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## **A Progress Check on the Navy Values Community: Report on the 1998 Navy Core Values Survey**

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Report on the 1998 Navy Core Values Survey**

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## **Foreword**

The 1998 Navy Core Values Survey is the fourth administration of the survey developed in 1993, as part of an ongoing assessment effort for the Navy Core Values Initiative, termed Project VALCHEK. This report documents the results of the survey, trends from 1993-1998, and discusses implications for the Navy values community. This report is for use primarily by Navy managers.

The research was sponsored by Chief of Naval Education and Training (CNET) under reimbursable Work Unit AA1731319.P998. Results were previously briefed to CNET. Complete sub-group analysis break-out data have been forwarded to CNET (T-24).

Any questions concerning this report should be directed to Herbert George Baker, Organizational Assessment Division, (619) 553-7639 or DSN 553-7639.

## **Executive Summary**

### **Background**

The Navy Core Values—Honor, Courage, Commitment—are a product of the Core Values Initiative (CVI) established by the Chief of Naval Education and Training (CNET). At the heart of a service-wide effort to strengthen the Navy as a values community, the CVI was conceived as a means of effecting a sea change in the central ethos that guides the conduct of people in the Navy.

### **Problem**

Periodic measurements, or “values check-ups,” are required to determine the speed and progress of the CVI and to detect the need for “course corrections.”

### **Purpose**

The purpose was the fourth administration of the Navy Core Values Survey, and identification of trends (1993-1998) in knowledge of and attitudes toward the Navy Core Values (NCV).

### **Approach**

The NCV Survey addresses: (1) knowledge of the three Navy Core Values, (2) personal attitudes toward those values, and (3) perceptions of organizational and individual adherence to them. The survey, identical in content to those administered in 1993, 1994, and 1995 with the exception of two added questions, was mailed in May 1998 to a sample of Navy women and men ( $n = 8,000$ ), across the spectra of paygrades and occupational fields, at sea and on shore (excluding personnel with less than 6 months service). Completed surveys were scanned into a database and the data analyzed using the SPSS-X for Windows statistical package.

### **Highlights of the Results**

The NCV Survey had a 40.9 percent response rate, with 2,980 returned questionnaires being used in the analyses. A total of 985 respondents made written comments, a random sample of 330 of which were used in content analysis.

The 1998 sample was highly similar to that for the 1995 survey. Therefore, trends in response pattern are not attributable to demographic inconsistencies. A comparison of survey and Navy demographics shows that younger Navy women and men, members in the lower enlisted paygrades, and those with high school education are underrepresented, which may tend to overstate consensus with the NCV and understate sub-group differences.

Results are presented in four sections, three for the objective items (Strong Consensus—70% or more agreement; Substantial Disagreement—less than 50% agreed; and Gray Areas—an agreement range of 50-69%), and one for results of the content analysis. Margin of error ranged from two to seven points, depending on sub-group size. The results of the 1998 NCV Survey

show response patterns generally consistent with those of 1995. Most 1993-1995 trends were in a positive direction, both at item level, and in item inter-category movement.

Since the promulgation of the Core Values, there has indeed been much progress, particularly in the cognitive domain. Overwhelming percentages of Navy women and men can identify the three NCVs, they know what constitutes sexual harassment, know the procedures for making a complaint or grievance, and can identify specific actions that are not in accord with the Core Values. Positive trends in these areas attest to the effectiveness of the Navy's training program.

In the course of the five survey years, greater percentages of Navy people have come to express, by means of the survey, attitudes and opinions that accord with the NCV. Results again this year provide clear evidence that Navy men and women believe the Core Values are applicable to their daily lives, and that adherence to those values will make the Navy a better place to work. There is strong consensus on high levels of responsibility and accountability in Navy people, and there is evidence that certain dishonest or unethical actions are recognized and not viewed favorably.

Clearly, the trend is in the direction of increased perceived relevance and acceptance of the NCVs. Nevertheless, the voyage toward a strong Navy values community is ongoing, and there is some distance to travel. Upon a review of the 1998 survey results, four areas of concern suggest themselves: (1) the continuing high levels of uncertainty, as evidenced by the percentage of "undecided" responses to quite a number of survey questions; (2) subgroup polarization within the Navy, primarily by age and age-related factors; (3) some disturbing regressions on particular items, which are in marked contrast to the overall positive trend; and (4) perceptions by many Navy women and men that their Navy and its leadership are less than fully committed to the NCV.

Uncertainty remains disturbingly high on many items (it exceeds 20 percent on 24 items), and actually increased on a few items in the most recent survey. The cause and precise nature of this uncertainty, and means for its reduction, remain unexamined.

Subgroup differences abound, and they are essentially equal to those found in the previous three surveys. The Navy remains polarized by age and paygrade. In addition, there were a sizeable number of subgroup differences by education level, and with respect to the officer-enlisted dichotomy. In sum, whereas the Navy as a whole is moving slowly in the right direction with respect to consensus building around the NCVs, the gaps in attitude and opinion among subgroups, and between the total Navy and some of its subgroups, remain—some of them large.

Analyses of 1998 survey data also revealed some unwelcome regressions in response patterns. While there were a number of items showing a reversal of their positive 1993-1995 trends, taking only those items that have differences outside the margin of error ( $\pm 3$  percentage points) leaves five items with drastic turnarounds, each and all of them disturbing in their implications for the Navy values community: concern for people; reward for loyalty; the competence of Navy people; the sincerity of top Navy leadership to make the Navy a better place to work; and the Navy's commitment to high standards of honor, commitment, and courage. These reversals represent serious challenges to the building of a coherent Navy values community.

Navy men and women are unsure of the commitment by their Navy and by their leaders to the Core Values. That is, they sometimes fail to see sufficient evidence that Navy leaders "walk the talk" when it comes to the NCVs. Three out of 10 agreed with statements that, "At my command,

supervisors take advantage of their subordinates to get ahead,” and “Taking advantage of one’s position for personal gain occurs at my command.” Only about half agreed that leaders at their command demonstrate honesty and integrity in all their dealings, that officers at their command demonstrate the Core Values in their everyday actions, that Chief Petty Officers live by the Core Values, that leaders demonstrate ethical behavior and commitment to the Core Values, and that their supervisor, in particular, was a good model of the Navy Core Values.

In the beginning, the Core Values Initiative (CVI) called for a three-pronged effort in the domain of Core Values. To date, efforts have apparently been focused solely on the education component, by means of instruction. Virtually nothing has been done in the CVI component areas of reinforcement and accountability. Thus, the Navy Core Values have not been fully institutionalized in the Navy. By and large, they’ve only been added to the training curricula.

NCV training is essential and should continue. Distribution of NCV instruction throughout the training continua has been accomplished and should prove highly beneficial. However, other means of values inculcation, promulgation, and reinforcement are called for to augment formal training. Training alone is never an answer.

The Core Values Initiative was a major organizational effort designed to effect a sea change in organizational culture and to ready a major organization--the United States Navy--for the future. The bold, multiple thrust approach envisioned in the original CVI should be revisited, and all three of its components (not just training) decisively implemented.

It is suggested that the Chief of Naval Education and Training sponsor a high-level working group to reexamine the CVI, give close scrutiny to survey results and other command climate indicators, and oversee and guide the development and coordination of a potent, comprehensive Navy-wide effort to strengthen the values community. Membership on the working group should include operational and research personnel, and not be dominated by training considerations.

The report states conclusions and recommendations, and closes with suggestions for further research to track progress in building the Navy values community.

## **Conclusions**

### Evidence of a Coherent Values Community

1. The overwhelming majority of Navy women and men can identify the Core Values.
2. Eight out of ten say the NCVs agree with their personal values.
3. The Navy Core Values are seen as applicable to everyday life.
4. There is agreement that adherence to the NCVs will make the Navy a better place to work.
5. There is strong consensus for high levels of responsibility and accountability.
6. Dishonest or unethical actions are recognized and viewed unfavorably.
7. By far, most trends (1993-1998) are in the right direction.

### Evidence of the Need for Consensus Building

1. There continues to be high percentages of "undecided" on many survey questions
2. There is much—even increased—uncertainty about the Navy caring for its people.

3. Only three out of 10 agree that loyalty is rewarded in the Navy.
4. Many are worried about being backed up when reporting inappropriate behaviors.
5. Only four out of 10 agree that, if you live by the Core Values, you will get ahead in the Navy.
6. Reversal of trend lines to a negative outcome of several survey questions indicate loss of consensus and a need for ameliorative efforts.
7. Polarization by age and paygrade has seen little reduction.
8. Great numbers of respondents question the commitment of Navy leadership to the NCVs.
9. The behaviors of supervisors and command leaders are seen as congruent with the NCVs by only half the respondents.

### General

1. On the whole, most trends are in the right direction, and measurable progress has been made in building the Navy values community.
2. The Navy does not show major divisions along lines of gender or race.
3. The major divisions in the Navy values community are by age and age-related factors (e.g., paygrade).
4. Generally, congruence with the NCVs increases markedly with age, paygrade, and education.
5. Generally, married personnel voice slightly more agreement with the NCVs than do single personnel.
6. Strongest consensus (certainty) is on the respondents' own attitudes and probable behaviors.
7. Greatest uncertainty (lack of consensus) is on elements of organizational climate, and on the attitudes and behaviors of the respondents' leaders and shipmates.
8. Many Navy members remain skeptical about the commitment of Navy leadership to the Core Values.
9. Areas of uncertainty provide targets of opportunity for training and organizational development efforts.
10. Values inculcation and reinforcement efforts are needed in areas where strong consensus has yet to be reached.
11. Leadership training completion does not show much effect on response patterns.
12. Strongest effects are in the area where the Navy has focused its NCV effort: cognitive development (i.e., classroom instruction).
13. More than classroom training will be needed to strengthen the Navy values community.

### **Recommendations**

1. Focus indoctrination, training, and communication efforts on those areas where large numbers of Navy members show confusion and skepticism.
2. Continue readministration of the Navy Core Values Survey and identify areas of progress and lack of progress in building a strong values community around the NCVs.



3. Use probing techniques (focus groups, micro surveys, etc.) and other data collection procedures to further explore attitudes and opinions relevant to the NCV and to identify impediments to values consensus; particularly with young and lower ranking personnel.
4. Use focus groups to study the true nature of the undecided responses, i.e., to determine if the responses reflect personal values uncertainty, or uncertainty with respect to the operation of those values in the Navy.
5. Investigate and implement means of values inculcation and reinforcement in addition to formal training.
6. Extend the Navy Core Values Survey to the Naval Reserve and the Navy civilian workforce.
7. Through surveys, measure the values of incoming recruits, to provide direction for values inculcation during the sailorization process.
8. Carefully review the leadership-related response patterns, and develop action items for incorporation into the Navy Leadership Training Continuum.
9. Develop a conceptual focus for strengthening the values community around the themes of trust, credibility, and empowerment.
10. Develop and implement a coherent and comprehensive plan of attack in the area of the Core Values. Start with a reexamination of the multiple thrust approach envisioned in the original CVI.
11. To facilitate and coordinate recommendations 9 and 10 above, convene and maintain a high-level working group consisting of representatives from the operational, training, and research communities, under the auspices of CNET.



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# Introduction

## Background

The perennial concern with human values centers on the linkage between values and behavior. While defining values somewhat differently, the major theoreticians and researchers in this area converge in their thinking with respect to values and behavior. For example, Kluckhohn (1951) defined a value as a conception, explicit or implicit, “. . . of the desirable, which influences the selection of available modes, means, and ends of action.” Rokeach (1968) said of values that they are abstract ideals, positive or negative, not tied to any specific objects or situations, representing a person’s beliefs about modes of conduct and ideal terminal goals. Bales (1988) defined values as “mental concepts of desirable and undesirable aspects of behavior existing in the mind as an interdependent network of priorities concerning different kinds of behavior,” and went on to say that a values orientation is “a set of criteria or standards about what is desirable and undesirable.”

What is desirable. Modes of conduct. Goals. Ends of action. These have to do with what people do. However, it is not all theory. The behavior-values connection implicit in the definitions above becomes empirically supported in research. For example, dealing directly with values and behaviors in the work environment, Cowen (1998), in a study using ratings of leaders by co-workers, found a strong, positive correlation between perceived values and behaviors ( $r=.85$ ).

As a direct consequence of their effects on behavior, values assume great importance to organizations. Values lie at the heart of the organizational universe and serve as behavioral guides for its members. They are central to all that the organization does—or fails to do. Every policy, procedure, each operational decision or administrative action exemplifies values, whether explicit or implicit.

In order to function effectively, an organization must become and maintain itself as a coherent values community. For this to happen, conscious and continuous attention to organizational values is required. Individuals with at least a somewhat compatible values orientation must be recruited, and the organizational socialization process must, through training and indoctrination, inculcate in its personnel the values appropriate to its *raison d’être* and mission. It is the congruence of individual and organizational values that permits and facilitates unit cohesion and, ultimately, mission accomplishment.

Beyond that, the values of the organization and its members must be congruent with those of the overarching culture in which they function if there is to be harmonious interaction between organization and society. Societal support for the organization, and the opportunity for the organization to maximally contribute to society, depend heavily on that values congruence.

Clearly, there must be some tolerance for values differences among the members of an organization. And allowance has to be made for values to change somewhat over time. In addition, it must be recognized that events in the world outside the Navy will exert impacts on the values espoused and enacted by persons in the Navy, sometimes very powerful and

sometimes deleterious effects. This is particularly true in an age of instant and mass communications which are all but inescapable in daily life.

Nevertheless, there must be a set of what may be termed *core values*, to which the organization and all—or at least the vast majority—of its members subscribe, if the organization is to maintain its integrity. For the United States Navy, those core values must be harmonious with both the mission of the Navy and the central values of our nation, firmly adhered to by its people and exemplified in all its actions in peace and war. Therefore, values will ever be an important and abiding concern of Navy leaders.

The 1990s, as had the decade preceding them, saw a number of incidents and situations, which called into question the values adhered to by the Navy and its leaders. National and international dimensions of change continue to challenge the values that guide the conduct of military organizations and individual service members. Traditional values of military organizations, as manifested in the behavior of some military personnel, have been decried by some as out of date, inappropriate, counter to efficiency and high productivity, devaluing of diversity or gender equality, or even of questionable ethical and moral uprightness.

In the wake of cultural change and organizational turbulence, the top leaders of the Navy have launched a service-wide effort to strengthen the Navy as a values community. This was not a knee-jerk response to any particular incidents, as some would believe; in fact, the concern antedated the major events played out in the media. Rather, it was a recognition of the chaotic values situation in society, and, particularly, a serious concern about the values held by new entrants to the Navy and the compatibility of such values with the realities and requirements of Naval service.

Navy Core Values are a product of the Core Values Initiative (CVI), established by the Chief of Naval Education and Training (CNET) in 1987. The CVI was to subsume three domains of action: education, reinforcement, and accountability. *Education* efforts would ensure that core values training, of high quality and of direct applicability to the trainee's duties in the Navy, would be provided to all personnel throughout every level of the organization. Creating a work environment conducive to rewarding adherence to the core values is essential, and would be the focus of the *reinforcement* effort. Finally, the *accountability* dimension would concentrate on leadership modeling, grievance/redress mechanisms, and command-level assessments. This integrated and comprehensive system of values inculcation, facilitation, demonstration, and monitoring was conceived to ensure the vitality of NCVs and foster their daily manifestation in the actions of Navy people.

The year 1987 saw the launching of a major study to identify the Navy's core values. Interviews were conducted with Navy personnel drawn from numerous occupational communities, the several fleets, and from various levels within the chain of command. These men and women were asked to: (1) describe "tough situations" that posed value conflicts or ethical dilemmas, (2) characterize those persons in the Navy that they most and least admired, and (3) discuss in specific terms the values they felt the Navy represented.

From the wealth of interview material, and from subsequent discussions at the highest echelons of the Navy, there emerged three values that can be considered the hallmarks of the naval service and of the Navy person, of whatever gender, grade, or job assignment. These are the Navy Core Values: Honor, Commitment, and Courage.

The Navy Core Values have embraced the finest traditions of the Navy—traditions that reinforce concern for the job to be done and concern for one's shipmates. However, these Core Values transcend the boundaries of history and seek to identify and institutionalize values that are consistent with the social realities of our nation, and with the needs of the Navy as it enters the 21st Century. Thus, the Navy Core Values combine roots, vision, and reality.

Subsequent to their identification and promulgation, formal training in the Navy Core Values (NCVs) was mandated for all hands. This training commenced in January 1992. Originally it was a stand-alone training conducted at all commands, and included training for recruits at the Recruit Training Centers and officer entrants at the Naval Academy and officer training sites. Later, NCV training was embedded in the Leadership Continuum training.

## **Problem**

Although careful planning and closely managed implementation of programs are essential to the forging of a strong Navy values community, it is only through evaluation (i.e., periodic "values check-ups") that Navy leaders can determine whether the NCV effort is on target and accomplishing its assigned mission in terms of: (1) receptivity by the target audiences, (2) communication of cognitive and affective content (student learning), (3) behavioral changes in the work site, and (4) beneficial fiscal and non-fiscal results to the Navy. Project VALKCHEK was launched to provide ongoing, multidimensional assessment for the CVI.

The Navy-wide Core Values Survey is a central element of Project VALCHEK, and serves as one important means of conducting the needed periodic values check-ups. A survey was conducted for each of the first three years of NCVs implementation, in part to assess the degree to which the Navy is successful in building a strong values community.

The initial survey administration (1993) can be considered to have been the collection of baseline information. The results of that survey were reported to Navy management, and are contained as well in *The Navy Values Community: Results of the 1993 Navy Core Values Survey* (Baker & Le, 1995). Subsequent administrations of the survey permit tracking the course and progress of the NCV effort, and, perhaps, indicate the need for course corrections. The second-year administration was briefed to senior Navy management, and is documented in *The 1994 Navy Core Values Survey: Progress Toward a Navy Values Community* (Baker & Ralston, 1996). Results of the third-year administration (together with three-year trends), after being briefed to the Chief of Naval Education and Training, and to the Deputy Assistant Secretary of the Navy, were reported in *Further Progress in Building a Navy Values Community: Report on the 1995 Navy Core Values Survey* (Baker & Ford, 1997).



## **Purpose**

The world moves on, and many are the events and situations which have occurred in the Navy and in the nation it serves during the past few years. Thus, the purpose of the research reported herein was a follow-on administration of the Navy Core Values Survey (the fourth), and the detection of any trends in knowledge of and attitudes toward the NCV on the part of Navy personnel.

## **Approach**

1. The survey was mailed on 18 May 1998 to a sample of 8,000 Navy women and men, at sea and ashore, and across the spectra of paygrades and occupational fields (personnel with less than 6 months of service were excluded). See Appendix A for a copy of the 1998 Navy Core Values Survey, which was, with a few exceptions noted in the body of this report, the same as the surveys used in the preceding three NCV administrations.
2. Returned surveys were scanned into a database and the data analyzed using the SPSS-X for windows statistical package.
3. A random sample of free response comments were content analyzed.

## **Results**

### **Response Rate**

Surveys completed and returned by the cutoff date (21 September 1998) totaled 2,985, with an additional 701 being returned as undeliverable, for an effective response rate of 40.9 percent. A total of 2,980 surveys were used in the analyses. Responding to an item inviting comments, 985 individuals included written responses on their surveys, and a random sample of 330 were used in a content analysis.

### **Sample Characteristics**

The gender distribution was 82.6 percent male, 17.4 percent female. American Indian accounted for 1.1 percent, Asian 5.7 percent, Black 13.6 percent, and White for 71.9 percent of the sample, with 7.7 percent indicating "other."

Sixty-six percent (66.5%) were married, with 23.5 percent never having been married; 9.8 percent were separated or divorced, and 0.2 percent widowed. Age groups were 22.0 percent 25 years or younger, 43.4 percent 26-35, 30.4 percent 36-45, 3.0 percent 46-55, and 0.2 percent 56 years or older.

Paygrades were represented as follows: 20.1 percent E-1--E-4, 38.0 percent E-5--E-6, 14.5 percent E-7--E-9, 0.5 percent W-2--W-5, 20.6 percent O-1--O-4, 6.2 percent O-5--O-6, and 0.1

percent O-7 or above. Of all respondents, fewer than one percent (0.3%) had less than high school graduate status, 28.5 percent had high school diplomas, and 39.8 percent had some college but less than four years; 18.0 percent had a bachelor's degree, and 13.4 percent had master's or doctoral degrees. The sea/shore split was 42.8 percent and 57.2 percent, respectively. Slightly less than half (45.5%) had taken a Navy leadership course.

Sample characteristics are summarized in Table 1. Corresponding approximate percentages for the Navy as a whole are shown in Table 2.

## Highlights

The following presents the results of the survey, divided into four sections. The first three sections deal with the knowledge and attitudinal items on the survey, and are: (1) Strong Consensus--items showing substantial agreement among respondents and congruence with the NCVs (70% or more agreed, or disagreed with a reverse-coded item), (2) Substantial Disagreement--items indicating marked divergence of opinion among survey respondents (less than 50% agreed, or disagreed on a reverse-coded item), and (3) Gray Area --items on which there was a pattern of mid-range responses (50%-69% agreed, or disagreed on a reverse-coded item). The fourth section provides information on the content analysis of free-response written comments.

**Table 1**  
**Sample Characteristics**

Gender	17.4% Female; 82.6% Male
Marital Status	66.5% Married; 23.5% Never Married; 9.8% Separated/Divorced 0.2% Widowed
Race	71.9% White; 13.6% Black; 5.7% Asian; 1.1% American Indian, 7.7% Other
Age	22.0% 25 or less; 43.4% 26-35; 30.4% 36-45; 3.0% 46-55; 0.2% 56+
Paygrade	20.1% E-1—E-4; 38.0% E-5--E-6; 14.5% E-7--E-9; 0.5% WO; 20.6% O-1—O-4; 6.2% O-5--O-6; 0.1% O7+
Afloat/Ashore	42.8% Sea; 57.2% Shore
Education	0.3% Less than HS; 28.5% HS; 39.8% Some College; 18.0% BA/BS; 13.4% Grad
Had Taken Leadership Training Course	45.5%

**Table 2****Relevant Navy Demographics\*□**

Gender	13.0% Female; 87.0% Male
Race	66.9% White; 17.7% Black; 5.7% Asian & Filipino; 1.0% American Indian; 8.7% Other
Age	35.7% 25 or less; 37.4% 26-35; 23.1% 36-45; 3.5% 46-55; 0.3% 56+
Paygrade	40.4% E-1—E-4; 35.7% E-5--E-6; 9.3% E-7--E-9; 0.5% WO; 11.2% O-1--O-4; 2.9% O-5--O-6; 0.06% O-7+
Afloat/Ashore	45.1% Sea; 54.9% Shore
Education	0.3% Less than HS; 37.4% HS; 45.1% Some College; 12.0% BA/BS; 5.9% Grad.

\*Comparable marital status percentages not available.

□ Figures may not total 100 percent due to rounding.

Whereas the charts show the customarily combined strongly agree/agree and strongly disagree/disagree responses, they also include the undecided responses for items one through 62; in terms of opinions and attitudes relevant to values, of course, “undecided” is highly important information. All charts reflect the total sample. The response percentages on the particular survey question are shown for each year (1993, 1994, 1995 and 1998), in order to make visually apparent any response trends. The margin of error for the total sample is  $\pm 3$  (see Appendices B and C).

Subgroup differences were found on many of the questions. Margin of error on each question varies according to subgroup size, and ranged from  $\pm 3$  percentage points for the entire sample, to  $\pm 7$  for some subgroups. Arbitrarily, but with consideration of the margins of error contingent on small subgroup size, a threshold of “social significance” was established (i.e., a span of difference that may be of importance to Navy leadership, and which might warrant further investigation as to its cause). Subgroup comparisons are commented on in the text, whenever there was a difference of 15 percent or more between any two subgroups. A summary chart of subgroup differences by question number is presented in Table 3.

A comparison of Tables 1 and 2 indicates that the younger Navy men and women, the lower enlisted paygrades, and those with only a high school education are somewhat *under-represented* in the survey sample. Given the number of age, paygrade, and educational subgroup differences, that under-representation no doubt tends to *overstate consensus* with the NCVs, while *understating subgroup differences* with respect to those three variables.

**Table 3**  
**Summary of Subgroup Differences by Question Number**  
(at 15 percent or greater)

Q#	Subgroup Differences	Q#	Subgroup Differences
1	E	33	R, E, P, H
2	E, P	34	None
3	None	35	A
4	P, H	36	A, E, P
5	P, H	37	A, E, M, P, H
6	E, P, H	38	A, P, H
7	E, P, H	39	E, P
8	P	40	E, P, H
9	P, H	41	None
10	P	42	A, P
11	A, P	43	A, R, E, P, H
12	E, P	44	A, E, P, H
13	A, E, P, H	45	R, E, P, H
14	P, H	46	None
15	A, R, E, P, H	47	A, E, P, H
16	E, P	48	A, E, P, H
17	A, E, P,	49	E, P, H
18	None	50	E, P
19	E, P, H	51	None
20	None	52	A, E, P, H
21	A, E, M, P, H	53	E, P
22	None	54	A, E, P, H
23	A, E, P, S, H	55	E, P
24	None	56	R
25	A, R, E, P, H	57	A, E, P, H
26	P	58	A, E, P, H
27	None	59	E
28	A, R, E, P, H	60	P, H
29	E, P, H	61	P
30	A, E, P, H	62	A, E, P, H
31	None	63	None
32	None	64	E, P

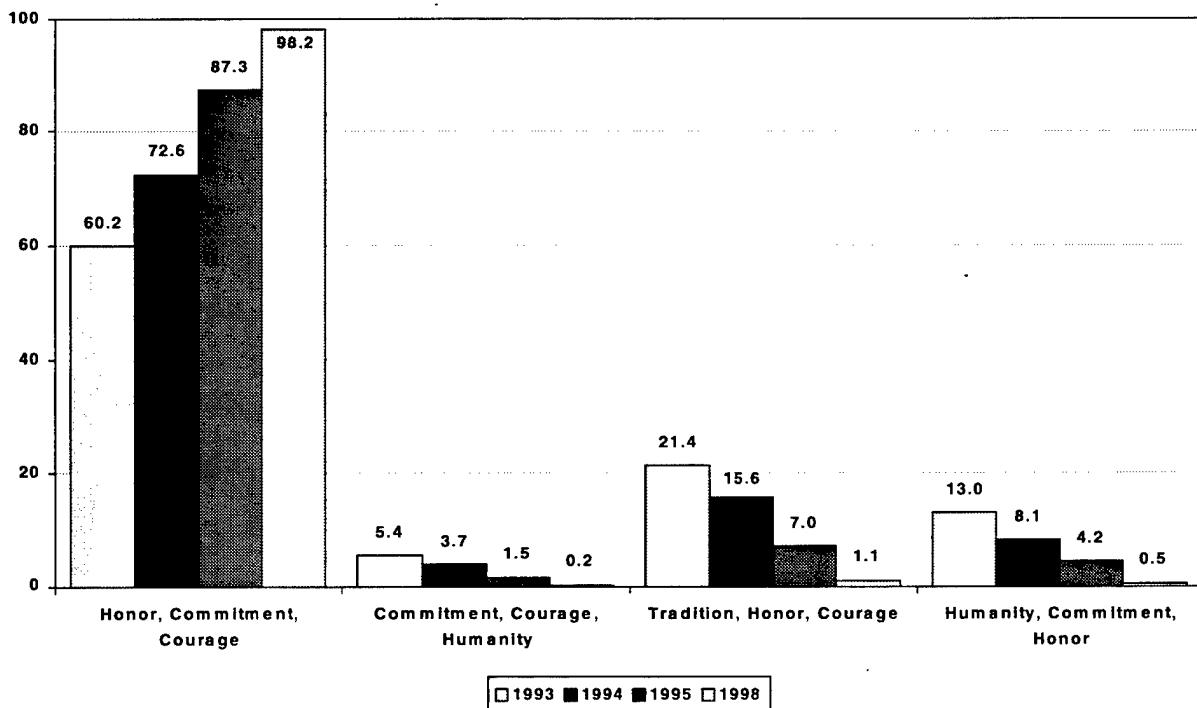
Totals by Category

Age (A)	23
Race (R)	7
Education (E)	37
Marital Status (M)	2
Paygrade Group (P)	47
Officer/Enlisted (H)	31
Ship/Shore (S)	1

## Strong Consensus

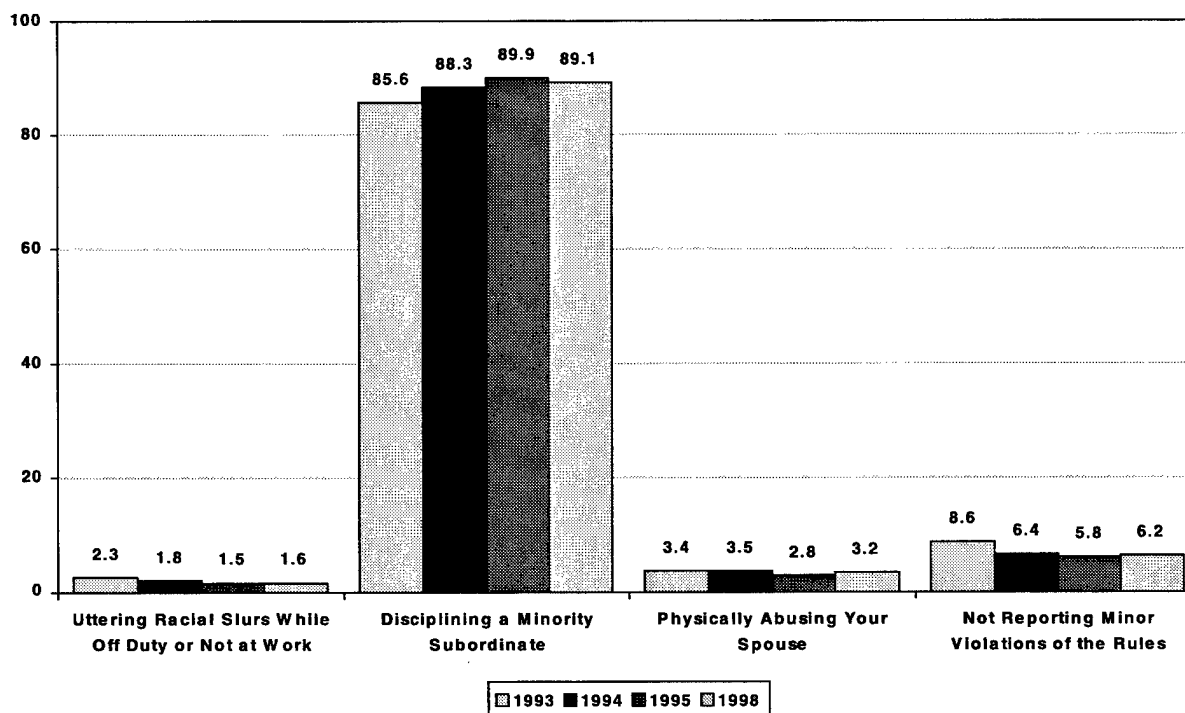
Response patterns to items in this category attest to a congruence among Navy women and men between their personal values and the NCVs. In this area of 70 percent or greater agreement, the Navy can find the nucleus of a strong values community. Many of the six-year trends for survey questions in this category are positive, and this could be expected, given the onset of NCV training, wherein the Core Values are taught and discussed and incorporated into leadership and other training programs, and the increased familiarity of individuals with the NCV as those values are thought about and considered in light of their personal relevance.

Figures 1 and 2 display response patterns to the two knowledge questions, numbers 63 and 64 (on the three previous surveys, numbers 61 and 62, respectively). Question 63 was meant to measure how well the three NCVs were known in the Navy community. In the 1998 survey, nearly all respondents (98.2%) correctly identified the three values: Honor, Commitment, and Courage. There is a steady increase in percentage of correct responses over the years. Tradition, Honor, and Courage remains the next most frequently chosen (although by very few respondents), no doubt because tradition was in the original Core Values, which were changed just before all-hands NCV training commenced. *Subgroup differences: None.*



**Q63. Which are the three stated Core Values for the Navy?  
(formerly question #61)**

**Figure 1. Responses to question 63.**



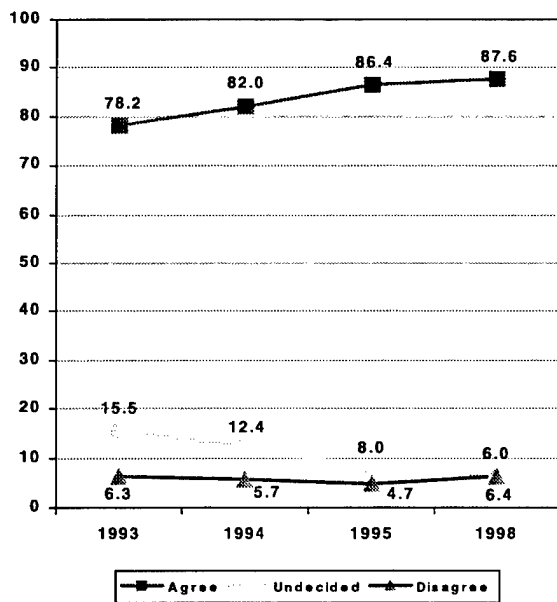
**Q64. Which is not a violation of the Navy's Core Values?  
(formerly question #62)**

**Figure 2. Responses to question 64.**

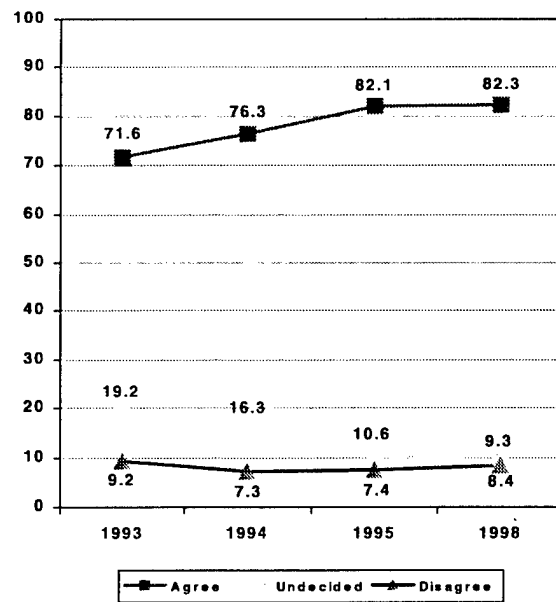
Question 64 (number 62 on the three previous surveys) sought to measure the respondent's ability to apply the NCV. Almost 9 out of 10 (89.1%) identified the correct response (Disciplining a minority subordinate is not a violation of the Navy's Core Values.). Improvements in response patterns for this question are not dramatic; however, correct responses were already at 85.6 percent in the 1993 survey. *Subgroup differences: Choosing Disciplining a Minority Subordinate were: High school or less 81.3 percent, college 91.2 percent, graduate at 96.4 percent; E-1--E-3 at 72.9 percent, E-4--E-6 at 86.4 percent, E-7--E-9 at 91.0 percent, O-1--O-3 at 96.9 percent, O-4--O-7 at 97.6 percent.*

Turning to the attitude and opinion questions on the survey, Figure 3 displays the response patterns for Questions 1 and 2. For Question 1, respondents feel that the NCV are applicable to everyday life (87.6% agreement, 6.4% disagreement, 6.0% undecided). The trend has been positive across the four surveys, primarily as a result of decreasing undecided responses. *Subgroup differences: High school or less agreed at 80.9 percent, college at 89.0 percent, graduate at 96.7 percent.*

In Question 2, which stated that it is easy to live by the Core Values, there was 82.3 percent agreement; 8.4 percent disagreed and 9.3 percent remained undecided. The response patterns show very good increases in positive direction over the three survey years, again, with a decrease in undecided responses. *Subgroup differences: High school or less agreed at 73.1 percent, college at 84.3 percent, graduate degree at 93.9 percent, E-1--E-3 agreed at 67.99 percent, E-7--E-9 at 88.1 percent, O-1--O-3 at 91.3 percent.*



**Q1. Navy Core Values are applicable to everyday life.**



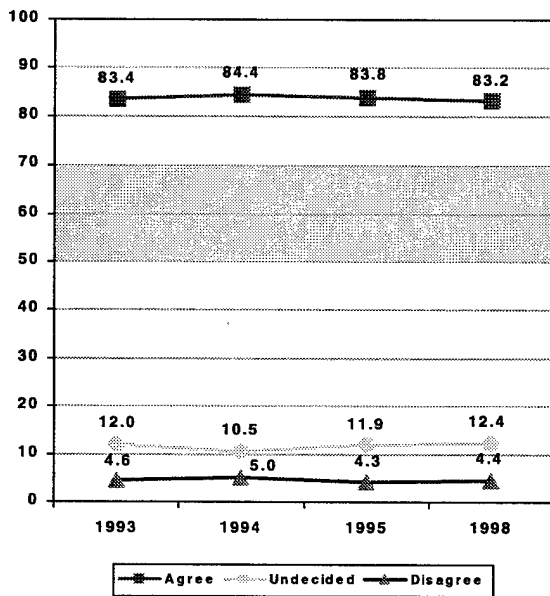
**Q2. I find it easy to live by the Core Values.**

**Figure 3. Responses to questions 1 and 2.**

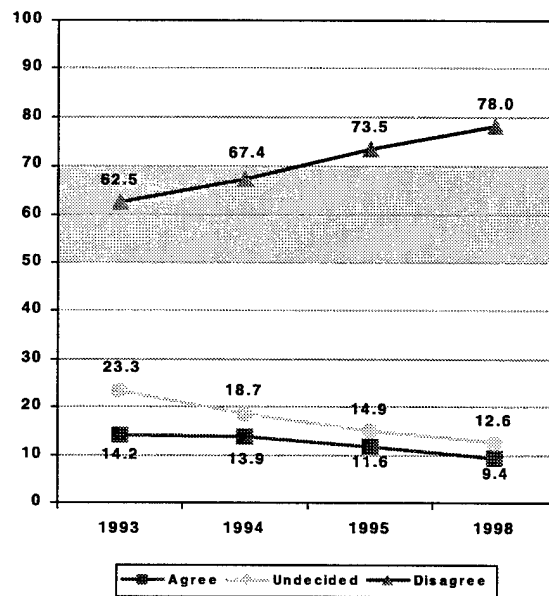
Question 8, asserting that it's okay to testify against friends or supervisors, began with a much higher percentage of agreement, but has shown no appreciable increase over the years. Agreeing in 1998 were 83.2 percent, disagreeing were 4.4 percent, and 12.4 percent were undecided. *Subgroup differences: E-1--E-3 agreed at 73.9 percent, O-4--O-7 at 90.2 percent.*

That the NCVs have to do mostly with sexual harassment (Question 10--reverse coded) is, of course, false, and this statement was disagreed with by 78.0 percent of respondents; agreeing with it were 9.4 percent and 12.6 percent were undecided. The question moved up into the Strong Consensus zone in the 1995 survey, and has shown steady improvement (Figure 4), with a corresponding steady decrease in undecided responses. *Subgroup differences: E-1--E-3 disagreed at 70.8 percent, O-1--O-3 at 87.4 percent.*

In Figure 5, Question 12 response patterns are very encouraging: they show a strong agreement and an overall positive trend, with 81.6 percent of respondents to the 1998 survey saying that they think adherence to the Core Values will make the Navy a better organization (disagreeing were 4.6 percent, and 13.8 percent were undecided). *Subgroup differences: High school or less agreed at 72.3 percent, graduate at 93.4 percent; E-1--E-3 agreed at 65.8 percent, E-7--E-9 at 84.8 percent, O-4--O-7 at 94.1 percent.*

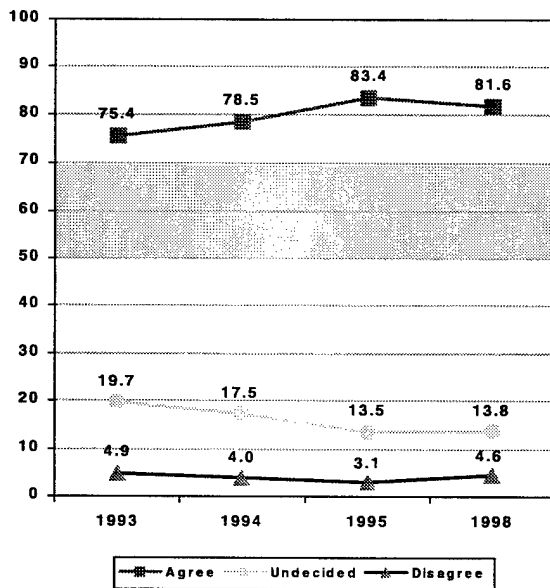


**Q8. It's okay to testify against friends or supervisors, if need be, in order that the truth be known.**

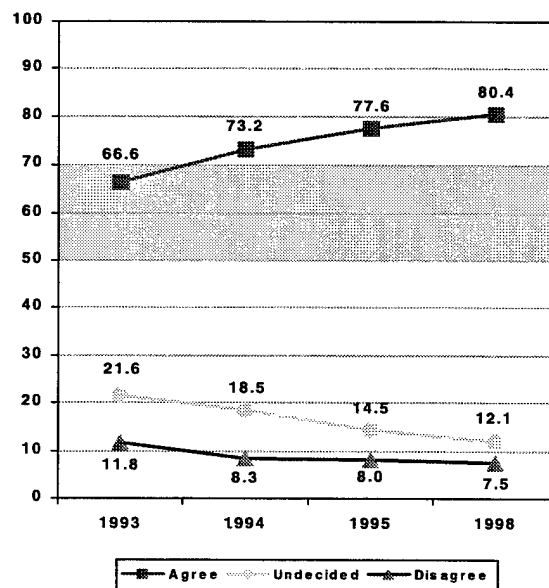


**Q10. (Reverse Coded) The Navy Core Values have mostly to do with sexual harassment.**

**Figure 4. Response to questions 8 and 10.**



**Q12. I think adherence to the Core Values will make the Navy a better organization.**



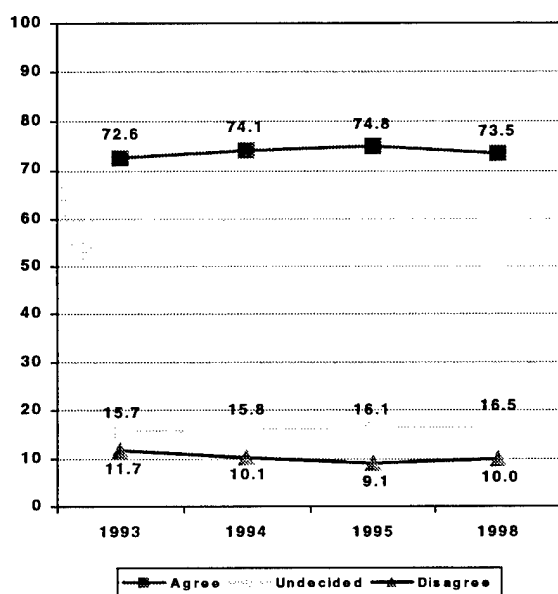
**Q15. The Navy Core Values agree with my personal values.**

**Figure 5. Responses to questions 12 and 15.**

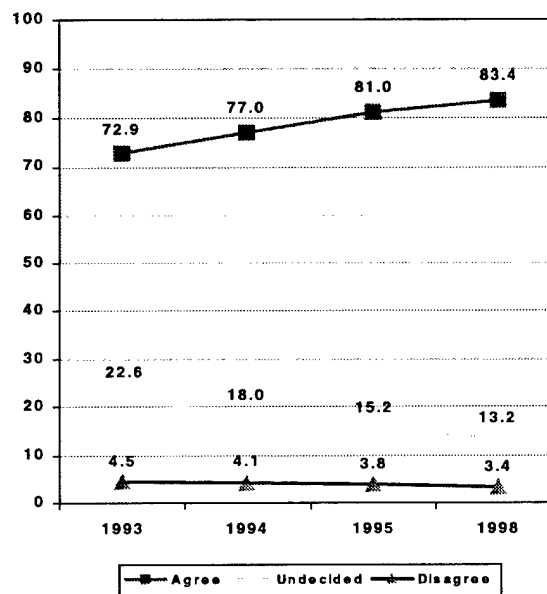


Eight out of 10 in the sample (80.4%) said that the NCVs agreed with their personal values (Question 15), whereas 7.5 percent disagreed, and 12.1 percent were undecided. This item moved into the Strong Consensus zone in the 1994 survey, and has shown steady improvement in response patterns. The percentage of undecided responses has steadily declined. (Figure 5.) *Subgroup differences: 17-24 agreed at 69.1 percent, 33 and older at 85.7 percent; whites agreed at 84.0 percent, blacks at 68.8 percent; high school or less agreed at 67.9 percent, graduate at 94.9 percent; E-1--E-3 agreed at 64.2 percent, E-7--E-9 at 85.5 percent; overall, enlisted agreed at 75.4 percent, officers at 93.5 percent.*

Although always in the Strong Consensus zone, as revealed in Figure 6, Question 16 has shown little change in response patterns, and the responses may simply be a sign of the times. In the latest survey, 73.5 percent agreed that the country's interests come before those of the individual; disagreeing were 10.0 percent, and 16.5 percent were undecided. *Subgroup differences: High school or less agreed at 66.8 percent, graduate at 81.9 percent; E-1--E-3 agreed at 55.0 percent, E-4--E-6 at 70.2 percent.*



**Q16. The interests of our country come before the interests of the individual.**



**Q17. I would live by the Core Values even in the face of pressure from members of my work team.**

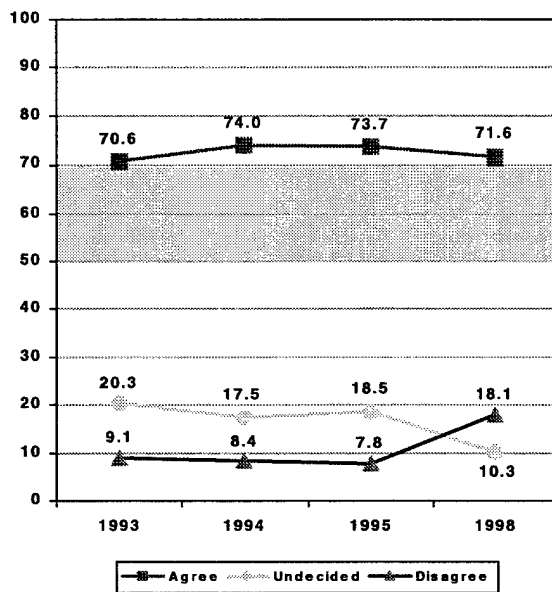
**Figure 6. Responses to questions 16 and 17.**

Figure 6 shows that 8 out of 10 respondents (83.4%) said they would live by the Core Values even in the face of pressure from members of their work team (Question 17), versus 3.4 percent who would not, and 13.2 percent who were uncertain. This item has shown good improvement over the four-survey timespan, with an increase in agreement and a decrease in undecided responses. *Subgroup differences: 17-24 agreed at 70.1 percent, 33 and older at 88.9 percent; high school or less agreed at 73.5 percent, graduate at 94.2 percent; E-1--E-3 agreed at 68.9 percent, E-7--E-9 at 90.9 percent.*

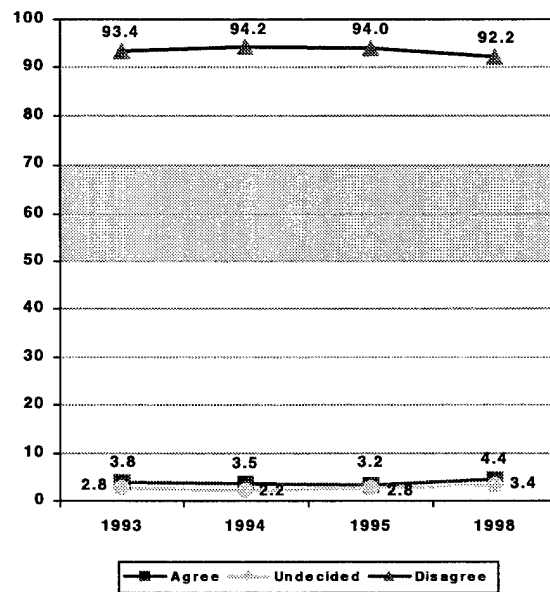
Figure 7 shows the response patterns for Question 18. While consistently in the Strong Consensus zone, responses on this item have shown little improvement. The 1998 agreement

level that Navy people should be held accountable to higher standards of conduct than people outside the Navy was 71.6 percent, with 18.1 percent disagreeing, and 10.3 percent uncertain. There were dramatic shifts in the disagree and uncertain response patterns. *Subgroup differences: None*

Almost no one thinks its okay for wasteful practices to go unreported (92.2% saying “no” in the 1998 survey--with 4.4 percent saying “yes” and 3.4 percent undecided). There has been almost no change in Question 20 response patterns across the years; however, the starting point for consensus was already quite high. (Refer to Figure 7.) *Subgroup differences: None.*



**Q18. People in the Navy, whether military or civilian, should be held to higher standards of conduct than people outside the Navy.**

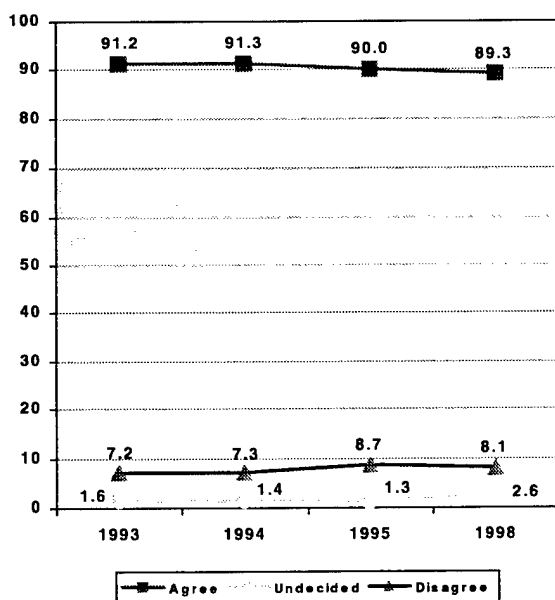


**Q20. (Reverse Coded) I think it's okay to allow wasteful or inefficient practices to continue without being reported.**

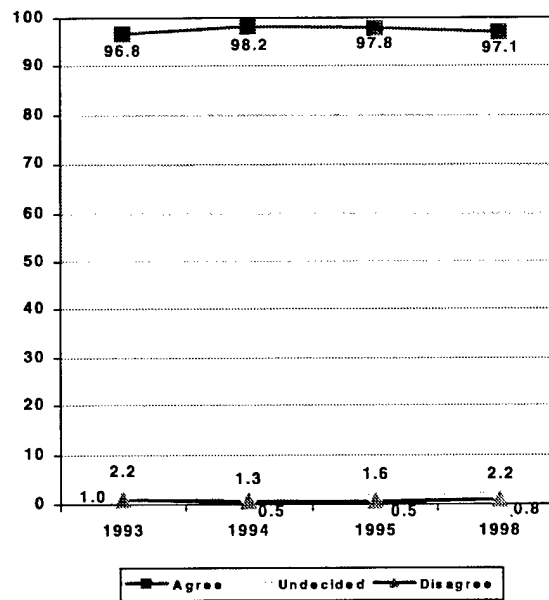
**Figure 7. Responses to questions 18 and 20.**

Figure 8 shows that there is also extremely high agreement that doing the right thing is not always easy (Question 22). Again, with an already high starting point on agreement, there has been little change. The 1998 agreement level was 89.3 percent, with disagreement at 8.1 percent and uncertainty at 2.6 percent. *Subgroup differences: None.*

Also in Figure 8, an overwhelming 97.1 percent agreed that responsibility is a key quality of an effective Navy man or woman, whether civilian or military (Question 24); less than one percent (0.8%) disagreed, and 2.2 percent were undecided. Response patterns have been consistently high across all three years. *Subgroup differences: None.*



**Q22. Doing the right thing isn't always easy.**



**Q24. Responsibility is a key quality of an effective Navy man or woman, whether civilian or military.**

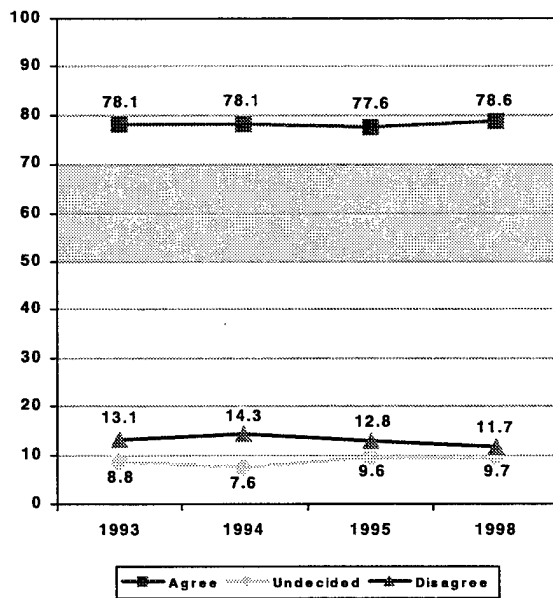
**Figure 8. Responses to questions 22 and 24.**

Figure 9 shows that only 78.6 percent feel they can make honest recommendations to their supervisor (Question 26), whereas 11.7 percent said they could not, and 9.7 percent were uncertain. Although in the Strong Consensus category, a response rate in the seventies may be a cause for concern, given the critical missions of Navy organizations and the need for frank communication between worker and supervisor. There has been almost no movement in the response patterns from survey to survey. *Subgroup differences: E-1--E-3 agreed at 66.5 percent, E-7--E-9 at 84.1 percent, O-4--O-7 at 87.9 percent*

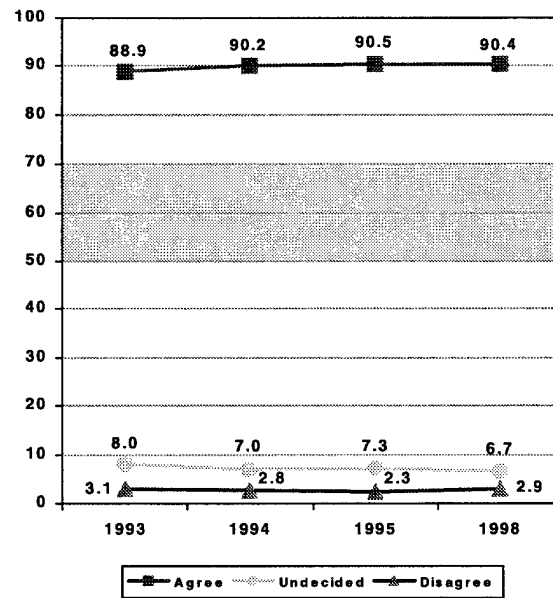
Question 27 asked if respondents would be willing to deliver "bad news" even when it's unpopular; 90.4 percent said they would be, 2.9 percent would not, and 6.7 percent were undecided, percentages consistent with those of the previous three surveys (Figure 9). *Subgroup differences: None.*

Question 31 was reverse coded, and stated: "It's okay to be dishonest as long as it doesn't hurt anyone." As can be seen in Figure 10, more than 9 out of 10 respondents disagreed with that statement in each of the four surveys (91.8% in the 1998 survey, with 3.0 percent agreeing and 5.2 percent undecided). *Subgroup differences: None.*

Figure 10 also shows responses to Question 32. In the 1998 survey, 78.0 percent agreed that being a team player is more important than individual accomplishment, whereas 8.1 percent disagreed, and 13.9 percent were undecided. The percentage of agreement across the four surveys has changed less than three percent. *Subgroup differences: None.*

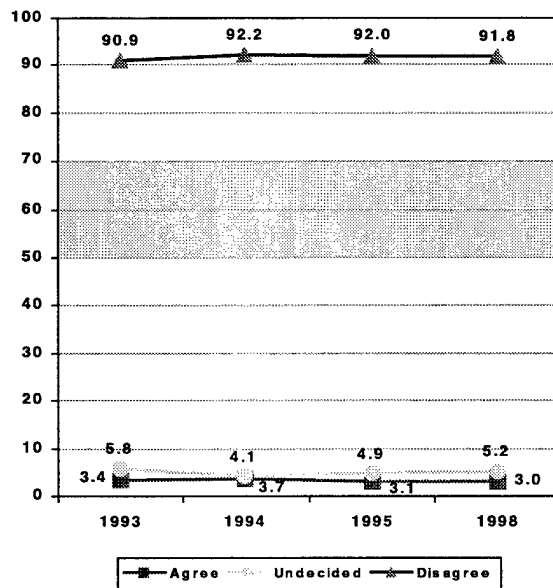


**Q26. I feel I can make honest recommendations to my superiors.**

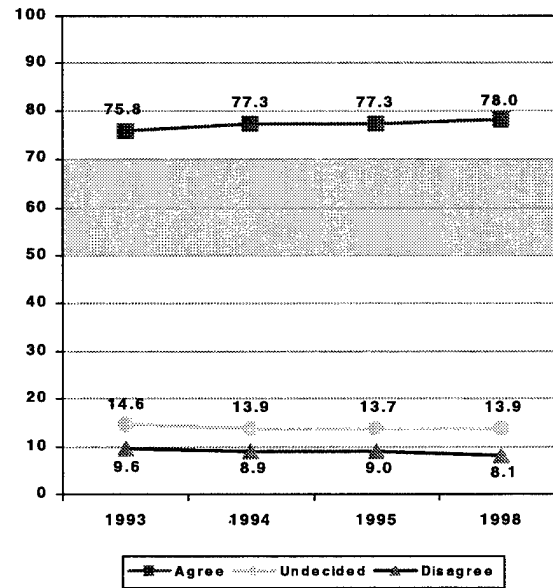


**Q27. I am willing to deliver the "bad news" even when it's unpopular.**

**Figure 9. Responses to questions 26 and 27.**



**Q31. (Reverse Coded) It's okay to be dishonest as long as it doesn't hurt anyone.**

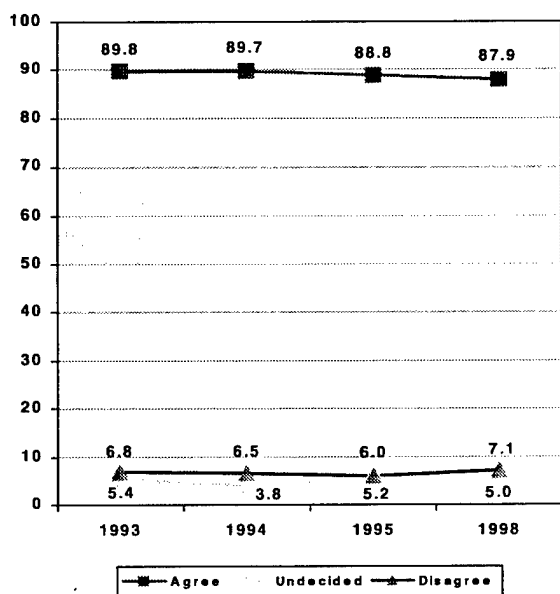


**Q32. Being a team player is more important than individual accomplishment.**

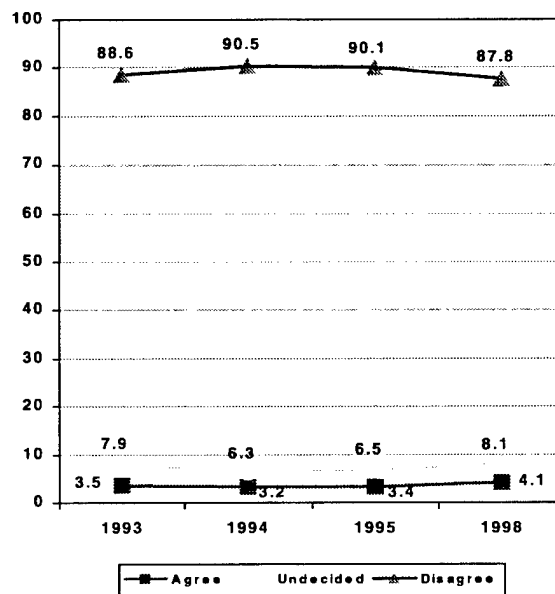
**Figure 10. Responses to questions 31 and 32.**

Question 35 stated: "I know the procedures for making a complaint or grievance." In 1998, 87.9 percent agreed with that statement, almost the same percentage as in the previous three surveys; 7.1 percent disagreed, and 5.0 percent were undecided. Given that persons with less than 6 months service were excluded from the survey, the agreement level on this question--reflecting a simple training and informational matter--should be much closer to 100 percent. *Subgroup differences: 17-24 agreed at 77.5 percent, 33 and older at 93.3 percent.*

That it's okay to make up unimportant details on a report (Question 39) was disagreed with by 87.8 percent of respondents in the 1998 survey, consistent with the very high percentages of disagreement in the 1993, 1994, and 1995 surveys. (Refer to Figure 11.) Only 4.1 percent agreed with the statement, and 8.1 percent were uncertain. *Subgroup differences: High school or less disagreed at 81.1 percent, graduate at 96.7 percent; E-1--E-3 disagreed at 72.9 percent, E-4--E-6 at 8.0 4.7 percent, E-7--E-9 at 92.3 percent, O-1 -O-3 at 96.2 percent, O-4--O-7 at 95.4 percent.*



**Q35. I know the procedures for making a complaint or grievance.**

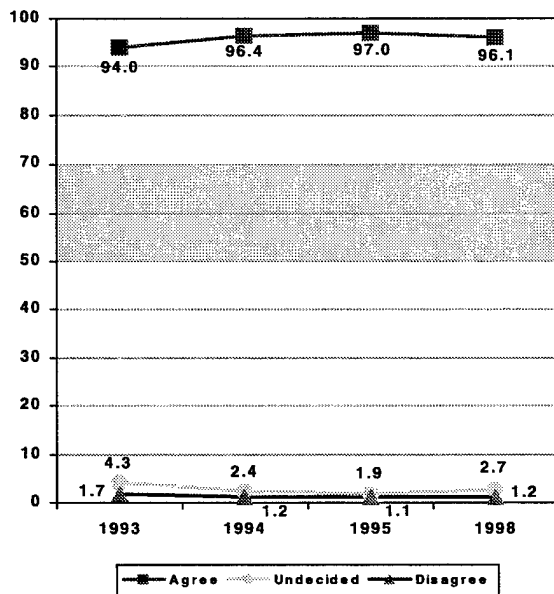


**Q39. (Reverse Coded) It's okay to make up unimportant details on a report.**

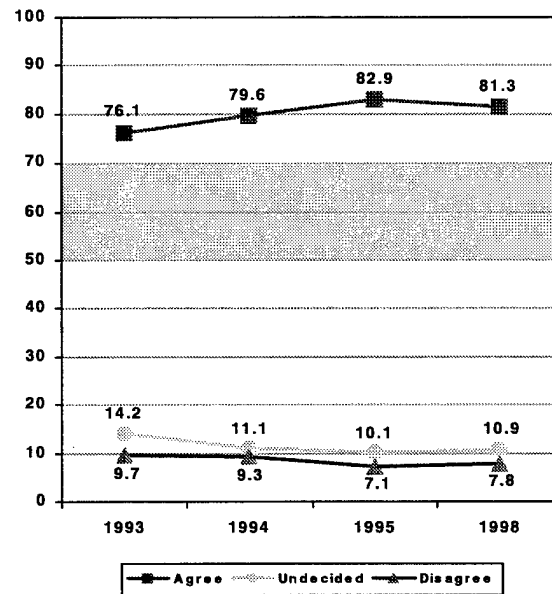
**Figure 11. Responses to questions 35 and 39.**

Responding to Question 41, (see Figure 12) an overwhelming 96.1 percent said they know what behaviors constitute sexual harassment, a response pattern consistent across the four surveys; 1.2 percent said they did not, and 2.7 percent were uncertain. Evidently, Navy training programs have accomplished their awareness objectives in this area. *Subgroup differences: None.*

An overall positive trend can be seen in responses to Question 46, with 81.3 percent agreeing in 1998 that people should always report others who engage in sexual harassment (Figure 12); 7.8 percent disagreed, and 10.9 percent were undecided. *Subgroup differences: None.*



**Q41. I know what behaviors constitute sexual harassment.**



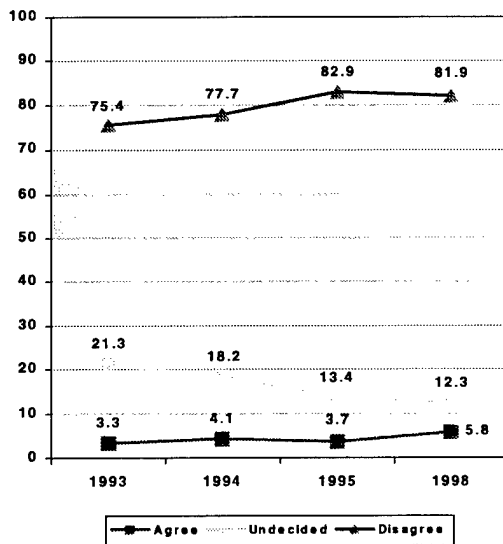
**Q46. People should always report others who engage in sexual harassment.**

**Figure 12. Responses to questions 41 and 46.**

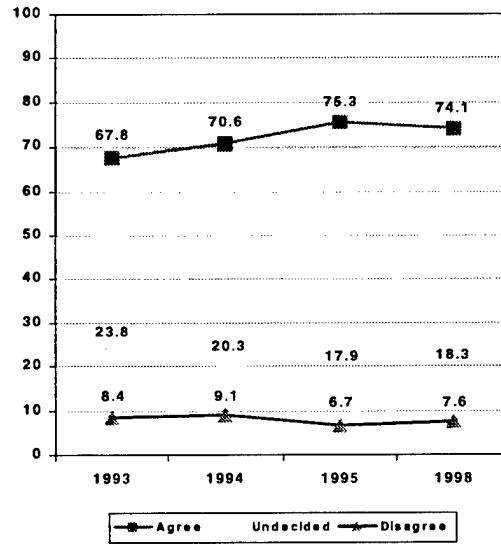
Question 50 (see Figure 13) was a false statement (Sexual harassment is not covered by the NCVs), and was disagreed with by 81.9 percent of the 1998 sample (5.8 percent agreed, 12.3 percent were undecided). The trend on this question has been positive, driven by a marked drop in undecided responses. *Subgroup differences: High school or less disagreed at 72.4 percent, graduate at 91.8 percent; E-1--E-3 disagreed at 66.7 percent, E-7--E-9 at 85.9 percent, O-1--O-4 at 91.2 percent, O-4--O-7 at 93.2 percent.*

Question 54 (Figure 13) moved from the Gray Areas into the Strong Consensus zone in 1994, and in 1998 saw a 74.1 percent agreement that the Core Values could effectively be applied in the commands of the respondents; disagreeing were 7.6 percent and undecided were 18.3 percent (a somewhat high level of uncertainty). The rather low level of agreement should be a cause of concern, in that it affects "training transfer," the degree to which what is taught in training can be implemented or used on the job. *Subgroup differences: 17-24 agreed at 63.6 percent, 33 and older at 79.3 percent; high school or less agreed at 65.3 percent, graduate at 89.0 percent; E-1--E-3 agreed at 62.3 percent, E-7--E-9 at 81.0 percent, O-1--O-3 at 87.4 percent, O-4--O-7 at 89.2 percent; overall, enlisted agreed at 69.0 percent, officers at 87.9 percent.*

In Figure 14 are shown responses to Question 61, a new item added for the 1998 survey. Agreeing that, in a good command climate, Navy women and men work well together were 87.8 percent, while 4.4 percent disagreed, and 7.8 expressed uncertainty. *Subgroup differences: E-1--E-3 agreed at 77.7 percent, E-7--E-9 at 91.7 percent, O-4--O-7 at 94.8 percent.*

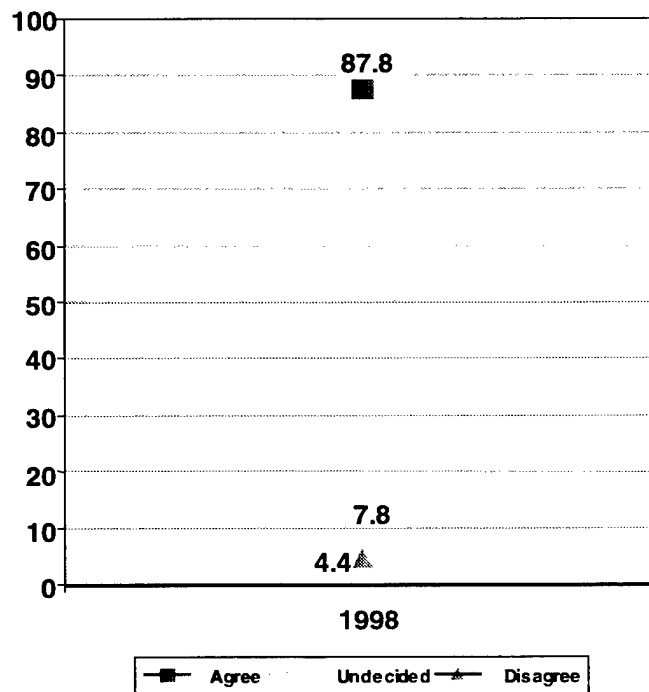


**Q50. (Reverse Coded) Sexual harassment is not covered by the Navy Core Values.**



**Q54. Core Values can be effectively applied within my organization or command.**

**Figure 13. Responses to questions 50 and 54.**



**Q61. In a good command climate, Navy women and men work well together. (new item for 1998)**

**Figure 14. Responses to question 61.**

## Areas of Substantial Disagreement

This category includes those survey questions having a response pattern showing less than 50 percent agreement (or disagreement with a reverse-coded question). Such patterns can be seen as indicative of polarization within the Navy, caused by relatively low agreement among Navy members with the NCVs, or, more often, of low opinions about the manifestation of the Core Values in daily work activities in the Navy. These response patterns are not conducive to a strong values community, but rather reflect adverse perceptions of organizational climate, leadership, and behavioral reinforcement. In particular, levels of uncertainty (i.e., the percentage of undecided responses) are generally much higher on these questions.

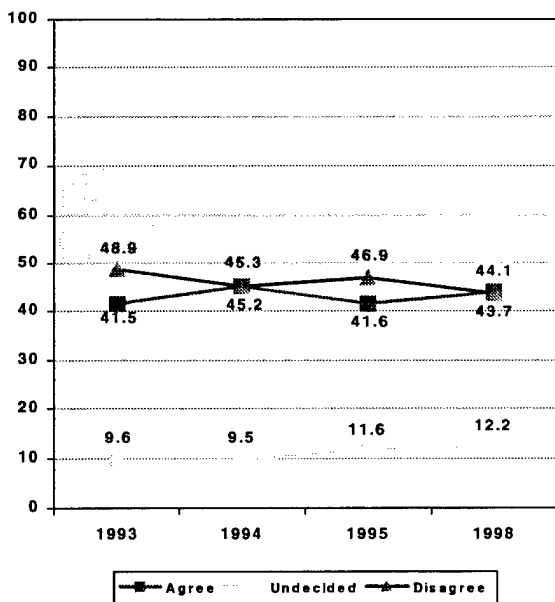
Question 9 was reverse coded, and in 1998, 44.1 percent disagreed that whether you were held accountable depends on your paygrade, or who you work for. However, 43.7 percent agreed with that statement, and another 12.2 percent were undecided. These response patterns do not speak well of organizational climate in general or of leadership in particular. Little net change has been made in response patterns across the three surveys (see Figure 15). *Subgroup differences: E-1--E-3 disagreed at 42.7 percent, E-4--E-6 at 36.1 percent, E-7--E-9 at 46.1 percent, O-1--O-3 at 56.5 percent, O-4--O-7 at 58.3 percent; overall, enlisted disagreed at 38.8 percent, officers at 56.9 percent.*

Also in Figure 15, 1998 responses to Question 11 show 42.5 percent agreeing that loyalty to the Navy is more important than loyalty to peers, subordinates, and supervisors. Thirty-two percent (32.0%) disagreed, however, and a large percentage (25.5%) remained undecided on this issue. On this question, there has been almost no change across the three surveys, and the results no doubt mirror the decline in organizational commitment prevalent throughout American society. *Subgroup differences: 17-24 agreed at 28.7 percent, 33 and older at 49.6 percent; E-1--E-3 agreed at 25.3 percent, E-7--E-9 at 50.4 percent, O-1--O-3 at 46.3 percent, O-4--O-7 at 53.1 percent.*

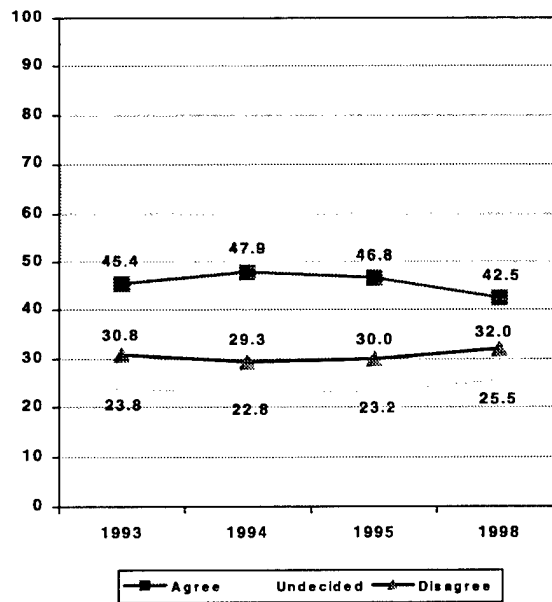
That one of the best characteristics of the Navy is concern for people (Question 13) was agreed with by 37.2 percent of the 1998 sample, but another 42.4 percent disagreed, with 20.5 percent remaining uncertain. As can be seen in Figure 16, no significant change was evident over the first three survey years, but there was a significant drop in agree responses in 1998. Undecided and disagree responses both increased. *Subgroup differences: 17-24 agreed at 28.4 percent, 25-32 by 30.5 percent, 33 and older at 44.7 percent; high school or less agreed at 32.8 percent, college at 35.2 percent, graduate at 55.1 percent; E-1--E-3 agreed at 30.6 percent, E-4--E-6 at 30.0 percent, E-7--E-9 at 44.5 percent, O-1--O-3 at 39.8 percent, O-4--O-7 at 58.1 percent; overall, enlisted agreed at 33.0 percent, officers at 48.5 percent.*

Responses to Question 14 (reverse coded), in the same Figure 16, show an almost even split between agree (36.9%) and disagree (37.1%) to the statement, "The problem is that if I report someone for wrongdoing, the Navy may not back me up." More than a fourth of the sample were undecided (26.0%), and little change in response patterns over the years was evident. *Subgroup differences: E-1--E-3 disagreed at 28.4 percent, E-4--E-6 at 29.9 percent, E-7--E-9 at 45.5 percent, O-1--O-3 at 48.3 percent, O-4--O-7 at 48.5 percent; overall, enlisted disagreed at 32.8 percent, officers at 48.3 percent.*



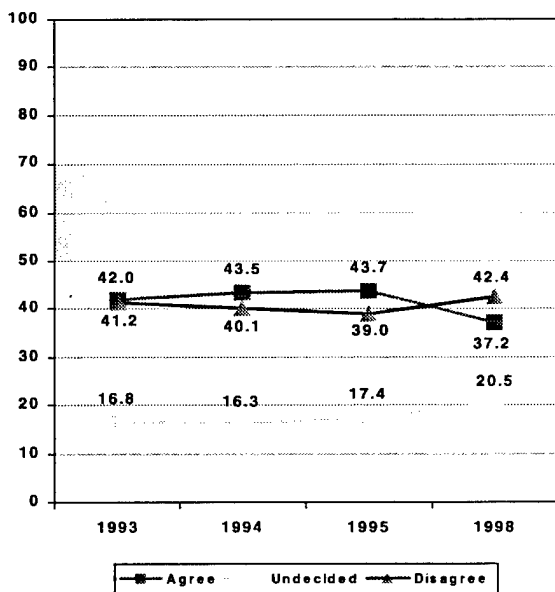


**Q9. (Reverse Coded) Whether or not you are held accountable depends on your paygrade, or who you work for.**

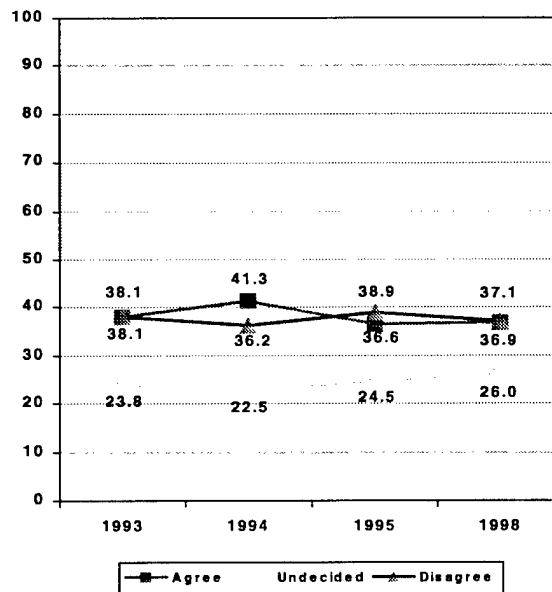


**Q11. Loyalty to the Navy is ultimately more important than loyalty to my peers, subordinates and supervisors.**

**Figure 15. Responses to questions 9 and 11.**



**Q13. One of the best characteristics of the Navy is concern for people.**

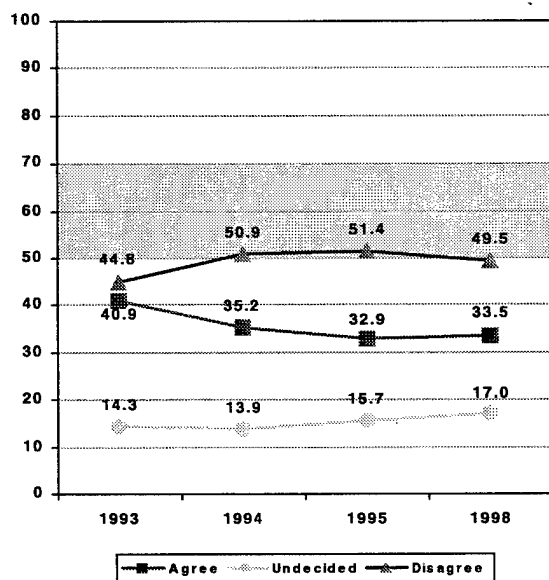


**Q14. (Reverse Coded) The problem is that if I report someone for wrongdoing, the Navy may not back me up.**

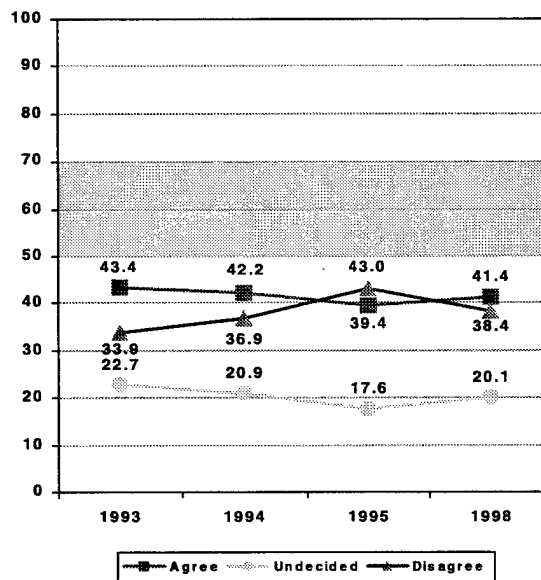
**Figure 16. Responses to questions 13 and 14.**

As seen in Figure 17, slightly less than half (49.5%) disagreed that what you do while off duty is no one's business (Question 21); 33.5 percent agreed, and 17.0 percent were undecided. In the second year survey, this reverse-coded question moved up from the Substantial Disagreement zone into the Gray Areas, but in 1998 it slipped back down. *Subgroup differences:* 17-24 disagreed at 23.3 percent, 25-32 at 44.2 percent, 33 and older at 63.2 percent; high school or less disagreed at 35.3 percent, college at 50.1 percent, graduate at 78.3 percent; married disagreed at 56.2 percent, single at 31.9 percent; E-1--E-3 disagreed at 23.9 percent, E-4--E-6 at 38.5 percent, E-7--E-9 at 58.6 percent, O-1--O-3 at 66.6 percent, O-4--O-7 at 78.9 percent; overall, enlisted disagreed at 41.0 percent, officers at 72.1 percent.

"I see the Navy Core Values being violated everyday" was a statement disagreed with by 38.4 percent of the 1998 respondents. Agreeing with that statement were 41.4 percent, whereas 20.1 percent were undecided. Although Question 23 still remains firmly within the area of substantial disagreement, the overall trend in response patterns on this reverse coded item, as shown in Figure 17, has been somewhat positive. *Subgroup differences:* 17-24 disagreed at 22.5 percent, 25-32 at 34.5 percent, 33 and older at 47.5 percent; high school or less disagreed at 27.3 percent, graduate at 59.6 percent; E-1--E-3 disagreed at 15.8 percent, E-4--E-6 at 28.0 percent, E-7--E-9 at 46.8 percent, O-1--O-3 at 55.9 percent, O-4--O-7 at 64.8 percent; overall, enlisted disagreed at 30.5 percent, officers at 59.4 percent, sea agreed at 50.4 percent, shore at 34.7 percent.



**Q21. (Reverse Coded) What you do while off duty is no one's business.**



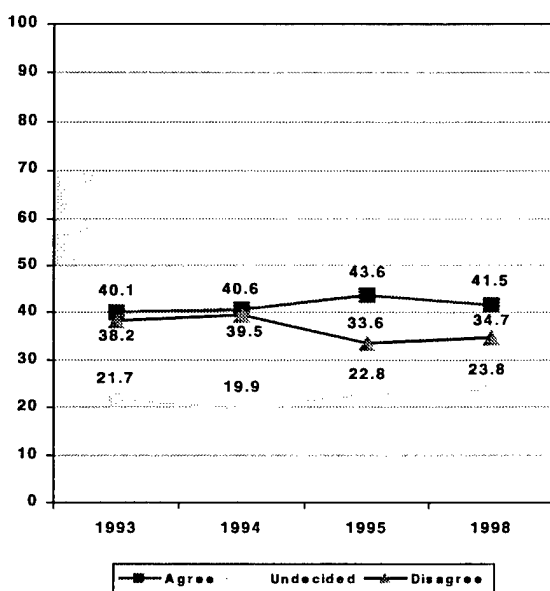
**Q23. (Reverse Coded) I see the Navy Core Values being violated everyday.**

**Figure 17. Responses to questions 21 and 23.**

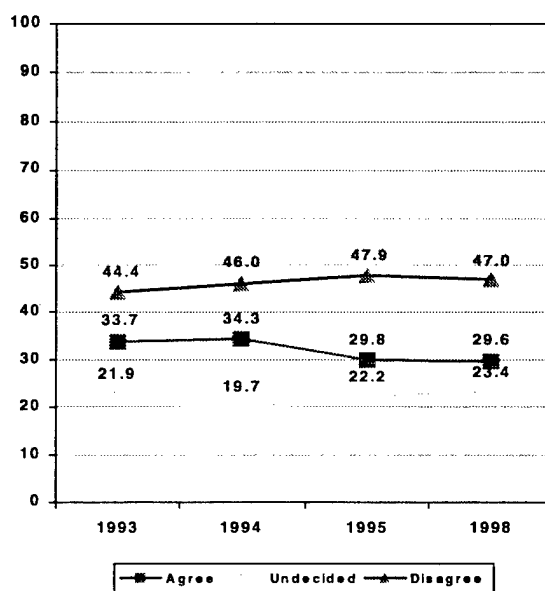
Little progress has been shown across the 5-year survey period with respect to response patterns for Question 25, which reflects on organizational climate. In 1998, 41.5 percent agreed that, "In my command, people are honest and truthful with each other," and 34.7 percent disagreed, with 23.8 percent remaining undecided (Figure 18). *Subgroup differences:* 17-24 agreed at 29.0 percent, 25-32 at 37.9 percent, 33 and older at 49.0 percent; whites agreed at 45.6 percent, blacks at 28.0 percent; high school or

less agreed at 30.3 percent, graduate at 70.7 percent; E-1--E-3 agreed at 25.7 percent, E-4--E-6 at 28.1 percent, E-7--E-9 at 46.6 percent, O-1--O-3 at 63.9 percent, O-4--O-7 at 73.6 percent; overall, enlisted agreed at 31.3 percent, officers at 68.2 percent.

Shown in Figure 18, Question 30 (reverse coded) addresses leadership. The response pattern has not been overly positive, and is not flattering to the Navy. In the latest survey, only 47.0 percent disagreed that supervisors at their command take advantage of their subordinates to get ahead. Agreeing with that statement were 29.6 percent, and 23.4 percent were undecided. *Subgroup differences: 17-24 disagreed at 34.0 percent, 25-32 at 43.4 percent, 33 and older at 54.8 percent; high school or less disagreed at 35.4 percent, graduate at 70.6 percent; E-1--E-3 disagreed at 35.1 percent; E-4--E-6 at 32.8 percent, E-7--E-9 at 56.8 percent, O-1--O-3 at 69.4 percent, O-4--O-7 at 74.7 percent; overall, enlisted disagreed at 37.8 percent, officers at 71.4 percent.*



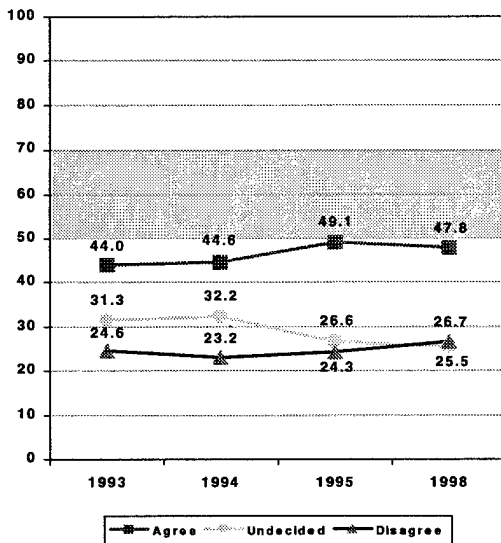
**Q25. In my command, people are honest and truthful in their dealings with each other.**



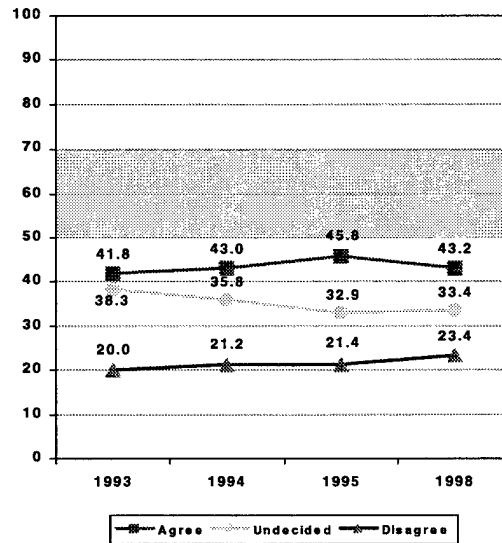
**Q30. (Reverse Coded) At my command, supervisors take advantage of their subordinates to get ahead.**

**Figure 18. Responses to questions 25 and 30.**

In Figure 19 are the response patterns for Question 33, whose trend line is essentially flat. In 1998, 47.8 percent of the respondents agreed that leaders at their command demonstrate honesty and personal integrity in all their dealings. However, 25.5 percent still disagreed, and an even higher percentage (26.7%) gave a neutral response. *Subgroup differences: Whites agreed at 51.1 percent, blacks at 34.8 percent; high school or less agreed at 37.9 percent, graduate at 74.6 percent; E-1--E-3 agreed at 42.5 percent, E-4--E-6 at 33.3 percent, E-7--E-9 at 54.5 percent, O-1--O-3 at 67.8 percent, O-4--O-7 at 77.1 percent; overall, enlisted agreed at 38.5 percent, officers at 72.3 percent.*



**Q33. Leaders at my command demonstrate honesty and personal integrity in all their dealings.**



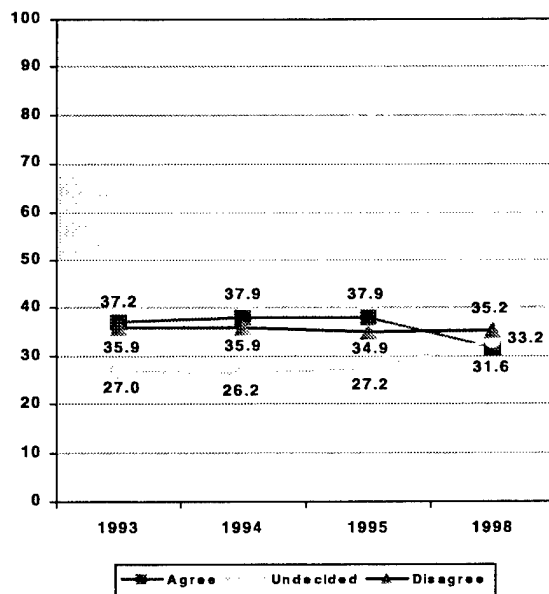
**Q34. If you live by the Core Values, you will get ahead in the Navy.**

**Figure 19. Responses to questions 33 and 34.**

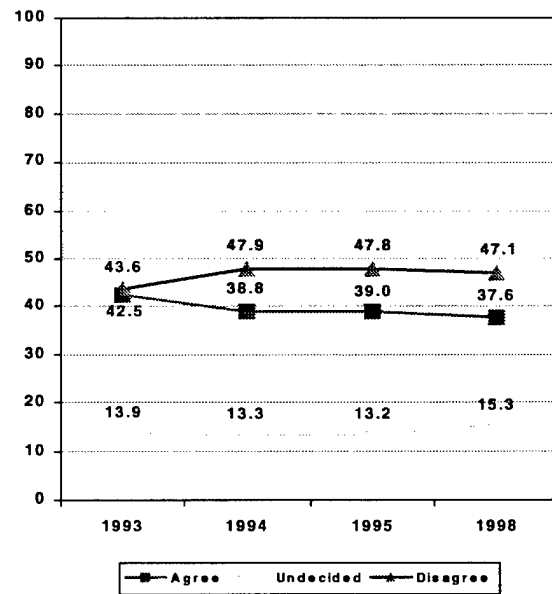
“If you live by the Core Values, you will get ahead in the Navy” (Question 34) was a statement agreed with by just 43.2 percent in the 1998 survey, while being disagreed with by 23.4 percent, and 33.4 percent remaining undecided (Figure 19). Although it could be argued that adhering to the NCV should be done without regard to “perceived” or “anticipated” payoff, still, the results here indicate that reinforcement for the NCV is still lacking. *Subgroup differences: None.*

Figure 20 shows the trend for Question 40 (Loyalty is greatly rewarded in the Navy). The agree trend is essentially flat across the 1993-1995 survey periods, and dives in 1998, when only 31.6 percent agreed. Disagrees have remained rather constant (1998: 35.2%), while undecideds jumped to 33.2 percent. Polarization on this issue remains strong. *Subgroup differences: high school or less agreed at 27.6 percent, graduate at 45.7 percent; E-1--E-3 agreed at 29.0 percent, E-4--E-6 at 25.8 percent, E-7--E-9 at 33.0 percent, O-1--O-3 at 36.7 percent, O-4--O-7 at 50.5 percent; overall, enlisted agreed at 27.5 percent, officers at 42.7 percent.*

Question 43 (reverse coded) stated that: “The number one goal of Navy civilian or military men and women should be to advance their careers.” That was disagreed with by 47.1 percent in 1998, and agreed with by 37.6 percent, with 15.3 percent being undecided. The overall trend is slightly positive, although uncertainty has remained fairly high (Figure 20). *Subgroup differences: 17-24 disagreed at 30.7 percent, 25-32 at 46.3 percent, and 33 and older at 54.3 percent; whites disagreed at 53.2 percent, blacks at 29.0 percent; high school or less disagreed at 29.7 percent, college at 48.8 percent, graduate at 77.7 percent; E-1--E-3 disagreed at 19.8 percent, E-4--E-6 at 35.0 percent, E-7--E-9 at 51.9 percent, O-1--O-3 at 73.6 percent, O-4--O-7 at 75.8 percent; overall, enlisted disagreed at 36.8 percent, officers at 74.3 percent.*



**Q40. Loyalty is greatly rewarded in the Navy.**

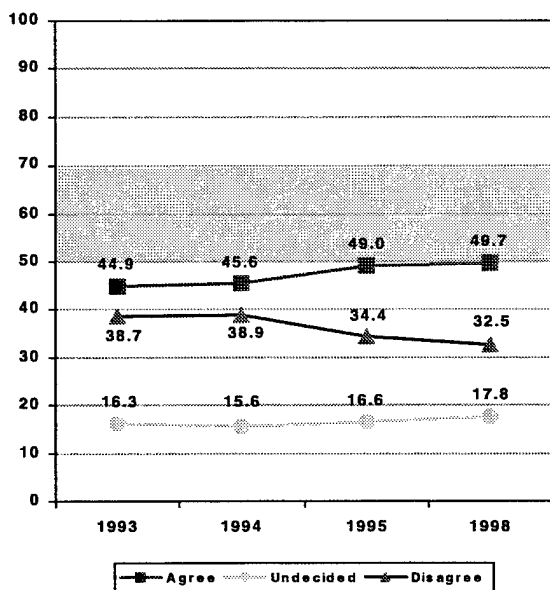


**Q43. (Reverse Coded) The number one goal of Navy civilian or military men and women should be to advance their careers.**

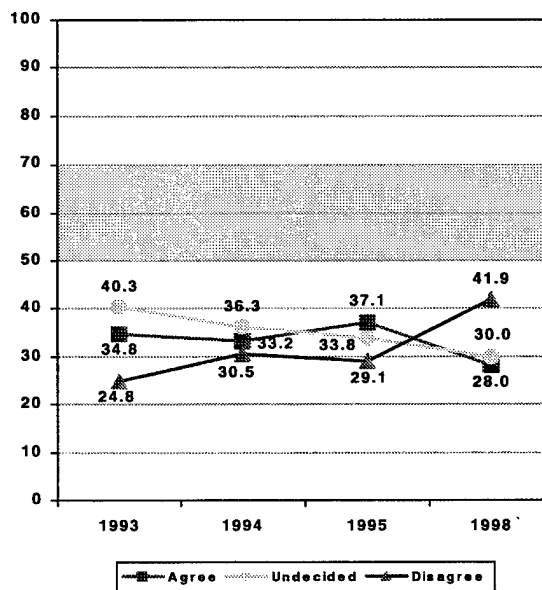
**Figure 20. Responses to questions 40 and 43.**

Only forty-nine percent (49.7%) agree in the 1998 survey that the climate at their command allows them to work at maximum potential in an atmosphere of mutual respect (Question 44). A little less than a third of the sample (32.5%) disagreed, and 17.8 percent were undecided. The trend has been slightly in a positive direction, although the undecided response rate has remained essentially unchanged across the survey periods (Figure 21). *Subgroup differences:* 17-24 agreed at 37.7 percent, 25-32 at 44.7 percent, 33 and older at 57.8 percent; high school or less agreed at 40.9 percent, college at 48.9 percent, graduate at 72.2 percent; E-1--E-3 agreed at 37.4 percent, E-7--E-9 at 54.9 percent, O-1--O-3 at 65.1 percent, O-4--O-7 at 72.9 percent; overall, enlisted agreed at 42.5 percent, officers at 68.7 percent.

That one NCV sometimes conflicts with another (Question 48—reverse coded) is a statement disagreed with by 41.9 percent, whereas 28.0 percent agreed with it and 30.0 percent were undecided, as shown in Figure 21. Results across the three-year period have been mixed, but overall, the trend has been slightly positive, and markedly so in 1998. *Subgroup differences:* 17-24 disagreed at 26.9 percent, 33 and older at 49.1 percent; high school or less disagreed at 27.9 percent, college at 44.5 percent, graduate at 61.6 percent; E-1--E-3 disagreed at 21.3 percent, E-4--E-6 at 17.6 percent, E-4--E-6 at 33.8 percent, E-7--E-9 at 50.5 percent, O-1--O-3 at 57.1 percent, O-4--O-7 at 62.8 percent; overall, enlisted disagreed at 35.4 percent, officers at 59.3 percent.



**Q44. The climate at my command allows all of us to work to our maximum potential, in an atmosphere of mutual respect.**



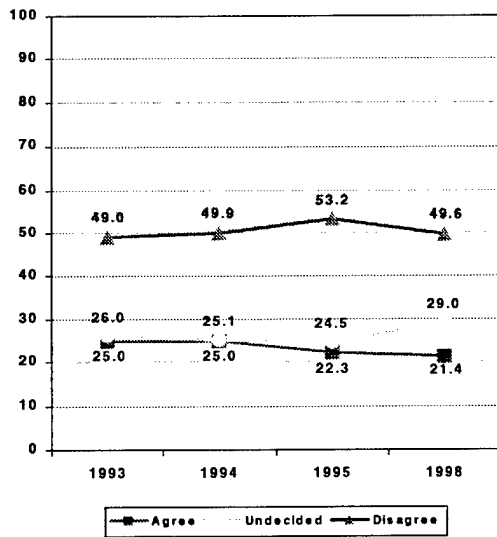
**Q48. (Reverse Coded) Sometimes one Navy Core Value conflicts with another.**

**Figure 21. Responses to questions 44 and 48.**

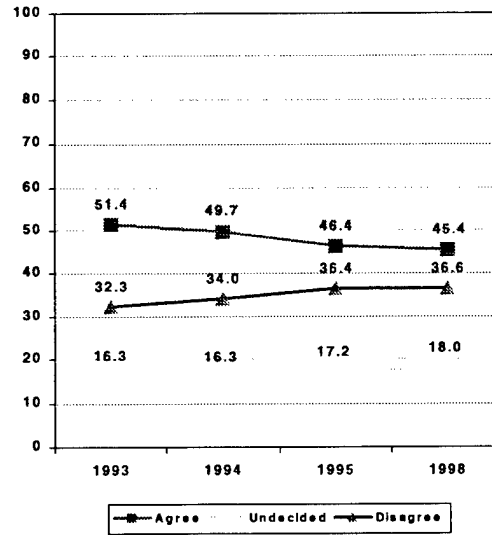
Question 52 was reverse coded, and stated that, “The top people on my base or ship get away with misconduct.” As shown in Figure 22, 49.6 percent disagreed with that statement; 21.4 percent agreed, and 29.0 percent remained undecided. The question moved up from Substantial Disagreement in year three of the survey, but slipped back down in 1998. *Subgroup differences:* 17-24 disagreed at 34.7 percent, 33 and older at 58.0 percent; high school or less disagreed at 38.9 percent, graduate at 71.9 percent; E-1--E-3 disagreed at 33.2 percent, E-7--E-9 at 57.6 percent, O-1--O-3 at 68.6 percent, O-4--O-7 at 75.7 percent; overall, enlisted disagreed at 41.2 percent, officers at 72.0 percent.

Also shown in Figure 22 are response patterns for Question 59, also reverse coded. Disagreeing with the statement that “Sometimes you have to bend or break the rules in order to get the job done,” were 36.6 percent; agreeing were 45.4 percent, with 18.0 percent undecided. The desired response remains at a very low level; however, the trend has been slightly positive. *Subgroup differences:* High school disagreed at 30.0 percent, graduate at 47.8 percent.

Figure 23 shows the responses to Question 62, a new item in the 1998 survey. Reverse coded, the statement was: “Taking advantage of one’s position for personal gain occurs at my command” Disagreeing were only 44.7 percent, with 32.9 percent agreeing, and 22.4 percent undecided. *Subgroup differences:* 17-24 disagreed at 29.6 percent, 33 and older at 54.0 percent; high school or less disagreed at 33.1 percent, graduate at 65.8 percent; E-1--E-3 disagreed at 24.8 percent, E-7--E-9 at 56.5 percent, O-1--O-3 at 61.5 percent, O-4--O-7 at 70.2 percent; overall, enlisted disagreed at 36.4 percent, officers at 66.8 percent.

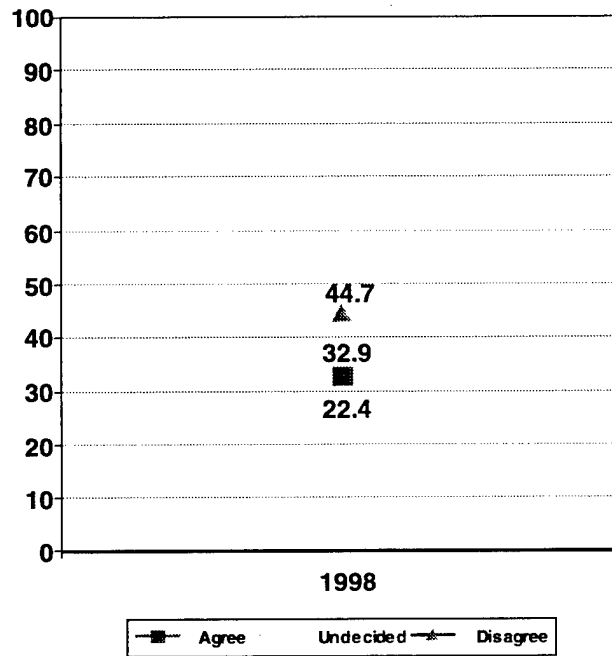


**Q52. (Reversed Coded) The top people on my base or ship get away with misconduct.**



**Q59. (Reverse Coded) Sometimes you have to bend or break the rules in order to get the job done.**

**Figure 22: Responses to questions 52 and 59.**



**Q62. (Reverse Coded) Taking advantage of one's position for personal gain occurs at my command. (new item for 1998)**

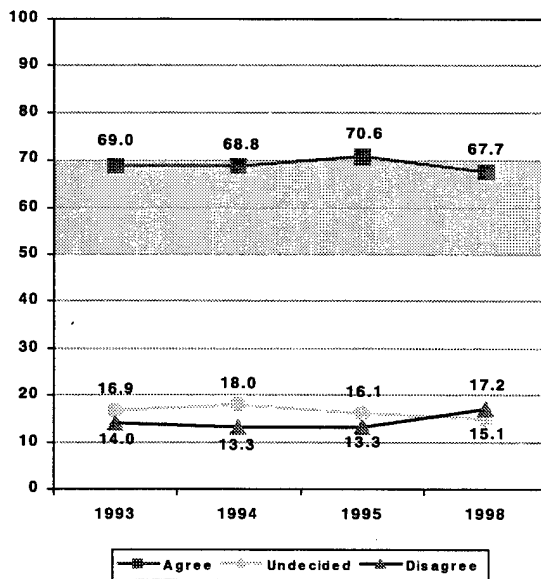
**Figure 23. Responses to question 62.**

## Gray Areas

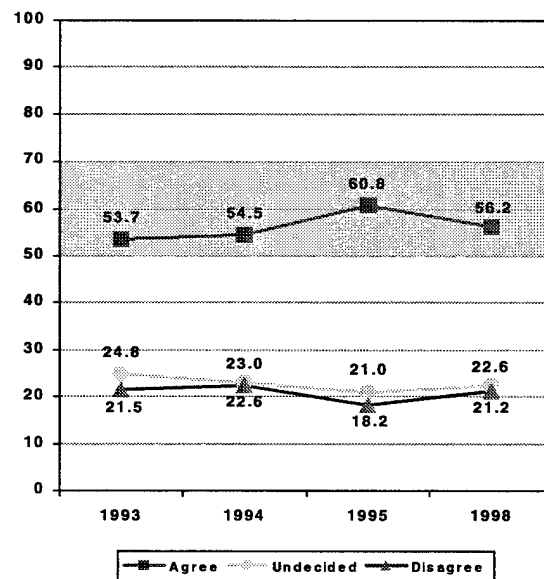
In this category have been placed those survey questions that have agreement responses ranging from 50-69 percent. These are mid-range response patterns. They do not indicate extreme polarization or attitudes and opinions at variance with the NCV. Neither do they show very strong commitment to the NCV or a very positive outlook on the elements of command climate and leadership addressed by the survey questions. Levels of uncertainty are quite high for many of these questions. And, persons giving these mid-range responses are probably those who can be swayed toward one extreme or the other (strong consensus or substantial disagreement) by and because of their "receipt of further information."

No progress has been shown over the 5-year period on the next two questions (Figure 24). Question 3 (The Navy values honesty) barely made it into the Strong Consensus category in 1995, and then slipped back in 1998, when 67.7 percent agreed, 17.2 percent disagreed, and 15.1 percent were undecided. *Subgroup differences: None.*

In the 1998 survey, only 56.2 percent agreed that officers at their command demonstrate the Core Values in their everyday actions (Question 4); disagree and undecided were about evenly split at 21.2 percent and 22.6 percent, respectively. Overall, there has been no progress on this item (Figure 24) over the five survey years. *Subgroup differences: E-1--E-3 agreed at 50.9 percent, E-4--E-6 at 46.0 percent, E-7--E-9 at 56.0 percent, O-1--O-3 at 73.6 percent, O-4--O-7 at 80.4 percent; overall, enlisted agreed at 48.5 percent, officers at 76.7 percent.*



**Q3. The Navy values honesty.**



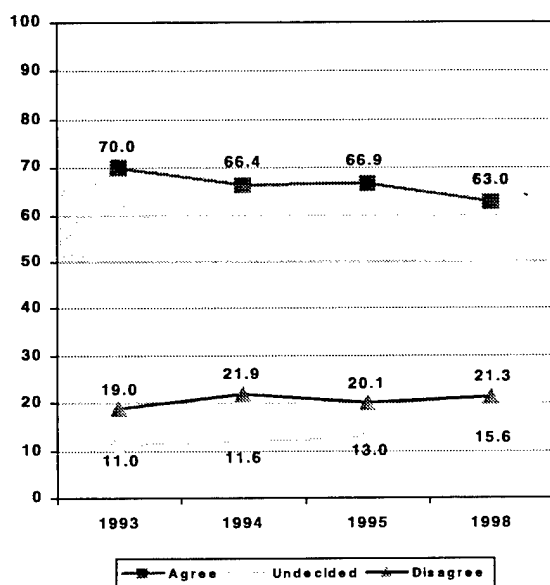
**Q4. Officers at my command demonstrate the Core Values in their everyday actions.**

**Figure 24. Responses to questions 3 and 4.**

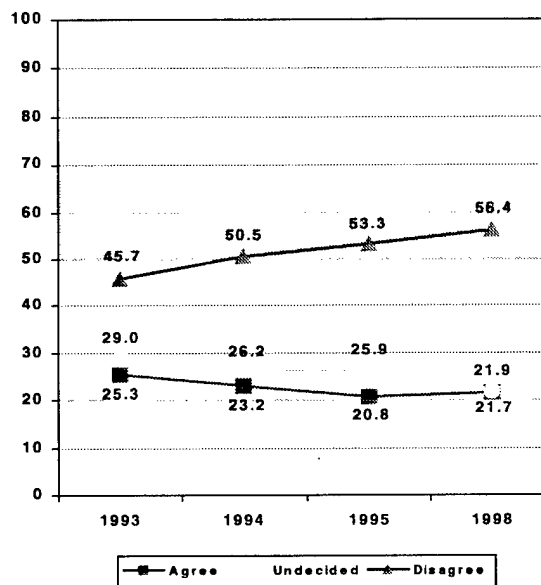


A distinctly negative trend is apparent in the case of Question 5. In 1998, 63.0 percent agreed that, at their commands, people are held accountable for their actions; 21.3 percent disagreed, 15.6 percent were undecided. This item dropped during year two from the Strong Consensus zone into the Gray Areas (Figure 25). *Subgroup differences: E-1--E-3 agreed at 69.2 percent, E-4--E-6 at 54.8 percent, E-7--E-9 at 65.4 percent, O-1--O-3 at 74.2 percent, O-4--O-7 at 77.2 percent; overall, enlisted agreed at 58.4 percent, officers at 75.4 percent.*

Question 6 was reverse coded, and stated: "This whole Core Values thing is a big over-reaction to the actions of a few people." In 1998, 56.4 percent disagreed, 21.7 percent agreed, and 21.9 percent were undecided. As can be seen in Figure 25, the trend has been positive, and the question moved up from the Substantial Disagreement zone during year two. *Subgroup differences: High school or less disagreed at 47.6 percent, graduate at 70.2 percent; E-1--E-3 disagreed at 45.0 percent E-7--E-9 at 59.0 percent, O-4--O-7 at 70.7 percent; overall, enlisted agreed at 51.5 percent, officers at 69.3 percent.*



**Q5. At my command, people are held accountable for their actions.**



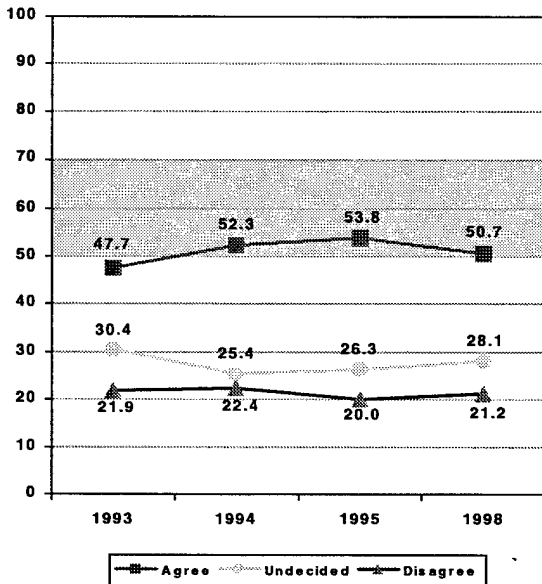
**Q6. (Reversed Coded) This whole Core Values thing is a big over-reaction to the actions of a few people.**

**Figure 25. Responses to questions 5 and 6.**

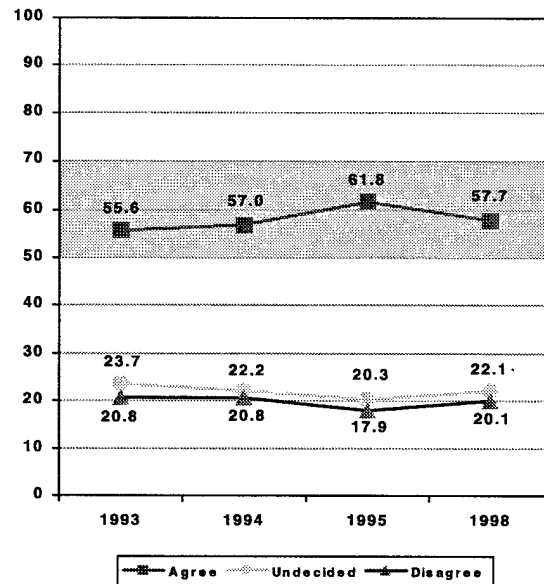
As shown in Figure 26, responses on the 1998 survey to Question 7 (Navy Chief Petty Officers (CPOs) live by the Core Values) were 50.7 percent agree, 21.2 percent disagree, and 28.1 percent undecided. This question moved up from the Substantial Disagreement zone during year two. However, the percentage of undecided responses is still quite high. *Subgroup differences: High school or less agreed at 43.7 percent, graduate at 65.6 percent; E-1--E-3 agreed at 48.2 percent, E-4--E-6 at 37.5 percent, E-7--E-9 at 72.3 percent, O-1--O-3 at 65.2 percent, O-4--O-7 at 63.9 percent; overall, enlisted agreed at 45.5 percent, officers at 64.6 percent.*

"My leaders demonstrate ethical behavior and commitment to the Core Values" (Question 19) was a statement agreed with by 57.7 percent of the sample; 20.1 percent disagreed, and 22.1

percent were undecided (see Figure 26). *Subgroup differences: High school or less agreed at 51.8 percent, graduate at 72.8 percent; E-1--E-3 agreed at 48.0 percent, E-7--E-9 at 63.2 percent, O-1--O-4 at 71.5 percent, O-4--O-7 at 73.9 percent; overall, enlisted agreed at 52.1 percent, officers at 72.8 percent.*



**Q7. Navy Chief Petty Officers (CPOs) live by the Core Values.**

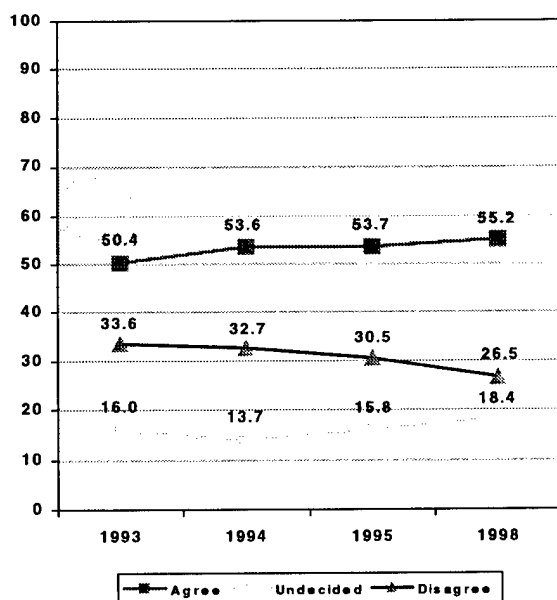


**Q19. My leaders demonstrate ethical behavior and commitment to the Core Values.**

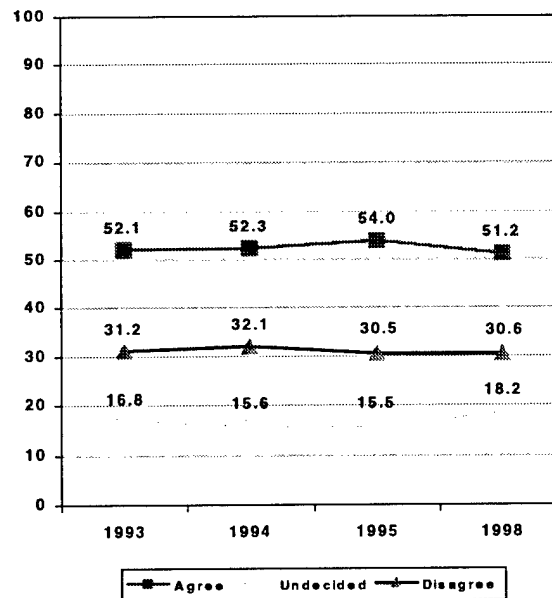
**Figure 26. Responses to questions 7 and 19.**

Question 28 saw slightly more than half the respondents (55.2%) agreeing with the statement, "In the Navy, the dignity of each person is respected, without regard to race, sex, religion, or cultural background" (Figure 27). Disagreeing were 26.5 percent, and another 18.4 percent were undecided. The trend has been very slightly positive, but the agreement level remains far too low. *Subgroup differences: 17-24 agreed at 42.7 percent, 33 and older at 62.3 percent; whites agreed at 59.2 percent, blacks at 37.2 percent; high school or less agreed at 48.8 percent, graduate at 75.8 percent; E-1--E-3 agreed at 44.6 percent, E-4--E-6 at 44.9 percent, E-7--E-9 at 60.7 percent, O-1--O-3 at 70.9 percent, O-4--O-7 at 77.8 percent; overall, enlisted agreed at 48.0 percent, officers at 74.3 percent.*

Question 29 (Figure 27) speaks to reinforcement in the workplace, and little movement has occurred over the 5-year period. The 1998 survey found 51.2 percent agreeing that the Navy rewards competence--the ability, skills, and motivation to do the job. Thirty-one percent (30.6%) disagreed, with 18.2 percent uncertain. *Subgroup differences: High school or less agreed at 47.1 percent, graduate at 64.2 percent; E-1--E-3 agreed at 49.1 percent, E-4--E-6 at 41.2 percent, E-7--E-9 at 59.2 percent, O-1--O-3 at 64.8 percent, O-4--O-7 at 68.5 percent; overall, enlisted agreed at 45.6 percent, officers at 66.3 percent.*



**Q28. In the Navy, the dignity of each person is respected, without regard to race, sex, religion, or cultural background.**



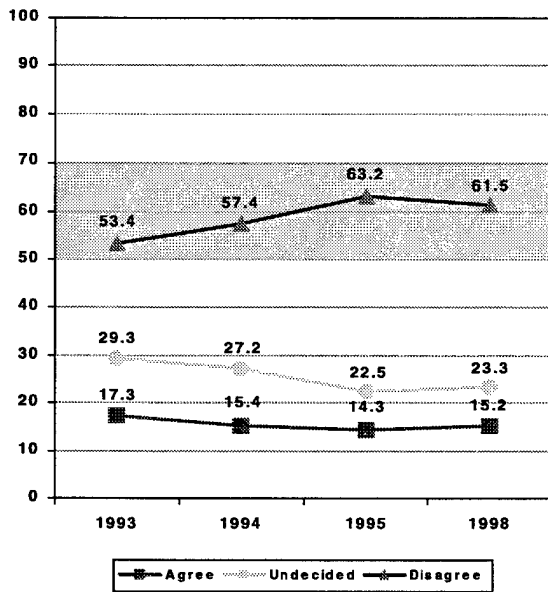
**Q29. The Navy rewards competence – the ability, skills, and motivation to do the job.**

**Figure 27. Responses to questions 28 and 29.**

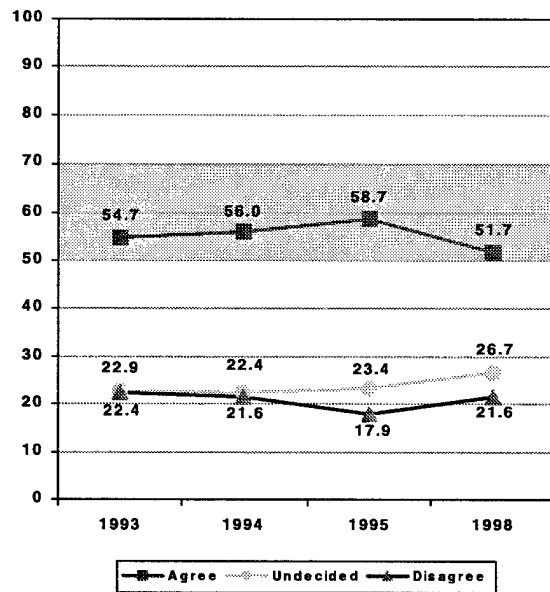
An overall strong positive trend is shown in Figure 28 for Question 36, which was reverse coded. In 1998, 61.5 percent disagreed with the statement “Core Values are not as important as doing your job well.” Agreeing with that statement were 15.2 percent, whereas 23.3 percent remained undecided. The trend probably reflects growing familiarity with the NCVs and consideration of their workplace relevance. *Subgroup differences:* 17-24 disagreed at 43.3 percent, 25-32 at 59.8 percent, 33 and older at 69.6 percent; high school or less disagreed at 53.3 percent, graduate at 76.0 percent; E-1--E-3 disagreed at 47.7 percent, E-4--E-6 at 56.1 percent, E-7--E-9 at 67.5 percent, O-1--O-3 at 67.9 percent, O-4--O-7 at 76.9 percent.

Also shown in Figure 28 is Question 37, whose trend is essentially flat. In 1998, only a little more than half (51.7%) agreed that Navy people are highly competent; 21.6 percent disagreed, and 26.7 percent were undecided. *Subgroup differences:* 17-24 agreed at 30.7 percent, 25-32 at 46.3 percent, 33 and older at 63.3 percent; high school or less agreed at 41.6 percent, college at 50.9 percent, graduate at 77.0 percent; married agreed at 55.8 percent, single at 40.7 percent; E-1--E-3 agreed at 32.3 percent, E-7--E-9 at 62.1 percent, O-1--O-3 agreed at 67.2 percent, O-4--O-7 at 80.9 percent; overall enlisted agreed at 43.4 percent, officers at 73.6 percent.

“At my command, there is great pride in a job well done.” That statement (Question 38) was agreed with by more than 6 out of 10 respondents (64.0%); 18.9 percent disagreed with it, and 17.1 gave a neutral response. The overall trend has been flat. (Refer to Figure 29.) *Subgroup differences:* 17-24 agreed at 52.7 percent, 33 and older at 69.6 percent; E-1--E-3 agreed at 58.1 percent, E-4--E-6 at 55.8 percent, E-7--E-9 at 69.9 percent, O-1--O-3 at 74.9 percent, O-4--O-7 at 81.9 percent; overall, enlisted agreed at 58.9 percent, officers at 78.0 percent.

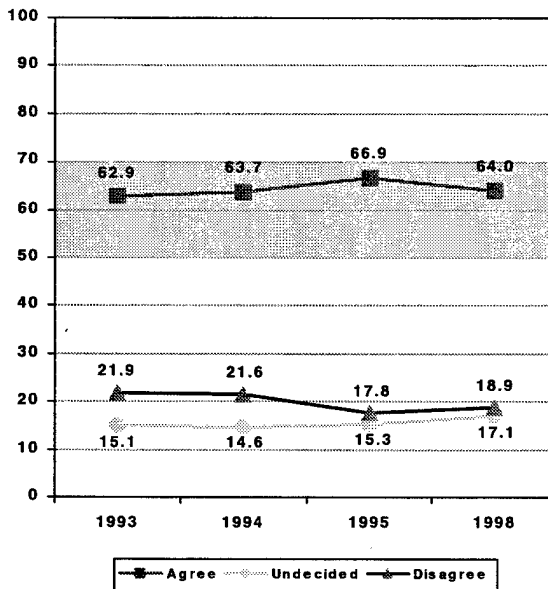


**Q36. (Reversed Coded) Core Values are not as important as doing your job well.**

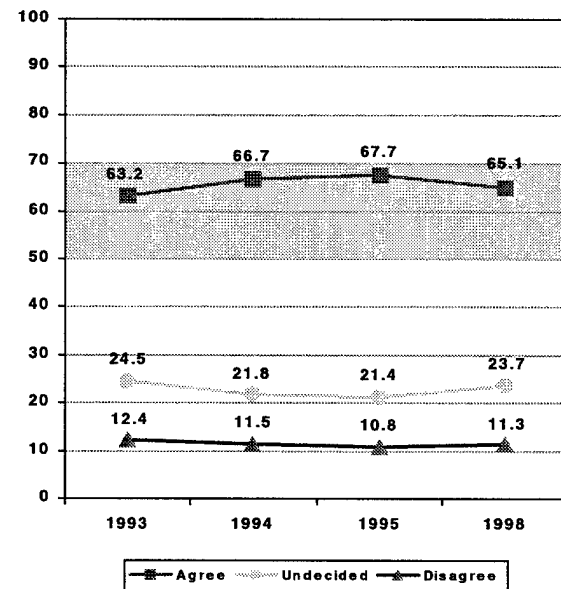


**Q37. Navy people are highly competent.**

**Figure 28. Responses to questions 36 and 37.**



**Q38. At my command, there is great pride in a job well done.**

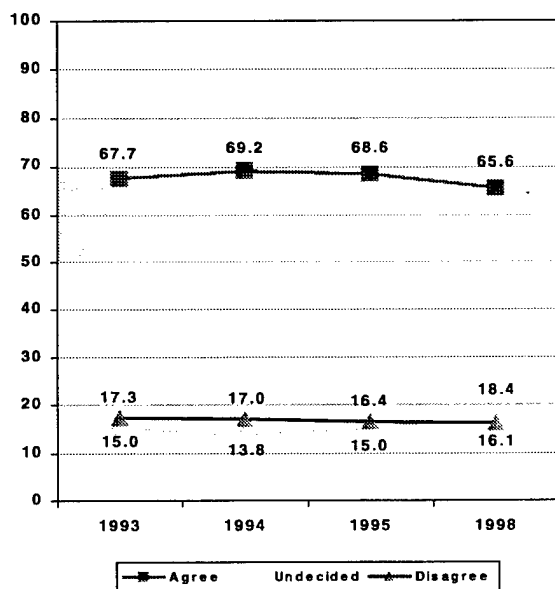


**Q42. I see Navy people exhibiting courage in the small things of life everyday.**

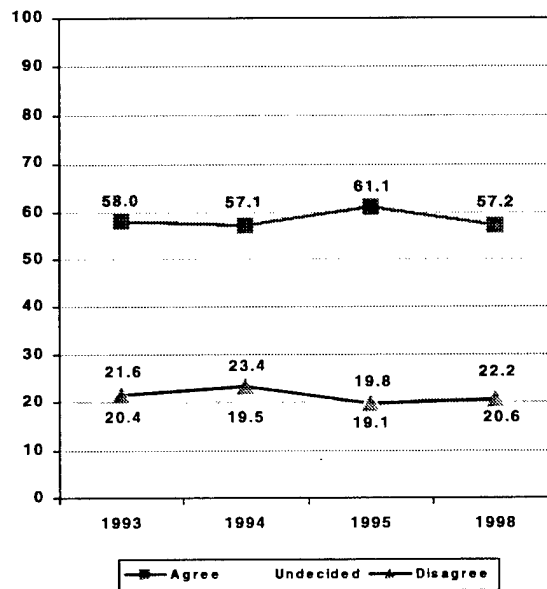
**Figure 29. Responses to questions 38 and 42.**

Question 42, seeing a slight overall positive trend in response patterns over the five-year period, had a similar percentage of agreement (65.1%) to the statement, "I see Navy people exhibiting courage in the small things of life everyday. Disagreeing were 11.3 percent, with 23.7 percent undecided. Subgroup differences: 17-24 agreed at 54.7 percent, 33 and older at 71.2 percent; E-1--E-3 agreed at 55.2 percent, E-7--E-9 at 74.5 percent, O-1--O-3 at 71.6 percent, O-4--O-7 at 75.8 percent.

Showing no appreciable difference over the 5-year period is Question 45, "My religious heritage/spiritual faith assists me in making ethical, moral, and/or difficult life decisions." In the 1998 survey, 65.6 percent agreed, 16.1 percent disagreed, and 18.4 percent were undecided (see Figure 30). Subgroup differences: Whites agreed at 62.0 percent, blacks at 79.1 percent; high school or less agreed at 55.1 percent, college at 67.4 percent, graduate at 80.6 percent; E-1--E-3 agreed at 60.6 percent, E-7--E-9 at 65.7 percent, O-1--O-3 at 76.0 percent, O-4--O-7 at 79.1 percent; overall, enlisted agreed at 61.3 percent, officers at 77.2 percent.



**Q45. My religious heritage/spiritual faith assists me in making ethical, moral, and/or difficult life decisions.**



**Q47. Accountability, holding oneself to the highest standards of personal conduct and decency, is a trait of most Navy leaders at my command.**

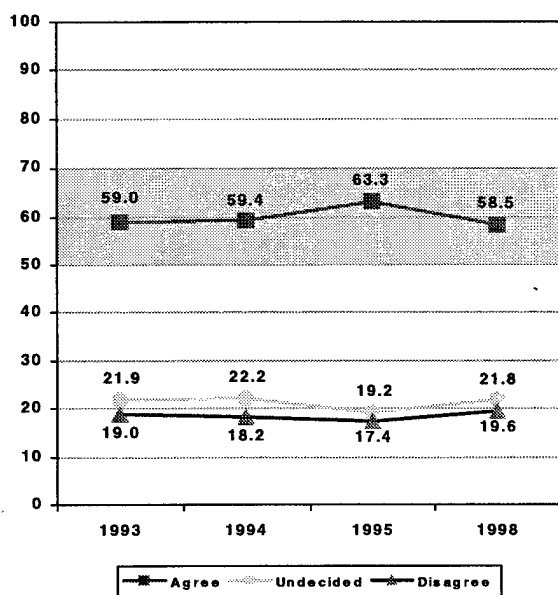
**Figure 30. Responses to questions 45 and 47.**

The overall 5-year trend for Question 47 has been flat. In 1998, 57.2 percent agreed that accountability is a trait of most Navy leaders. Almost equal percentages of respondents disagreed (20.6%) or were undecided (22.2%). Subgroup differences: 17-24 agreed at 48.5 percent, 33 and older at 63.9 percent; high school or less agreed at 49.9 percent, graduate at 78.1 percent; E-1--E-3 agreed at 47.7 percent, E-4--E-6 at 46.3 percent, E-7--E-9 at 61.1 percent, O-1--O-3 at 75.5 percent, O-4--O-7 at 81.1 percent; overall, enlisted agreed at 49.40 percent, officers at 78.1 percent.

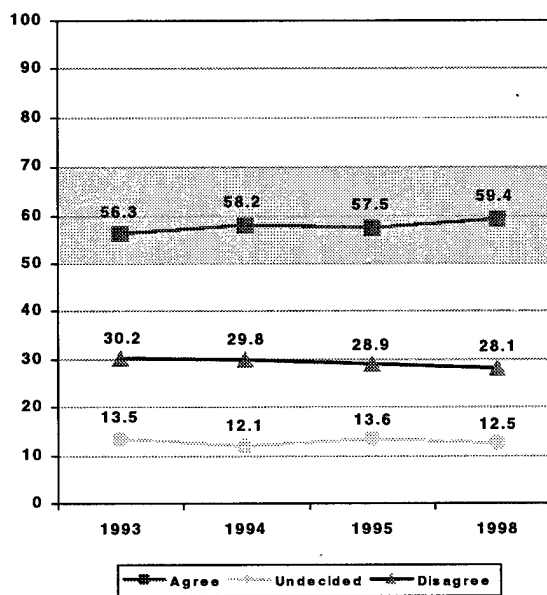
In response to Question 49, 58.5 percent of those sampled agreed that their supervisor was a good model of the NCVs (Figure 31), whereas 19.6 percent disagreed, and 21.8 percent were

undecided. Over the four surveys there has been no positive trend. *Subgroup differences: High school or less agreed at 49.9 percent, graduate at 76.3 percent; E-1--E-3 agreed at 54.3 percent, E-4--E-6 at 48.5 percent, E-7--E-9 at 63.5 percent, O-1--O-3 at 71.3 percent, O-4--O-7 at 80.3 percent; overall, enlisted agreed at 52.1 percent, officers at 75.7 percent.*

There has been little movement in response patterns on Question 51 ("I would feel comfortable discussing any problem with my supervisor"). In the 1998 survey, 59.4 percent agreed, 28.1 percent disagreed, and 12.5 were undecided (Figure 31). These responses are particularly disturbing, in that they indicate breakdown in communication between Navy women and men and their immediate superiors. Whatever the reason for it—mistrust, lack of confidence, or alienation—this response pattern should be cause for concern. *Subgroup differences: None.*



**Q49. My supervisor is a good model of the Navy Core Values.**

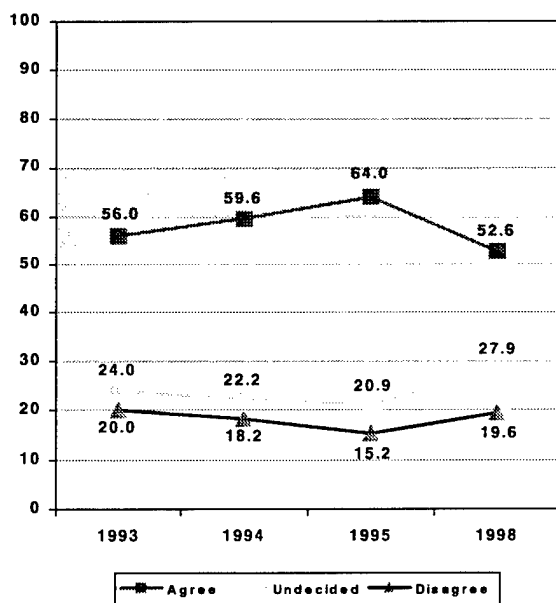


**Q51. I would feel comfortable discussing any problem with my supervisor.**

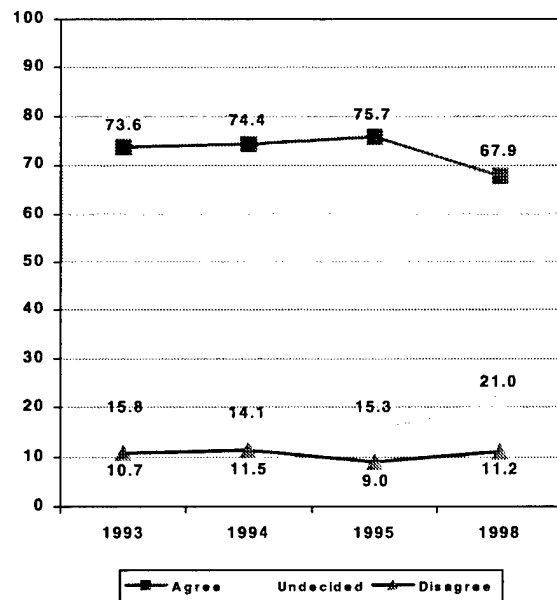
**Figure 31. Responses to questions 49 and 51.**

In 1998, only about half (62.6%) agreed that top Navy leadership is sincere in its efforts to make the Navy a better place to work (Question 53), a severe drop from the previous survey. This question's response patterns had been showing a strong positive trend (Figure 32). One-fifth (19.6%) disagreed, with another 27.9 percent undecided. *Subgroup differences: High school or less agreed at 47.5 percent, graduate at 65.2 percent; E-1--E-3 agreed at 52.0 percent, E-4--E-6 at 46.7 percent, E-7--E-9 at 56.1 percent, O-1--O-3 at 59.4 percent, O-4--O-7 at 65.9 percent.*

Also in Figure 32 can be seen the response patterns for Question 55 ("The Navy is committed to high standards of honor, commitment, and courage."). This item, too, suffered a severe decline in agreement in the 1998 survey. Agreeing were 67.9 percent, while 11.2 percent disagreed, and 21.0 percent were uncertain. *Subgroup differences: High school or less agreed at 62.0 percent, graduate at 78.8 percent; E-1--E-3 agreed at 62.7 percent, E-4--E-6 at 63.0 percent, E-7--E-9 at 70.4 percent, O-1--O-3 at 76.7 percent, O-4--O-7 at 78.4 percent.*



**Q53. Top Navy leadership is sincere in its efforts to make the Navy a better place to work.**



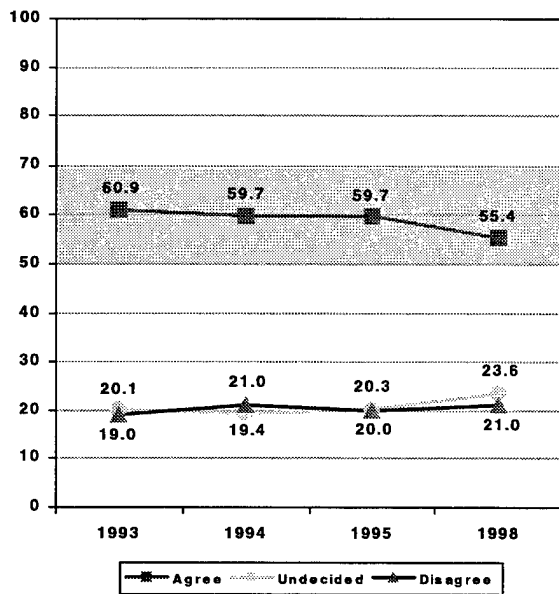
**Q55. The Navy is committed to high standards of honor, commitment, and courage.**

**Figure 32. Responses to questions 53 and 55.**

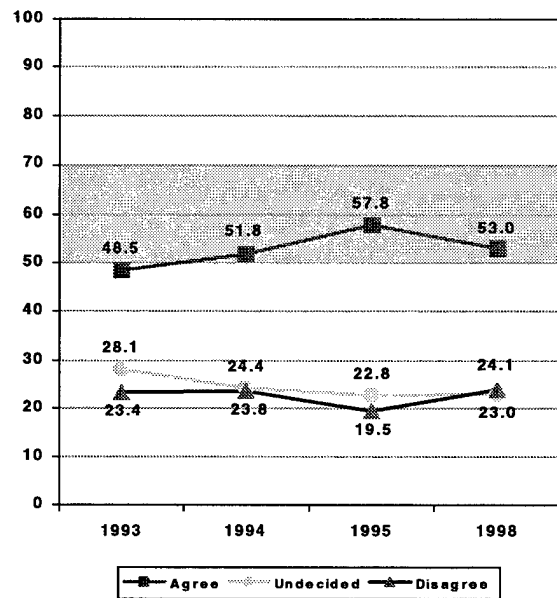
A slight downward trend is evident in response patterns for Question 56. In the 1998 survey, 55.4 percent agreed that their cultural heritage assist them in making ethical, moral, and/or difficult life decisions (Figure 33). Almost equal percentages disagreed (21.0%) and remained undecided (23.6%). *Subgroup differences: Whites agreed at 49.7 percent, blacks at 71.9 percent.*

A very nice upward trend Question 57 was broken in 1998: "I think most Navy people already follow the Core Values." Agreeing were 53.0 percent, disagreeing 24.1 percent, and undecided 23.0 percent. *Subgroup differences: 17-24 agreed at 35.0 percent, 25-32 at 48.2 percent, 33 and older at 63.0 percent; high school or less agreed at 45.1 percent, graduate at 70.9 percent; E-1--E-3 agreed at 33.9 percent, E-7--E-9 at 64.6 percent, O-1--O-3 at 66.3 percent, O-4--O-7 at 73.8 percent; overall, enlisted agreed at 46.7 percent, officers at 69.7 percent.*

Question 58 (reverse coded) shows a very slight positive trend, as can be seen in Figure 34. In the 1998 survey, 57.5 percent disagreed with the statement, "Accountability is just another way of saying who is to blame when something goes wrong." One out of ten (10.2%) remained uncertain about the statement, and 32.3 percent agreed with it. *Subgroup differences: 17-24 disagreed at 38.2 percent, graduate at 65.6 percent; high school or less disagreed at 45.7 percent, graduate at 74.1 percent; E-1--E-3 disagreed at 32.1 percent, E-4--E-6 at 50.0 percent, E-7--E-9 at 69.2 percent, O-1--O-3 at 71.3 percent, O-4--O-7 at 75.3 percent; overall, enlisted disagreed at 52.0 percent, officers at 72.5 percent.*

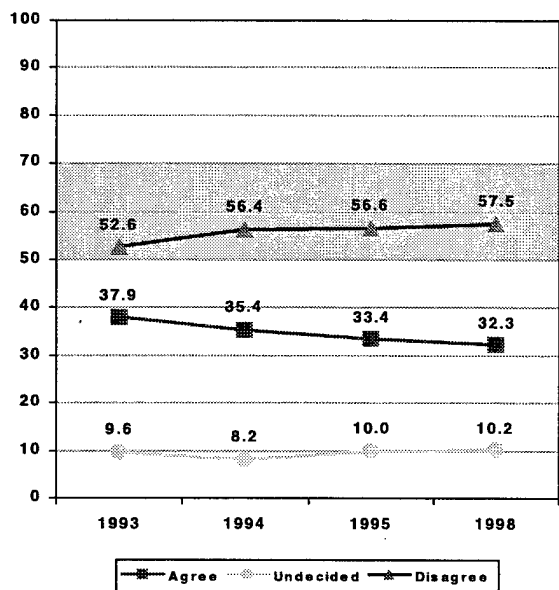


**Q56. My cultural heritage assists me in making ethical, moral, and/or difficult life decisions.**

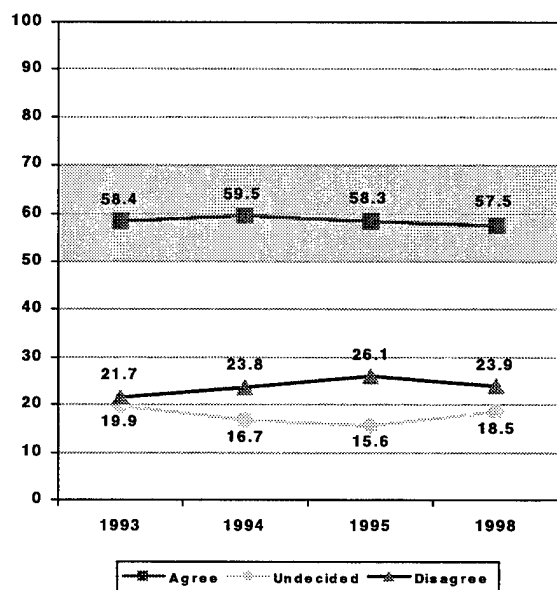


**Q57. I think most Navy people already follow the Core Values.**

**Figure 33. Responses to questions 56 and 57.**



**Q58. (Reversed Coded) Accountability is just another way of saying who is to blame when something goes wrong.**



**Q60. It would be a lot easier to live by the Core Values if I saw my superiors doing the same.**

**Figure 34. Responses to questions 58 and 60.**



Fifty-seven percent (57.5%) agreed that it would be a lot easier to live by the Core Values if they saw their superiors doing the same (Question 60); 23.9 percent disagreed, and 18.5 percent were undecided. The trend for this question has been essentially flat over the five-year period (see Figure 34). *Subgroup differences: E-1--E-3 agreed at 65.9 percent, E-7--E-9 at 48.8 percent, O-1—O-3 at 46.0 percent, O-4—O-7 at 47.1 percent; overall, enlisted agreed at 61.7 percent, officers at 46.3 percent.*

## Content Analysis

Although the 64 items on the 1998 Navy Core Values Survey attempt a comprehensive coverage of the Core Values, no survey can accurately target all of the issues and situations which bear on the attitudes and opinions of Navy women and men. To broaden the probe into those attitudes and opinions, the survey included a free response section wherein the respondents could write in comments on any subject important to them, and which they felt were related to the NCV and their manifestation in daily life in the Navy. Of the 2,980 individuals whose surveys were used in the analyses, 985 availed themselves of the opportunity to provide written responses.

From those 985 surveys containing comments, a random sample of 330 was subsequently drawn for use in the content analysis. They contained 523 comments, which ultimately were sorted into eight topic areas: The Core Values, The Navy, Navy Organizational Climate, Leadership, Policy, Personnel/Compensation and Benefits, Fairness and Discrimination, and Command Issues.

Tables 4 through 11 reflect the results of the content analysis, showing numbers of comments in each of the eight topic areas and sub-categories. Rather than forcing comments into fewer sub-categories, they were retained in many cases to provide the “flavor” of the responses and to more accurately reflect the range of issues touched on by individual comments. Figures 35 through 37 offer a look at actual written comments as they were received on the completed surveys.

**Table 4**  
**Comments Regarding Core Values**

Comment Categories	# of people
<b>Core Values not practiced</b>	<b>26</b>
<b>Navy Core Values are a façade/PR screen; people don't care about them</b>	<b>16</b>
<b>Core Values must begin at home--cannot teach them here</b>	<b>11</b>
<b>Navy Core Values are good; are #1 priority; are practiced</b>	<b>11</b>
<b>Bring tradition back</b>	<b>8</b>
<b>Don't know much about Navy Core Values; there should be training in NCV</b>	<b>6</b>
<b>"Old" personnel undermine NCV; this will change when they leave</b>	<b>5</b>
<b>Honor, Commitment, and Courage are just buzzwords--people need to understand what they mean</b>	<b>4</b>
<b>Core Values most often violated for promotion and awards</b>	<b>2</b>
<b>I Practice Core Values but am punished for following them</b>	<b>2</b>
<b>Civilian employees need to be held accountable to Navy Core Values</b>	<b>1</b>

**Table 5**  
**Comments Regarding the Navy**

<b>Comment Categories</b>	<b># of people</b>
<b>Doing more with less has detrimental effects--people leaving, weakened values, overworked, advancement is difficult--definite manpower/retention problems</b>	<b>26</b>
<b>Need better recruits—quality not quantity, forget quotas</b>	<b>11</b>
<b>Navy cutbacks are taking a toll on deploying units--repairs that are needed are done in unauthorized ways or not at all in order to get ship to sea, longer hours and sea time, extended separation from family</b>	<b>9</b>
<b>Quality of life needs to be improved</b>	<b>8</b>
<b>Navy should deal with racial/ethnicity matters--Navy is too racial</b>	<b>5</b>
<b>Make boot camp harder—too relaxed, make more stringent</b>	<b>5</b>
<b>Make enlistment screening tougher</b>	<b>4</b>
<b>Feel like time is being wasted in Navy—Navy doesn't take care of us</b>	<b>4</b>
<b>Navy is run like a business, not the Navy</b>	<b>4</b>
<b>New sailors have no self-discipline and show little, if any respect to seniors</b>	<b>2</b>
<b>Never will reenlist</b>	<b>2</b>
<b>Navy is in better shape than people think</b>	<b>1</b>
<b>Navy is pushing people to leave</b>	<b>1</b>
<b>Navy is disorganized, chaotic</b>	<b>1</b>
<b>Never receive feedback on survey results</b>	<b>1</b>

**Table 6**  
**Comments Regarding Navy Organizational Climate**

<b>Comment Categories</b>	<b># of people</b>
<b>People preach one thing and do another--everyone should be held to the same standards</b>	<b>8</b>
<b>With limited resources, people feel they cannot meet all the requirements they are given</b>	<b>8</b>
<b>With downsizing, there has been more backstabbing in the Navy</b>	<b>6</b>
<b>When you try to tell the truth, no one believes you—you are disrespected, silenced</b>	<b>5</b>
<b>Low morale</b>	<b>5</b>
<b>Must kiss up to senior people, it's not about job performance</b>	<b>4</b>
<b>Favoritism</b>	<b>4</b>
<b>Lazy, unreliable complainers are rewarded to silence them</b>	<b>1</b>
<b>There's too much drinking; I've now become an alcoholic</b>	<b>1</b>
<b>Blaming others is the norm</b>	<b>1</b>
<b>Attitudes aboard ship are very negative</b>	<b>1</b>

**Table 7**

**Comments Regarding Leadership**

Comment Categories	# of people
<b>Double standards for superiors—they need to set the example</b>	<b>49</b>
<b>Leadership too concerned with personal gain and looking good—take advantage of subordinates/take credit for others' work</b>	<b>22</b>
<b>Leaders need to take better care of our people—need to be supportive, more people-oriented; lack of concern for junior personnel</b>	<b>15</b>
<b>Subordinates treated disrespectfully—need to treat people better</b>	<b>13</b>
<b>Civilian officials in chain of command, from President on down need to re-evaluate where Navy is headed—they set low standards; should be held to same standards or higher; a chain is as strong as its weakest link</b>	<b>10</b>
<b>Top leaders are hypocrites; senior Navy leadership is an oxymoron</b>	<b>9</b>
<b>Too much micro-management; need to delegate more</b>	<b>8</b>
<b>Unfair treatment by leadership—treat people poorly and disrespectfully</b>	<b>4</b>
<b>Some people do not deserve to be in leader positions/disappointed in leadership</b>	<b>3</b>
<b>Experienced and knowledgeable leaders should pass that knowledge to younger, inexperienced juniors—should be mentors</b>	<b>3</b>
<b>Select leaders based on performance, not by test score</b>	<b>2</b>
<b>Superiors use leadership improperly, making lower enlisted hate the Navy, increasing the number of good people leaving the Navy</b>	<b>2</b>
<b>A person needs to learn leadership skills before they advance to a leader position</b>	<b>1</b>
<b>Personal problems of superiors have interfered with leading subordinates</b>	<b>1</b>
<b>Good ideas come from lower levels as well as the top—pay more attention to those ideas</b>	<b>1</b>
<b>Need leaders to lead, not manage</b>	<b>1</b>

**Table 8**

**Comments Regarding Policy**

Comment Categories	# of people
<b>Leadership courses should be available/important to everyone</b>	<b>5</b>
<b>Men and women should not be trained together; women should not be in combat</b>	<b>3</b>
<b>Biggest problem seen on a weekly basis is financial irresponsibility and alcohol consumption; go back to zero tolerance on drugs, sexual harassment, discrimination, and gang banging</b>	<b>1</b>
<b>Need stricter policy to prevent hazing--very frequent and kept a secret</b>	<b>1</b>

**Table 9**

**Comments Regarding Personnel and Compensation/Benefits**

<b>Comment Categories</b>	<b># of people</b>
<b>Navy benefits are declining over the years--not attractive</b>	<b>13</b>
<b>Need higher pay</b>	<b>11</b>
<b>Need to be incentives to uphold high standards, stay in Navy, go ashore</b>	<b>5</b>
<b>Unfair evaluations/promotions/recognition; recency and halo effects</b>	<b>5</b>
<b>Look at/want to join the Air Force because of better pay and quality of life</b>	<b>4</b>
<b>Equal pay for everyone--single and married; equal work for equal pay</b>	<b>2</b>
<b>Am covered 100 percent for medical and dental coverage, but cannot receive it</b>	<b>1</b>

**Table 10**

**Comments Regarding Fairness and Discrimination**

<b>Comment Categories</b>	<b># of people</b>
<b>People should be held accountable for their actions and dealt with accordingly</b>	<b>20</b>
<b>Double standard for females/minorities--better jobs and treatment; gender and race get all the recognition; they should be held to same standards</b>	<b>18</b>
<b>Need to reward people correctly on performance and competency</b>	<b>15</b>
<b>I face racial or gender discrimination</b>	<b>11</b>
<b>Favoritism/Fraternization--it's not what you know, it's who you hang out with; good old boy network</b>	<b>11</b>
<b>Place less emphasis on race/ethnicity, more on performance</b>	<b>5</b>
<b>Have been harassed/discriminated against and suffered negative consequences when reporting it or trying to report it</b>	<b>4</b>
<b>I have been verbally abused</b>	<b>2</b>

Table 11

Comments Regarding Command Issues

Comment Categories	# of people
Leaving the Navy/this command hurt my future in the Navy	10
No support in getting higher education	3
Sexual harassment/physical assault--unfair disciplinary actions	3
Afraid to answer questions due to possibility of repercussions	1
Quality of life poor	1
Officers frequently make wasteful decisions when spending money	1
Unrealistic demands made	1
Never had a worse job in the Navy	1
Feel like a slave	1

65. Is there anything else you would like to tell us?

Due to shortages of personnel, we no longer have time to actually hold usefull training on saftety, core values, TQL ect. I feel that the Navy as an entity does not care for it's members. This is why you have widespread pilferage ect. People feel that you have to look after yourself because the Navy will not do this for you. For example I have seen barracks personnel "stealing" furniture from the AirForce to put in their overcrowded rooms. If personnel did not live at poverty level in the Navy there would not be recruiting problems. Our work environment is pathetic compared to the Airforce clinic. In peace time you are not going to get personnel in the Navy unless you give them a clear reason to come in. People will allmost allways put up with anything for high pay and a "good" work environment. We in the Navy need to do a better job of selling the Navy to potential recruits. The enlisted staff need more say in things. There is a double standard for officers. In todays Navy enlisted members have the potential to be as educated and some are more educated than the O's. To pay them less/and give them no real responsibility just does not cut it. Retention? Why would anyone want to stay in the Navy and risk getting downsized? If I were just coming in the Navy I certianlly wouldn't try to make a career out of it. And this is what **Thank you for your assistance!** I tell my junior personnel. I can not understand why a first term Navy member would ever risk wasting his time by Reenlisting. The message is clearly "Move out not up. We only need to use you for a while then we are going to throw you a way."

Figure 35. Sample Comments: White, Married, E-5, at Sea

65. Is there anything else you would like to tell us?

If our leaders were taught to use these values at their commands often or set a high standard for the crew, tracking the individuals the rewards that come for maintaining high standards using our Core Values we would have a strong Navy in all of our organizations and individuals. I have been in 18 years now and I have seen the standards lowered and "DOO", taking care of our people" disappear. The leadership course was great although people tend to forget it once they have completed it. I could use these traits very much with my subordinates in the Navy or outside.

Yr George Martin ET/SS  
Thank you for your assistance!

Figure 36. Sample Comments: Mexican-American, Married, E-5, at Sea

65. Is there anything else you would like to tell us?

I've seen a wide spectrum of leaders. Thankfully, most were good quality, unfortunately, there is no perfect system, I've seen or heard of things being overlooked, but also retribution for following through or reporting things some people are "over zealous" with furthering their careers and put individual gain above the team. Budgetary constraints and "right sizing" have breed a sense cutting corners & doing more with less with increased operational commitments this has further eroded morale, faith in the system, and adherence to Core Values. The "can do" philosophy works only when you have the materials, manpower & financial support!

Thank you for your assistance!  
Anything less is "calculated" RISK!

Figure 37. Sample Comments: White, Married, O-3E, Ashore

## Discussion

The results of the 1998 NCV Survey show response patterns generally consistent with those of 1995. Most trends in survey results between 1993 and 1995 were in a positive direction, both at the item level, and in item inter-category movement. And, while 1998 saw some regression in a few areas, the overall situation is one of little change since 1995. That, of course, is both good news and bad.

Since the promulgation of the Core Values, there has indeed been much progress, particularly in the cognitive domain. Overwhelming percentages of Navy women and men can identify the three NCVs, they know what constitutes sexual harassment, know the procedures for making a complaint or grievance, and can identify specific actions that are not in accord with the Core Values. Positive trends in these areas attest to the effectiveness of the Navy's training program.

In the course of the five survey years, greater percentages of Navy people have come to express, by means of the survey, attitudes and opinions that accord with the NCV. Results again this year provide clear evidence that Navy men and women believe the Core Values are applicable to their daily lives, and that adherence to those values will make the Navy a better place to work. There is, in general, strong value consensus for high levels of responsibility and accountability in Navy people, and there is evidence that certain dishonest or unethical actions are recognized and not viewed favorably. These results attest to the overall conceptual soundness of the Navy Core Values and to the relevance to Navy people of the values themselves.

Comparing 1993 with 1998 results, 37 of the original 62 items "moved" in the desired direction from the baseline established in 1993. Twelve items remained essentially the same, and 13 items "moved" in the undesired direction. Positive movement indicates greater congruence with the NCVs. The majority of these were increases of a few percentage points, but some of the moves were dramatic. Undesired movement means that response patterns deviated further than before from agreement with the Core Values.

Looked at another way, nine items moved up in category. Four items moved up into the Strong Consensus category, which signifies 70 percent or better concurrence with the NCV. Another five items moved into the Gray Areas, the 50-69 percent agreement zone. Between 1993 and 1998, only two items slipped downward in category, one from Strong Consensus into the Gray Areas, one from the Gray Areas into the Substantial Disagreement zone. There are now 26 items in the Strong Consensus and 22 in the Gray Areas categories, and only 14 remaining with the Substantial Disagreement designation (meaning less than 50 percent concurrence in attitudes and opinions related to the NCV).

Clearly, then, the trend is in the direction of increased perceived relevance and acceptance of the NCVs. Nevertheless, the voyage toward a strong Navy values community is ongoing, and there is some distance to travel. Upon a review of the 1998 survey results, four areas of concern suggest themselves: (1) the continuing high levels of uncertainty, as evidenced by the percentage of "undecided" responses to quite a number of survey questions; (2) subgroup polarization within the Navy, primarily by age and age-related factors; (3) some disturbing regressions on particular items, which are in marked contrast to the overall positive trend; and (4) perceptions by many

women and men in the Navy that their Navy and its leadership are less than fully committed to the Navy Core Values.

Uncertainty can serve as a major impediment to the development of a strong, coherent values community. Thus, in addition to agreement or disagreement, “undecided” responses on the NCV Survey hold great importance. Overall, during the five-year period, the level of uncertainty remained steady at worst, and in many cases decreased. On a number of items, the decrease in percentage of undecided responses has been striking. Much of the reduction in uncertainty can be attributed to the Navy’s training program, and the fact that, as the Core Values become known, discussed, and thought about, Navy people reach some higher levels of certainty about their feelings and attitudes concerning them.

Nevertheless, uncertainty remains disturbingly high on many items (it exceeds 20 percent on 24 items), and actually increased on a few items in the most recent survey. An “undecided” response may mean either that the individual Navy woman or man is (1) unsure of how the Navy’s Core Values actually manifest in organizational life, or (2) unsure of her or his individual position regarding one or more particular values. This is a research question, the answers to which will be useful in the development and implementation of training and reinforcement efforts to counter uncertainty and strengthen the values community.

Although the overall trend is positive when viewed from the perspective of responses to survey questions by the total sample, there is less encouraging news from the perspective of polarization within the Navy community by subgroups. This is particularly true with respect to age and paygrade. Subgroup differences abound, and they are essentially equal to those found in the previous three surveys. For example, in 1993, there were 34 subgroup differences by age category, and 40 by paygrade group; in 1994, the numbers were 33 and 41. in 1995, 31 and 46, and in 1998, 23 and 47, respectively.

It is clear, therefore, that if there are discernable trends in either a positive or a negative direction in terms of an integrated values community that transcends age and age-related differences, the trend is slightly positive with respect to age, slightly negative with respect to paygrade. It is readily apparent, however, that the Navy remains polarized by age and paygrade. In addition, there were a sizeable number of subgroup differences by education level (37), and with respect to the officer-enlisted dichotomy (31).

A word here regarding sample characteristics is in order. The 1998 sample was highly similar to that for the 1995 survey. Therefore, trends in response pattern are not attributable to demographic inconsistencies. Thus, the progress or regression alluded to is genuine, and not the result of simple “luck of the draw” in sampling.

However, as was previously mentioned (Tables 1 and 2 above), the younger Navy men and women, the lower enlisted paygrades, and those with high school education, are *under-represented* in the survey sample, relative to the Navy as a whole. Given the number of age, paygrade, and education subgroup differences, that under-representation no doubt tends to *overstate consensus* with the NCVs, while *understating subgroup differences* with respect to those three variables.



In sum, whereas the Navy as a whole is moving slowly in the right direction with respect to consensus building around the NCVs, the gaps in attitude and opinion among subgroups, and between the total Navy and some of its subgroups, remain—some of them large. Judging by the trends, closing those gaps is a journey whose completion is yet far off.

The analyses of 1998 survey data also revealed some unwelcome regressions in survey response patterns. While there were a number of items showing a reversal of their positive 1993-1995 trends, taking only those items that have differences outside the margin of error ( $\pm 3$  percentage points) leaves five items, each and all of them disturbing in their implications for the Navy values community.

The first two deal with how the Navy treats its people. Question 13 (One of the best characteristics of the Navy is concern for people, p. 25 above) had agreement dropping from 43.7 percent to 37.2 percent, with disagreement and undecided rising about equally. Question 40 (Loyalty is greatly rewarded in the Navy, p. 29) skidded from 37.9 percent to 31.6 percent agreement, again with undecided and disagree rising about equally. A third item (Question 37, p. 37) relates to the quality of one's shipmates—"Navy people are highly competent," and on this, agreement fell from 58.7 percent to 51.7 percent, the loss in percentage being divided between disagree and undecided. The fourth item addressed Navy leadership (Question 53, p. 41: Top Navy leadership is sincere in its efforts to make the Navy a better place to work). This item plummeted from 64.0 percent to 52.6 percent. Marked increases in undecided and disagree account for the downward change in agreement. And the fifth item concerns commitment to the NCV. On Question 55 (The Navy is committed to high standards of honor, commitment, and courage, p. 41), the agreement percentage dropped precipitously from 75.7 percent to 67.9 percent, most of the change attributable to a rise in the percentage of undecided responses.

It is possible that the trend reversals on the five items result from reaction to events and situations in both the operational environment and the national political arena. Nevertheless, reactions this severe should alert leaders to adverse impacts on the Navy organizational climate and culture.

In any event, these regressions are more than loss of momentum; they are reversals. All five link to critical issues in the Navy as an organization. They represent serious challenges to the building of a coherent Navy values community.

Items 53 and 55 also point out that many Navy men and women are unsure of the commitment by their Navy and by their leaders to the Core Values. That is, they sometimes fail to see sufficient evidence that Navy leaders "walk the talk" when it comes to the NCVs. Additional examples abound. Fully 29.6 percent of the respondents agreed with the statement that, "At my command, supervisors take advantage of their subordinates to get ahead" (Question # 30, p. 27). Similarly, the statement, "Taking advantage of one's position for personal gain occurs at my command (Question 62, p. 32), found 32.9 percent in agreement.

On Question 33 (p. 29), only 47.8 percent agreed that, "Leaders at my command demonstrate honesty and integrity in all their dealings." More specifically, 56.2 percent agreed that officers at

their command demonstrate the Core Values in their everyday actions (Question 4, p. 33), while 50.7 percent agreed that Navy Chief Petty Officers live by the Core Values (Question 7, p. 35). Finally, Question 19 (p. 35), and Question 49 (p. 40), each saw only slightly more than half of the respondents agreeing that their leaders demonstrate ethical behavior and commitment to the Core Values (57.7 percent), and that their supervisor, in particular, was a good model of the Navy Core Values (58.5 percent).

“Do as I say, not as I do” was long ago shown to be a ridiculous and useless admonishment to subordinates. The fact is that, except while under close and constant scrutiny, they will *do as their leaders do*. To the newer members of the Navy, the senior officer and enlisted personnel represent the successful and the survivors in the organization; thus, they are the role models whose behaviors should be emulated. The alternative is for new members to pattern their behaviors in ways deliberately dissimilar to the behaviors of their superiors—perhaps at times necessary, but always with potentially adverse consequences for the organization.

Doubts about the Navy’s commitment to the Core Values, exacerbated by perceptions that many of the Navy’s leaders do not abide by those values in their everyday conduct, can conduce only to a fragmented values community and an increasing alienation by community members from *espoused values* that, while given lip service and official pronouncement, differ from *enacted values* which are being demonstrated in the day-to-day behavior of senior personnel. Written comments about the Core Values not being practiced, their being a “PR screen,” and their being mere buzzwords (Table 4) offer added weight to the necessity of emphasizing and exemplifying the Navy’s commitment to the NCV. Table 7 comments regarding the need for superiors to set the example, their taking advantage of subordinates, and the need for leaders to treat their people better, speak directly to inappropriate behaviors being modeled by some seniors.

In the face of discomfiting conclusions drawn from survey results, the response is, “Those are only people’s perceptions; they’re not absolute truth.” Such is, of course, a true statement. However, the rejoinder is equally true, and far more telling in its implications: People act, and react, in accordance with their perceptions; *what they perceive as true is true for them*. Therefore, the attitudes and opinions expressed in the percentages of agree, disagree, and uncertain, should be of compelling interest to leaders and policymakers.

And while there was a discussion above about polarization by age and paygrade, on many of the survey items dealing with leadership and command climate issues, even senior officer and senior enlisted subgroups had disturbingly high percentages of responses which indicate problems in building and maintaining a strong Navy values community. (Refer to the *subgroup differences* relevant to the trend charts above.) Either misperception is endemic across the age and paygrade structures, or there are real problems to be dealt with.

What, then, can be suggested to Navy leaders as appropriate initiatives in the realm of Navy Core Values. Where to start?

One might begin with the item categories themselves. It is a safe assertion that the items remaining in the Substantial Disagreement category represent areas where there remains polarization in the Navy community with respect to certain issues and concerns bearing on the

Core Values. With respect to the items in that category, there is not a strong consensus on the NCV, and those values are not viewed as beneficially affecting the lives of Navy people. Whether or not the Navy really cares for its people, really rewards loyalty, and will really back up its people who report inappropriate behavior are all examples of areas in which there is substantial disagreement. Opinions—perceptions—in these areas need to be changed.

However, opinions on items in the Substantial Disagreement category tend to be fairly strong and may prove more resistant to quick alteration. Perhaps there is a better, more immediate target. It is in the Gray Areas that the Navy might profitably focus its efforts at inculcation and reinforcement. Movement in a positive direction should be more easily attained here than in a direct assault in the area of Substantial Disagreement. As in the previous surveys, some of the responses to the questions in the Gray Areas indicate targets of opportunity for clarification and trust building.

The small to moderate declines in “undecided” responses across the majority of items affirm that progress is being made in building the Navy values community. People are forming more definite opinions about the NCV and how those values manifest in the Navy world of work. However, after more than six years of NCV training, the high levels of “undecided” which are evidenced in some response patterns represent an uncertainty that is disturbing. Too many of the Navy’s men and women remain to be convinced of the Navy’s full commitment to its Core Values and to those actions which must be taken to reinforce them. These areas of uncertainty provide additional targets for probing, indoctrination, training and organizational development efforts. Those undecided responses may simply mean “pending further information.”

Basing ameliorative actions on particular survey items may prove fruitful, but such an approach is less than tightly focused and may result in scattered, inefficient, and ultimately ineffective programs of action. Two suggestions are made below; one having to do with targeting, the other with plan of attack. Each has three essential elements.

A distillation of the myriad elements of a healthy and productive organization yields three components, each a necessity but each insufficient without its complements. These three are: Trust, Credibility, and Empowerment. They are especially needed in an organization whose mission is highly complex, often fraught with uncertainty and danger, and absolutely necessary to the nation’s survival and well-being, and whose intermediate objectives are in a constant state of flux. What is more, Trust, Credibility, and Empowerment reflect the finest of Naval traditions regarding leadership and the interactions between Navy leaders and those in their charge.

Trust is absolutely essential to the integration and articulation of the efforts of all members of the organization. Lack of trust breeds lack of full effort, withholding of full commitment, unhealthy organizational climate. But trust is of at least two kinds. There is the trust that shipmates will act in morally and ethically appropriate ways, that they will be honorable and above-board in all their dealings, regardless of cost or required personal sacrifice. Then, there is a second kind of trust. This is a trust in the competence of one’s shipmates; that is, a trust that they are of high ability, are well-trained, knowledgeable, highly skilled, and capable of sustained high performance; trust that they can do the job.

Both kinds of trust are required for an effective Navy, and one in whose service its men and women find personal fulfillment and satisfaction. And both kinds are called into question by survey results. The high level of uncertainty often centers around questions that bear on trust between members and between them and their leaders. There are indications that many Navy men and women do not fully place either kind of trust in their leaders or their co-workers. Response patterns for Questions 30, 37, 53, 55, and 62, as noted above, are indicative of the need for trust building. Table 7 free-response comments also address this issue of trust.

Credibility—whether on the part of the “con-man” or the organizational leader—is a *sine qua non* of getting things done. If one loses credibility, one’s days of leadership effectiveness, of influencing people without coercion, are at an end. And, once lost, credibility is extremely hard to recapture.

That credibility is suffering in some parts of the Navy is made readily apparent by comments stating that Core Values are violated for promotions and awards (Table 4), that downsizing and cutbacks are hurting performance, that the Navy does not take care of its people and is being run as a business (Tables 5 and 6), that there are differential standards, and that seniors exhibit favoritism and must be “kissed up to” (Table 6). Table 7 contains numerous comments attesting to leaders’ lack of concern for their people, unfair and disrespectful treatment of subordinates, and generally being inept and/or ethically challenged. Furthermore, almost all of the objective items discussed above, and in particular those on which regression occurred in the 1998 survey, hold important implications for the credibility of Navy leaders; that is, implications on their ability to influence subordinates and get their willing compliance.

The third element is empowerment. This means no more and no less than delegation of decisional authority. It is one of the most important job satisfiers available to the Navy member, of whatever paygrade, whether ashore or aboard ship. And it has been a hallmark of Naval service since the beginnings of our nation. However, there are suggestions that empowerment is suffering.

Comments regarding too much micro-management are germane to this issue, as are those regarding a need for mentorship (Table 7). Comments in Table 10 concerning assignments and recognition and rewards also speak to empowerment issues. There is overwhelming evidence that Navy people highly value responsibility (Question 24, p. 16); that desire can only be satisfied through empowerment. However, only 51.2 percent of respondents agreed with the statement that, “The Navy rewards competence—the ability, skills, and motivation to do the job” (Question 29, p. 35). This reward structure does not accord either with empowerment or job satisfaction. Empowerment is made more a necessity by fiscal constraint, downsizing, and recruitment and retention problems, but is made less likely by severe OPTEMPO and a climate wherein it’s “one slip and you’re done for.”

The three elements, Trust, Empowerment, and Credibility are not easily separable. Without trust in the competence of subordinates, leaders are unlikely and unwilling to delegate authority, and rightly so. Without leader credibility, subordinate trust is unlikely to be forthcoming. And credibility is enhanced through empowerment. The three elements should be parts of a combined, coordinated effort at strengthening the values community.

And that leads to suggestions for a plan of attack. Navy leadership is, of course, in the best position to develop a program to strengthen the Navy values community. However, there is a precedent that be adapted. The initial Core Values Initiative (CVI) called for a three-pronged effort in the domain of Core Values. To date, efforts have apparently been focused solely on the education component, by means of instruction. Virtually nothing has been done in the CVI component areas of reinforcement and accountability. Thus, the Navy Core Values have not been fully institutionalized in the Navy. By and large, they've only been added to the training curricula.

NCV training is essential and should continue. Distribution of NCV instruction throughout the training continua has been accomplished and should prove highly beneficial. However, other means of values inculcation, promulgation, and reinforcement are called for to augment formal training.

A variant of total quality doctrine is that, if a sufficient number can be trained, then a critical mass will be reached, and a sea change in organizational culture will result. Unfortunately, such is not the case. Training, training, training will eventually get the knowledge out; that is, (almost) everyone will know the correct answers. Witness the superb results that show percentages nearing 100, of Navy members knowing what the Core Values are, being able to identify examples, and knowing what constitutes sexual harassment. However, any real change in organizational culture is unlikely to result from these classroom efforts by themselves.

Training alone is never an answer. Even the transfer of training requires creation of receptive conditions at the worksite. And that has not been accomplished. One need only look at some of the survey results to substantiate this assertion. For example, Question 26 (p. 17) finds 21.4 percent failing to agree that they can make honest recommendations to their superiors. Even worse, fully one-fourth (25.9%) were unable to agree that Core Values can be effectively applied within their organization or command (Question 54, p. 21). Question 44 (p. 29) states: "The climate at my command allows all of us to work to our maximum potential, in an atmosphere of mutual respect"; it was agreed to by only 49.7 percent.

Accountability, in particular, is at issue. A shocking 44.1 percent agreed that whether or not you are held accountable depends on your paygrade, or who you work for (Question 9, p. 24). To the statement in Question 5 (p. 33), "At my command, people are held accountable for their actions," only 63.0 percent signaled their agreement. Even less (57.2%) agreed that accountability, holding oneself to the highest standards of personal conduct and decency, is a trait of Navy leaders at their command (Question 47, p. 38). And a full 32.3 percent agreed with the statement that, "Accountability is just another way of saying who is to blame when something goes wrong" (Question 58, p. 42).

Add to these examples the comments regarding leadership and fairness and discrimination, and the responses to survey items about leaders and supervisors which were discussed above, and the picture is one of command climates in many cases inimical to the practice of Navy Core Values. There can be little, if any, transfer of training.

Deal and Kennedy (1982) once offered a rather prosaic but quite an apt definition for corporate culture: “. . . the way we do things around here.” The implications are obvious. Without exerted effort to first change the culture, training transfer is terribly inhibited. One can train forever, with most training being left at the command door. Efforts to make command climates receptive to the Core Values and to actually support and reinforce them, must be launched if there is any hope of a true sea change in the Navy organizational climate.

The Core Values Initiative was a major organizational effort designed to effect a sea change in organizational culture and to ready a major organization--the United States Navy--for the future. The bold, multiple thrust approach envisioned in the original CVI should be revisited, and all three of its components (not just training) decisively implemented.

The Chief of Naval Education and Training could sponsor a high-level working group to oversee and guide reexamination of the CVI, close scrutiny of survey results and other command climate indicators, and the development and coordination of a potent, comprehensive Navy-wide effort to strengthen the values community. Membership on the working group should include operational and research personnel, and not be overly dominated by training considerations.

Finally, a word about tracking progress in implementing the Navy Core Values. It will be very important to gauge progress in building the Navy values community. The first administration of the NCVs Survey (1993) collected baseline data for use in making comparisons with data from follow-up surveys. The 1994, 1995, and 1998 administrations of the survey provide indications of progress and of areas where further efforts are needed. Future research should include readministration of the NCV Survey, and other means of assessing the strength of the Navy values community.

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

The word needs to get out to Navy members and to the American public that the U.S. Navy is actively and effectively at work on the problem of values. A beginning can be made through release within the Navy and to the media of some of the results of the 1998 NCV Survey.

Most of all, the Navy needs to fully institutionalize the Core Values. Its people are ready. In Question 12 (p. 13), 81.6 percent of the Navy women and men responding to the latest survey agreed with the statement, “I think adherence to the Core Values will make the Navy a better organization.” But in Question 34 (p. 28), only 43.2 percent could agree that “If you live by the Core Values, you will get ahead in the Navy.” They are ready, but have yet to be fully convinced.

## **Conclusions**

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

1. The overwhelming majority of Navy women and men can identify the Core Values.
2. Eight out of ten say the NCVs agree with their personal values.
3. The Navy Core Values are seen as applicable to everyday life.
4. There is agreement that adherence to the NCVs will make the Navy a better place to work.
5. There is strong consensus for high levels of responsibility and accountability.
6. Dishonest or unethical actions are recognized and viewed unfavorably.
7. By far, most trends (1993-1998) are in the right direction.

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

1. There continues to be high percentages of "undecided" on many survey questions
2. There is much—even increased—uncertainty about the Navy caring for its people.
3. Only three out of 10 agree that loyalty is rewarded in the Navy.
4. Many are worried about being backed up when reporting inappropriate behaviors.
5. Only four out of 10 agree that, if you live by the Core Values, you will get ahead in the Navy.
6. Reversal of trend lines to a negative outcome of several survey questions indicate loss of consensus and a need for ameliorative efforts.
7. Polarization by age and paygrade has seen little reduction.
8. Great numbers of respondents question the commitment of Navy leadership to the NCVs.
9. The behaviors of supervisors and command leaders are seen as congruent with the NCVs by only half the respondents.

### **General**

1. On the whole, most trends are in the right direction, and measurable progress has been made in building the Navy values community.
2. The Navy does not show major divisions along lines of gender or race.

3. The major divisions in the Navy values community are by age and age-related factors (e.g., paygrade).
4. Generally, congruence with the NCVs increases markedly with age, paygrade, and education.
5. Generally, married personnel voice slightly more agreement with the NCVs than do single personnel.
6. Strongest consensus (certainty) is on the respondents' own attitudes and probable behaviors.
7. Greatest uncertainty (lack of consensus) is on elements of organizational climate, and on the attitudes and behaviors of the respondents' leaders and shipmates.
8. Many Navy members remain skeptical about the commitment of Navy leadership to the Core Values.
9. Areas of uncertainty provide targets of opportunity for training and organizational development efforts.
10. Values inculcation and reinforcement efforts are needed in areas where strong consensus has yet to be reached.
11. Leadership training completion does not show much effect on response patterns.
12. Strongest effects are in the area where the Navy has focused its NCV effort: cognitive development (i.e., classroom instruction).
13. More than classroom training will be needed to strengthen the Navy values community.

## **Recommendations**

1. Focus indoctrination, training, and communication efforts on those areas where large numbers of Navy members show confusion and skepticism.
2. Continue readministration of the Navy Core Values Survey and identify areas of progress and lack of progress in building a strong values community around the NCVs.
3. Use probing techniques (focus groups, micro surveys, etc.) and other data collection procedures to further explore attitudes and opinions relevant to the NCV and to identify impediments to values consensus; particularly with young and lower ranking personnel.
4. Use focus groups to study the true nature of the undecided responses, i.e., to determine if the responses reflect personal values uncertainty, or uncertainty with respect to the operation of those values in the Navy.



5. Investigate and implement means of values inculcation and reinforcement in addition to formal training.
6. Extend the Navy Core Values Survey to the Naval Reserve and the Navy civilian workforce.
7. Through surveys, measure the values of incoming recruits, to provide direction for values inculcation during the sailorization process.
8. Carefully review the leadership-related response patterns, and develop action items for incorporation into the Navy Leadership Training Continuum.
9. Develop a conceptual focus for strengthening the values community around the themes of trust, credibility, and empowerment.
10. Develop and implement a coherent and comprehensive plan of attack in the area of the Core Values. Start with a reexamination of the multiple thrust approach envisioned in the original CVI.
11. To facilitate and coordinate recommendations 9 and 10 above, convene and maintain a high-level working group consisting of representatives from the operational, training, and research communities, under the auspices of CNET.

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# **Appendix A**

## **The Navy Core Values Survey**

# Navy Core Values Survey

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

## PRIVACY ACT STATEMENT

Authority to request this information is granted under Title 5, U.S. Code 301. License to administer this survey is granted under OPNAV Report Control Symbol 4858-1, which expires on 31 Dec 2002. 1) PURPOSE: The purpose of this questionnaire is to collect data to measure the attitudes of naval personnel towards the Core Values. 2) ROUTINE USES: The information provided in this questionnaire will be analyzed by the Navy Personnel Research and Development Center. The data files will be maintained by the Navy Personnel Survey System at the Navy Personnel Research and Development Center. 3) CONFIDENTIALITY: All responses will be held in confidence by the Navy Personnel Research and Development Center. Information you provide will be considered only when statistically combined with the responses of others, and will not be identified with any single individual. 4) PARTICIPATION: Completion of this questionnaire is entirely voluntary. The information you provide will NOT be used to make decisions about you which will affect your career in any way. It will be used for statistical purposes only. Failure to respond to any of the questions will NOT result in any penalties except lack of representation of your views in the final results and outcomes.

## MARKING INSTRUCTIONS

- \* USE NO. 2 PENCIL ONLY.
- \* Do NOT use ink, ballpoint or felt tip pens.
- \* Erase cleanly and completely any changes you make.
- \* Make black marks that fill the circle.
- \* Do not make stray marks on the form.
- \* Do not fold, tear, or mutilate this form.



WRONG MARKS:

RIGHT MARK:

## Before you begin...

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

DATE		
MO.	DAY	YR.
0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

1. What is your gender?

- ☐ Male  
☐ Female

2. What was your age on your last birthday?

Years
0
1
2
3
4
5
6
7
8
9

**3. Are you:**

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

**4. What is your primary ethnic background?**

- ☐ Mexican, Chicano, Mexican-American  
☐ Puerto Rican  
☐ Cuban  
☐ Other Spanish/Hispanic  
☐ Japanese  
☐ Chinese  
☐ Korean  
☐ Vietnamese  
☐ Asian Indian  
☐ Filipino  
☐ Pacific Islander (Guamanian, Samoan, etc.)  
☐ Eskimo/Aleut  
☐ None of the above

**5. What is your highest level of education?**

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

**6. What is your current marital status?**

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

**7. What is your paygrade?**

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

**8. What is your current military status?**

- ☐ USN  
☐ USNR  
☐ Civilian employee

**9. What is your current billet?**

- ☐ At sea  
☐ Ashore

**10. What is the geographic location of your current assignment?**

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

**11. How long have you been in your current assignment?**

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

**12. Which of the following new Leadership Training Courses have you taken? (Mark all that apply.)**

- ☐ Commanding Officer  
☐ Advanced Officer (XO)  
☐ Advanced Officer (Sr. Dept Head)  
☐ Intermediate Officer  
☐ Basic Officer  
☐ LDO/CWO  
☐ Senior Enlisted Academy  
☐ Chief Petty Officer  
☐ Petty Officer First Class  
☐ Petty Officer Second Class  
☐ None of the above (skip to question 1, page 3)

**13. When did you take the most recent Leadership Training Course?**

- ☐ Less than six months ago  
☐ Six to eleven months ago  
☐ One to two years ago  
☐ More than two years ago

How much do you **AGREE** or **DISAGREE** with each statement concerning your most recent Leadership Training Course?

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
14. I consider this course a valuable experience in my professional career	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Overall, the leadership training course was effective in preparing me for the responsibilities of a naval leader	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I would recommend this course to others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. The instructional focus was at the appropriate level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much do you AGREE or DISAGREE with each statement?

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
51. I would feel comfortable discussing any problem with my supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. The top people on my base or ship get away with misconduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. Top Navy leadership is sincere in its efforts to make the Navy a better place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Core Values can be effectively applied within my organization or command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. The Navy is committed to high standards of honor, commitment, and courage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. My cultural heritage assists me in making ethical, moral, and/or difficult life decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much do you AGREE or DISAGREE with each statement?

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
57. I think most Navy people already follow the Core Values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Accountability is just another way of saying who is to blame when something goes wrong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. Sometimes you have to bend or break the rules in order to get the job done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. It would be a lot easier to live by the Core Values if I saw my superiors doing the same	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. In a good command climate, Navy women and men work well together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Taking advantage of one's position for personal gain occurs at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the following questions by choosing the best single response and filling in the corresponding circle.

63. Which of the following are the three stated Core Values for the Navy?

- ☐ Honor, commitment, and courage
- ☐ Commitment, courage, and humanity
- ☐ Tradition, honor, and courage
- ☐ Humanity, commitment, and honor

64. Which of the following is not a violation of the Navy Core Values?

- ☐ Uttering racial slurs while off duty or not at work
- ☐ Disciplining a minority subordinate
- ☐ Physically abusing your spouse
- ☐ Not reporting minor violations of the rules

65. Is there anything else you would like to tell us?

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**Thank you for your assistance!**

How much do you AGREE or DISAGREE with each statement?

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
51. I would feel comfortable discussing any problem with my supervisor	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
52. The top people on my base or ship get away with misconduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
53. Top Navy leadership is sincere in its efforts to make the Navy a better place to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
54. Core Values can be effectively applied within my organization or command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
55. The Navy is committed to high standards of honor, commitment, and courage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
56. My cultural heritage assists me in making ethical, moral, and/or difficult life decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How much do you AGREE or DISAGREE with each statement?

	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
57. I think most Navy people already follow the Core Values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
58. Accountability is just another way of saying who is to blame when something goes wrong	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
59. Sometimes you have to bend or break the rules in order to get the job done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
60. It would be a lot easier to live by the Core Values if I saw my superiors doing the same	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
61. In a good command climate, Navy women and men work well together	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
62. Taking advantage of one's position for personal gain occurs at my command	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please answer the following questions by choosing the best single response and filling in the corresponding circle.

63. Which of the following are the three stated Core Values for the Navy?

- ☐ Honor, commitment, and courage
- ☐ Commitment, courage, and humanity
- ☐ Tradition, honor, and courage
- ☐ Humanity, commitment, and honor

64. Which of the following is not a violation of the Navy Core Values?

- ☐ Uttering racial slurs while off duty or not at work
- ☐ Disciplining a minority subordinate
- ☐ Physically abusing your spouse
- ☐ Not reporting minor violations of the rules

65. Is there anything else you would like to tell us?

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**Thank you for your assistance!**

## **Appendix B**

### **Size of the Sub-groups**



Table B-1

## Size of the Sub-groups

Gender	
Male	2,395
Female	503
Age	
17-24	526
25-32	991
33 & Older	1,398
Race	
White	2,106
Black	398
Other	426
Education	
High School or Less	849
College	1,706
Masters/Doctoral	397
Marital Status	
Single	992
Married	1,967
Ship/Shore	
Ship	1,269
Shore	1,693
Officer/Enlisted	
Officer	810
Enlisted	2,148
Paygrade Group	
E-3 and Below	222
E-4 through E-6	1,497
E-7 through E-9	429
WO	13
O-1 through O-3	424
O-4 and Above	373

Note: Numbers in each subgroup category may not always total to the number used in the analyses because of missing data.



## **Appendix C**

### **Margin of Error**

## Margin of Error

Table C-1 (Quennette 1994, *ibid.*) is presented so the reader can determine, in conjunction with Appendix B, the margin of error for survey results broken out by subgroup. That is, suppose it were found that 50 percent of survey respondents agreed (agree and strongly agree) that the officers in their command demonstrate the Navy Core Values in their everyday actions. The questions arises, to what extent does this result represent the percentage that would have been found had everyone in the Navy completed the survey. The table can be used to answer this question as follows. If 50 percent agreed, that means that 50 percent selected other answers. In short, a 50/50 split exists. Thus go to the 50/50 column in the table and down to the row representing the number of people answering the survey question. Suppose the number were 700; then one can be 95 percent confident that the percentage for everyone in the Navy would be between 46 percent and 54 percent (i.e.,  $50\% \pm 4\%$ ). If 4,000 individuals had answered the question, then the interval would be 48 percent to 52 percent. Consult Appendix B for the number of survey respondents. Notice that the 50/50 split yields the largest margin of error, i.e., the most conservative estimate.

**Table C-1**  
**Quick Reference Table**

Sample Size	Percentage Split						
	98/2	95/5	90/10	80/20	70/30	60/40	50/50
50	4	6	8	11	13	14	14
100	3	4	6	6	9	10	10
200	2	3	4	5	6	7	7
300	2	2	3	4	5	6	6
400	1	2	3	4	4	5	5
500	1	2	3	3	4	4	4
700	1	2	2	2	3	4	4
1000	1	1	2	2	3	3	3
1500	1	1	2	2	2	2	3
2000	1	1	1	2	2	2	2
2500	1	1	1	1	2	2	2
3000	1	1	1	1	2	2	2
3500	0	1	1	1	2	2	2
4000	0	1	1	1	1	2	2
4500	0	1	1	1	1	1	1
5000	0	1	1	1	1	1	1
5500	0	1	1	1	1	1	1
6000	0	1	1	1	1	1	1

## **Distribution List**

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

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

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