree with the Navy's policy, my professional dealings with female officers have changed. I feel as though I have to walk on seashells and carefully watch every word that comes out of my mouth. O-3*
- *There seems to be a lack of quality of training at my command. I believe that women seem to win sexual harassment cases time after time. The men of the Navy are perceived to be the bad guys. It takes two to tangle and only one to tell. Women on ships make for an uncomfortable atmosphere amongst most Navy men. E-4*
- *Too much media involvement on sexual harassment issues. Women are now able to destroy a man's career just by saying "sexual harassment". We essentially are given license to kill. No wonder the males don't want to accept females in the workforce. E-7*
- *Sexual harassment training has created fear in the work place, not caution or consideration. An allegation is nearly a guilty determination, or so the perception*

goes. More effort should be directed at determining intent and motivations of specific actions than placing everything in a general category. For example, a female fails room inspection for x time. She is assigned EMI to help develop her cleaning skills. The dirtiest space that would serve to better these skills is a male head. Make this EMI assignment and you are harassing her. O-3

- To make it through the military, you need to be a special kind of person. But I do believe that some people honestly don't know what sexual harassment really is. We have a lot of sailors crying wolf any chance they get, and ruin a lot of good careers. E-2*
- Leadership needs to stress more commonsense. Sexual harassment has turned into reverse discrimination. Sexual harassment by the Navy as a whole would never tolerate or be involved in harassment of others. O-4*
- Zero (0) tolerance on sexual harassment is great. E-5*
- True sexual harassment should never be tolerated. I reserve my opinion as I question if all the expense, time, and flap was really worth it. O-4*
- I didn't have to be told how to act. Any kind of harassment towards someone because of race, sex, or religious belief never has been tolerated since I've been in the Navy. What else is new? E-8*
- Our sexual harassment training was a joke! It gave no real definition and basically left us with the impression that the interpretation of sexual harassment can be determined by "whoever" and that the rules can be changed at anytime to suit the person in charge! E-5*
- The Navy seems to try and fix issues after they happen instead of before. The Navy should be able to foresee these problem areas before they arrive and correct accordingly. (Sexual harassment) O-4*
- Sexual harassment training could have been 100% better with more role playing, discussion groups, vice mass movie watching. O-2*

Stand Down

- I fully understood the USN policies on Sexual Harassment well prior to the "Stand Down." O-4*
- I found the over reaction of the Navy to the Tailhook Incident as reflected in the numerous stand downs, embarrassing, and personally insulting. I learned morals while growing up--not at (several) one day stand downs. The leadership acted like little boys caught with a Playboy. We are, and always have been, better than that. O-3*

- *The sexual harassment stand down was another example of too little-too late, as the Navy tried to cover their ass in front of the rest of the world in an effort to make up for their inaction against those they should have been targeting. The people that were at tail hook!!! O-3*
- *Four hours of listening to a long-winded speaker and a couple of videos with 12,000 other people only teaches us how to fight battle fatigue and boredom. E-4*
- *The sexual harassment stand down was a waste of time. Three months earlier I went through rights and responsibilities and heard basically the same thing. Next time a specific group of sailors messes up, don't make the whole Navy pay for it. E-5*
- *Sexual harassment stand down blew the majority of all personnel's knowledge level to pieces. Seventy to eighty percent of all personnel understood and supported Navy policy already. More people were alienated through the method of implementation. Canceling leave for this form of training missed the mark in my opinion. No leave was cancelled in Desert Shield/Storm in our detachment. O-4*
- *The sexual harassment stand down was a gross waste of time and effort. O-3*
- *Sexual harassment stand down was a waste of time, punishing the many for the misdeeds of the few. O-4*
- *A stand down is reacting instead of proactive. A major disruption of shipboard routing. W-2*

Overkill

- *I feel there is almost too much emphasis/overkill in this arena. Most of the people I work with are concerned about their actions being misinterpreted. As a consequence, they have become removed and de-motivated due to the perceived threat. My point being: it is getting difficult to work in an environment of paranoia. O-3*
- *Sexual harassment - I already knew and understood the rules. It comes with treating people with respect and like human beings. O-3E*
- *I feel the sexual harassment has been overdone for political reasons, which I understand. But enough is enough; let's go forward. E-5*
- *Although helpful, I feel the amount of training and repetitiveness of sexual harassment training was over kill. E-5*
- *Why was I briefed by four different admirals on sexual harassment? When I came in all that was needed was a word from my DIV CPO and to be reinforced at squadron quarters, officer corps as well as the CPO's once had a philosophy of, if one screwed up, we all screwed up. We policed and took care of ourselves, our command, our subordinates, and our Navy. We were a team--we trusted each other--what was said*

behind closed doors, in meetings in the ward room, CPO mess, and clubs stayed there. These were the ways of honorable, loyal people: male, female, black, white. It didn't matter. The family took care of the family. And we were a family. Now we have officers at all levels stabbing each other as well as chiefs for no other reason than, in many cases for personal gain and recognition. We have lost the ability to voice our concerns in a reasonable manner, to listen effectively and most importantly lost all concepts of treating people, regardless of sex or color, with basic human dignity. Navy regulations, Navy EEO policy, and the UCMJ have been out in print for many years. These laws must be enforced at every level. Selective enforcement of our laws and policies results in scandals like Tail Hook. These individuals must have thought they were above the law or they would not have acted in that manner. Why were captains and admirals fired? Squadron XO's and CO's set the standards of personal and professional conduct of their men. Traditionally captains and admirals are kept in the dark so why were they sacrificed? The honorable thing to do would have been to send some O-5's home. This I could understand, but to belittle our "flags" in the presence of juniors is unforgivable and it is for this reason that I'm retiring with 20 years and 2 days. There simply isn't anything keeping me here. Trust, honor, and dignity have left and so do I. E-7

Equal Opportunity

Advancement and Evaluation

- It is hard to believe when you see people around you hardly working and getting the same or more pay than those people earning each paycheck. Awards are given to non-deserving personnel as opposed to people doing outstanding job. Credits are given to LPO's but not to the personnel working under the LPO who deserve the credits. Personnel hardly working and receiving their pay. . . is this not waste, fraud, and abuse? E-5*
- I have noticed evidence of reverse discrimination, and the unfortunate consequences of poor leadership due to promotion of unprepared and inept managers. I also feel that experienced civilians, such as myself, have been treated unfairly in that we're commissioned as ensigns, when our higher education and experience put us far and above the ensign-college grads who are 22 or 23 years old. I like the Navy overall, but this policy is wrong. O-1*
- I worked as a civilian in my field for 14 years before becoming a Navy member and was not given any recognition or credit for experience in rank or in pay. I feel this is wrong and a disservice to the individual. As a result, my pay from civilian to military was cut by more than half, yet I still carried the same financial responsibilities. Needless to say, this has resulted in hardships for me and my family. In addition, I have more responsibilities than others in my rank, yet am recognized as equal to them in rank and pay. How can the Navy get away with equating new graduates with no experience to those with years of experience?!?!? O-1*

- *The evaluation system stinks. We overrate our enlisted/officers with the current fit re/eval system! What happened to the old Navy when we told it like it was. O-5*
- *The Fitness Report system and the Enlisted Evaluation system need a total overhaul. As used, they provide no data on how well an officer is doing or could do if in a "competitive billet." In other words, we grade individuals only by the job they are in, not by how well they do the job (unless they are truly incompetent). Thus an outstanding officer who is detailed to a less competitive job and does a truly outstanding job, gets ranked behind an adequate performer in a "tough, competitive job." Also, the tendency to rate a more senior officer (by peer group) ahead of a junior cheats people. The result is that an officer's career is determined by the luck of where he is detailed and when with respect to the PRD's of other officers in his competitive group. Thus we give command to some mediocre performers who were lucky and pass over some outstanding individuals who were not lucky in their detailing. O-5*
- *I hear you need ESWS, out of rate/in rate quals, community involvement, collateral's, good evals, awards, letters, the whole gambit. I've done it all and yet I still see less qualified people in my rate getting advanced. Just because someone has a Washington job like school coordinator for your rate doesn't mean he should make E-7. Look at the overall sailor. Why does a certain percentage of personnel advanced have to be women, black, hispanic, etc.? I agree that if they were, in fact, more qualified than me. Again, the more qualified should be advanced, not the aforementioned. That policy is a form of reverse discrimination. I plan on doing my job to the best of my ability and then some the next five years. I can honestly say if advancement to E-7 doesn't happen for me before I retire, I will retire with many bad feelings toward the system. I really do enjoy the Navy, but not when I see the things mentioned in the above. A concerned shipmate! E-6*
- *If you're really looking for straight answers, you came to the right place. If not, sorry. I understand Navy rates are overcrowded and some rates more open than others. From a guy who has given the Navy 15 plus excellent years, I'm really disgusted. Every year the same old story as far as advancement. No E-7 yet. E-6*
- *Advancement is horrible. I've busted my tail and done a lot more than 90% of the guys in my rate, yet still no E-7. The system of advancement is in trouble. The most qualified person should advance and not just because a certain percentage have to be women, blacks, Hispanics, etc. I believe in equal opportunity, but that works both ways. Some people seem to have advancement handed to them without even trying. E-6*
- *If we are willing to extend in the Navy for a specific school to further our education and make us better at what our job is, why does it take so much to get it? I love the USN and want to stay in for 20-30 years. My rate is CRED-3 group and over-manned and I cannot make E-4. Please lower multiple PT's, so some of us who want to stay in can advance! E-3*

Male/Female EO

- *I strongly believe the women should be fully integrated into service. Eliminate restrictions and implement complete equality. BUT all requirements should be the same, PRT, (not body fat) uniforms, hair, jewelry, and baby leave. E-6*
- *I believe in both men and women in the Armed Services. I believe in equal pay for equal work. I also believe that any type of sexual or racial harassment should not be tolerated at any level of command. I perceive that the higher the rank that a person holds, the less they tend to observe these rules. I also observe that when caught breaking these rules (i.e., Tailhook investigators) they are only reprimanded and asked to retire (at high retirement salaries) and are never punished. This would not be the case if the perpetrators were enlisted members (who were not part of this ugly little affair (Tailhook) but who listened for hours to training after it happened), as they would have been sent to Leavenworth, Kansas. I also observe an antiquated method of evaluation which inflates marks and unfairly ranks personnel. Women and minority persons get preferential marks and consideration for advancement because "they need the advantage for continuing service" while persons who put in many arduous years of sea time never see advancement. I see sea time for a male as a 4-5 year tour on a warship (BB, DDG's, CGN's, SSN, SSBN's, FFG's) while sea time for a female is a 2-year tour on a tender or harbor tug detachment. Are these equal? I think not. Next time we have a force reduction, please give the persons with real sea time a break and let them stand down from 16-17 years out of 20 at sea. There is little equity and fairness in the USN. I guess that is why I am retiring very soon. E-7*
- *It is my feeling that after Tail Hook, the Navy has been using favoritism toward women to show the public that we (the Navy) take care of our females. Thanks to the officer community messing things up in Las Vegas, my equal rights as a white male are not as important. I have already been discriminated against and feel it is because I am a male. My command treats me more like a machine than a human being. E-6*
- *Women bring standards down and get rewarded for less work than their male counterparts. I am not the only one that feels this way. The way the system is now is fine but do not try something just to please the civilian community. Women, and I have seen this on my tour at sea, do not work as hard as men. A lot of women before a long deployment try to get pregnant so they don't have to go or make up stories so as not to deploy. That's why the military has all these E-1's through E-3's pregnant and single. I've found that the Navy, while not perfect, has been good to me. Please, let's not change what isn't broken. Standards can not be brought down any more. E-4*
- *I feel the military treats everyone equally. Sometimes a bad leader will come along and throw a kink into the system, but overall good. E-5*

Racial EO

- *There has been a noted increase in complaints of people of color regarding unequal treatment because of their color. The particular people do not address that they are not*

star performers and try to "work" the system. Instead all the wasted attention goes to the ethnic problem and not the real underlying problem of a poor performer, no matter what color, who is being pushed to perform adequately. The supervisor wastes a large amount of energy, physical and emotional, in proving that color is not a factor, the work performance is. Perhaps the Navy has gone overboard on EEO training. We should be concentrating on work performance. O-5

- *The one thing I really look down upon at my command is the fact that the black man can call me a "white boy" without getting in any trouble, but if I say "nigger," I'll be up talking to the captain before I can blink twice. E-3*
- *The Navy as an organization has subcategorized the people so that everyone fits into a minority group. We (the Navy) need to get back to being Americans. E-7*

Leadership

- *Leadership, especially at the higher ranks (enlisted) is lacking immensely. Nobody stands up for the enlisted man. EO is good to talk about but sometimes it should not be implemented. The fact is that men and women are not equal physically and many times men and women think differently. Unit cohesion on ships especially is very tenuous. Women lessen this and bring down standards. E-4*
- *I didn't join the Navy for pay or benefits. I joined to serve my country and the pride I feel in that is reward enough. What I'm sick of is officers, chiefs, and petty officers who don't care about their people: officers in it for a job resume, chiefs ready to retire, and petty officers who's EAOS is almost up. Don't get me wrong, there are some good officers, CPO's, and PO's but they are few and far between. I just want to see everybodys negative attitude change a little and that will start with better leadership and more incentive. It can be done. E-3*
- *I do not like the system of chiefs and officers. It seems I have two different leaders going in opposite directions. I do not need six people telling me to mop the floor. I need one person to tell me and the other five to help. E-5*
- *Micro management is at an increased level at my command. This I believe degrades Navy morale and the way people want to do their jobs. This I believe is definitely a leadership problem. If the rest of the Navy goes to this kind of leadership, then things will only get worse, not better. E-5*
- *Leadership training should be mandatory for officers at several points throughout their career as it is with enlisted. Chiefs and officers should have the opportunity for leadership seminars together to discuss issues that affect them both and to explore ideas on how they can help each other. O-5*
- *I honestly hope that this survey does someone somewhere good. It seems to me there are two major areas of concern in the military--leadership and training. Its too easy to be a team player and go with the flow instead of making worthwhile changes or*

suggestions. It's stressed time and timed again-don't make waves. In today's Navy, many people find themselves between a rock and a hard spot. No leadership or backing from those above, trying to accomplish something with those under, all the while worrying about the constant threat of how your actions may be perceived by someone else. Leadership/training may help, but I doubt it. With the draw down, it will really be a dog-eat-dog world. E-6

- Job satisfaction is poor due to what they pay us, work hours, the attitudes of officers. My immediate supervisor does not show very good leadership qualities. E-5*
- TQL should be used as a management tool, rather than a science experiment or cottage training industry. Our CINC/TYCOM staffs should read the books and get involved. O-5*
- The overall leadership from the CPO community I've seen in the last three years in an operational shore community (NSGA and NCTS commands) has strongly discouraged many people from re-enlisting. Many intelligent, creative, innovative people have made the decision to get out because they feel stifled in the jobs they have. The CPO community seems mostly interested in maintaining a status quo instead of improving the Navy. E-5*
- This command would be better if the blue shirts led themselves on a day-to-day basis. Only involve E-7 and above if we have a problem. In other words this command right now loves the micro-management policy. E-6*
- Over the years, I have seen a trend toward more centralized control. The duties of yesterday's department head are today's CO/XO duties. The advancement system is the worst discriminatory process in the Navy. It rewards brown nosers and opportunists. O-4*
- On the subject of leadership, too many of our senior first class petty officers have this self-righteous attitude. What I mean is they are more concerned about their own promotion and making themselves look good, and I see little or no concern for their juniors. E-3*
- The Navy now is too undermanned on sea duty billets, making personnel work longer hours and a lot harder. We have too many personnel on shore outs assignments. Which is more important: having 30 station keepers at a reserve center or being able to send a ship to sea? WE NEED TO RETHINK OUR BILLET STRUCTURES! E-7*
- Force reductions and equipment retirements have forced billeting changes which have left a great many people questioning their jobs and job performance. Competition for advancement and recognition has caused core value compromises. People are just holding down a job to get a paycheck. E-7*

Fraternization

- *Fraternization - Some officer/enlisted relationships do not interfere with good discipline and morale. For example, an officer and enlisted, from two different commands with no chain of command conflicts, who date would not in my opinion interfere with good discipline and morale. O-3E*
- *"Fraternization" is a joke! If the individuals don't get caught and get married, it's okay! O-5*
- *I believe if a chief and above have a personal relationship with a blue shirt and it has no effect on their jobs it should be allowed to exist after working hours, making sure both members understand. E-4*
- *If an officer and enlisted are caught fraternizing in any way, officer should be forced to retire and lose his benefits and enlisted should be OTH or ADMIN discharged. E-3*
- *I believe that most cases concerning fraternization that I see are unwarranted investigations, due to the fact that it does not affect job performance and is usually not superior/subordinate based, and if it is, it does not affect personal gains of either party. E-6*
- *Loyalty to Navy is less important than loyalty to Nation and higher still, God, justice and other moral intangibles. The officer/enlisted fraternization rules are too restrictive. The emphasis should be on chain of command/senior-subordinate relationship which impacts discipline, not the specific officer or enlisted status of individuals. As written, if the CNO's son or daughter enlisted, he would be guilty of fraternization! Clearly not the intent. Revise rules to reflect the intent. O-5*
- *Men and women on ships together is problematic, especially if the command takes the normal "no dating" policy. Our ship, along with the three others in Guam have mixed crews and all have a problem with "couples" on board which lowers the morale for others. A "no dating" policy is difficult to enforce and rumors run rampant. O-2*

Core Values

- *Core values are not taught. E-8*
- *If there's any part of this survey that will get the most attention, this is it. The whole "Navy Core Values" term makes me nauseous. "Sensitivity training" is more like it. As a warrior who may be called to take the life of another, I'll never profess to have "respect for another human's dignity." If this were the case, we'd have a bunch of conscientious objectors. O-3*
- *Senior leader Core Values need to be changed. Why? Politics, sacred cows/ricebowls, "rather die than look bad" attitude, lip service, bandaid fixes O-5*

- *It is most important to be loyal to both the Navy, your peers, subordinates, and superiors. E-9*
- *You can't succeed as an individual unless you are a team player. Loyalty to the Navy means loyalty to peers, superiors, and subordinates--unless these people are criminals, they are the Navy. O-2*

Miscellaneous

- *Prior to a deployment, many female sailors become pregnant. It is said that they do it to keep from deploying. Problem is that we leave them in CONUS and go to sea missing valuable people. No relief for that pregnant sailor is ordered in because we (ship) must still carry her on our EDVR! We must come up with a policy/regulation concerning single women doing this. We must be able to transfer that person to another command so that they will be removed from the ships EDVR and a relief ordered in. E-8*
- *The Navy is trying to keep traditions that apply to the more mature individual. The personnel coming into the Navy today are a different breed. They do not value the tradition or are confused when new techniques are tried and tradition continues to dominate. E-7a*
- *I've only been at this sea command other than my schools. It is definitely not what I expected; but I am learning to adapt. I do not regret joining the Navy; but I don't think I should have gone on submarines. I do my job and enjoy working with most of the people at my command. Our new captain is definitely a great benefit to this command. E-5*
- *I've heard chief POs and 1st class PO's tell me this is the worst command they have ever been attached to. I don't know if I even want to stay in the time I signed for. The Navy has got a lot of problems. Surveys aren't going to help. ACTION. Take action. Make changes. We need action. E-3*
- *I am very disappointed with my division/department because I was informed that I would be nominated for CPO but the CPO was too lazy to submit the recommendation to the LCPO. Therefore, I am losing out on a fine chance to go in front of the CPO board. Therefore, my family suffers also because as an E-4 with a wife and three kids, it's tough to make it on such small pay. E-4*

Appendix E
Comments About Health Issues

Health Issues

Table E-1 presents summary information of the response frequencies of the comments concerning health issues.

Table E-1
Health Issues

Category Name	Sub-category	Frequency
Physical Fitness		
	Work Time Not Allowed for Physical Testing	9
	Physical Readiness Testing Not Good	8
	Body Fat Standards Need Reevaluation	7
	Too Many Do Not Meet Standards	7
	Fitness Should Be More Important	5
Substance Abuse		
	Alcohol and Drug	12
	Smoking	7
Medical/Dental Benefits		
	Health Care	6
	Dental Care	4
	Civilian Health and Medical Program of the Uniformed Services (CHAMPUS)	2
Acquired Immune Deficiency Syndrome		
		6
Miscellaneous		
		2

Fitness Training

PRT Not Good

- *If an individual is not overweight and passes the PRT, then to work out they have to do it on their own time. Therefore, our system for remedial PRT needs to shift from a "corrective" to a "preventative" modus operandi. PRT should be like the USMC program if you really want people to strive for physical fitness. One and a half miles is a joke; it is all anaerobic vice aerobic. O-3*
- *I think the Physical Readiness Test needs to be redone. I mean sometimes it doesn't matter if you are within standards or not. Sometimes it seems like who you are and who you know is more important. They don't understand that some people can't lose weight and keep it off. Then I get a letter from the command saying, more or less, that because I'm overweight, all of a sudden I'm stupid and don't know nothing about my job. I think that is totally wrong. E-5*
- *The PRT program in the Navy is command selective and poorly managed. Wording in instructions that gives CO's carte blanche in regards to admin spec, etc., needs to be eliminated. Bi-annual PRT does not ensure fitness. E-6*
- *The Physical Readiness Standards are not realistic. Not evenly enforced. Still see too many overweight sailors. The flex test, sit ups are no indication of fitness.O-4*
- *Health standards such as the PRT are not really fair because everyone's body composition is different. Some people's weight works for them and does not stop them from doing their job physically. This area should be looked at more closely.E-7*
- *The PRT program is very unfair. People who are in shape but may have a small neck or large hips are unfairly put on the program. I personally believe there must be a more accurate way of measuring body fat. By the way, I have never been on the program. My body fat is 20% and I am female. E-5*
- *The Navy Weight Standards are terrible. At my command, there is a double standard as far as the PRT and mandatory PRT. I'm 33 years old and go to the gym every Monday, Wednesday, and Friday mornings. On Tuesday and Thursdays I run two miles during lunch. It's hard work. I have a body fat percentage of 11%. I get very frustrated when I see certain people scam the system. My Command Master Chief and Command Career Counselor have to be at least 28%, but yet haven't even weighed in yet for measurements for E-6 and above. Neither did at the last PRT's since I've been at this command. Poor Example Setting. I know because I represent my division as PRT rep and assist the PRT Coordinator in the measurements. E-6*
- *The PRT Program needs to be administered by unbiased personnel. There still seems to be a lot of personnel not within standards. I feel officers are less apt to be hurt in their careers or be discharged due to being over-fat/obese than enlisted E-6*

- *PRT Program is not followed by all personnel, officers and enlisted, not enforced equitably command to command from Pentagon to smallest command and not enforced within commands consistently. Could be a good program if enforced. O-6*

No Work Time Allowed For PT

- *Being the medical representative aboard a destroyer, I know it is impossible to dedicate the required time to health promotion. E-6*
- *We should get working hours time for PT every week, to keep in shape. The Navy should have a fitness program where people who have over 22% body fat could volunteer to go to where they could be tough about fatness while PT several times a day until they lost all the weight they wanted to. I would be your first volunteer. E-4*
- *With the reduction in personnel, its difficult to get away from the job to participate in programs dealing in health issues. E-7*
- *The physical readiness program is a joke because no one has time for it. O-4*
- *My command does not allow much time for physical fitness. E-5*
- *The chain of command says that they want us to stay in shape and exercise, but then won't give us the time to do it and is the first to slam us when we fail the PRT.*
- *Commands in reality never really enable people to exercise while at work. The workload and the work ethic force people to exercise whenever they can on their own, making the PRT program unrealistic and not enjoyable. With semi-annual PRTs always coming up, people tend not to be as prepared as they'd like, especially the desk-bound Navy members. O-3*

Body Fat Standards Need Reevaluation

- *I believe that body fat and PRT standards are not applied fairly. More senior personnel seem to get a break in that area because it would hurt their career and their advancement. E-4*
- *Body fat standards for the PRT are unfair and need to be reevaluated and updated. (i.e. someone who has a large neck can squeak by) The times for the swim in the 20-29 age group need to be reevaluated. E-7*
- *Our body fat program has allowed us to grow fat. One fifth of our body can be lard. By setting this standard, we are decreasing physical readiness. Or, we can separate a servicemember who is a team player, trained, command asset, for being too fat but we keep diagnosed personality disorders, homosexuals (when Clinton takes over), and persons who have not completed training pipelines who do not want to serve. My question is: is this wise? Does it improve our readiness? O-3*

- *Also, there has got to be a better, more accurate way to measure body fat. Why does the Navy still use this archaic system? E-5*
- *Additionally, we should change the way we measure percentage of body fat. I was recently measured at 6.7% using calipers. A week later, the tape and template gave me a 13%. I can not believe that I put on that much fat in that short a time! I realize the Navy cannot afford calipers and training for every command, but there must be a better way. O-1*
- *Health promotion issues: Every PRT I have taken, except for one, I have gotten an outstanding on, but I continue to be on the body-fat borderline for overfat. I believe that the Navy's way of measuring body fat percentages is highly inaccurate and another method, such as water immersion, should be adopted as the Navy standard of measurement. O-2*
- *Need to change the way body fat is determined. Wrist measurements need to be utilized vice neck measurements. O-4*

Too Many Do Not Meet Standards

- *My command, NH Great Lakes, has too many overweight, out of shape sailors and officers and the command has no remedial program which is closely monitored or adhered to by the chain of command. O-3E*
- *I agree with the Navy's requirement for a physical readiness test; however, I do not agree with Navy policy on the 22% body fat requirement. I feel this should be eliminated. If an individual can meet the physical readiness standards, then that should be sufficient. E-6*
- *The Navy's PRT Program is not consistently applied across the board. If the Navy needs the billet, i.e., the Navy physicians, the PRT requirements do not apply. They still take the PRT but are promoted over fat and obese; while Navy nurses and corpsmen are asked to leave and their Fitreps reveal PRT results. Several over fat and obese CDR physicians were promoted to CAPT because the Navy needed their services. If the Navy is equal across the board, the PRT would apply to all ages equally. It is used as a vehicle to downsize the Navy, not as a physical requirement. The Navy is losing a lot of "quality" people to retain "fit" people. O-5*
- *There continues to be too many senior people (particularly E-9's and O-6's) who are not held to body fat standards. There is still a tendency to equate a near-term retirement date with a waiver of body fat measurements. The junior person who can't/won't lose weight is fair game for discharge, but hands-off those near 20 years! UNSAT! W-2*
- *From what I witness on a day to day basis, physical fitness is of the lowest level at importance at my command. There are too many people that are over weight. I have been a physical fitness coordinator for over six years of my career. I've witnessed this*

from my collateral duty as a physical fitness coordinator. If you are liked by higher authority, it is overlooked. E-6

- *Still too many overweight people in uniform! Why are enlistment standards so much higher than in-service? Example-females enlisting are allowed in at 34% body fat, males at 24%. As soon as they're in, the standards drop and they're instantly overweight. E-7*
- *I feel that the Navy PRT is not at all a good standard of physical fitness. The exercises are good but the requirements are too low. I also feel that the fat measurements need to be revised. It makes me sick to see sailors in my Navy that look like the Pillsbury Dough Boys, especially officers. E-6*

Fitness Should Be More Important

- *The physical health and readiness of navy personnel should become a much more important topic. Healthy food and health/fitness activities should be greatly promoted and rewarded. They are nearly non-existent now and one must really go out of one's way to stay in good shape and eat good on my ship, as with most. We are after all, in the military. E-4*
- *PRT needs to be supported across the board. If we (the Navy) are serious about physical fitness then it should be part of our regular day like the services that do nothing but physical fitness. Twice a year for testing is sufficient, but that's not a fitness program and I'm not spending my time when it should be part of my normal day or week. E-7*
- *The Navy is the only service that does not fully support a physical training program. The Army, Marines, Air Force, and Coast Guard all have required command sponsored training programs which are all hands programs. It is part of the command's daily routine, not considered the individual's responsibility to do it on his own time. If a Navy member attempts to take an hour out of the work day for PT and eat lunch, he is looked on as a skate. It should be a military requirement. It should be supported by the military work day. O-3*
- *Physical fitness is an issue with members in the Navy. Most persons seem to think that fitness is an option and unnecessary. Subsequently, I believe our fitness levels are the worst in the Armed Services. We have no regular PT program and CO's want production and mission accomplishment above any kind of fitness programs. They pay lip service to fitness but could care less in the majority of cases. E-7*
- *While most commands allow personnel to take time during the work day to exercise, most still do not have command-administered, regular physical fitness training. Therefore, we continue to have personnel who never exercise going out twice and year and endangering their health. Bottom line: the Navy needs to make regular exercise a requirement and not just an unrealistic expectation that the individual will do it on his/her own.*

Substance Abuse

Alcohol and Drug

- *After care for alcohol programs is non-existent for sea duty personnel. E-8*
- *The Navy's discouragement and help in treating alcohol abuse is commendatory. However, the Navy has over reacted to DUI's and DWI's. These offenses are not positive performance measures, but they certainly should not be career ending for a first offense. As it stands now, a DUI or DWI by anyone means the end of your career, officer or civilian. It gets placed in your official record and you will not be promoted or screened for competitive jobs. This is out of proportion to the offense. Incidentally, I have not had a DUI or DWI, so this is not sour grapes. O-4*
- *In the local area, Jacksonville/Mayport, Florida, a local beer truck makes routine deliveries to the base facilities and other civilian establishments. What concerns me about this is the fact that on the back of the truck is "NAVY MOVES WITH THE BULLET." Picture provided. I feel that this is not showing a positive attitude towards the Navy in the civilian sector. I don't believe this follows Navy policy about alcohol. In recent command training, the word was that the Navy does not encourage, sensationalize alcohol. I do not know if the Navy has endorsed this company or not. I and other fellow shipmates have expressed displeasure in seeing the word "NAVY" and a picture of the Navy ram on the back of these trucks. A relative who recently visited with me thought it was a bit odd and made the comment, "It's just like a sailor." If the Navy does sponsor this way of advertising, I feel it should be checked against our Navy policies regarding alcohol and alcoholism. E-6*
- *The Navy isn't serious about alcohol rehab or compulsive overeating because the aftercare programs are nonexistent or ineffective. O-4*
- *I think we need to examine our policy of alcohol abuse where it concerns our younger personnel. We have forgotten that you people will make mistakes from time to time. We need to ensure that people learn from their mistakes. Training and forgiveness would in a lot of cases better serve both the Navy and the individual. O-3E*
- *Anyone stupid enough to use drugs in the first place should be kicked out of any Branch with a dishonorable discharge for E-1 and up. They're dangerous and a hazard to themselves and to my personal safety. E-3*
- *People who get kicked out for drugs should get a dishonorable discharge, not an Admin. My command is very quick to send people to CO's mast and very slow to award people who do work hard and get good eval's. All officers should have to be enlisted first! These are some of the complaints of me and my shipmates. I hope that this will help you make changes that the Navy desperately needs. E-4*
- *Alcohol/drug abuse regulation enforcement (military police apprehension of offenders) is effective, but reprimand for illicit actions is either non-existent or so ineffective that*

it does not properly punish violator or does not discourage actions. Need to have better regulation (punishment) enforcement from non-judicial punishment. E-6

- *Drug and alcohol programs have lots of bark, but not much bite. Very often, a blind eye is turned to blatant alcohol problems. Efficiency depends largely on attitude and support of CO.O-3*
- *The Navy is not helping society by discharging drug users without some type of vigorous drug rehab program. E-6*
- *I am for the new policy of Zero Tolerance for drug users. But it's a bunch of crock! Not all commands follow that policy, mine for instance doesn't. (HS-2). There was a full command drug test last summer, about five people tested positive. Each of them was offered another chance or to get out. I don't think the policy states it's okay to stay in, i.e., it's the first time. That really makes me lose respect for an organization that will let that go on! E-4*
- *Need more programs that deal with substance abuse and alcohol abuse. It does not help the community by discharging these personnel who are drug abusers without first treating them. O-1*

Smoking

- *Like alcohol & drug prevention programs, a smoking prevention program should also be introduced. Not only is smoking a nuisance, but its hazardous to our health. However, because our unit is located on an Air Force Base where smoking is not allowed in work/office spaces, the "smoking environment is drastically reduced or is confined solely in a designated area. E-5*
- *Medical clinics need to be more supportive of ships in smoking cessation (too inflexible with regard to a ship's operational schedule). O-4*
- *Smoking cessation is another joke with Navy persons. Those who smoke subject us who don't to unwanted passive inhalation. Commands at sea are unwilling or unable to institute effective non-smoking programs. E-7*
- *Smoking policy is not clearly defined at OPNAV level. Need some teeth to enforce. O-4*
- *BUMED does not provide the necessary smoke cessation assistance to support SECDEF policy on tobacco use. They need to get onboard and involved before we will attain a smoke-free Navy. O-5*
- *Smoking cessation is like kicking a major drug addiction. Pressure from anybody to stop is not the answer, but another cause. Helping them stop once they have decided to is what is needed, using any or all available assets. Its not a mental addiction, but*

physical. Non-smokers who have never smoked in their life, can't seem to grasp the physical side effects of cessation and seem content to just complain. E-8

- Remove cigarettes from Navy exchanges, or at least quit subsidizing the cost. If the Navy REALLY BELIEVES it wants to help people stop smoking, raising the "cost of sin" is a necessary first step. People who feel the need to smoke will always find a source, but subsidizing the price of the habit contributes to the health problem. The same logic applies to alcohol, but that vice does not have nearly the dollar amount of subsidy by the NEX as that of cigarettes. By the way, I don't smoke and I do drink. I think the Navy policies are good, but as long as we provide significant price cuts to purchasers, most of the policy is "lip service." (Do as I say, not as I do.) Raise prices closer to commercial outlets. Also, provide nicotine patches for those who need more than Nicorette gum! O-4*

Medical/Dental Benefits

Health Care

- I noticed there wasn't anything mentioned about (medical) health care programs in the Navy. I hope it will improve. It needs to. E-5*
- In the past five years I have seen the "best" of the Navy get out! Something is wrong! Stop letting anybody in the Navy. I'm tired of baby-sitting! I used to think training in the Navy was lacking. You took care of it. I used to think systems (computer, weapon. . .) in the Navy were lacking. You fixed it. Now I think your health care stinks! Fix it. E-6*
- NAVCARE is a joke in San Diego. One needs an appointment (before the fact) to be sick just to be seen. Catch-22 or just dumb management? W-4*
- I feel that I was lied to about health benefits supplied by the Navy after retirement, for life! When I first enlisted in 194 I was promised that my medical/health benefits would last for life if I honorably did 20+ years and retired. Now, these benefits only last (at reduced rates) until age 62-65. Then, just like anyone who has not served their country, I go on medicare! I have kept my end of the bargain (contract), what about the U.S. Governments! This creates a certain loss of faith in my country!! E-8*
- Medical is a joke. If you get a cold or sick you can only go to medical at 0600. E-4*
- Questions should be asked about PSD, active duty care at hospitals and dental. From my point of view it's well below standard at hospitals and dental facilities, both in getting appointments, and actual care, treatment. O-4*

Dental Care

- Dental care for dependents is a waste of money and time. Things you need coverage on, they don't cover. For example, my son needed root canals to save four teeth which*

abscessed due to fillings. Delta Dental would not pay for root canals, but did pay for extractions. Since two molars were extracted, he needed a space maintenance which was approximately \$300 which of course was not covered either. This plan is a waste of service members' money. E-7

- I think Delta Dental should cover certain cosmetic procedures such as braces. E-5*
- Dependents of military personnel both active and retired should be covered under the Navy's dental plan 100% just like their spouses. E-7*
- Military personnel get only enough dental care to keep their teeth in their mouth for at least 10 yrs after joining the military. I haven't been able to get my teeth cleaned or a check-up in two and a half years. My wife can't get her wisdom teeth pulled at all, and as a second class petty officer, I don't make enough money to take her to a civilian dentist. Medically, I can't complain much. Besides the long, long wait to be seen, the care is good. E-5*
- Dental? What dental? You might get your teeth cleaned once a year. (I would hate for them to do any more.) E-4*

CHAMPUS

- I feel that the CHAMPUS rules should be changed concerning mental health coverage, i.e., not limited to 30 days a year, when it was 60 days a year. It causes my family severe financial problems, causing me to go over 100K in debt because of the limited coverage. O-4*
- Yet again, a questionnaire about health with no chance to comment on quality of military health care/CHAMPUS. These are critical issues to me and many other Navy personnel. In my opinion military health care/CHAMPUS is poorly administered, very poorly explained to members, and does not provide an adequate level of health defined as accessible, timely, friendly, easy to understand, affordable, and quality medical care. O-4*

AIDS Education

- AIDS education is pretty well covered by the media (news, newspapers, etc.). E-8*
- More education is needed on AIDS and tobacco in a closed environment or where you know the people will receive the info. E-7*
- I feel that my command needs to address AIDS awareness more often and there needs to be a condom program that will give out free condoms to personnel ashore and aboard ships!! AIDS is a world wide problem and the Navy needs to step up on the AIDS education. E-6*
- HIV education is nearly non-existent. O-3E*

- *AIDS/HIV stand down training not required. Adequate info is available in civilian press/tv. O-3*
- *Should have more training about AIDS and other health issues in the Navy. AIDS tests should be done at least twice a year. W-4*

Miscellaneous

- *Immunizations for flu should be strictly voluntary except for those who suffer from lung disease or asthma. The military is young and healthy, and giving a yearly flu shot is a waste of taxpayers money. O-4*
- *Need to significantly reduce the fat content of Navy standard recipes and in the foods (meats, processed foods, etc.) the Navy buys. O-4*

Appendix F
General Comments

General Comments

Table F-1 presents summary information of the response frequencies of the comments given in the section called General Comments. All comments pertaining to the topical sections have been integrated into their appropriate comment section. The remainder comments are below.

Table F-1
General Comments

Category Name	Frequency
Survey, in general	7
Military Career	5
Pay Comments	2

Survey, in general

In general, the survey was appreciated and the respondents were glad to have been participants.

- *I enjoy taking time out to do this survey. It was most interesting and also covered a lot of good interesting topics that deal with the Naval society. It would be my pleasure to do it again sometime in the future. Thank you. E-4*
- *Thanks for giving me the chance to assist in this survey. W-4*
- *These questions are helpful, but I don't know how useful. E-5*
- *I hope somebody reads this and it is not just a waste of time. Thank you for allowing me to express my opinion. E-5*
- *This survey is a very good idea if the people who read it will take proper action. E-5*

Some personnel had suggestions to improve the survey:

- *The awards system needs to be added to the survey. Awards are given arbitrarily and at times it seems automatic no matter what level of performance is displayed. The enlisted evaluation system is another area that should be questioned. E-7*
- *Broaden this survey to include items like pay, retirement (more). Include a section on medical and dental benefits. Ask if members are happy with PCS moves. This is a good survey; expand it! E-8*
- *Some personnel had positive comments and were glad to be a part of the system:*

- *Overall, I'm very satisfied with my Navy career and the support areas. I think NTC Orlando is an exceptional base in all aspects. Everyone I've come into contact with are advocates of TQL and give their best or make improvements where needed. E-7*
- *I feel military service is a privilege. It should be mandatory, but I'm honored to serve my country. The Navy is not perfect. It wouldn't be any fun if it were; however, I feel that the service genuinely has everyone's best interests at heart. Thank you. E-5*
- *I have enjoyed my 28+ years in the Navy and deeply appreciate any or all those services, NAVEXCH, MWR, and others that have come into place since my enlistment in the US Navy in April 1964. W-4*
- *Overall, I'm very satisfied with my Navy career and the support areas. I think NTC Orlando is an exceptional base in all aspects. Everyone I've come into contact with are advocates of TQL and give their best or make improvements where needed. E-7*
- *I think that the Navy and the military in general is a good place to start being an adult and to give people a chance. Although no organization is perfect, the Navy does a good job of taking care of its people. It just depends on who's at the top. E-4*

Although there was not a section for pay on the questionnaire, a few individuals had some comments about Navy pay.

- *I am an E-4 over three with a wife and two kids. I have applied for and am eligible for food stamps. That right there says something about pay and benefits in the Navy. My family lives payday to payday and without food stamps are actually struggling to get by. E-4*
- *Members of the Armed Forces are not paid enough for the jobs we do. We are 12% behind private sector pay and the last decent pay raise we had was in 1981, 12 years ago! When Congress needs us, we're there for them, but when it comes to pay, they can raise their pay but cut ours. The Navy and Congress need to address this important issue. E-4*

Appendix G
Acronyms Found in Report

Acronyms Found in Report

AIDS	Acquired Immune Deficiency Syndrome
ARI	Army Research Institute
BAQ	Basic Allowance for Quarters
BB	Battleship
BM3	Boatswain's Mate
BOQ	Bachelor's Officer Quarters
BUMED	Bureau of Medicine and Surgery (obsolete)
BUPERS	Bureau of Naval Personnel
CCAC	Counseling and Assistance Center
CDR	Commander
CGN	Nuclear Powered Cruiser
CHAMPUS	Civilian Health and Medical Program for the United Services
CINC/TYCOM	Commanders in Chief/Type Commander
CNO	Chief of Naval Operations
CNT	Certified Navy Twill
CO	Commanding Officer
COLA	Cost of Living Adjustment
CONUS	Continental U.S.
CPO	Chief Petty Officer
CYA	Cover Your Ass
DDG	Guided Missile Destroyer
DDS	Direct Deposit System
DH	Department Head
DoD	Department of Defense
DUI	Driving Under the Influence
DWI	Driving While Intoxicated
EAOS	Expiration Active Obligated Service
EDVR	Enlisted Diary Verification Report
EMI	Extra Military Instruction
ESWS	Enlisted Surface Warfare Specialist
FAP	Fleet Assistance Program/Family Advocacy Program
FAR	Federal Acquisition Regulation

FFG	Fast Frigate Guided Missile
FITREPS	Fitness Reports
FSA	Family Separation Allowance
FSC	Family Service Center
GSMFR	Gas Systems Maintenance Fireman's Recruit
HD	Hazardous Duty
HHG	Household Goods
HM	Hospital Corpsman
IRA	Individual Retirement Account
JO	Junior Officer
LCPO	Leading Chief Petty Officer
LMET	Leadership Management Education Training
LPO	Leading Petty Officer
LT	Lieutenant
MAC	Military Airlift Command
MWR	Morale, Welfare, and Recreation
NADSAP	Navy Alcohol Drug Safety Program
NARDAC	Navy Regulation Data Automation Center
NAS	Naval Air Station
NAVCARE	Navy Care Clinic
NAVEXCH	Navy Exchange
NAVLEAD	Navy Leadership Course
NCTS	Navy Computer & Telecommunication Station
NEX	Navy Exchange
NEY	Navy Excellency of the Year
NJP	Non-judicial Punishment
NSGA	Navy Security Group Activity
NTC	Navy Training Center
OJT	On-the-job Training
OPNAV	Office of the Chief of Naval Operations
PCS	Permanent Change of Station
PO	Petty Officer
PRD	Projected Rotation Date
PRT	Physical Readiness Testing

PSD	Personnel Support Detachments
PT	Physical Testing
QOL	Quality of Life
RP	Republic of the Philippines
SECDEF	Secretary of Defense
SH	Ships Store Keeper
SSBN	Nuclear Powered Submarine Bolistic Missile (Boomer)
SSN	Nuclear Powered Submarine
SWO	Surface Warfare Officer
TLA	Temporary Living Allowance
TQL	Total Quality Leadership
TYCOM	Type Commander
UCMJ	Uniform Code Military Justice
UK	United Kingdom
USAF	United States Air Force
USNA	U.S. Naval Academy
VHA	Variable Housing Allowance
XO	Executive Officer

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