2014 NAVY RETENTION STUDY

2014 Survey Report

September 1, 2014

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FOREWORD

On March 7, 2014, a self-directed study was emailed to Vice Admiral Bill Moran, the U.S. Navy's Chief of Naval Personnel. Titled *"Keep a Weather Eye on the Horizon: A Navy Officer Retention Study",* the paper provided Vice Admiral Moran with a canary in the coal mine, describing a looming retention downturn using historical data and, perhaps most importantly, timely and relevant information based on primary source interviews with hundreds of U.S. Navy Sailors.

Within days, the paper leaked from the Navy's Personnel Command and made its way throughout the Navy. The message resonated with Sailors at the deck plates — officer and enlisted alike — and caught the attention of senior leaders throughout the U.S. Government. To their immense credit, Vice Admiral Moran and other senior Navy leaders have responded to decreasing retention indicators with personnel changes designed to improve morale and a Sailor's 'quality of service'. These changes provide commanding officers with greater flexibility to prescribe uniform wear, increase sea pay for Sailors on extended deployments, and reduce general military training requirements on commands, just to name a few.

Larger initiatives are in the works although they have not been publicly announced. Some initiatives, like expansion of the Career Intermission Pilot Program, require Congressional approval. There is also a desire to better understand the current retention downturn before acting. This is understandable. The Navy is a large, diverse, and dispersed organization and more information is required to ensure the next round of changes provide the greatest return on investment. However, the time to act is now.

So, how do you determine the right course of action to provide the greatest return on investment?

Senior decision makers are asking important questions. First, is there really a retention problem? Is it possible we are retaining the right quality of Sailor, just in fewer numbers? Are previously cited retention factors — an improving economy, significant operational tempo, perceived reductions in quality of life, among others — truly impacting our Sailor's "stay/go" decisions? If so, in what ways?

The desire to further expound on the tenets of the paper — in a thoughtful and deliberate way intended to benefit senior leaders — led to the creation of an independent 2014 Navy Retention Study Team in March 2014. The team is comprised of a volunteer group of high-performing active duty Sailors and select civilians who have dedicated their off-duty time to create a first of its kind retention survey — created *by* Sailors *for* Sailors. All of our members are upwardly mobile, highly-placed individuals who want to measurably contribute to the continued success of the U.S. Navy. The success of this initiative is due largely to their sense of ownership for the Navy and their correspondingly impressive efforts.
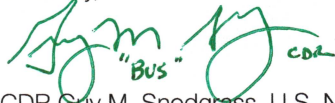
This report details the results of this year's survey, including a broad analysis of factors which are assessed to affect retention and additional recommendations to avoid the shoal waters of a multi-year retention shortfall for several communities. Further, it is important to provide relatively unfettered access to the survey data (as appendices in this report) with more raw data to be made available throughout Fall 2014.

While our analysis of the data is presented for your use, *I suggest you don't take our word for it — read and assess the data for yourself.* Then read widely, think deeply, write passionately, and act decisively to help retain our most talented Sailors in uniform.

We must continue to cultivate a strong sense of ownership within the U.S. Navy. Reassuringly, many Sailors have stepped forward with innovative ideas to improve processes and policies, whether as a Yeoman, a Lieutenant in the F/A-18 community, or as a pre-major command surface warfare officer. In the end, no matter your rank or position, it's about asking ourselves what type of Navy we want to dedicate some portion of our lives to … and what type of Navy we want to leave for those that join 5, 10, 15 years into the future and beyond. It's easy to lay problems at the feet of our senior leaders, however it's incumbent upon all of us to take part in solving this issue.

At the end of the day, *the Navy cannot directly hire uniformed personnel into positions of responsibility, nor can it surge leadership, trust, and confidence.* These are the traits that must be felt throughout the fleet to foster loyalty, to ensure the quality retention required to keep the ship pointing into the wind at speed. The continued success of the U.S. Navy depends on nothing less.

Sincerely,

CDR Guy M. Snodgrass, U.S. Navy
Founder and Team Lead
2014 Navy Retention Study

EXECUTIVE SUMMARY

Overview

The purpose of this independent study is to better understand the barriers to talent retention in the U.S. Navy. Given the high quantity and impressive depth of individual responses, it is clear Sailors have invested a significant amount of time conveying their attitudes and beliefs to senior leadership. It should also be understood that successful changes in our retention strategy are complicated by the fact that the Navy cannot directly hire into positions of responsibility, nor can it surge the leadership, trust, and confidence required to foster loyalty. This fact is highlighted in stark terms by the survey results, data reduction analysis, and open statements provided by 5,500 respondents. The results of this survey are provided to senior leaders, Navy Sailors, and the public to provide a previously untapped source of information to better inform discussions and target corrective actions.

The 2014 Navy Retention Study survey enables us to better understand the current perceptions of U.S. Navy Sailors. Specifically, what impacts their decision-making when deciding to remain in uniformed service or to seek employment elsewhere? This study also seeks to better understand the three core areas underpinning a Sailor's perception of the quality of service they experience, namely *quality of work*, *quality of life*, and *quality of leadership*.

People are our military's most important asset. The unpredictable nature of 21st century national security challenges require our forward operators – those manning the watch on ships and on the ground overseas – to be the best they can be. We need to know what motivates them, what our military can do to improve their experience, and how to retain them for when their skills are needed the most. This survey and its corresponding results are simply one small step, yet it helps inform a way forward so our foremost warfighters remain in uniform. Reconciling the needs of the Navy with the conditions set forth by policy and statute represent the "true genius" required to solve the important problem of talent management.

Methodology

The 2014 Navy Retention Study survey, conducted from May 1 to May 30, 2014, used a web-based polling form distributed online through military social media channels. 5,536 viable responses were submitted from an eligible pool of 323,681 Sailors (as of June 5, 2014), resulting in a ±1.3% margin of error.

Survey Focus Areas

The 2014 Navy Retention Study survey focused heavily on quality of service indicators to seek out areas where the Navy is perceived to be succeeding and where additional investments might provide the greatest returns.

Quality of Service is defined by three equally important pillars of naval service:
- Quality of Work,
- Quality of Life, and
- Quality of Leadership

The survey also asked Sailors direct questions about retention, including their current intentions, what impacts their decision-making, and perceptions about the future of the U.S. Navy. Additionally, Sailors were asked to assess their feelings about key issues in the communities they belong to.

Key Findings

Sailors are most likely to leave uniformed service because of a perception of increasingly high operational tempo, poor work/life balance, low service-wide morale, declining pay and compensation, waning desire to hold senior leadership positions, and a widespread distrust of senior leadership, all of which erodes loyalty to the institution.

Operational Tempo

41.9% of Sailors who responded report their last deployment was between 7-9 months in length and 47.4% expect their next deployment to last between 8-10 months, with a plurality believing deployments will be 9 months in length. This is significantly higher than the six month average deployment length of years past.

Poor Work Life Balance

62.3% of Sailors believe work-life balance is not ideal, as compared to 21.6% who believe it is ideal. Comments collected by the survey indicate this negative response exacerbates the "grass is greener on the outside" mentality.

Low service-wide Morale

While 59.0% of Sailors believe they are making a difference, only 17.7% of Sailors consider morale to be "excellent" or "good." 42.2% believe morale is "marginal" or "poor."

Declining Pay and Compensation

80.4% rank the current retirement system, and 73.9% rank pay and compensation, as two of the most important reasons to remain in uniform. Unfortunately, recent calls to reduce pay and benefits reduce a Sailor's desire to remain in uniform, especially when 62.7% of Sailors believe it would be easy to get hired if they left the Navy today.

Waning Desire for Senior Leadership Positions

49.4% of responding Sailors do not want their boss's job. Comments indicate an increasing belief that positions of senior leadership, specifically operational command, is less desirable because of increasing risk aversion (68.7%), high administrative burden (56.4%), and, in some cases, a pay inversion where commanding officers are paid up to 10% less than the mid-career officers they lead.

Widespread Distrust of Senior Leadership

Most troubling is the perception Sailors hold of senior leadership. 37.2% regard senior leadership as "marginal" or "poor", a plurality state they do not trust senior leaders, 51.3% don't believe senior leaders care what they think, and 50.1% of Sailors do not believe senior leaders hold themselves accountable.

Moving Forward

Retaining quality individuals is critical to the continued success of the U.S. Navy, as we cannot directly hire into positions of responsibility — we must promote from within. Reassuringly, active duty Sailors have already begun to step forward and claim ownership, offering solutions to help improve retention.

Please visit www.dodoretention.org to access the full report, proposed recommendations, and survey data.

CONTENTS:

Background and Survey Methodology

The topic of retention is on the minds of U.S. Navy Sailors – and we want to understand what keeps service members in uniform … and what drives them out. An independent and comprehensive survey allows us to better understand Sailor's perceptions about uniformed service, helping target changes in policy to retain the right quantity and quality of Sailors.   The results of this survey are provided to senior uniformed and civilian leaders, Navy Sailors, and the public in order to provide a new and previously untapped source of information to inform discussions and target corrective actions.

The independent 2014 Navy Retention Study survey was created to better understand the current perceptions of U.S. Navy Sailors. Specifically, what impacts their decision-making when deciding to remain in uniformed service or to seek employment elsewhere? This study also seeks to better understand the three core areas underpinning a Sailor's perception of the quality of service they experience, namely *quality of work*, *quality of life*, and *quality of leadership*.

This year's survey was initiated in March 2014, then created, tested, administered, and completed within a three month period.   Team members — active duty members of the U.S. Navy acting in their personal capacity — helped craft the questions to the survey and test the pre-release version of the   survey.   Sailors who routinely conduct official U.S. Navy surveys provided additional insights and a statistician at the U.S. Naval War College reviewed the question sets to help ensure questions remained unbiased and were presented in the best way possible to provide statistically significant survey results.   Several senior Navy leaders also provided their perspective to help ensure the survey results would provide the greatest benefit to the ongoing retention discussion.

The 2014 Navy Retention Study survey, conducted from May 1 to May 30, 2014, used a web-based polling form distributed online through military social media channels. 5,536 viable responses were submitted from an eligible pool of 323,681 Sailors (as of June 5, 2014), resulting in a ±1.3% margin of error.

Ultimately, we truly believe that our military's most important asset is its people. The unpredictable nature of 21st century national security challenges require our forward operators – those manning the watch on ships and on the ground overseas – to be the best they can be. We need to know what motivates them, what our military can do to improve their experience, and how to retain them for when their skills are needed the most. We understand this survey and its corresponding results are simply one small step, yet we hope it informs a way forward so our foremost warfighters remain in uniform.

Survey Demographics

6,140 responses were received during the one-month open period between May 1 and May 30th, 2014, 5,536 of which were considered viable for further consideration after stripping out incomplete responses. The information below is intended to provide senior decision makers, the fleet, and the public an idea of who participated in the survey. Responses marked "decline to answer" or "no opinion" were not included for brevity and percentages throughout reflect the adjusted sample size. Full demographic statistics can be found in Appendix A.

Officer and Enlisted Participation

	Respondents	Percentage
Officer	3127	56.5%
Enlisted	2409	43.5%

56.5 percent of the responses received came from the active duty officer community and 43.5 percent were from enlisted members. As of August 15, 2014, there were 323, 639 total active duty Sailors in the Navy, further broken down into 54,669 officers, 265,632 enlisted, and 3,318 midshipmen. Given the relative sample sizes, officer responses represent an accuracy of ± 1.7% and enlisted ± 2.0% with 95% confidence.

Officer Participation Breakout

	Respondents	Percentage
Chief Warrant Officers	50	1.6%
O1 - O3: Junior Officers	1699	54.3%
O4 - O5: Mid-Grade Officers	1260	40.3%
O6 - O9: Senior Officers	118	3.8%

A majority of responses came from junior officers, the group most relevant to a discussion on officer retention. The next largest sample size came from field-grade officers, Lieutenant Commanders (O4) and Commanders (O5), providing perceptions from officers with greater than 10 years of fleet experience.

Gender

	Respondents	Percentage
Male	4736	85.6%
Female	750	13.5%
Decline	50	0.9%

As of June, 2014, there were 56,120 women serving as active duty Sailors in the Navy, representing approximately 17 percent of the total force. The 750 female responses received yield an accuracy of no better than ±3.5%, and the male responses ±1.4%, with 95% confidence.

Enlisted Participation Breakout

	Respondents	Percentage
E1 - E3: Junior Enlisted	250	10.4%
E4 - E6: Petty Officers	1685	69.9%
E7 - E9: Chief Petty Officers	474	19.7%

A vast majority of enlisted responses came from the Petty Officer Third Class (E4) through First Class (E6) ranks. These mid-grade enlisted non-commissioned officers serve as both leaders and technical experts in their units, and have not yet reached twenty years of service.

Years of Service

	Respondents	Percentage
0 -2 years	464	8.5%
3 - 5 years	988	17.8%
6 - 10 years	1477	26.7%
11 - 15 years	1201	21.7%
16 - 20 years	836	15.1%
21 - 25 years	384	6.9%
26 - 30 years	149	2.8%
Over 31 years	27	0.5%

Most respondents report being between the ages of 21 and 35. This correlates with the relative ranks of officers and enlisted who took the survey, and represents the target demographic to poll for reasons why they want to remain in uniform or leave. Their perceptions, along with those 36 and older, provide insight into the factors which positively and negatively affect retention.

The largest group of respondents reported serving for 6-10 years, which may be considered a "sweet spot" for a retention study. This group typically has experience in a sea tour and a shore tour, and are reaching a point at which many decide to depart the Navy or commit to a 20-year career (refer to page 19 for more on retirement benefit perceptions).

Age of Sailors

	Respondents	Percentage
20 or younger	111	2%
21 - 25	802	14.5%
26 - 30	1,521	27.5%
31 - 35	1,334	24.1%
36 - 40	975	17.6%
41 - 45	528	9.6%
46 - 50	187	3.4%
51 - 55	61	1.1%
56 - 60	8	0.1%
61 or older	1	0.0%

Quality of Service Perceptions

The 2014 Navy Retention Study survey focused heavily on quality of service indicators to seek out areas where the Navy is perceived to be succeeding and where additional investments might provide the greatest returns.

Quality of Service is defined by three equally important pillars of naval service:

- Quality of Work,
- Quality of Life, and
- Quality of Leadership*

According to Admiral Jonathan Greenert, the 30th Chief of Naval Operations, quality of service is "a balanced combination of quality of life and quality of work."   Quality of life encompasses "pay, leave (paid vacation), education opportunities, time at home, access to quality health care, and a sense of financial security", while quality of work is a reflection of "job satisfaction, work enjoyment, and a sense of pride in your accomplishments." In general, a Sailor is deemed likely to remain in uniform or leave military service based on the perception of their quality of service.

Historically missing from this definition is a third variable, *Quality of Leadership.* Quality of leadership is critically important because of the significant impact leaders have on the day-to-day life of their Sailors. This is the 41st year of the all-volunteer force, with Sailors and their families willingly accepting hardships and making sacrifices to serve our nation. Leaders, accordingly, must commit to caring for and developing their subordinates at all levels of the organization. Admiral Vernon Clark, Chief of Naval Operations from 2000 to 2005, acknowledged as much when he used "covenant leadership" to describe the contract between leaders and subordinates, further stating "there should be a commitment from the leadership for the promise Sailors make to us."

Responses to the 2014 Navy Retention Study survey unequivocally demonstrate the importance of a Sailor's perception of the quality of leaders they interact with. While most quality of work and quality of life factors are relatively encouraging, Sailors have a low regard for senior leadership, stressing the importance of trust.

The following pages take an in-depth look at our Sailor's perception of quality of service.

Proposed expansion to the traditional Quality of Service definition

Quality of Work

Quality of work is a reflection of life aboard ship or assigned duty station, and includes "job satisfaction, work enjoyment, and a sense of pride in your accomplishments." The following quality of work responses constitute only a portion of the questions asked — the full list of quality of work questions may be found in Appendix B. Cells highlighted in red indicate areas of obvious concern; green cells represent encouraging indicators.

Tour Length and Operational Tempo

Overall, 68% of Sailors report having served from between one and three years in their current tour of duty. Further, 41.9% of Sailors report their last deployment, traditionally known as period of time spent onboard ships and submarines at sea, was between 7-9 months in length. Of note, 57.2% of Sailors report they are currently in their shore tour, which means they are not deploying on a routine basis with sea-going units.

Expected Length of Next Deployment

	Enlisted	Officer
Less than 6 months	15.9%	9.7%
6 months	13.4%	11.4%
7 months	7.8%	7.8%
8 months	12.4%	19.3%
9 months	17.8%	21.4%
10 months	10.8%	11.9%
11 months	7.0%	1.0%
12 months	1.9%	1.5%
Greater than 12 months	2.6%	1.4%

Operational tempo, a term which designates the pace of operations, has increased in recent years, a function of the decreasing number of operational units concurrent with the increasing demand for presence abroad. When asked "How long do you expect your next deployment to be?", 47.4% of Sailors said they expect to be at sea anywhere from 8-10 months at a time, with the majority of combined responses (1,041, or 19.8%) hovering at nine months. This represents a significant increase in deployment lengths from historic norms and a relatively significant negative bias towards forward-looking operational demands.

Officers, in particular, display a slightly stronger negative bias, with a higher percentage expectation for eight or nine month deployment lengths when compared with their enlisted counterparts.

Impact, Job Satisfaction, and Resources

A majority of Sailors believe in the importance of the service they provide the nation and expect the public feels the same way. 59.0% of Sailors agreed or strongly agreed when asked "I am making a difference". Additionally, 66.6% of Sailors agree or strongly agree "the public regards what the military does as important", with the officer corps slightly more positive (71.7% vs. 60.3%).

The Navy as a Calling Rather Than a Job

	Enlisted	Officer
Strongly Agree	17.6%	23.9%
Agree	28.3%	42.1%
Neutral	21.0%	18.8%
Disagree	19.4%	11.0%
Strongly Disagree	13.6%	4.1%
Do Not Know	0.2%	0.2%

When asked whether they feel the Navy is a calling rather than a job, 57.1% of all Sailor respondents agreed or strongly agreed. A higher percentage of officers believe this statement is true, while a greater percentage of enlisted Sailors disagree.

Adequate Training to Perform My Job

	Enlisted	Officer
Strongly Agree	11.3%	9.6%
Agree	45.4%	44.3%
Neutral	15.3%	19.8%
Disagree	19.1%	18.5%
Strongly Disagree	8.8%	7.6%
Do Not Know	0.1%	0.2%

Adequate Tools to Perform My Job

	Enlisted	Officer
Strongly Agree	9.7%	7.4%
Agree	43.3%	40.0%
Neutral	17.6%	23.2%
Disagree	20.6%	21.1%
Strongly Disagree	8.7%	8.0%
Do Not Know	0.1%	0.2%

Sailors are also relatively positive when asked if they receive adequate resources to perform their job. When asked if they receive adequate training, 55.1% responded positively compared to the 27.0% who responded negatively. Likewise, when asked if "they have the tools required to perform [their] job", 50.0% agreed while 29.2% disagreed.

Sailors also believe in their ability to make an impact and effect change within their unit. 71.1% believe they have an "ability to make an impact on [their] unit" as compared to only 14.6% who disagreed. When asked if they "have the ability to effect change" in their

unit, 55.9% responded positively with 25.9% disagreeing. Officers and enlisted exhibit strong correlation in their responses to both of these questions.

Ability to Make an Impact on my Unit

	Enlisted	Officer
Strongly Agree	25.1%	22.2%
Agree	47.0%	48.1%
Neutral	12.2%	15.8%
Disagree	10.2%	9.4%
Strongly Disagree	5.4%	4.3%
Do Not Know	0.2%	0.1%

Sentiment runs slightly negative when considering job security in the future. 73.0% of Sailors believe they currently have a "stable and secure job", dropping to 45.4% when asked if they will have a "stable and secure job in five years."

Officers believe the current administrative burden is too high for their boss. 56.4% believe their "immediate boss is too heavily focused on administration" while 35.1% disagree. Enlisted Sailors were evenly split, with 41.0% agreeing with this statement (compared to 44.7% who disagreed).

Overall

Resource availability required to perform their jobs does not appear to be a significant detractor for retention. Sailors are also relatively positive regarding the impact they have and believe they enjoy public support for their service. The most negative trends relating to quality of work appear to be the perception of high, and increasing, operational tempo and a decreasing belief in long-term job stability.

Service: Quality of Life

Quality of life encompasses "pay, leave (paid vacation), education opportunities, time at home, access to quality health care, and a sense of financial security." The full list of quality of life questions may be found in Appendix C.

Relationship Status

Overall, 75.8% of survey respondents are in a committed relationship, with 57.5% married to a civilian, 9.2% married to another military service member, and 9.1% engaged or in a long-term relationship. More enlisted members report being single (32.4%) than officers (17.7%).

Relationship Status

	Enlisted	Officer
Married - Civilian	49.4%	64.0%
Married - Military	8.5%	9.7%
Engaged / Long-term relationship	9.8%	8.6%
Single	32.4%	17.7%

For those married or in a committed relationship, 35.8% of officers report their significant other believes their uniformed service is an overall positive experience, compared to 18.9% for enlisted Sailors.

13.7% of Sailors report their significant others make more than they do, an increasingly important trend to follow in future surveys. Of note, 25.6% report their significant other makes less than half of their own salary, significant when many military spouses report their careers and wage potential are negatively impacted by frequent moves between duty stations.

Children

46.5% of all respondents report having no children, 16.4% say they have one child, 22.5% have two children, and 14.6% have three or more children. While not fully explored in this report, those conducting an independent analysis should consider cross-linking the number of children with the relative importance of access to various on-base benefits, such as child care, commissary, and exchange privileges.

Work / Life Balance

"Work-life balance is ideal in the Navy"

	Enlisted	Officer
Agree	28.5%	16.2%
Neither	16.3%	16.0%
Disagree	55.3%	67.9%

A vast majority of Sailors (62.3%) report work-life balance in the U.S. Navy is "not ideal", as compared to 21.6% who say work-life balance "is ideal." While difficult to correlate (what constitutes "ideal work-life balance"?), free response survey comments indicate this negative response is likely to exacerbate the "grass is greener on the outside" mentality when weighing continued uniform service against a transition to the private sector.

Sleep and Fitness

A vast majority of Sailors report they get an average of six hours or less of less sleep per night. Only 14.1% say they typically get seven hours a night, dropping to 8.2% who report getting eight hours or more per night. 50% of enlisted report they get five hours of sleep or less per night. Officers report getting seven hours or more of sleep per night at a rate more than double their enlisted counterparts.

How much do you typically sleep?

	Enlisted	Officer
Four hours	20.0%	12.1%
Five hours	29.5%	23.0%
Six hours	30.8%	34.3%
Seven hours	8.4%	18.7%
Eight or more hours	6.1%	9.9%

Overall, fitness levels appear fairly impressive, with 64.6% of Sailors reporting they work out three or more times per week.

Base Services / Benefits

Sailors were asked to evaluate the importance of access to on-base facilities when considering quality of life. Medical facilities were viewed as the most important, followed by gyms/on-base fitness; morale, welfare, and recreation (MWR) programs; and then child care.

Important Quality of Life Factors

	Enlisted	Officer
Medical facilities	74.4%	60.4%
Base gyms / fitness	58.4%	46.2%
Quality of base facilities	60.2%	42.2%
Commissary / Exchange	55.9%	37.0%
MWR programs	43.6%	22.4%
Child care	46.9%	20.8%

Medical facilities ranked highest, with 66.6% ranking it as "extremely" or "very" important. 51.7% of Sailors said gyms/on-base fitness are "extremely" or "very" important, a number which falls to 31.8% for MWR programs. Only 27.9% of all respondents said child care was "extremely" or "very" important, which correlates with the lower numbers of Sailors who report having children.

With the exception of medically facilities, enlisted sailors place a greater premium of access to on-base services than officers do.

Overall

When compared with quality of work assessments, quality of life appears to weigh more heavily on the minds of our Sailors when deciding whether to remain in uniform or transition to the private sector. Work-life balance is considered to be very challenging and a majority of Sailors report levels of sleep below levels recommended by the Mayo Clinic (typically 7 or more hours per night on average).

Service: Quality of Leadership

Questions were asked to identify how Sailors feel about the quality of Navy leadership, evaluating both senior leaders and leaders within their immediate chain of command. Leadership, or a perceived lack thereof, is one of the most often discussed qualities affecting retention of our best and brightest, and should be a critical component of the Chief of Naval Operations "Quality of Service" assessment.

Navy, Unit and Community Morale

Overall, morale is assessed to be quite low across the force. When asked about the "overall morale of the Navy", only 17.7% considered it "excellent" or "good", while 42.2% of Sailors graded it as "marginal" or "poor."

Overall Morale of the Navy

	Enlisted	Officer
Excellent	1.6%	0.7%
Good	15.4%	17.5%
Average	35.8%	42.1%
Marginal	26.2%	28.2%
Poor	19.9%	10.9%
Do Not Know	1.1%	0.5%

When asked about the overall morale of their professional community — the broad cross-section of Sailors who hold similar jobs — 27.2% said it was "excellent" or "good", while 37.4% considered it to be "marginal" or "poor."

Assessment of morale fared a little better at the unit level, with 34.9% of Sailors stating the "morale of my unit" is "excellent" or "good", while 38.0% believes it is "marginal" or "poor."

Quality of Co-Workers

Sailors are relatively positive regarding the quality of their co-workers, though this sentiment diminishes rapidly when asked to evaluate senior leadership.

"Quality of my Subordinates"

	Enlisted	Officer
Excellent or Good	34.5%	53.1%
Neutral	31.6%	30.0%
Marginal or Poor	29.0%	14.9%
Do Not Know	4.8%	2.0%

44.9% of Sailors regard their subordinates as "excellent" or "good." Officers responded more positively, with 63.1% agreeing with this statement as compared to only 34.5% of enlisted sailors.

"The Quality of my Peers"

	Enlisted	Officer
Excellent or Good	41.4%	60.6%
Neutral	34.8%	30.3%
Marginal or Poor	23.3%	9.1%
Do Not Know	0.6%	0.0%

Respondent's feel similarly positive about their peer group, with 41.4% of enlisted and 60.6% of officers agreeing. Sentiment also remained relatively high

when Sailors were asked to evaluate the quality of their "immediate leaders" (bosses), with 41.1% of enlisted and 50.6% of officers responding they are "excellent" or "good."

Assessment of Leadership

Sailors feel strongly about their distrust of senior leadership, and believe the Navy has a significant risk-averse culture and zero-defect mentality. Officers in particular hold an incredibly negative view of the current state of affairs, with vast majorities decrying the overwhelming perception of a risk averse and zero-defect mentality culture.

Quality of Navy Senior Leadership

	Enlisted	Officer
Excellent or Good	29.2%	31.9%
Neutral	27.0%	31.0%
Marginal or Poor	41.7%	33.6%
Do Not Know	2.0%	3.4%

Responses trend negatively when Sailors were asked to evaluate "the quality of Navy senior leadership", with 30.8% overall responding positively and 37.2% responding negatively.

"I trust the Navy's senior leaders"

	Enlisted	Officer
Excellent or Good	26.9%	31.7%
Neutral	25.8%	27.9%
Marginal or Poor	46.7%	39.9%
Do Not Know	0.6%	0.4%

Sailors also expressed significant distrust in the service's senior leaders. When asked directly if they "trust the Navy's senior leaders", 46.7% of enlisted and 39.9% of officers disagreed with this statement, while only 26.9% and 31.7%, respectively, agreed.

"The Navy has a risk-averse culture"

	Enlisted	Officer
Strongly Agree or Agree	46.4%	86.3%
Neutral	33.7%	8.5%
Disagree or Strongly Disagree	10.7%	4.2%
Do Not Know	9.1%	1.0%

Likewise, a vast majority of Sailors believe the Navy has a significantly risk-averse culture. While 68.7% of Sailor agree or strongly agree when asked if "the Navy has a risk averse culture", *officers (86.3%) are significantly more pessimistic* than their enlisted counterparts (46.4%). Sailors also agree (48.1%) when asked if their "boss is risk averse."

"The Navy has a zero-defect mentality"

	Enlisted	Officer
Strongly Agree or Agree	42.3%	75.0%
Neutral	31.7%	14.1%
Disagree or Strongly Disagree	18.4%	8.3%
Do Not Know	7.7%	2.6%

Sailors also provided damning responses when asked if "the Navy has a zero-defect mentality", with 60.6% agreeing with this statement. Officers are once again decidedly more pessimistic than their enlisted counterparts, with 75% of officers agreeing or strongly agreeing, as compared to 42.3% of enlisted.

On a positive note, Sailors relatively agree when asked if "Navy leadership is committed to our core values of honor, courage, and commitment", with 38.0% agreeing as compared to 29.0% who disagree.

"Senior leaders care about what I think"

	Enlisted	Officer
Agree	18.1%	18.2%
Neutral	28.6%	32.1%
Disagree	53.3%	49.7%

Perhaps one of the most telling perceptions is that Sailors do not believe senior leadership cares about what they think, nor do Sailors believe senior leadership is willing to hold themselves accountable. Only 18.2% of Sailor feel senior leaders care about what they think, while 51.3% believe senior leaders do not care.

Senior leaders hold themselves accountable

	Enlisted	Officer
Agree	18.2%	21.5%
Neutral	27.8%	31.6%
Disagree	54.1%	46.9%

Likewise, only 20% of respondents agree "senior leadership is willing to hold themselves accountable" while 50.1% of all Sailors disagree.

Performance Evaluations

Primary determination for performance rankings

	Enlisted	Officer
Timing	56.0%	69.2%
Merit	8.8%	4.6%
Equal parts timing / merit	18.7%	22.8%
Neither timing or merit	16.6%	3.4%

A majority of Sailors believe the current performance evaluation system is dependent on factors outside their control, with 63.3% of respondents believing performance is based on timing rather than actual merit. Only 21% of Sailors believe performance evaluations are based on merit. Junior enlisted Sailors are the only ones who expressed relative belief in the performance evaluation system; all other sub-groups of Sailors expressed widespread discontent.

Mentorship

Despite the recognized importance of having a mentor shepherd a service member through their respective career paths, 42.8% of Sailors report they do not have a mentor outside of any formal assignments.

Reward System

Sailors were asked to evaluate their preferences for a tiered reward structure comprised of:
- Awards (formal recognition)
- Money
- Personal praise
- Satisfying tasks, and
- Time off

The vast majority of enlisted Sailors preferred time off (38.3%) followed by money (28.2%), while officers preferred satisfying tasks (30.2%), time off (27.3%), and money (26.4%).

Overall

Quality of Leadership resonates as the most polarizing aspect of a Sailor's determination of total quality of service perceptions. Likewise, it also received the most significant negative responses of any of the three areas, which provides senior leadership with a roadmap to target specific shortfalls.

As with any organization, communication remains one of the most important — and most challenging — aspects of leadership. While senior decision makers must wrestle with external agencies to address legal changes and authorities required to affect pay, compensation, and promotions in a dynamic retention environment, there remains a large swath of internal policies ripe for improvement (or cancellation).

Sailor Retention

The following questions were asked to help identify the areas of Naval service which have the most impact on Sailors. Do our Sailors plan to stay or go at their next opportunity? How viable is the private-sector job market? Im short, what influences our Sailor's decision making process when deciding whether to remain in uniform or pursue other opportunities?

Immediate and Long Term Intentions

Overall, Sailors intend to remain in uniform following their current tour of duty. When asked "do you plan to stay in or get out following your current tour", 42.2% responded "stay in". 11.7% noted that their current obligation requires them to remain in uniform for another tour, while 24.6% say they plan to "get out immediately after this tour."

Plans following current tour

	Enlisted	Officer
Get out immediately	30.5%	19.9%
Required to stay (commitment)	5.1%	16.9%
Choose to stay in	41.4%	42.8%
Uncertain	22.9%	20.4%

Important for U.S. Navy leadership, 21.5% report they are "uncertain" about their future career intentions, providing a significant window of opportunity to sway undecided Sailors.

Additional analysis, not thoroughly covered in this report, should be conducted to compare the perceptions of Sailors who intend to get out immediately following their current tour with those who anticipate desiring to stay in.

Importance of Current Retirement System

The current 20-year vested retirement system is important to the long-term career decision making calculus of our Sailors, although a vast majority of personnel do not remain in service for a full 20-years.

Long term career intentions

	Enlisted	Officer
Definitely or leaning towards leaving	25.6%	21.5%
Leaning towards staying in	6.1%	7.5%
Plan to remain until 20 years	40.8%	44.9%
Remain as long as possible	13.0%	13.1%

When asked about their long-term career intentions, a combined 40.8% of enlisted and 44.9% of officers say they plan to make it to 20-years, then retire or reevaluate. Notably, 13.1% say they would like to "remain as long as possible" and 13.6% remain undecided. Only 23.4% are "definitely" or "leaning" towards leaving at their next opportunity, which occurs following conclusion of their commitment ("minimum service requirement").

Impact of changing 20-year retirement

	Enlisted	Officer
Leave / Not feel compelled to stay	75.8%	80.9%
No opinion	10.9%	6.0%
Make no difference	13.4%	13.1%

Conversely, changes to the current retirement system are perceived negatively, with 53.2% of Sailors saying they would leave at the next opportunity or "would not feel compelled to stay" if this valuable retention incentive was changed to a 401(k)-style plan, as recently proposed. Overall, 75.8% of enlisted and 80.9% of officers say changing the current system to mirror the U.S. Government's Thrift Savings Plan (savings account) would reduce their likelihood of remaining through 20 years. Compared to the vast majority of questions asked in this survey, Sailors expressed minimal uncertainty in their responses.

While retirement funding specifics may change in the future, a vested retirement is still regarded as critical to retention efforts.

Do you Want Your Bosses Job?

One of the most pointed and straightforward questions in the survey was whether or not Sailors aspire to have their boss's job.

"Do you want your boss's job?"

	Enlisted	Officer
Yes	46.5%	32.7%
Not sure	10.2%	14.7%
No	43.3%	52.6%

49.4% of Sailors overall report they do not want their bosses job, a significantly negative response when compared to the 38.8% who say they do. A plurality of enlisted Sailors (46.5%) desire their boss's job, while a majority of officers indicate they do not want their boss's job (52.6%).

Factors Significantly Affecting Retention

Sailors were asked several follow-on questions to determine the factors that have the greatest impact on the stay-in / get-out decision.

Operational tempo, the amount of time Navy units and ships are deployed, has been scrutinized recently, as the historical six to seven month deployment length has crept upwards to between eight and ten months (varies by ship platform). Carrier strike groups have deployed for up to eight and nine months at a time in recent years, which has created significant discontent within the fleet.

Senior Navy leaders have said cruise lengths will begin to decrease in duration in the near-term as the fleet transitions from the current "Fleet Response Training Plan" system to a new "Optimized Fleet Response Plan" system proposed by Admiral Bill Gortney, the Commander of U.S. Fleet Forces.

Deployments will be 8 months or less

	Enlisted	Officer
Strongly agree / Agree	18.2%	10.0%
Neutral	12.6%	9.8%
Disagree / Strongly disagree	62.7%	75.5%
Do Not Know	6.4%	4.7%

Unfortunately, Sailors do not believe in the new system. When asked "I believe that deployment lengths will be capped at eight months", as promised under the new deployment system, 69.8% of Sailors either "disagree" or "strongly disagree." Officers are the most pessimistic, with 75.5% believing deployment lengths will go over eight months in length. 49.8% of enlisted and 65.5% of officers also regard the current operational tempo as "too high."

Junior personnel utilized to full potential

	Enlisted	Officer
Strongly agree / Agree	18.4%	10.7%
Neutral	15.3%	17.4%
Strongly disagree	66.0%	71.4%
Do Not Know	0.4%	0.5%

Sailors also believe junior personnel are not utilized to their fullest potential, a belief shared by 69% of respondents, as compared to only 14.1% of Sailors who believe junior personnel are utilized to their fullest potential. Free-form comments indicate this is a significant factor for Sailors who are choosing to leave uniformed service, as they are more interested in seeking a private-sector job where they feel more appreciated and engaged.

Also contributing to reduced retention rates is the belief that Sailors's skill sets make them attractive to outside employers. When asked if "it would be easy to get hired if [they] left the Navy today", 62.7% either "agree" or "strongly agree", compared to 16.6% who disagree. While technical economic indicators point to a less-than-stellar national economic recovery, Sailors still believe in the viability of private-sector employment, which indicates a relatively powerful willingness to step outside of their current military service. In fact, only 26.3% of Sailors believe "the U.S. economy is improving rapidly", compared to the 40.3% who disagreed. According to free response comments, Sailors believe their training and skill sets make them a marketable asset.

Officers and enlisted are very pessimistic about the long-term quality of life expectations throughout a 20-yr career. When asked if "quality of life for military members is assured throughout the rest of my career", only 10.7% of Sailors "agreed" or "strongly agreed", as compared to a significant 65.2% who "disagreed" or "strongly disagreed." Enlisted Sailors are slightly more positive (13.3% vs 8.5%) about long-term quality of life, while officers are significantly more pessimistic (70.7% vs 58.7%).

Decision-Making Calculus

Sailors were asked to evaluate the relative importance of factors with historical retention significance. The highest responses were attributed to pay and compensation, quality of leadership, current retirement benefits, deployment length, the quality of co-workers, leadership opportunities, and the mission. The top five factors are presented in the chart below, ranked in order of the greatest number of "extremely important" or "very important" responses received, regardless of rank.

Greatest Factors Affecting Retention

	All	Enlisted	Officer
Current Retirement Benefits	80.4%	81.7%	79.4%
Quality of Leadership	80.1%	78.1%	81.7%
Quality of People I Work With	78.2%	75.9%	79.8%
Pay and Compensation	73.9%	81.9%	64.6%
Leadership Opportunities	70.0%	70.1%	69.9%

Critical skills bonus for COs

	All officers	Junior officers	Aviation junior officers
Strongly Agree	29.8%	29.6%	34.8%
Agree	34.6%	34.3%	39.6%
Neutral	16.5%	16.7%	13.9%
Disagree	10.0%	10.2%	5.1%
Strongly disagree	5.6%	5.6%	2.5%
Do not know	3.5%	3.6%	4.1%

Of note, enlisted Sailors report being most motivated by a competitive pay and compensation package (81.9% positive correlation), while officers felt quality of leadership was most important to their stay in/get out decision (81.7%).

Paying to Retain Talent

While money isn't always the most important retention factor, it is usually in the top five when a Sailor is deciding whether or not to remain in uniform.

One recent point of concern is the withdrawal of the critical skills bonus for command-selected officers, repealed in 2011 in response to the Budget Control Act. The critical skills bonus sends a significant signal to our officer corps about the value of their continued service, avoids pay inversions, and retains senior officers with command experience for follow-on tours.

When asked if "Commanding Officers should be paid a critical skills bonus", 63.4% of all officers agreed, with 15.6% dissenting. When results are constrained to only junior officers, the group impacted most by retention incentives, the number believing COs should be paid a critical skills bonus remains relatively constant at 63.9%. Of note, Naval Aviators appear most passionate about the issue, with 74.4% of junior officers believing COs should receive a bonus.

Overall

A Sailor's perception of operational tempo, desirability of their boss's job, quality of leadership, and current 20-year retirement system is instrumental in deciding whether to remain in uniformed service or seek outside employment. According to free text responses, this choice is largely affected by a continual comparison of quality of service (quality of work, life, and leadership) with anticipated benefits of private sector employment. Survey responses point to a fundamental believe that attainment of senior positions — Chief Petty Officer or commanding officer, for example — are not worth the sacrifice. When a Sailor believes their best years are behind them, they appear willing and able to depart the Navy.

Community Assessments

In addition to the questions asked of every respondent, the 2014 Navy Retention Study survey asked community specific questions. The purpose was to ask questions specific to the varying experiences of each community, and understand specific trends that may not have emerged merely by looking at the Navy as a whole. In building the questions, members of our team with community-specific experience assisted with the development of their respective surveys. We had six distinct communities that we asked questions of:

- Enlisted Sailors
- Surface Warfare Officers
- Submarine Officers
- Naval Aviation Officers
- Special Warfare (SEAL) Officers
- Restricted Line and Staff Corps Officers

The Enlisted Force

Enlisted retention seems to be meeting Navy requirements, although specific process improvements within the personnel system were identified as a major cause of concern for Sailors. Responses to questions about the current evaluation and promotion system, combined with dissatisfaction with recent force-shaping tools, are a concerning component of the results.

2,409 enlisted responses are binned into three groups based on relative seniority within the U.S. Navy:

- Junior Enlisted (E1 thru E3)
- Petty Officers (E4 thru E6)
- Chief Petty Officers (E7 thru E9)

250 respondents are between the ranks of Seaman Recruit and Seaman (E1 thru E3), 1,685 between the ranks of Petty Officer Third Class and First Class (E4 thru E6), and 474 in the Chief Petty Officer ranks (E7 thru E9). The full responses for enlisted Sailors can be found in Appendix F.

Enlisted Sailor Participation

	Responses	Percent
Seaman Recruit (E1)	5	0.2%
Seaman Apprentice (E2)	35	1.5%
Seaman (E3)	210	8.7%
Petty Officer 3rd Class (E4)	389	16.1%
Petty Officer 2nd Class (E5)	657	27.3%
Petty Officer 1st Class (E6)	639	26.5%
Chief Petty Officer (E7)	304	12.6%
Senior Chief Petty Officer (E8)	96	4.0%
Master Chief Petty Officer (E9)	74	3.1%

An enlisted Sailor's desire to remain in uniformed service is driven mostly by perception of a fair wage, available time to accomplish assigned tasks, and sufficient manning.   90% of respondents cited sufficient money as "extremely important" or "important," 85% said the same about sufficient time, and 83% cited sufficient manning.

Taken together, Sailors believe they have a stable opportunity to serve for 20 years and reach retirement if they so choose. However, the younger the Sailor, the more skeptical they were about a stable 20 year career. While 73% of Chief Petty Officers agree that a stable career is possible, this number dips to 41% for Petty Officers, while only 30% of junior enlisted (E1 to E3) felt the same.

Enlisted Sailors by and large believe that pay, advancement, and detailing policies have the greatest impact on whether or not career stability was possible. These three options garnered over 50% of respondents attention, while options like leave, liberty, and PCS orders were ranked far lower.

The current evaluation system was criticized for not effectively capturing a Sailor's performance or being transparent enough. A slight majority (51%) disagreed or strongly disagreed with the statement "Evaluations are an effective tool for capturing Sailor performance." This skepticism increased with experience. Only 34% of junior enlisted disagreed or strongly disagreed with the statement, which increased to 56% of Petty Officers and 44% of Chiefs disagreeing.

This growing skepticism with experience was also evident when it came to transparency. Only 26% of Sailors agreed that evaluations "are a transparent process," and this number declined with age. 35% of junior enlisted agreed, 26% of Petty Officers agreed, and only 21% of Chiefs agreed.

Furthermore, only 16% of Sailors thought that evaluations "ensure the best and brightest are recognized and retained." 68% of respondents disagreed or strongly disagreed with that statement. While the skepticism was widespread, it is most apparent in the Petty Officer ranks where just 13% of

E4 thru E6 respondents agreed with the statement, compared to 73% who did not. Additionally, when asked if evaluations "accurately capture the performance of Sailors," 63% disagreed or strongly disagreed.

The advancement process came under scrutiny as well. Sailors predominantly disagreed with statements about the advancement process accurately capturing performance and the recognition of the best, brightest, and most talented. Interestingly, a slight plurality agreed that the advancement process as a whole was transparent.

Enlisted Retention Boards came in for withering criticism. Only 10% of respondents agreed that Perform to Serve and Career Waypoint have had an overall positive effect on the Navy. As with other questions, skepticism grew as experience increased, with Chief's agreeing at the lowest rate (8%). Additionally, only 10% "strongly agreed" or "agreed" that the boards ensured the best, brightest, and most talented were retained, and only 11% "strongly agreed" or "agreed" that they were an effective tool.

In short, while overall retention may be stable in the enlisted force at large, there is dissatisfaction with the way force shaping tools are implemented, and dissatisfaction related to evaluation and promotion systems.

Surface Warfare

650 respondents identified themselves as Surface Warfare Officers. 437 were between the ranks of Ensign and Lieutenant (O1 thru O3), 188 between the ranks of Lieutenant Commander and Commander (O4 and O5), and 25 between the ranks of Captain and Vice Admiral (O6 and O9). Surface Warfare Officer questions focused on perceptions about the surface

force, the quality of training, the efficacy of unit level training, and assessments about the Littoral Combat Ship. Full responses are included in Appendix G.

To the statement, "the general state of the surface warfare community is positive," 1% of respondents "strongly agreed" and 21% "agreed." 35% "disagreed," and 22% "strongly disagreed." Perceptions seemed to increase with experience and rank – 32% of O4s and O5s agreed with the statement, and 60% of O6s and flag officers did the same.

Overall, training received relatively positive marks. When it came to specific schooling experiences, Surface Warfare Officers were generally positive. Of those that responded and had attended Surface Warfare Officers School - Division Officer Course (SWOSDOC), 41% rated the quality as "good," 40% were "neutral" on the quality, and only 9% rated it "poor." Senior officers had higher rankings. For the Department Head Course, 51% of those who responded and attended rated the quality as "good," with 39% rating the quality as "neutral." The ratings were relatively stable across the ranks.

The perception of the Command Qualification Exam was much different. When asked if the "Command Qualification Exam is a valuable indicator of how someone will perform in command," 64% of respondents disagreed, and only 2% agreed. Junior Officers seemed to be more on the fence than their seniors, with 53% disagreeing and 45% taking the neutral position. 83% of O4 and O5 disagreed with the statement, alongside 76% of O6s and flags.

Unit level training — the training performed by each unit independently — received mixed reviews. 53% of respondents "disagreed" or "strongly disagreed" to

the statement "unit level training is realistic." This was relatively stable across rank and experience. However, respondents were more neutral about whether ship and tactical performance enhanced operational readiness. The highest marks were given when asked if unit level training enhances crew and material readiness – 38% strongly agreed or agreed, while 34% disagreed. More positive scores were given as rank and experience increased.

Perceptions about the Littoral Combat Ship are perhaps the most concerning results of the surface warfare officer component of the survey. 60% of respondents do NOT want to serve on an LCS – this was relatively stable across rank and experience. Most do not believe costs will decrease significantly. Only 16% believe it will be "an excellent surface warfare, anti-submarine warfare, or mine counter-measures platform." Finally, respondents were skeptical about its survivability in combat. 60% "disagreed" or "strongly disagreed" with the statement "LCS will be survivable in combat operations." Only 8% agreed. Skepticism actually increased with age and rank – 70% of Lieutenant Commanders and Commanders disagreed with the statement, and 72% of Captains and flag officers disagreed. There is slight skepticism as to whether a tour on an LCS is valuable for officers: 25% agree that the SWO career track supports a LCS tour, while 30% disagree.

Submarine Warfare

139 respondents identified themselves as submarine qualified officers. 97 of these were between the ranks of Ensign and Lieutenant (O1 and O3), 38 between the ranks of Lieutenant Commander and Commander (O4 and O5), and 4 between the rank of Captain and Vice Admiral (O6 and O9). Submarine officer questions focused on the overall state of the

submarine force, the quality of leadership, the quality of education at all levels of a career, and an assessment of day to day operations. Full results are provided in Appendix H.

Overall, the submarine community rates itself relatively well. When asked about the state of the community, nearly 50% rated it as "excellent" or "good" while "average" was cited by 30% of respondents. Only 17% rated it "marginal" or "poor." The state of the fast-attack submarine (SSN) force was rated highest, although the guided-missile (SSGN) and ballistic missile (SSBN) force received relatively positive marks. Leadership within the community was well regarded, with Commanding Officers, Department Heads and Junior Officers receiving pluralities of "excellent" and "good."

Submarine training was rated as good in most instances, with the Submarine Officer Basic Course (SOBC) being the exception. Nuclear Power School and Prototype — the introductory courses required to become nuclear trained officers — both received very positive remarks, with 79% of respondents and 64% of respondents, respectively, indicating the training was "excellent" or "good." Submarine Officer Basic Course was cited as "excellent" or "good" by 24% of respondents, "neutral" by 35%, and "marginal" or "poor" by 34% of respondents. As rank and experienced increased, this rating increased. Both the Submarine Officer Advanced Course and Submarine Command Course received overall positive reviews by those that had attended and responded.

Day to day operations had some common themes. Respondents were generally satisfied with their watch teams, and decisions were perceived to have been made with senior oversight and some degree of collaboration. 70% of respondents "strongly agreed"

or "agreed" that "the team relies on direction from its leader," while 60% said the same about "decisions being made after considering input from others." Perceptions about the ability to be creative or innovative were mixed. 55% of respondents "agreed" or "strongly agreed" that their ideas or suggestions were frequently tried by their team, however only 23% "agreed" or "strongly agreed" when asked if their team was "allowed to employ creative solutions to problems."

Naval Aviation

1494 respondents identified themselves as either qualified Naval Aviators or Naval Flight Officers. 776 were between the ranks of Ensign and Lieutenant (O1 and O3), 661 between the ranks of Lieutenant Commander and Commander (O4 and O5), and 57 between the ranks of Captain and Vice Admiral (O6 and O9). Of these overall numbers, 41% identified themselves as strike fighter aviators (F/A-18), 20% as helicopter pilots, and 15% as maritime patrol and reconnaissance aviators. The remainder of the respondents were from other naval aviation communities. Aviators were asked questions about squadron leadership, assessments about the state of aviation in general, and questions about the future of naval aviation. Those in flight school were also asked which platform they preferred. Full results are provided in Appendix I.

When asked "what do squadron Commanding Officers and Executive Officers spend most of their time on?", 76% of aviation respondents answered "performing admin/management" functions. Only 4.5% responded with "leading the command and executing the mission." These results were stable through the rank of Commander. 39% of senior aviators (O6 to O9) believed commanding officers spend more time on admin and management, while

42% believed their time was spent equally between admin/management and leading the command. Furthermore, a consistent majority believed that the pay received by department heads, which in many cases exceeds that of more senior commanding officers, made the role of the commanding officer less valuable. 52% agreed with that statement, while only 23% disagreed. The rest were neutral or had no opinion.

Like the surface warfare officer community, aviators had significant skepticism about the significance of the command screen board. Overall, 60% of aviators did not believe that the command qualification board would make a difference, 6% believed it does, and 34% had no opinion. Junior aviators were the most uncertain – 52% of them had no opinion, while 42% said the board does not make a difference. Aviators between the ranks of Lieutenant Commander and Vice Admiral were more starkly skeptical, with over 70% of them not believing the board makes a difference.

Feelings were neutral about the overall state of naval aviation and the state of specific communities within naval aviation. 36% of aviators believed the state of the community was "average," 24% said it was "good," and 26% said it was "marginal." Similar numbers were seen regarding the specific community questions. However, many aviators did not believe they were getting sufficient flight time. When asked to assess if they got enough flight time, 26% reported "poor," 24% reported "marginal," and 29% reported "average."

Perceptions about the future of naval aviation were mixed. When asked if the Joint Strike Fighter was the "right aircraft for Naval Aviation," 60% "strongly

disagreed" or "disagreed", and 22% were neutral. Only 10% "agreed" or "strongly agreed." Conversely, when asked if they would prefer an Advanced Super Hornet over the Joint Strike Fighter, 62% "strongly agreed" or "agreed," and 20% were "neutral." One commenter, a JSF pilot, noted that much of the community has yet to see the JSF in action, which — when coupled with years of negative press — may be one reason for the deep skepticism about the F-35.

Aviators were bullish on unmanned aircraft and the P-8 Poseidon, a new maritime patrol and reconnaissance aircraft. 58% of respondents "agreed" or "strongly agreed" that "unmanned platforms will increase naval aviation capabilities," while only 20% "disagreed" or "strongly disagreed." 40% "agreed" or "strongly agreed" that the Poseidon was a suitable replacement for the P-3C, while only 11% "disagreed" or "strongly disagreed."

Special Warfare (SEALs)

58 respondents identified themselves as Navy SEALs, 28 of whom were between the ranks of Ensign and Lieutenant (O1 to O3), and 30 who identified themselves as being either a Lieutenant Commander or Commander (O4 or O5). No senior officers were identified. SEALs were asked about perceptions related to their current jobs, the quality of leadership within the community, and the overall state of Navy Special Warfare. Results are provided in Appendix J. In general, respondents who identified themselves as SEALs were positive about their community. When asked about the general state of their community, a plurality, 45%, responded with an answer of "good" and 34% responded "average." Results were consistent across the two rank demographics polled. They were also relatively positive about their roles. When asked about their position as a junior officer,

33% responded "good" while 25% responded "average." Senior leaders were more neutral as to their role, with 40% responding "neutral" and 17% responding "good."

Quality of SEAL leadership development trended negative. 44% of respondents believed this development to be "marginal" or "poor," while 26% said "average," and 23% said "good." Additionally, junior members appeared more likely to leave service with the slowdown of combat operations. When asked about the "likelihood you will remain in Naval Special Warfare if combat tours are not available," 45% of junior officer respondents replied "marginal" or "poor," while mid-grade officers only had 25% with similar answers.

Perceptions of leadership were positive. SEALs by and large found that there were good opportunities to lead and develop other SEALs, and were generally positive about their executive and commanding officers. Operational commanding officers were rated as "good" or "excellent" by 70% of respondents, while executive officers had 51% with similar answers. Leadership matters, and when asked "how much has your commanding officer's/executive officer's leadership affected your decision to stay/go," 55% responded with "a lot."

Conversely, SEALs overwhelmingly believe there are too many administrative burdens and too much bureaucracy within their community. When asked if they "believe that SEAL community has too many administrative burdens," 87% agreed. When asked if the "SEAL community has too much bureaucracy, 80% of respondents agreed.

Finally, when asked "is your decision to remain in the SEALs" based more on work or family concerns, 64%

responded "primarily related to work," while 30% replied "primarily related to family." Junior officer SEALs trended more towards the work response, while higher ranking SEALs were more balanced in their response.

Restricted Line and Staff Corps

695 respondents identified themselves as being a part of the restricted line or staff corps officer community. The largest numbers came from the Intelligence Officer subspecialty (183x) with 116 respondents, the Information Warfare community (181x) with 78 respondents and the Supply Corps with 67 respondents. Full results are provided in Appendix K.

Both Restricted Line and Staff Corps officers were relatively positive about the general states of their communities. 43% reported "excellent" or "good" community health, while only 22% noted a "marginal" or "poor" state. The answers to "training to do my job" were a bit more negative, with 28% reporting "excellent" or "good" and 47% reporting "marginal" or "poor."

Leadership received relatively high marks, with department heads, executive officers, and commanding officers all receiving a plurality or outright majority of "excellent" or "good." The only exception to this positive outlook occurred when prompted "I feel inspired by senior officers in my Staff Corps." 50% "strongly disagreed" or "disagreed" while 31% "strongly agreed" or "agreed."

Perceptions about the relationship between the Restricted Line/Staff Corps and Unrestricted Line Communities were generally negative. When prompted "I feel like my community is well respected within the Navy," 44% "strongly disagreed" or

"disagreed." Only 32% "strongly agreed" or "agreed." When prompted "I believe that most members of the URL community do not understand my RL community," 80% "strongly agreed" or "agreed," while only 8% "disagreed" or "strongly disagreed."

Respondents were relatively positive about their contributions to their communities. 54% "strongly agreed" or "agreed" that they were satisfied, while 90% "strongly agreed" or "agreed" that their community made valuable contributions to the mission of the Navy. Respondents also generally felt fully utilized, and agreed that they were able to practice their profession at a commensurate level to their civilian peers.

Career progression and training had mixed reviews. 46 percent of respondents "strongly agreed" or "agreed" that their "Staff Corps places too much emphasis on a prescribed career path," while 26% "strongly disagreed" or "disagreed." There was also relative skepticism as to whether their Staff Corps prepared them for their "next leadership roles." 45% "strongly disagreed" or "disagreed," while 35% "strongly agreed" or "agreed." 55% believed they had sufficient training, while 28% believed they did not.

Comparisons Across Communities

There are many interesting cross-community comparisons for the questions asked across the entire range of respondents, and the reader may make their own analysis of the numbers by visiting www.dodretention.org to obtain the full community breakdowns. A few interesting results from across multiple communities are highlighted below.

Mentors

The survey asked the question, "Do you have a mentor, other than the one assigned to you?" The communities had varying responses. The Enlisted, Surface Warfare, SEAL and Restricted Line communities all answered in the affirmative: 55% of Enlisted answered "yes," 56% of SWOs answered "yes," 62% of SEALs answered "yes," and 63% of the Restricted Line respondents answered "yes." Naval Aviation and the submarine community were weighted in the other direction. 47% of Naval Aviators and 40% of submariners answered "yes."

Do you Want Your Bosses Job?

The only community that responded positively to "do you want your bosses job?" was the enlisted force with a slight plurality (43% saying "yes" while 40% said "no.") All officer communities were starkly biased towards the negative.

Perceptions of Senior Leadership

When prompted with "I trust the Navy's senior leaders," communities had different responses.

The Enlisted, Surface Warfare, and Naval Aviation communities were all relatively negative. Submarine Officers, SEALs, and the Restricted Line/Staff Corps were more positive.

"I trust the Navy's senior leaders"

Relative lack of trust in senior leadership is a significant factor negatively affecting retention. Submarine, Surface Warfare, SEAL, and Restricted Line/Staff Corps officers are the most trusting, while Enlisted and Naval Aviators are the least trusting.

The table below shows the relative levels of "trust", which corresponds to the percentage of Sailors who "agree" or "strongly agree" when asked if they "trust the Navy's senior leaders." "Distrust" is used to denote the percentage of Sailors who "disagree" or "strongly disagree."

Trust / Distrust in Senior Leadership

	Trust	Distrust
Enlisted	26.9%	46.7%
Surface Warfare Officers	36.5%	37.9%
Submarine Officers	38.5%	30.8%
Naval Aviators	25.9%	45.4%
SEALs	35.8%	24.6%
Restricted Line/Staff Corps	37.8%	34.9%

Overall, these numbers paint a bleak picture of a Sailor's perception of senior leadership, with the most 'positive' response rate (submariners) indicating only 38.5% Sailors trust senior leadership, with 61.5% either neutral or distrusting senior leadership.

Overall

Please visit www.dodretention.org to download Excel and PDF versions of the data sets. All question sets have been broken into communities to assist in making rapid correlations.

Recommendations

Senior uniformed and civilian leadership are aware of the downturn in retention and have already begun implementing policy changes intended to improve morale, streamline enterprise resources, reduce administrative burden, and return more authority to commanding officers and senior non-commissioned officers.

There are no quick fixes. Resolute and thoughtful changes are necessary to improve the factors that impact Sailors the most: Operational tempo, work-life balance, low morale, perception of declining pay and compensation, waning desire for senior leadership positions, and a widespread distrust of senior leadership. Additional recommendations, outlined below, are offered for consideration when contemplating the changes to statute and/or policy necessary to improve retention, as well as a Sailor's quality of service — comprised of quality of work, quality of life, and quality of leadership. These recommendations are not all-inclusive, but rather a starting point to encourage thoughtful and deliberate conversations within the Fleet about what changes will provide the greatest return on investment for Sailor retention.

Stop Highlighting Commanding Officer and Command Master Chief Firings

Senior leadership should stop proactively highlighting the reliefs for cause of commanding officers, command master chiefs, and other senior enlisted advisors. What was originally intended to demonstrate accountability to the public has, instead, resulted in a significant breach of trust with our Sailors and resulting in an almost 'reality tv' mentality. Several recent high-profile firings have demonstrated the negative impact of a rush to inform the press, as a plurality of Sailors remarked that once the Navy has gone public there is no chance for the Sailor to recover, regardless of the ultimate disposition of the case.

Accountability is a cornerstone of leadership and must be preserved. The U.S. Navy can continue to hold leadership accountable without appearing to throw them to the wolves, which will help restore trust in senior leadership. Accordingly, more Sailors will aspire to positions of increasing leadership since one of their greatest fears, arriving on the cover of Navy Times, will be greatly diminished.

Advocate a Fixed-Length Retention System

Recent public remarks have indicated a likely shift away from a 20-year defined benefits retirement system, to be replaced by a new system more approximating a 401(k) style savings plan. Based on the strong impact of the current 20-year retirement system, senior leaders should modify, but not replace, this benefit.

The greatest majority of Sailor respondents, 80.4%, said the current retirement benefits have the greatest impact on their decision to remain in uniform. Likewise, when asked about the impacts of changing the current 20-year retirement plan, 75.8% of enlisted and 80.9% of officers said changing to a 401(k) style system would make them more likely to leave earlier in their career.

While changes to the current retirement system may be inevitable, senior leaders should retain a defined benefits program due to its strong influence on Sailor's decision making calculus.

Reinstitute Critical-Skills Bonuses for Operational Commanding Officers

One of the most important aspects of Navy culture is the near reverence placed on operational command. To wit: "A vital part of developing our total force strategy and maintaining combat readiness is to provide appropriate incentives to retain skilled personnel for critical [community] enterprise billets." This statement, pulled from the last surface warfare message with a command bonus, sums up the importance of reinstating a critical skills bonus for officers serving in operational command. This critical skills bonus should be reinstituted as a 3-yr, $25,000/yr bonus beginning when the commanding officer assumes command. This program would cost $5.6M annually – $2.3M to fund 90 commanders selected for surface warfare command and $3.3M to fund 130 officers selected for naval aviation command.

The critical skills bonus for commanding officers is an important lever for retaining quality officers for subsequent tours, while clearly communicating the value of O-5 command. First, restoration of the bonus will correct the current pay inversion – where some department heads under long-term continuation pay contracts may make nearly $10,000 more per year than the commanding officers that lead them. Junior personnel look up their chain of command for tangible signals regarding the value of their future service, and want to see that command is something to aspire to – hard to prove when department heads can make more than their executive officer and commanding officer counterparts.

Second, the bonus, beginning once the officer "fleets up" from executive officer, will incentivize retention for a full tour following command. Current timing enables a substantial number of officers to retire shortly following their command tour at the 20-year mark. Retention of these officers for a follow on tour will bring them closer to selection for Captain, which in turn increases their incentive to remain for two more tours (to attain High-3 status for retirement as a Navy Captain, which traditionally occurs after approximately 26 years of cumulative service).

Third, the bonus – available after approximately 17-18 years of cumulative service – will provide an additional incentive for our most talented junior officers and department heads to remain beyond their minimum service requirement. Keeping them in the service for their entire career ultimately improves the pool of candidates available for major command. Losing this talent and experience reduces selectivity in administrative and statutory boards, impacting the quality of officers available for promotion to Flag rank.

Most importantly, the critical skills retention bonus for operational commanders should remain in place regardless of fiscal climate or retention statistics. This provides a consistent message to junior and senior personnel alike regarding the importance of operational command. Understandably, all expenses deserve scrutiny during a period of declining budgets – but the U.S. Navy doesn't save much going after critical skills bonuses, a small cost driver that provide a significant return on investment. Instead, command bonus fluctuations create a substantial negative perception about the value (or lack thereof) of the O-5 command position. A consistent command screen bonus will convey to all officers, and Millennials in particular, that this position is highly sought after and valued.

Measurably Reduce Operational Tempo

Senior leaders must carefully examine the impact of increasing operational tempo on the current — and future — health of the force. Navy communities are all affected independently, since the operational demands on an aircraft carrier are different than those of a surface combatant, a submarine, a squadron, or a SEAL Team. In essence, we need a strategy — one which carefully weights the current and anticipated demand for forces with the availability of increasingly scarce (and decreasing) numbers of ships. The reality is the Navy cannot effectively do more with less … it can only do less with less, and a belief to the contrary has resulted in incredibly high operational tempo and a plummeting perception of work/life balance.

A majority of Sailors believe they could be hired if they left the Navy today. Likewise, open comments from the survey indicate a strong belief in a "the grass is greener" mentality. We risk a prolonged downturn in retention without bold efforts to address Sailor operational tempo, and a vast majority of Sailors believe the new Optimized Fleet Response Plan will only make matters worse.

Move Milestone-Screened Officers to the Top of their Peer Groups

Individuals should be moved to the top of the lineal number list for their year group once they are selected for their next major career milestone. Under the current system, officers remain in the same relative lineal ordering with officers who fail to screen for the next major milestone, a situation exacerbated by the recent shift to smaller monthly promotion zones (a cost savings measure). In this current situation, an officer can fail to select for the next milestone but still promote at the beginning of a fiscal year, while their contemporary, who screened for the milestone, promotes nearly a year later, in September. Placing officers who screen for the next major milestone – department head, command, major command, etc. – at the front of the lineal list reinforces the importance of continued performance, with accelerated promotion opportunity and the higher pay associated with advancement. Officers would retain the same lineal number position relative to their screened peer group and simply move to the front of the list compared to their non-screened peers.

Despite the inclusion of an "early promote" characterization on a Sailor's performance evaluation, the Navy, unlike its Air Force and Army counterparts, does not offer "below zone" promotions for its officers. Instead, officers move lock-step with peers in their associated screen groups. Enlisted Sailors, on the contrary, have a well defined pathway to early promotion: An enlisted Sailor is just as likely to make Chief Petty Officer in 10 years as they are in 20 years — the key determinant is performance.

Promotion timing is simply one opportunity to reward our most-talented officers, and the Navy already has the authority required to institute this change.

Align Unrestricted and Restricted Line Selection Boards

The recent increase in selectivity – promoting fewer officers to the next rank – at statutory boards has significantly constricted the pool of officers considered for selection to their next major milestone by some community administrative boards. In effect, this can significantly reduces a community's ability to select the officers it feels are best suited for continued progression, since the statutory board has already made the largest cut. Naval aviation is primarily affected, due to the long initial minimum service requirement (8 years) incurred.

This divergence between the statutory and administrative screen boards can be partially resolved by altering the unrestricted line officer statutory boards to operate in a similar fashion as those conducted for restricted line communities. The restricted line communities conduct separate boards, where it becomes much easier to compare "apples to apples." Conversely, the unrestricted line board screens all communities – surface, subsurface, aviation, special warfare, and special operations - simultaneously. This results in a large pool of officers with disparate backgrounds and community needs being looked at simultaneously, with one top-line target for the number of officers to be screened to the next rank.

Instead, the unrestricted line officers considered for promotion should be evaluated in separate tanks like the restricted line communities – once again allowing a comparison of apples to apples. Surface warfare officers will compete for their next rank against their peers, as will the officers of each unrestricted line community. Board composition will remain the same as it has in recent years, and the overall process will remain unchanged and in alignment with Title 10. The only change is that each community of unrestricted line officers will be screened against their community peers, rather than as one large pool. This process will help facilitate the selection of each community's best and most fully qualified to be passed to the subsequent administrative boards. In short, the pool of unrestricted line officers will simply be subdivided into five tanks within the board: surface warfare, aviation, submarines, special warfare, and special operations.

Please see "Unrestricted Line Officer Promotions: Best and Fully Qualified?", a white paper by Captain Robert Tortora, for a thorough discussion of this proposed change.

Remove Examination Requirements for Unrestricted-Line Command

Nothing has sent shockwaves through the junior officer ranks in recent years like the publishing of a new instruction regarding qualifications for command. A direct response by the Chief of Naval Operations to the rising number of commanding officer firings and declining surface warfare proficiency, the new qualifications have measurably reduced the desire to pursue command and have many junior officers questioning the "harassment package" that comes with a Navy career. Worse, only 10.6% of officers responding to the survey believe the examination has a positive impact on selecting the best commanding officers. Conversely, 43.8% of all officers believe the examination and board requirements do not positively impact commanding officer selection, a view shared by 64.0% of surface warfare officers, 54.0% of submarine officers, and 60.0% of officers in naval aviation. Surprisingly, the negative perception increases substantially with increasing rank.

While senior leadership might consider the command qualification exam an appropriate response to commanding officer firings, evidence indicates that the exam has limited return on investment. One surface warfare officer recently noted that there are more than 1,500 pages of required reading to prepare for the exam, reading which has taken the place of warfighting training during his current deployment. After preparing for the exam, he will have to travel from his forward deployed ship back to Newport, RI, to take the exam – a 45-hour trip for an exam that, according to recent statistics, will not accurately assess his ability to command in the first place.

The U.S. Navy has effectively produced quality commanding officers throughout its 239-year history. Officers are screened for command potential throughout their entire career, receiving fitness reports at least annually, and are typically board selected for at least one major career milestone prior to their command screen board, for example, as a department head.

Instead of placing yet another administrative burden on officers, one with an especially negative downside regarding retention of our best and brightest, we should focus on ensuring the system currently in place works. Reporting seniors must provide an accurate accounting of an officer's abilities, as well as an assessment of potential for positions of increased responsibility. Selection boards must continue to objectively select the best and most fully qualified officers using a process that is firm, fair, and consistent. Most importantly, senior officers must be willing to acknowledge that the relief of a small number of commanding officers is to be expected and is an indicator that the system is working. Put another way, something is likely very wrong with standards or with our reporting system if no officers selected for command are ever relieved.

Move to a Semi-Annual Officer Performance Evaluation

Current officer performance evaluations (fitness reports, or FITREPS) are completed on two occasions: Annually for each officer and when an officer's reporting senior (or boss) changes. Since the only consistent report is the annual one, officers perceive performance evaluations are based more on timing than merit.

The Navy officer performance evaluation should move to a semi-annual periodicity and remove the change of command report. While no system is perfect — and timing will still be a factor under the new system — this change will ensure the potentially unpredictable nature of changes of command will not adversely affect evaluations. Many a good officer has been penalized when their boss leaves command earlier than expected, due to no fault of the subordinate. A semi-annual system will provide a set interval, increasing the number of evaluations while reducing the impact of an officer's arrival to, or departure from, a command (timing).

Rethink Mandatory Annual Training

We must be judicious with our already precious resources – our people, time, and money — during this period of declining budgets and high operational tempo. One of the most villainized training requirements is annual Navy Knowledge Online training, which includes courses on information assurance, anti-terrorism and force protection, and human trafficking in persons, among others.

The burden of this training can be greatly reduced. For example, Sailors new to the Navy would need to complete their initial training, but refresher training could occur every 3-5 years rather than annually. More than a million man-hours could be returned to the Navy when carried across the multiple courses performed annually.

Actively Advocate Pushing Responsibility to the Lowest Appropriate Level

Senior leaders should continue to push responsibility and accountability to the lowest appropriate level. Sailor responses indicate a strong belief that the Navy is promoting an increasingly risk averse culture coupled with a zero-defect mentality. A vast majority of Sailors, 60.0%, also believe junior personnel are not utilized to their full potential.

Junior Sailors are the change agents required to retain the Navy's competitive advantage. More willing to assume manageable risk, technologically savvy, and innovative, our junior Sailors will be the catalyst for continued success in the face of increasing global competition. As other nation's weapon systems continue to reach parity with ours, bold, confident, and accountable Sailors will be the difference between success or failure — and they are asking for increased responsibility and challenging opportunities.

Likewise, unit-level commands should be provided the flexibility to conduct tailored training on Navy-wide mandated topics. Recent training on the repeal of "Don't Ask, Don't Tell", Sexual Assault, Prevention and Response, and Responsible Drinking are incredibly centralized, with senior leadership providing scripted materials which must be used to train Sailors. Pushing greater responsibility to the command — effectively decentralizing the training — will ensure each unit commander can tailor the material as appropriate for their unit, demonstrating increased trust.

Senior Leaders Should be Sailor Advocates

Senior leaders should ensure public statements are consistent with the oft-repeated theme "Sailors are our most important asset." Senior uniformed and civilian leaders have made headlines with recent calls to reduce the pay, compensation, and benefits for their Sailors. According to open comments, Sailors feel this is a significant breach of trust which has greatly diminished loyalty to the institution.

Sailors understand the need for fiscal responsibility, especially in the face of declining budgets. What they do not expect, however, is for their own senior leaders to call for a reduction in their quality of life, especially in the face of rising operational tempo and decreasing work/life balance. This has resulted in an imbalance where senior leadership is viewed negatively, while Congress is perceived as coming to the rescue.

Senior leaders should be unabashed champions for the Sailors they lead. Otherwise, they should refrain from claiming "People are our most important asset."

Reexamine Increased Career Path Diversity

Sailors, especially Millennials, are looking for greater career path diversity, to include an increased opportunity for in-residence advanced education.   Much like adjustments to lineal number ordering for officers (the fifth recommendation), greater career path diversity will provide additional opportunities for talented Sailors to accept challenging or desirable positions, increasing overall career satisfaction. Additional changes, for example coupling officer promotions to the attainment of community milestones rather than rote timing, should also be explored.

This is a significant change championed by many of the Sailors responding to the survey. Already being explored by the Navy and other services, it will require careful, deliberate thought as well as changes to the Defense Officer Personnel Management Act of 1980.   Readers should explore this theme further by reading Lieutenant Austin Hulbert's white paper titled "A Bad Time for Timing: An Analysis of the US Navy Officer Promotion Process."

Establish a Semi-Independent Retention Board

Senior leaders should form a 16-person retention board consisting of only mid-grade and junior enlisted and officer Sailors, the very Sailors the Navy needs to retain. The purpose of the board will be to provide thoughtful feedback to senior Navy leadership regarding the current concerns from their various communities, as well as recommend changes to internal policy intended to improve morale, trust, and loyalty.

Led by a career-progressing unrestricted line Commander, the board could consist of five representatives from the unrestricted line communities (a Lieutenant from each), four Lieutenants representing the restricted line and staff corps communities, and six enlisted representatives. Representatives would be selected from their career fields based on strong community endorsements.   These Sailors should be 'operationally relevant', performing this collateral duty in addition to their current job. Members should be geographically diverse to help capture fleet-wide sentiment, channeling this information to senior leaders. Reports should be captured in a straightforward, semi-annual report to help identify and respond to emerging retention trends.

Acknowledgements

Countless men and women have provided words of encouragement and offered their direct support since "Keep a Weather Eye on the Horizon" was released in March 2014. While it would be impossible to list them all — at least within the bounds of reasonable expectations — several individuals and organizations stand out who warrant individual mention.

First and foremost, Lieutenant Ben Kohlmann, an active duty Navy pilot, was instrumental in ensuring the original paper was disseminated as far and as wide as social media would allow. He also served as a fantastic partner while developing the survey and lent a keen eye for detail while helping to compile and distill the results. Ben, a recognized innovator in his own right, served as the perfect catalyst needed to help push this project along.

Significant credit belongs to the men and women — active duty and civilian alike — who volunteered to support this effort as part of the 2014 Navy Retention Study Team. Formed from diverse communities, backgrounds, and experiences, they helped craft the survey questions, "red teamed" the survey prior to it's public unveiling, and provided context to the survey results. This project would not have taken flight without their support, which was provided early and often.

Commander Thomas Bodine, an active duty Navy Weapon Systems Officer, deserves a tremendous amount of credit for sharing in a multi-year discussion on retention while we both attended the U.S. Naval War College and during his time at the Navy Personnel Command. He shook loose relevant information and continually pointed this effort in the right direction. Similarly, many thanks go to the men and women at the Navy Personnel Command and in the Office of the Chief of Naval Personnel for providing insight and supporting data.

Vice Admiral Pete Daly and Mr. Denis Clift, the CEO and VP of Planning and Operations, respectively, of the U.S. Naval Institute, were present at the initial private discussion regarding "my biggest concerns for the Fleet." Many thanks to both of them for encouraging the independent thought which led to this effort.

Vice Admirals Bill Moran, Chief of Naval Personnel, and Ted Carter, U.S. Naval Academy Superintendent, were both early supporters of this effort and have continually demonstrated their resolve in actively shaping U.S. Navy policy to help answer our toughest challenges.

Perhaps one of the greatest reasons for the unlikely success of this initiative and of the original paper is the rise of social media, which gave 'the little guys' a louder voice. Sites such as CDRSalamander.com, AskSkipper.com, and USNI.org supported this effort early and often, raising awareness with active duty Sailors throughout the fleet. Ward Carroll, a former fighter pilot now at military.com, and David Larter, with Navy Times, were early supporters who also helped raise awareness of the survey, undoubtedly increasing our overall reach to the fleet.

There are those who not only championed the current discussion about retention but who have engaged to provide their own actionable solutions, embracing the "sense of ownership" required to solve the current retention crisis and develop the U.S. Navy's future leaders. Lieutenant Austin Hulbert, a naval aviator, wrote an incredibly insightful piece titled "It's a Bad Time for Timing" which advocates changing the current system defined by the Defense Officer Personnel and Management Act of 1980. Captain Robert Tortora, a surface warfare officer, took an in-depth look at recommended changes to the statutory promotion process for Naval officers advocated by *"Keep a Weather Eye on the Horizon."* Others, like Navy Lieutenant Matt Greene, have formed research teams to use this survey as the focus for their master's degree.

Last but certainly not least is my wife, Sarah Snodgrass. Thank you for your unwavering support and patience as this project unfolded over the course of six months, all while spearheading a move to Japan as a "geographic bachelorette." Decision makers should never underestimate the importance or the sacrifices of a military spouse.

Many more deserve credit for the success of this project — and you know who you are. Thank you for sharing your ideas, and for caring about the future of the U.S. Navy.

CDR Guy M. Snodgrass, U.S. Navy
September 1, 2014

Appendix A: Respondent Demographic Responses

The 2014 Navy Retention Study survey received 6,141 responses during a one-month open period between May 1st and May 31st.   The following responses reflect the demographics of the 5,536 viable responses retained after removing click-throughs and incomplete entries.

		Total		All Enlisted		All Officer	
	Totals	5536		2409	43.5%	3127	56.5%
what is your gender	Male	4736	85.6%	1997	83.0%	2739	87.6%
	Female	750	13.6%	386	16.0%	364	11.6%
	Prefer not to Answer	45	0.8%	23	1.0%	22	0.7%
	Blank	5		3		2	
What ethnicity do you most identify With?	African descent	209	3.8%	161	6.7%	48	1.5%
	American Indian	27	0.5%	18	0.7%	9	0.3%
	Asian Descent	141	2.5%	87	3.6%	54	1.7%
	Caucasion	4375	79.1%	1671	69.5%	2704	86.6%
	Hispanic	267	4.8%	185	7.7%	82	2.6%
	Multi Ethnic	194	3.5%	122	5.1%	72	2.3%
	Pacific Islander	41	0.7%	29	1.2%	12	0.4%
	Prefer not to Answer	276	5.0%	133	5.5%	143	4.6%
	Blank	6		3		3	
How old are you?	20 or younger	111	2.0%	111	4.6%	0	0.0%
	21-25	802	14.5%	614	25.5%	188	6.0%
	26-30	1521	27.5%	715	29.7%	806	25.8%
	31-35	1334	24.1%	469	19.5%	865	27.7%
	36-40	975	17.6%	300	12.5%	675	21.6%
	41-45	528	9.6%	142	5.9%	386	12.4%
	46-50	187	3.4%	39	1.6%	148	4.7%
	51-55	61	1.1%	13	0.5%	48	1.5%
	56-60	8	0.1%	1	0.0%	7	0.2%
	61	1	0.0%	1	0.0%	0	0.0%
	Blank	8		4		4	
How long have you been in the Navy?	0-2 years of service	464	8.4%	347	14.4%	117	3.7%
	3-5	988	17.9%	605	25.2%	383	12.3%
	6-10	1477	26.7%	609	25.3%	868	27.8%
	11-15	1201	21.7%	383	15.9%	818	26.2%
	16-20	836	15.1%	313	13.0%	523	16.7%
	21-25	384	6.9%	104	4.3%	280	9.0%
	26-30	149	2.7%	39	1.6%	110	3.5%
	Over 31	27	0.5%	3	0.1%	24	0.8%
	Blank	10		6		4	

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
	What is the highest level of education you have received?	Associates	626	11.3%	588	24.4%	38	1.2%
		BA	562	10.2%	162	6.7%	400	12.8%
		BS	1360	24.6%	240	10.0%	1120	35.8%
		GED	38	0.7%	35	1.5%	3	0.1%
		High School	1221	22.1%	1196	49.7%	25	0.8%
		JD	42	0.8%	1	0.0%	41	1.3%
		MA	461	8.3%	16	0.7%	445	14.2%
		MBA	336	6.1%	23	1.0%	313	10.0%
		MD	79	1.4%	2	0.1%	77	2.5%
		MPP	19	0.3%	3	0.1%	16	0.5%
		MS	633	11.4%	28	1.2%	605	19.4%
		No College Degree	119	2.2%	112	4.7%	7	0.2%
		PhD	36	0.7%	1	0.0%	35	1.1%
		Blank	4		2		2	
	If you have a graduate degree, was it mostly completed in residence or as a distance program?	Distance Program	646	12.2%	191	8.4%	455	15.0%
		I do not have a graduate degree	3364	63.4%	1959	86.3%	1405	46.3%
		In residence	1137	21.4%	104	4.6%	1033	34.0%
		I have multiple graduate degrees	157	3.0%	15	0.7%	142	4.7%
		Blank	232		140		92	
	What is your current paygrade	E-1	5	0.1%	5	0.2%		
		E-2	35	0.6%	35	1.5%		
		E-3	210	3.8%	210	8.7%		
		E-4	389	7.0%	389	16.1%		
		E-5	657	11.9%	657	27.3%		
		E-6	639	11.5%	639	26.5%		
		E-7	304	5.5%	304	12.6%		
		E-8	96	1.7%	96	4.0%		
		E-9	74	1.3%	74	3.1%		
		CWO-2	14	0.3%			14	0.4%
		CWO-3	21	0.4%			21	0.7%
		CWO-4	13	0.2%			13	0.4%
		CWO-5	2	0.0%			2	0.1%
		O-1	156	2.8%			156	5.0%
		O-2	240	4.3%			240	7.7%
		O-3	1303	23.5%			1303	41.7%
		O-4	846	15.3%			846	27.1%
		O-5	414	7.5%			414	13.2%
		O-6	112	2.0%			112	3.6%
		O-7	4	0.1%			4	0.1%
		O-8	1	0.0%			1	0.0%
		O-9	1	0.0%			1	0.0%

Appendix B: Quality of Work Responses

The following questions were asked to identify how sailors feel about the quality of work they perform and the fulfillment they feel while serving as a member of the United States Navy.

		Total		All Enlisted		All Officer	
	Totals	5536		2409	43.5%	3127	56.5%
How Long have you been in your current tour?	<1 year	1526	28.9%	517	21.8%	1009	34.6%
	1 year	1255	23.7%	502	21.2%	753	25.8%
	2 years	1592	30.1%	717	30.3%	875	30.0%
	3 years	636	12.0%	390	16.5%	246	8.4%
	4 years	169	3.3%	148	6.3%	21	0.7%
	5 years	58	1.1%	57	2.4%	1	0.0%
	5+ years	49	0.9%	37	1.6%	12	0.4%
	Blank	195		41		210	
How many deployments have you made in your career?	0	721	13.5%	454	19.2%	267	9.0%
	1	708	13.3%	346	14.6%	362	12.2%
	2	939	17.6%	391	16.5%	548	18.5%
	3	823	15.4%	315	13.3%	508	17.2%
	4	633	11.9%	231	9.8%	402	13.6%
	5	471	8.8%	169	7.1%	302	10.2%
	6	366	6.9%	145	6.1%	221	7.5%
	7	668	12.5%	317	13.4%	351	11.9%
	Blank	207		41		166	
How long was your last deployment?	Never Deployed (FG)	707	13.3%	447	18.9%	260	8.8%
	<6 months on last cruise	927	17.4%	378	16.0%	549	18.6%
	6	1031	19.4%	402	17.0%	629	21.3%
	7	940	17.7%	316	13.4%	624	21.1%
	8	727	13.7%	326	13.8%	401	13.6%
	9	557	10.5%	301	12.7%	256	8.7%
	10	152	2.9%	81	3.4%	71	2.4%
	11	52	1.0%	18	0.8%	34	1.2%
	>11	228	4.3%	96	4.1%	132	4.5%
	Blank	215		44		171	
If you are on a Sea Tour, which phase are you currently in?	Deployment	300	5.7%	134	5.7%	166	5.7%
	I'm not in a sea tour	3015	57.2%	1178	50.1%	1837	63.0%
	Post-deployment, will not surge	618	11.7%	336	14.3%	282	9.7%
	Post-deployment, will surge	177	3.4%	110	4.7%	67	2.3%
	Workups / Pre-deployment	1157	22.0%	593	25.2%	564	19.3%
	Blank	269		58		211	

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
How long do you expect your next cruise or deployment to be?		< 6 months	656	12.5%	374	15.9%	282	9.7%
		6 months	646	12.3%	314	13.4%	332	11.4%
		7 months	409	7.8%	183	7.8%	226	7.8%
		8 months	855	16.2%	292	12.4%	563	19.3%
		9 months	1041	19.8%	418	17.8%	623	21.4%
		10 months	601	11.4%	253	10.8%	348	11.9%
		11 months	46	0.9%	16	0.7%	30	1.0%
		12 months	90	1.7%	45	1.9%	45	1.5%
		> 12 months	104	2.0%	62	2.6%	42	1.4%
		Blank	1088		452		636	
Please evaluate the following:	I am making a difference	Strongly Agree	836	15.7%	457	19.3%	379	12.8%
		Agree	2303	43.3%	1003	42.4%	1300	43.9%
		Neutral	1104	20.7%	425	18.0%	679	22.9%
		Disagree	702	13.2%	293	12.4%	409	13.8%
		Strongly Disagree	339	6.4%	168	7.1%	171	5.8%
		Do not know	38	0.7%	17	0.7%	21	0.7%
		Blank	214		46		168	
	The public regards what the military does as important	Strongly Agree	861	16.2%	317	13.4%	544	18.4%
		Agree	2684	50.4%	1108	46.9%	1576	53.3%
		Neutral	924	17.4%	446	18.9%	478	16.2%
		Disagree	659	12.4%	363	15.4%	296	10.0%
		Strongly Disagree	166	3.1%	108	4.6%	58	2.0%
		Do not know	27	0.5%	21	0.9%	6	0.2%
		Blank	215		46		169	
	I view the Navy as a calling, rather than just a job	Strongly Agree	1121	21.1%	415	17.6%	706	23.9%
		Agree	1915	36.0%	669	28.3%	1246	42.1%
		Neutral	1051	19.7%	495	21.0%	556	18.8%
		Disagree	784	14.7%	458	19.4%	326	11.0%
		Strongly Disagree	442	8.3%	321	13.6%	121	4.1%
		Do not know	9	0.2%	4	0.2%	5	0.2%
		Blank	214		47		167	
	I receive adequate training required to perform my job	Strongly Agree	551	10.3%	267	11.3%	284	9.6%
		Agree	2386	44.8%	1074	45.4%	1312	44.3%
		Neutral	948	17.8%	361	15.3%	587	19.8%
		Disagree	1000	18.8%	451	19.1%	549	18.5%
		Strongly Disagree	435	8.2%	209	8.8%	226	7.6%
		Do not know	8	0.2%	3	0.1%	5	0.2%
		Blank	208		44		164	
	I have the tools required to perform my job	Strongly Agree	450	8.5%	230	9.7%	220	7.4%
		Agree	2208	41.5%	1023	43.3%	1185	40.0%
		Neutral	1103	20.7%	416	17.6%	687	23.2%
		Disagree	1113	20.9%	488	20.6%	625	21.1%
		Strongly Disagree	442	8.3%	206	8.7%	236	8.0%
		Do not know	8	0.2%	2	0.1%	6	0.2%
		Blank	212		44		168	

Appendix B: Quality of Work Responses

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
Please evaluate the following:	I have the ability to make an impact on my unit	Strongly Agree	1249	23.5%	592	25.1%	657	22.2%
		Agree	2535	47.6%	1109	47.0%	1426	48.1%
		Neutral	758	14.2%	289	12.2%	469	15.8%
		Disagree	521	9.8%	241	10.2%	280	9.4%
		Strongly Disagree	254	4.8%	127	5.4%	127	4.3%
		Do not know	8	0.2%	4	0.2%	4	0.1%
		Blank	211		47		164	
	I have the ability to effect change in my unit	Strongly Agree	947	17.8%	432	18.3%	515	17.4%
		Agree	2030	38.1%	854	36.2%	1176	39.7%
		Neutral	953	17.9%	379	16.0%	574	19.4%
		Disagree	936	17.6%	456	19.3%	480	16.2%
		Strongly Disagree	444	8.3%	235	9.9%	209	7.1%
		Do not know	12	0.2%	6	0.3%	6	0.2%
		Blank	214		47		167	
	I have a stable and secure job	Strongly Agree	1294	24.3%	462	19.6%	832	28.1%
		Agree	2591	48.7%	1100	46.6%	1491	50.4%
		Neutral	693	13.0%	379	16.0%	314	10.6%
		Disagree	475	8.9%	265	11.2%	210	7.1%
		Strongly Disagree	245	4.6%	143	6.1%	102	3.4%
		Do not know	26	0.5%	14	0.6%	12	0.4%
		Blank	212		46		166	
	I will have a stable and secure job in five years	Strongly Agree	859	16.1%	370	15.7%	489	16.5%
		Agree	1558	29.3%	667	28.2%	891	30.1%
		Neutral	1257	23.6%	574	24.3%	683	23.1%
		Disagree	700	13.2%	304	12.9%	396	13.4%
		Strongly Disagree	411	7.7%	202	8.6%	209	7.1%
		Do not know	536	10.1%	245	10.4%	291	9.8%
		Blank	215		47		168	
Do you think your immediate boss is too heavily focused on administration?		Yes	2640	49.5%	971	41.0%	1669	56.4%
		No	2099	39.4%	1059	44.7%	1040	35.1%
		No Opinion	590	11.1%	338	14.3%	252	8.5%
		Blank	207		41		166	

Appendix C: Quality of Life Responses

The following questions were asked to identify how sailors feel about their quality of life. The question spread is designed to assess the perceptions of both married and single sailors, as well as the relative importance of access to (and quality of) base facilities and resources.

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
What is your marital status?		Engaged/LTR (FT)	480	9.1%	229	9.8%	251	8.6%
		Married - Civilian	3031	57.5%	1154	49.4%	1877	64.0%
		Married - Military	483	9.2%	198	8.5%	285	9.7%
		Single	1276	24.2%	757	32.4%	519	17.7%
		Blank	266		71		195	
If married or in a committed relationship, how do you rate your significant other's perception of your naval service?		Does not apply to me	1051	20.0%	627	27.0%	424	14.5%
		Fairly neutral - neither likes nor dislikes my servic	483	9.2%	204	8.8%	279	9.6%
		Loves it - would like me to stay in uniform as long	369	7.0%	179	7.7%	190	6.5%
		Overall positive experience	1485	28.3%	439	18.9%	1046	35.8%
		Tolerates it to support my career	1278	24.4%	568	24.4%	710	24.3%
		Would like me to leave the Navy today	579	11.0%	308	13.2%	271	9.3%
		Blank	291		84		207	
If you are married, how much can your spouse make in his/her profession relative to your military career?		Between 50% and 100% of your income	1186	22.9%	414	17.9%	772	26.8%
		Less than 50% of your income	1328	25.6%	424	18.4%	904	31.4%
		More than your income	713	13.7%	355	15.4%	358	12.4%
		Prefer not to answer / does not apply to me	1963	37.8%	1114	48.3%	849	29.4%
		Blank	346		102		244	
If not married, does your service in the Navy impact your ability to date/marry if you were inclined to do so?		Does not apply to me	3541	68.9%	1400	60.7%	2141	75.5%
		Little or no impact to dating lifestyle	122	2.4%	94	4.1%	28	1.0%
		Yes, but not to a significant degree	441	8.6%	266	11.5%	175	6.2%
		Yes, makes it incredibly difficult to da	1036	20.2%	545	23.6%	491	17.3%
		Blank	396		104		292	
For females: Which of the following is the most important factor driving your decision to remain past your initial service obligation?		Ability to meet/secure a potential spouse	36	0.8%	14	0.7%	22	0.9%
		Compatibility of naval service with having a family	324	7.0%	168	8.1%	156	6.1%
		I'm not a female	4122	88.9%	1790	86.2%	2332	91.0%
		Lack of role models in senior positions	156	3.4%	104	5.0%	52	2.0%
		Free Response	0	0.0%	0	0.0%	0	0.0%
		Blank	898		333		565	
How many children do you have?		0	2442	46.5%	1205	51.8%	1237	42.3%
		1	862	16.4%	410	17.6%	452	15.5%
		2	1181	22.5%	434	18.6%	747	25.6%
		3	540	10.3%	186	8.0%	354	12.1%
		4	167	3.2%	72	3.1%	95	3.3%
		5	42	0.8%	17	0.7%	25	0.9%
		6	15	0.3%	4	0.2%	11	0.4%
		7	2	0.0%	0	0.0%	2	0.1%
		Blank	285		81		204	

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
When at sea or on duty, how much do you typically sleep in a 24 hour period?		0	29	0.6%	22	1.0%	7	0.2%
		1	4	0.1%	3	0.1%	1	0.0%
		2	22	0.4%	19	0.8%	3	0.1%
		3	118	2.3%	76	3.3%	42	1.5%
		4	808	15.7%	457	20.0%	351	12.2%
		5	1336	25.9%	675	29.5%	661	23.0%
		6	1688	32.7%	703	30.8%	985	34.3%
		7	727	14.1%	191	8.4%	536	18.7%
		8	424	8.2%	140	6.1%	284	9.9%
		Blank	380		123		257	
When at sea or on duty, how frequently do you typically exercise for more than 20 minutes?		Daily	1192	22.9%	521	22.5%	671	23.2%
		Less than once per week	871	16.7%	494	21.4%	377	13.0%
		Once per week	909	17.5%	386	16.7%	523	18.1%
		Three times per week	2169	41.7%	861	37.3%	1308	45.2%
		More than once each day	65	1.2%	49	2.1%	16	0.6%
		Blank	330		98		232	
How important are the following quality of life factors to you and/or your family?	People who share my interests at work	Extremely Important	729	13.9%	305	13.1%	424	14.5%
		Very Important	1563	29.7%	551	23.6%	1012	34.6%
		Important	1560	29.7%	691	29.6%	869	29.7%
		Somewhat Important	799	15.2%	427	18.3%	372	12.7%
		Not Important	594	11.3%	348	14.9%	246	8.4%
		Do not Know	16	0.3%	10	0.4%	6	0.2%
		Blank	275		77		198	
	Being part of a military community	Extremely Important	489	9.3%	200	8.6%	289	9.9%
		Very Important	1215	23.1%	452	19.5%	763	26.0%
		Important	1461	27.8%	589	25.4%	872	29.8%
		Somewhat Important	1074	20.4%	518	22.3%	556	19.0%
		Not Important	1000	19.0%	555	23.9%	445	15.2%
		Do not Know	13	0.2%	9	0.4%	4	0.1%
		Blank	284		86		198	
	Medical facilities	Extremely Important	1749	33.3%	988	42.4%	761	26.0%
		Very Important	1752	33.3%	746	32.0%	1006	34.4%
		Important	1235	23.5%	443	19.0%	792	27.1%
		Somewhat Important	379	7.2%	115	4.9%	264	9.0%
		Not Important	132	2.5%	31	1.3%	101	3.5%
		Do not Know	9	0.2%	6	0.3%	3	0.1%
		Blank	280		80		200	
	Commissary / Exchange	Extremely Important	1098	20.9%	662	28.4%	436	14.9%
		Very Important	1286	24.5%	640	27.5%	646	22.1%
		Important	1218	23.2%	524	22.5%	694	23.7%
		Somewhat Important	916	17.4%	310	13.3%	606	20.7%
		Not Important	731	13.9%	187	8.0%	544	18.6%
		Do not Know	10	0.2%	7	0.3%	3	0.1%
		Blank	277		79		198	

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
How important are the following quality of life factors to you and/or your family?	Quality of base facilities	Extremely Important	1083	20.6%	676	29.1%	407	13.9%
		Very Important	1553	29.6%	724	31.1%	829	28.3%
		Important	1384	26.3%	547	23.5%	837	28.6%
		Somewhat Important	850	16.2%	256	11.0%	594	20.3%
		Not Important	374	7.1%	118	5.1%	256	8.7%
		Do not Know	9	0.2%	6	0.3%	3	0.1%
		Blank	283		82		201	
	Base gyms / fitness programs	Extremely Important	1181	22.5%	665	28.6%	516	17.6%
		Very Important	1532	29.2%	694	29.8%	838	28.6%
		Important	1333	25.4%	538	23.1%	795	27.2%
		Somewhat Important	787	15.0%	282	12.1%	505	17.3%
		Not Important	411	7.8%	143	6.1%	268	9.2%
		Do not Know	11	0.2%	7	0.3%	4	0.1%
		Blank	281		80		201	
	MWR	Extremely Important	672	12.8%	467	20.1%	205	7.0%
		Very Important	996	19.0%	547	23.5%	449	15.4%
		Important	1379	26.3%	602	25.9%	777	26.6%
		Somewhat Important	1245	23.7%	423	18.2%	822	28.1%
		Not Important	928	17.7%	267	11.5%	661	22.6%
		Do not Know	28	0.5%	21	0.9%	7	0.2%
		Blank	288		82		206	
	Child care/CDC	Extremely Important	832	15.9%	547	23.6%	285	9.8%
		Very Important	628	12.0%	308	13.3%	320	11.0%
		Important	782	14.9%	353	15.2%	429	14.7%
		Somewhat Important	554	10.6%	189	8.1%	365	12.5%
		Not Important	1774	33.9%	557	24.0%	1217	41.7%
		Do not Know	669	12.8%	368	15.8%	301	10.3%
		Blank	297		87		210	
Level of work-life balance is ideal in the Navy as a whole		Agree	1138	21.6%	664	28.5%	474	16.2%
		Neither	847	16.1%	379	16.3%	468	16.0%
		Disagree	3279	62.3%	1289	55.3%	1990	67.9%
		Blank	272		77		195	

Appendix D: Quality of Leadership Responses

The following questions were asked to identify how sailors feel about the quality of Navy leadership: Both senior leaders as well as within their immediate chain of command.   Leadership, or a perceived lack thereof, is one of the most often discussed qualities affecting retention of our best and brightest, and should become a critical component of the Chief of Naval Operations "Quality of Service" assessment.

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
What are your overall assessments of the following?	The overall morale of the Navy	Excellent	55	1.1%	36	1.6%	19	0.7%
		Good	861	16.6%	354	15.4%	507	17.5%
		Average	2045	39.3%	825	35.8%	1220	42.1%
		Marginal	1421	27.3%	604	26.2%	817	28.2%
		Poor	774	14.9%	457	19.9%	317	10.9%
		Do Not Know	41	0.8%	26	1.1%	15	0.5%
		Blank	339		107		232	
	The morale of my unit	Excellent	319	6.1%	109	4.7%	210	7.3%
		Good	1499	28.8%	534	23.2%	965	33.4%
		Average	1371	26.4%	511	22.2%	860	29.7%
		Marginal	1022	19.7%	511	22.2%	511	17.7%
		Poor	953	18.3%	630	27.3%	323	11.2%
		Do Not Know	33	0.6%	9	0.4%	24	0.8%
		Blank	339		105		234	
	The state of my warfare community	Excellent	189	3.6%	100	4.4%	89	3.1%
		Good	1224	23.6%	514	22.4%	710	24.6%
		Average	1595	30.8%	712	31.0%	883	30.6%
		Marginal	1175	22.7%	458	19.9%	717	24.8%
		Poor	760	14.7%	339	14.8%	421	14.6%
		Do Not Know	242	4.7%	175	7.6%	67	2.3%
		Blank	351		111		240	
	The quality of my subordinates	Excellent	468	9.0%	155	6.7%	313	10.8%
		Good	1862	35.9%	639	27.8%	1223	42.3%
		Average	1593	30.7%	727	31.6%	866	30.0%
		Marginal	700	13.5%	372	16.2%	328	11.4%
		Poor	394	7.6%	294	12.8%	100	3.5%
		Do Not Know	168	3.2%	110	4.8%	58	2.0%
		Blank	351		112		239	

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
What are your overall assessments of the following?	The quality of my peers	Excellent	558	10.8%	161	7.0%	397	13.7%
		Good	2145	41.3%	789	34.4%	1356	46.9%
		Average	1675	32.3%	799	34.8%	876	30.3%
		Marginal	537	10.3%	333	14.5%	204	7.0%
		Poor	261	5.0%	201	8.8%	60	2.1%
		Do Not Know	14	0.3%	13	0.6%	1	0.0%
		Blank	346		113		233	
	The quality of my immediate leaders	Excellent	541	10.4%	209	9.1%	332	11.5%
		Good	1865	36.0%	736	32.0%	1129	39.1%
		Average	1456	28.1%	612	26.6%	844	29.3%
		Marginal	751	14.5%	345	15.0%	406	14.1%
		Poor	550	10.6%	383	16.7%	167	5.8%
		Do Not Know	20	0.4%	13	0.6%	7	0.2%
		Blank	353		111		242	
	The quality of Navy senior leadership	Excellent	283	5.5%	147	6.4%	136	4.7%
		Good	1310	25.3%	524	22.8%	786	27.2%
		Average	1515	29.2%	620	27.0%	895	31.0%
		Marginal	996	19.2%	439	19.1%	557	19.3%
		Poor	931	18.0%	518	22.6%	413	14.3%
		Do Not Know	145	2.8%	46	2.0%	99	3.4%
		Blank	356		115		241	
Did this person get selected to the next career milestone (eg. from DH to CO, CO to		Yes	2494	48.7%	964	42.3%	1530	53.7%
		No	1102	21.5%	481	21.1%	621	21.8%
		I did not name anybody	1063	20.7%	642	28.2%	421	14.8%
		S/he hasnt been screened ye	467	9.1%	191	8.4%	276	9.7%
		Blank	410		131		279	
Do you have a mentor, other than the one assigned to you?		Yes	2820	54.4%	1269	55.4%	1551	53.6%
		No	2221	42.8%	962	42.0%	1259	43.5%
		I dont know	144	2.8%	61	2.7%	83	2.9%
		Blank	351		117		234	
Do you believe performance rankings are based more on timing or merit?		Timing	3281	63.3%	1282	56.0%	1999	69.2%
		Merit	334	6.4%	201	8.8%	133	4.6%
		Equal	1088	21.0%	428	18.7%	660	22.8%
		Neither	477	9.2%	379	16.6%	98	3.4%
		Blank	356		119		237	

NAVY RETENTION STUDY

Do you agree with the following statements?	I trust the Navy's senior leaders	Strongly Agree	138	2.7%	67	2.9%	71	2.5%
		Agree	1393	26.9%	548	24.0%	845	29.2%
		Neutral	1397	27.0%	590	25.8%	807	27.9%
		Disagree	1376	26.6%	595	26.0%	781	27.0%
		Strongly Disagree	847	16.4%	474	20.7%	373	12.9%
		Do not know	25	0.5%	13	0.6%	12	0.4%
		Blank	360		122		238	
	My boss is risk averse	Strongly Agree	866	16.8%	226	9.9%	640	22.2%
		Agree	1614	31.3%	611	26.8%	1003	34.8%
		Neutral	1467	28.4%	864	37.9%	603	20.9%
		Disagree	755	14.6%	258	11.3%	497	17.2%
		Strongly Disagree	149	2.9%	74	3.2%	75	2.6%
		Do not know	310	6.0%	246	10.8%	64	2.2%
		Blank	375		130		245	
	The Navy has a risk averse culture	Strongly Agree	1781	34.5%	349	15.3%	1432	49.7%
		Agree	1762	34.2%	709	31.1%	1053	36.6%
		Neutral	1012	19.6%	768	33.7%	244	8.5%
		Disagree	284	5.5%	182	8.0%	102	3.5%
		Strongly Disagree	81	1.6%	62	2.7%	19	0.7%
		Do not know	237	4.6%	207	9.1%	30	1.0%
		Blank	379		132		247	
	My boss has a zero-defect mentality	Strongly Agree	647	12.5%	236	10.3%	411	14.3%
		Agree	1190	23.0%	557	24.4%	633	22.0%
		Neutral	1482	28.7%	746	32.7%	736	25.5%
		Disagree	1238	24.0%	421	18.4%	817	28.3%
		Strongly Disagree	312	6.0%	138	6.0%	174	6.0%
		Do not know	298	5.8%	186	8.1%	112	3.9%
		Blank	369		125		244	
	The Navy has a zero-defect mentality	Strongly Agree	1554	30.2%	345	15.2%	1209	42.0%
		Agree	1565	30.4%	615	27.1%	950	33.0%
		Neutral	1127	21.9%	720	31.7%	407	14.1%
		Disagree	510	9.9%	298	13.1%	212	7.4%
		Strongly Disagree	145	2.8%	120	5.3%	25	0.9%
		Do not know	249	4.8%	175	7.7%	74	2.6%
		Blank	386		136		250	
How do you prefer to be rewarded?		Awards	450	9.3%	335	15.7%	115	4.3%
		Money	1316	27.2%	603	28.2%	713	26.4%
		Personal praise	485	10.0%	167	7.8%	318	11.8%
		Satisfying tasks	1031	21.3%	215	10.1%	816	30.2%
		Time off	1556	32.2%	818	38.3%	738	27.3%
		Blank	698		271		427	
Are official Navy leadership awards (Stockdale award, Navy League awards, etc)		Yes	438	8.4%	129	5.6%	309	10.7%
		No	1274	24.5%	675	29.4%	599	20.7%
		No Opinion	2448	47.1%	1085	47.2%	1363	47.1%
		Neutral	1032	19.9%	410	17.8%	622	21.5%
		Blank	344		110		234	

Navy leadership is committed to our core values of Honor - Courage -	Agree	1969	38.0%	801	34.9%	1168	40.4%
	Neither	1712	33.0%	696	30.3%	1016	35.2%
	Disagree	1507	29.0%	801	34.9%	706	24.4%
	Blank	348		111		237	
Senior leaders care about what I think	Agree	944	18.2%	417	18.1%	527	18.2%
	Neutral	1587	30.6%	658	28.6%	929	32.1%
	Disagree	2662	51.3%	1226	53.3%	1436	49.7%
	Blank	343		108		235	
Senior leaders are willing to hold themselves accountable	Agree	1042	20.0%	418	18.2%	624	21.5%
	Neutral	1554	29.9%	639	27.8%	915	31.6%
	Disagree	2602	50.1%	1244	54.1%	1358	46.9%
	Blank	338		108		230	

Appendix E: Overall Retention Responses

The following questions were asked to identify what areas of Naval service have the most impact on sailors. Do our sailors plan to stay or go at their next opportunity? How viable is the civilian sector job market? In short, what influences our sailors' decision making process when deciding to remain in uniform or pursue other opportunities?

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
Do you plan to stay in or get out following your current tour?		Get out immediately after this	1258	24.6%	690	30.5%	568	19.9%
		MSR or bonus requires me to	600	11.7%	116	5.1%	484	16.9%
		Stay in following my current t	2161	42.2%	936	41.4%	1225	42.8%
		Uncertain	1102	21.5%	518	22.9%	584	20.4%
		Blank	415		149		266	
What are your long term career intentions?		definitely leave at MSR	674	13.2%	383	16.9%	291	10.2%
		leaning to Leave at MSR	520	10.2%	196	8.7%	324	11.3%
		Leaning to stay after MSR	352	6.9%	137	6.1%	215	7.5%
		20 yrs and retire	952	18.6%	463	20.5%	489	17.1%
		20 yrs reevaluate	1255	24.5%	460	20.3%	795	27.8%
		remain as long as possible	669	13.1%	294	13.0%	375	13.1%
		undecided	695	13.6%	328	14.5%	367	12.9%
		Blank	419		148		271	
Overall Retention	I believe that deployment lengths will be capped at 8 months	Strongly Agree	229	4.5%	148	6.5%	81	2.8%
		Agree	471	9.2%	266	11.7%	205	7.2%
		Neutral	566	11.1%	286	12.6%	280	9.8%
		Disagree	1905	37.2%	733	32.4%	1172	41.1%
		Strongly Disagree	1670	32.6%	687	30.3%	983	34.4%
		Do not know	278	5.4%	144	6.4%	134	4.7%
		Blank	417		145		272	
	Junior personnel are utilized to their full potential	Strongly Agree	96	1.9%	76	3.4%	20	0.7%
		Agree	624	12.2%	338	15.0%	286	10.0%
		Neutral	843	16.5%	346	15.3%	497	17.4%
		Disagree	2377	46.5%	910	40.3%	1467	51.4%
		Strongly Disagree	1151	22.5%	581	25.7%	570	20.0%
		Do not know	24	0.5%	9	0.4%	15	0.5%
		Blank	421		149		272	
	My immediate family is glad I am in the Navy	Strongly Agree	835	16.3%	463	20.5%	372	13.0%
		Agree	2348	45.9%	979	43.3%	1369	48.0%
		Neutral	1146	22.4%	433	19.2%	713	25.0%
		Disagree	512	10.0%	217	9.6%	295	10.3%
		Strongly Disagree	245	4.8%	147	6.5%	98	3.4%
		Do not know	28	0.5%	21	0.9%	7	0.2%
		Blank	422		149		273	
	Current operational tempo is too high	Strongly Agree	1297	25.4%	522	23.1%	775	27.2%
		Agree	1696	33.2%	604	26.7%	1092	38.3%
		Neutral	1364	26.7%	696	30.8%	668	23.4%
		Disagree	546	10.7%	306	13.5%	240	8.4%
		Strongly Disagree	102	2.0%	74	3.3%	28	1.0%
		Do not know	107	2.1%	58	2.6%	49	1.7%
		Blank	424		149		275	

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
Overall Retention	It would be easy to get hired if I left the Navy today	Strongly Agree	1598	31.3%	562	24.9%	1036	36.3%
		Agree	1606	31.4%	607	26.9%	999	35.0%
		Neutral	839	16.4%	426	18.9%	413	14.5%
		Disagree	566	11.1%	342	15.2%	224	7.8%
		Strongly Disagree	281	5.5%	213	9.4%	68	2.4%
		Do not know	223	4.4%	107	4.7%	116	4.1%
		Blank	423		152		271	
	The slowdown of combat operations makes me want to leave the Navy	Strongly Agree	200	3.9%	98	4.3%	101	3.6%
		Agree	491	9.6%	177	7.8%	310	11.0%
		Neutral	1095	21.4%	520	23.0%	568	20.2%
		Disagree	2146	41.9%	890	39.4%	1230	43.8%
		Strongly Disagree	1104	21.6%	518	22.9%	571	20.3%
		Do not know	82	1.6%	55	2.4%	27	1.0%
		Blank	418		151		320	
	Quality of life for military members is ensured through the rest of my career	Strongly Agree	82	1.6%	53	2.4%	25	0.9%
		Agree	464	9.1%	245	10.9%	213	7.6%
		Neutral	1034	20.2%	526	23.3%	495	17.6%
		Disagree	1678	32.8%	630	27.9%	1037	36.9%
		Strongly Disagree	1660	32.4%	695	30.8%	950	33.8%
		Do not know	199	3.9%	107	4.7%	90	3.2%
		Blank	419		153		317	
	The U.S. economy is rapidly improving	Strongly Agree	277	5.4%	76	3.4%	199	7.1%
		Agree	1069	20.9%	314	13.9%	747	26.6%
		Neutral	1582	30.9%	668	29.6%	901	32.1%
		Disagree	1322	25.8%	653	28.9%	654	23.3%
		Strongly Disagree	744	14.5%	461	20.4%	269	9.6%
		Do not know	127	2.5%	87	3.9%	40	1.4%
		Blank	415		150		317	
	Commanding officers should be paid critical skills bonuses	Strongly Agree	934	18.2%	86	3.8%	838	29.8%
		Agree	1218	23.8%	236	10.4%	972	34.6%
		Neutral	1083	21.1%	605	23.8%	464	16.5%
		Disagree	845	16.5%	554	24.5%	281	10.0%
		Strongly Disagree	762	14.9%	601	26.6%	157	5.6%
		Do not know	282	5.5%	179	7.9%	98	3.5%
		Blank	412		148		317	
How important are the following to making you want to stay in the Navy?	Pay and compensation	Extremely Important	2239	43.8%	1271	56.3%	968	33.9%
		Very Important	1540	30.1%	578	25.6%	962	33.7%
		Important	1025	20.0%	320	14.2%	705	24.7%
		Somewhat Important	226	4.4%	56	2.5%	170	6.0%
		Not Important	78	1.5%	27	1.2%	51	1.8%
		Do not Know	6	0.1%	6	0.3%	0	0.0%
		Blank	422		151		271	
	Quality of leadership	Extremely Important	2148	42.0%	1027	45.5%	1121	39.3%
		Very Important	1946	38.1%	736	32.6%	1210	42.4%
		Important	799	15.6%	382	16.9%	417	14.6%
		Somewhat Important	150	2.9%	76	3.4%	74	2.6%
		Not Important	59	1.2%	26	1.2%	33	1.2%
		Do not Know	9	0.2%	9	0.4%	0	0.0%
		Blank	425		153		272	

			Total		All Enlisted		All Officer	
		Totals	5536		2409	43.5%	3127	56.5%
How important are the following to making you want to stay in the Navy?	Amount of operational time	Extremely Important	952	18.7%	505	22.5%	447	15.7%
		Very Important	1658	32.5%	630	28.0%	1028	36.1%
		Important	1770	34.7%	776	34.5%	994	34.9%
		Somewhat Important	463	9.1%	210	9.3%	253	8.9%
		Not Important	219	4.3%	105	4.7%	114	4.0%
		Do not Know	32	0.6%	22	1.0%	10	0.4%
		Blank	442		161		281	
	Deployment length	Extremely Important	1418	27.7%	688	30.5%	730	25.6%
		Very Important	1408	27.5%	584	25.9%	824	28.9%
		Important	1364	26.7%	558	24.7%	806	28.2%
		Somewhat Important	631	12.3%	268	11.9%	363	12.7%
		Not Important	245	4.8%	127	5.6%	118	4.1%
		Do not Know	46	0.9%	31	1.4%	15	0.5%
		Blank	424		153		271	
	Deployment frequency	Extremely Important	1614	31.6%	773	34.3%	841	29.5%
		Very Important	1538	30.1%	627	27.8%	911	31.9%
		Important	1228	24.0%	512	22.7%	716	25.1%
		Somewhat Important	492	9.6%	211	9.4%	281	9.8%
		Not Important	194	3.8%	102	4.5%	92	3.2%
		Do not Know	44	0.9%	31	1.4%	13	0.5%
		Blank	426		153		273	
	Leadership opportunities	Extremely Important	1643	32.2%	802	35.5%	841	29.5%
		Very Important	1934	37.8%	780	34.6%	1154	40.4%
		Important	1089	21.3%	465	20.6%	624	21.9%
		Somewhat Important	301	5.9%	135	6.0%	166	5.8%
		Not Important	132	2.6%	66	2.9%	66	2.3%
		Do not Know	11	0.2%	9	0.4%	2	0.1%
		Blank	426		152		274	
	Educational opportunities	Extremely Important	1530	30.0%	898	39.8%	632	22.2%
		Very Important	1524	29.9%	625	27.7%	899	31.6%
		Important	1280	25.1%	482	21.4%	798	28.0%
		Somewhat Important	542	10.6%	176	7.8%	366	12.9%
		Not Important	217	4.3%	66	2.9%	151	5.3%
		Do not Know	10	0.2%	8	0.4%	2	0.1%
		Blank	433		154		279	
	Current retirement benefits	Extremely Important	2933	57.4%	1378	61.1%	1555	54.5%
		Very Important	1176	23.0%	465	20.6%	711	24.9%
		Important	633	12.4%	258	11.4%	375	13.1%
		Somewhat Important	238	4.7%	88	3.9%	150	5.3%
		Not Important	120	2.3%	57	2.5%	63	2.2%
		Do not Know	9	0.2%	9	0.4%	0	0.0%
		Blank	427		154		273	
	The mission	Extremely Important	1536	30.1%	554	24.6%	982	34.5%
		Very Important	1601	31.4%	584	25.9%	1017	35.8%
		Important	1221	24.0%	622	27.6%	599	21.1%
		Somewhat Important	444	8.7%	267	11.8%	177	6.2%
		Not Important	280	5.5%	214	9.5%	66	2.3%
		Do not Know	15	0.3%	13	0.6%	2	0.1%
		Blank	439		155		284	

How important are the following to making you want to stay in the Navy?	Decreasing admin burden	Extremely Important	1621	31.8%	615	27.3%	1006	35.2%
		Very Important	1244	24.4%	459	20.4%	785	27.5%
		Important	1146	22.4%	543	24.1%	603	21.1%
		Somewhat Important	591	11.6%	315	14.0%	276	9.7%
		Not Important	417	8.2%	256	11.4%	161	5.6%
		Do not Know	86	1.7%	63	2.8%	23	0.8%
		Blank	431		158		273	
	Faster career progression	Extremely Important	1226	24.0%	751	33.3%	475	16.7%
		Very Important	1162	22.8%	540	23.9%	622	21.8%
		Important	1447	28.4%	559	24.8%	888	31.2%
		Somewhat Important	777	15.2%	245	10.9%	532	18.7%
		Not Important	456	8.9%	145	6.4%	311	10.9%
		Do not Know	34	0.7%	15	0.7%	19	0.7%
		Blank	434		154		280	
	Quality of people I work with	Extremely Important	2219	43.6%	1050	46.6%	1169	41.1%
		Very Important	1762	34.6%	660	29.3%	1102	38.7%
		Important	863	16.9%	393	17.5%	470	16.5%
		Somewhat Important	174	3.4%	95	4.2%	79	2.8%
		Not Important	65	1.3%	43	1.9%	22	0.8%
		Do not Know	12	0.2%	10	0.4%	2	0.1%
		Blank	441		158		283	
If DoD eliminates current pensions and only allows for TSP, would this impact your decision to remain for a 20-yr career?		I would likely leave at my MS	1465	28.6%	677	30.0%	788	27.6%
		I would not feel compelled to	1257	24.6%	460	20.4%	797	27.9%
		No opinion	417	8.2%	247	10.9%	170	6.0%
		Would make no difference to	677	13.2%	303	13.4%	374	13.1%
		I would likely leave prior to se	1299	25.4%	573	25.4%	726	25.4%
		Blank	421		149		272	
If the Career Intermission Program (i.e. a sabbatical) was a viable		Yes	1520	29.8%	611	27.1%	909	31.8%
		No	1611	31.5%	595	26.4%	1016	35.6%
		No Opinion	1978	38.7%	1048	46.5%	930	32.6%
		Blank	427		155		272	
	Do you want your bosses job?	Yes, too focused on admin	1988	38.8%	1052	46.5%	936	29.9%
		Not Sure	602	11.8%	230	10.2%	372	11.9%
		No	2533	49.4%	981	43.3%	1552	49.6%
		Blank	413		146		267	8.5%
Do you plan to join the reserves when you leave naval service?		Yes, too focused on admin	1988	38.8%	1052	46.5%	936	32.7%
		Not Sure	602	11.8%	230	10.2%	372	13.0%
		Not an option	2533	49.4%	981	43.3%	1552	54.3%
		Blank	413		146		267	

Appendix F: Enlisted Sailor Responses

The following questions focus on our enlisted brothers and sisters. Developed by high-performing active duty enlisted members, these questions get to the heart of what impacts our enlisted sailors on a daily basis. Day-to-day influences like access to adequate parking and resources to perform their roles is also coupled with more strategic questions about the role of the enlisted evaluation system in advancements and perceptions about the rebooted "Career Navigator" career management system.

			All Enlisted		E1 - E3		E4 - E6		E7 - E9	
		Totals	2409	43.5%	250	4.5%	1685	30.4%	474	8.6%
Please evaluate how the following resources impact your desire to stay in the Navy	Sufficient manning levels to support tasking	Extremely Important	430	44.4%	101	40.4%	101	40.4%	228	48.6%
		Important	372	38.4%	91	36.4%	91	36.4%	190	40.5%
		Slightly Important	31	3.2%	9	3.6%	9	3.6%	13	2.8%
		Neutral	88	9.1%	34	13.6%	34	13.6%	20	4.3%
		Not Important	42	4.3%	12	4.8%	12	4.8%	18	3.8%
		Do not Know	6	0.6%	3	1.2%	3	1.2%	0	0.0%
		Blank/Blank	1440		0		1435		5	
	Sufficient time to properly accomplish tasking	Extremely Important	938	39.2%	99	39.6%	641	38.3%	198	42.1%
		Important	1080	45.1%	99	39.6%	769	45.9%	212	45.1%
		Slightly Important	82	3.4%	9	3.6%	59	3.5%	14	3.0%
		Neutral	231	9.6%	34	13.6%	167	10.0%	30	6.4%
		Not Important	61	2.5%	6	2.4%	39	2.3%	16	3.4%
		Do not Know	3	0.1%	3	1.2%	0	0.0%	0	0.0%
		Blank/Blank	14		0		10		4	
	Sufficient money	Extremely Important	1337	55.9%	151	60.9%	938	56.0%	248	52.8%
		Important	810	33.8%	68	27.4%	563	33.6%	179	38.1%
		Slightly Important	46	1.9%	5	2.0%	32	1.9%	9	1.9%
		Neutral	165	6.9%	19	7.7%	120	7.2%	26	5.5%
		Not Important	32	1.3%	3	1.2%	21	1.3%	8	1.7%
		Do not Know	3	0.1%	2	0.8%	1	0.1%	0	0.0%
		Blank/Blank	16		2		10		4	
	Sufficient parts	Extremely Important	990	41.5%	102	41.3%	661	39.6%	227	48.3%
		Important	828	34.7%	79	32.0%	597	35.8%	152	32.3%
		Slightly Important	85	3.6%	7	2.8%	58	3.5%	20	4.3%
		Neutral	375	15.7%	45	18.2%	275	16.5%	55	11.7%
		Not Important	77	3.2%	10	4.0%	52	3.1%	15	3.2%
		Do not Know	31	1.3%	4	1.6%	26	1.6%	1	0.2%
		Blank/Blank	23		3		16		4	
	Sufficient training (offsite/no-cost TAD/cost TAD)	Extremely Important	1072	44.9%	119	48.0%	762	45.6%	191	40.8%
		Important	885	37.1%	85	34.3%	603	36.1%	197	42.1%
		Slightly Important	79	3.3%	3	1.2%	59	3.5%	17	3.6%
		Neutral	275	11.5%	25	10.1%	199	11.9%	51	10.9%
		Not Important	71	3.0%	12	4.8%	47	2.8%	12	2.6%
		Do not Know	6	0.3%	4	1.6%	2	0.1%	0	0.0%
		Blank/Blank	21		2		13		6	

			All Enlisted		E1 - E3		E4 - E6		E7 - E9	
		Totals	2409	43.5%	250	4.5%	1685	30.4%	474	8.6%
Please evaluate how the following resources impact your desire to stay in the Navy	Connectivity Infrastructure (computers, bandwidth, printers)	Extremely Important	884	37.0%	105	42.2%	609	36.4%	170	36.1%
		Important	883	36.9%	76	30.5%	625	37.4%	182	38.6%
		Slightly Important	122	5.1%	12	4.8%	86	5.1%	24	5.1%
		Neutral	411	17.2%	43	17.3%	288	17.2%	80	17.0%
		Not Important	89	3.7%	10	4.0%	64	3.8%	15	3.2%
		Do not Know	3	0.1%	3	1.2%	0	0.0%	0	0.0%
		Blank/Blank	17		1		13		3	
	Food/meal quality	Extremely Important	587	24.6%	97	38.8%	413	24.8%	77	16.4%
		Important	832	34.9%	78	31.2%	584	35.1%	170	36.2%
		Slightly Important	170	7.1%	15	6.0%	106	6.4%	49	10.4%
		Neutral	607	25.5%	49	19.6%	433	26.0%	125	26.7%
		Not Important	179	7.5%	8	3.2%	123	7.4%	48	10.2%
		Do not Know	9	0.4%	3	1.2%	6	0.4%	0	0.0%
		Blank/Blank	25		0		20		5	
The parking provided at work is _____		Abundant	97	4.0%	10	4.0%	71	4.2%	16	3.4%
		Adequate	871	36.2%	83	33.2%	602	35.8%	186	39.3%
		Inadequate	1282	53.3%	119	47.6%	911	54.2%	252	53.3%
		Does not apply to me	153	6.4%	38	15.2%	96	5.7%	19	4.0%
		Blank	6		0		5		1	
In regards to retention policies, I feel that I have a stable opportunity to serve for at least 20 years		Agree	1114	46.4%	74	29.8%	695	41.3%	345	72.9%
		Neutral	404	16.8%	60	24.2%	289	17.2%	55	11.6%
		Disagree	723	30.1%	89	35.9%	572	34.0%	62	13.1%
		I'm not sure	162	6.7%	25	10.1%	126	7.5%	11	2.3%
		Blank	6		2		3		1	
In In terms of stability the following policy aspects of the Navy that affect my retention are (pick up to three):		Selective Retention Bonus	688	28.6%	59	23.6%	528	31.3%	101	21.3%
		Liberty	534	22.2%	68	27.2%	407	24.2%	59	12.4%
		Leave	383	15.9%	80	32.0%	255	15.1%	48	10.1%
		Advancement	1729	71.8%	194	77.6%	1227	72.8%	308	65.0%
		Detailing	1286	53.4%	92	36.8%	891	52.9%	303	63.9%
		PCS	518	21.5%	29	11.6%	355	21.1%	134	28.3%
		Pay	1586	65.8%	179	71.6%	1068	63.4%	339	71.5%
Do you think evaluations...	Are an effective tool for capturing Sailor performance	Strongly Agree	150	6.3%	25	10.1%	100	6.0%	25	5.3%
		Agree	650	27.1%	74	29.8%	401	23.9%	175	36.9%
		Neutral	367	15.3%	58	23.4%	244	14.6%	65	13.7%
		Disagree	660	27.5%	48	19.4%	495	29.6%	117	24.7%
		Strongly Disagree	564	23.5%	37	14.9%	435	26.0%	92	19.4%
		Do not know	6	0.3%	6	2.4%	0	0.0%	0	0.0%
		Blank	12		2		10		0	
	Are a transparent process	Strongly Agree	138	5.8%	14	5.6%	106	6.3%	18	3.8%
		Agree	493	20.6%	74	29.7%	338	20.2%	81	17.1%
		Neutral	547	22.8%	78	31.3%	375	22.4%	94	19.8%
		Disagree	621	25.9%	50	20.1%	399	23.8%	172	36.3%
		Strongly Disagree	543	22.7%	22	8.8%	412	24.6%	109	23.0%
		Do not know	54	2.3%	11	4.4%	43	2.6%	0	0.0%
		Blank	13		1		12		0	

			All Enlisted		E1 - E3		E4 - E6		E7 - E9	
		Totals	2409	43.5%	250	4.5%	1685	30.4%	474	8.6%
Do you think evaluations...	Ensure the best/brightest are recognized and retained	Strongly Agree	69	2.9%	14	5.6%	45	2.7%	10	2.1%
		Agree	314	13.1%	47	18.9%	177	10.6%	90	19.1%
		Neutral	371	15.5%	58	23.3%	225	13.4%	88	18.6%
		Disagree	798	33.3%	77	30.9%	558	33.3%	163	34.5%
		Strongly Disagree	830	34.6%	47	18.9%	662	39.5%	121	25.6%
		Do not know	14	0.6%	6	2.4%	8	0.5%	0	0.0%
		Blank	13		1		10		2	
	Accurately captures the performance of Sailors	Strongly Agree	51	2.1%	12	4.8%	31	1.9%	8	1.7%
		Agree	355	14.8%	44	17.7%	206	12.3%	105	22.2%
		Neutral	453	18.9%	79	31.7%	281	16.8%	93	19.7%
		Disagree	848	35.5%	73	29.3%	608	36.4%	167	35.4%
		Strongly Disagree	676	28.3%	34	13.7%	543	32.5%	99	21.0%
		Do not know	8	0.3%	7	2.8%	1	0.1%	0	0.0%
		Blank	18		1		15		2	
	Can be adversely affected by things outside of the Sailor's control	Strongly Agree	906	37.8%	82	32.8%	702	41.9%	122	25.7%
		Agree	1035	43.1%	109	43.6%	681	40.7%	245	51.7%
		Neutral	258	10.8%	38	15.2%	171	10.2%	49	10.3%
		Disagree	123	5.1%	8	3.2%	70	4.2%	45	9.5%
		Strongly Disagree	63	2.6%	4	1.6%	47	2.8%	12	2.5%
		Do not know	14	0.6%	9	3.6%	4	0.2%	1	0.2%
		Blank	10		0		10		0	
Do you think the advancement process	Is a transparent process	Strongly Agree	140	5.8%	15	6.0%	102	6.1%	23	4.9%
		Agree	706	29.5%	73	29.2%	482	28.8%	151	32.1%
		Neutral	688	28.7%	90	36.0%	490	29.2%	108	22.9%
		Disagree	479	20.0%	40	16.0%	314	18.7%	125	26.5%
		Strongly Disagree	317	13.2%	20	8.0%	234	14.0%	63	13.4%
		Do not know	67	2.8%	12	4.8%	54	3.2%	1	0.2%
		Blank	12		0		9		3	
	Ensure the best/brightest are recognized and retained	Strongly Agree	48	2.0%	13	5.3%	30	1.8%	5	1.1%
		Agree	312	13.0%	40	16.2%	178	10.6%	94	19.9%
		Neutral	450	18.8%	61	24.7%	299	17.9%	90	19.1%
		Disagree	872	36.4%	64	25.9%	618	36.9%	190	40.3%
		Strongly Disagree	704	29.4%	65	26.3%	546	32.6%	93	19.7%
		Do not know	8	0.3%	4	1.6%	4	0.2%	0	0.0%
		Blank	15		3		10		2	
	Accurately captures the performance of Sailors	Strongly Agree	36	1.5%	7	2.9%	24	1.4%	5	1.1%
		Agree	267	11.2%	43	17.6%	153	9.2%	71	15.0%
		Neutral	489	20.5%	61	24.9%	320	19.2%	108	22.9%
		Disagree	890	37.3%	69	28.2%	625	37.5%	196	41.5%
		Strongly Disagree	699	29.3%	62	25.3%	545	32.7%	92	19.5%
		Do not know	4	0.2%	3	1.2%	1	0.1%	0	0.0%
		Blank	24		5		17		2	
	Can be adversely affected by things outside of the Sailor's control	Strongly Agree	664	27.9%	69	28.0%	487	29.2%	108	23.0%
		Agree	935	39.2%	81	32.9%	636	38.1%	218	46.4%
		Neutral	443	18.6%	59	24.0%	302	18.1%	82	17.4%
		Disagree	215	9.0%	23	9.3%	142	8.5%	50	10.6%
		Strongly Disagree	105	4.4%	8	3.3%	85	5.1%	12	2.6%
		Do not know	22	0.9%	6	2.4%	16	1.0%	0	0.0%
		Blank	25		4		17		4	

			All Enlisted		E1 - E3		E4 - E6		E7 - E9	
		Totals	2409	43.5%	250	4.5%	1685	30.4%	474	8.6%
I believe Perform To Serve/C-way is:	A transparent process	Strongly Agree	109	4.5%	10	4.0%	84	5.0%	15	3.2%
		Agree	362	15.1%	38	15.2%	246	14.7%	78	16.6%
		Neutral	740	30.9%	106	42.4%	516	30.8%	118	25.1%
		Disagree	453	18.9%	18	7.2%	300	17.9%	135	28.7%
		Strongly Disagree	455	19.0%	22	8.8%	328	19.6%	105	22.3%
		Do not know	277	11.6%	56	22.4%	202	12.1%	19	4.0%
		Blank	13		0		9		4	
	Ensures the best/brightest are retained	Strongly Agree	46	1.9%	13	5.2%	30	1.8%	3	0.6%
		Agree	204	8.5%	37	14.9%	134	8.0%	33	7.0%
		Neutral	517	21.6%	84	33.7%	351	21.0%	82	17.4%
		Disagree	649	27.1%	32	12.9%	451	26.9%	166	35.3%
		Strongly Disagree	773	32.3%	31	12.4%	571	34.1%	171	36.4%
		Do not know	205	8.6%	52	20.9%	138	8.2%	15	3.2%
		Blank	15		1		10		4	
	An overall effective tool	Strongly Agree	48	2.0%	11	4.4%	32	1.9%	5	1.1%
		Agree	249	10.4%	35	14.1%	164	9.8%	50	10.7%
		Neutral	595	24.9%	92	37.1%	411	24.6%	92	19.6%
		Disagree	558	23.4%	25	10.1%	395	23.6%	138	29.4%
		Strongly Disagree	724	30.3%	35	14.1%	523	31.3%	166	35.4%
		Do not know	215	9.0%	50	20.2%	147	8.8%	18	3.8%
		Blank	20		2		13		5	
Perform to Serve (PTS)/Career Waypoint (C-Way) has had an overall positive		Agree	253	10.5%	47	18.8%	168	10.0%	38	8.1%
		Neutral	880	36.7%	138	55.2%	616	36.7%	126	26.7%
		Disagree	1266	52.8%	65	26.0%	893	53.2%	308	65.3%
		Blank	10		0		8		2	
Have you converted your rating?		Yes - I was forced to cross	67	2.8%	6	2.4%	51	3.0%	10	2.1%
		Yes - I voluntarily cross-rat	168	7.0%	5	2.0%	103	6.1%	60	12.7%
		No	2163	90.2%	239	95.6%	1522	90.8%	402	85.2%
		Blank	11		0		9		2	
Enlisted Retention Boards are:	A transparent process	Strongly Agree	87	3.6%	7	2.8%	64	3.8%	16	3.4%
		Agree	267	11.1%	32	12.8%	179	10.6%	56	11.9%
		Neutral	679	28.2%	108	43.2%	469	27.9%	102	21.6%
		Disagree	398	16.6%	21	8.4%	240	14.3%	137	29.0%
		Strongly Disagree	490	20.4%	9	3.6%	354	21.0%	127	26.9%
		Do not know	483	20.1%	73	29.2%	376	22.4%	34	7.2%
		Blank	5		0		3		2	
	Ensures the best/brightest are retained	Strongly Agree	36	1.7%	6	2.0%	22	1.5%	8	2.3%
		Agree	194	9.0%	32	10.6%	111	7.4%	51	14.7%
		Neutral	550	25.6%	98	32.5%	371	24.7%	81	23.3%
		Disagree	510	23.7%	22	7.3%	340	22.6%	148	42.5%
		Strongly Disagree	431	20.0%	72	23.8%	329	21.9%	30	8.6%
		Do not know	431	20.0%	72	23.8%	329	21.9%	30	8.6%
		Blank	9		1		5		3	
	An overall effective tool	Strongly Agree	51	2.1%	7	2.9%	34	2.0%	10	2.1%
		Agree	236	9.9%	37	15.2%	131	7.8%	68	14.4%
		Neutral	589	24.6%	95	39.1%	408	24.3%	86	18.3%
		Disagree	439	18.4%	15	6.2%	300	17.9%	124	26.3%
		Strongly Disagree	650	27.2%	18	7.4%	478	28.5%	154	32.7%
		Do not know	425	17.8%	71	29.2%	325	19.4%	29	6.2%
		Blank	19		7		9		3	
ERBs have had an overall positive impact on the Navy.		Agree	243	10.1%	38	15.4%	155	9.2%	50	10.6%
		Neutral	1024	42.8%	173	70.0%	737	43.9%	114	24.2%
		Disagree	1128	47.1%	36	14.6%	785	46.8%	307	65.2%
		Blank	14		3		8		3	

Appendix G: Surface Warfare Community Responses

The following questions were created by respected officers from the surface warfare community currently at the post-major command, command, department head, and junior officer levels. The questions focus on surface warfare community experiences with a high correlation to job satisfaction and overall community retention, especially when deciding whether to remain past an officer's first "stay/go" decision point.

		All Officer		O1 - O3		O4 - O5		O6 - O9	
	Totals	650		437	67.2%	188	28.9%	25	3.8%
Within which community were/are you most recently qualified?	Amphibs	105	19.6%	69	20.8%	33	18.3%	3	12.0%
	CRUDES	341	63.6%	202	61.0%	119	66.1%	20	80.0%
	Frigate	31	5.8%	26	7.9%	4	2.2%	1	4.0%
	Littoral Combat Ship	10	1.9%	6	1.8%	4	2.2%	0	0.0%
	Minesweeper / Patrol Craft	34	6.3%	16	4.8%	17	9.4%	1	4.0%
	None of the above	15	2.8%	12	3.6%	3	1.7%	0	0.0%
	blank	114		106		8		0	
I am a…	Conventional SWO	461	86.3%	280	84.8%	158	87.8%	23	95.8%
	None of the above	9	1.7%	5	1.5%	4	2.2%	0	0.0%
	SWO RL Option	12	2.2%	11	3.3%	1	0.6%	0	0.0%
	SWO(N)	52	9.7%	34	10.3%	17	9.4%	1	4.2%
	blank	116		107		8		1	
How many shipyard/repair availabilities have you made?	0	9	1.7%	8	2.4%	1	0.6%	0	0.0%
	1	99	18.5%	94	28.4%	4	2.2%	1	4.0%
	2	144	26.9%	123	37.2%	21	11.7%	0	0.0%
	3	102	19.0%	54	16.3%	47	26.1%	1	4.0%
	4	61	11.4%	25	7.6%	34	18.9%	2	8.0%
	5	121	22.6%	27	8.2%	73	40.6%	21	84.0%
	blank	114		106		8		0	
How many INSURV visits have you been a part of?	0	129	24.1%	106	32.0%	22	12.2%	1	4.0%
	1	197	36.8%	150	45.3%	42	23.3%	5	20.0%
	2	111	20.7%	58	17.5%	51	28.3%	2	8.0%
	3	57	10.6%	12	3.6%	36	20.0%	9	36.0%
	4	20	3.7%	2	0.6%	15	8.3%	3	12.0%
	5	22	4.1%	3	0.9%	14	7.8%	5	20.0%
	blank	114		106		8		0	
How would you rate the quality of instruction during the DH Course?	Good	128	23.9%	21	6.3%	94	52.2%	13	52.0%
	Poor	28	5.2%	8	2.4%	20	11.1%	0	0.0%
	Neutral	95	17.7%	21	6.3%	63	35.0%	11	44.0%
	Have not Attended	285	53.2%	281	84.9%	3	1.7%	1	4.0%
	Blank	114		106		8		0	
Have you attended the Advanced Shiphandling and Tactics (ASAT) Course?	Yes	246	46.2%	227	68.8%	17	9.6%	2	8.0%
	No	287	53.8%	103	31.2%	161	90.4%	23	92.0%
	Blank	117		107		10		0	
How would you rate the quality of instruction during SWOSDOC?	Good	145	34.9%	73	31.6%	61	37.2%	11	52.4%
	Poor	60	14.4%	42	18.2%	16	9.8%	2	9.5%
	Neutral	139	33.4%	72	31.2%	59	36.0%	8	38.1%
	Have not Attended	36	8.7%	22	9.5%	14	8.5%	0	0.0%
	N/A	36	8.7%	22	9.5%	14	8.5%	0	0.0%
	Blank	116		108		8		0	
The SWO Command Qualification Exam (CQE) is a valuable indicator of how someone will perform in command	Agree	12	2.3%	8	2.4%	3	1.7%	1	4.0%
	Disagree	342	64.2%	174	53.0%	149	82.8%	19	76.0%
	Neutral	179	33.6%	146	44.5%	28	15.6%	5	20.0%
	Blank	117		109		8		0	

			All Officer		**O1 - O3**		**O4 -O5**		**O6 - O9**	
		Totals	650		437	67.2%	188	28.9%	25	3.8%
Please evaluate the following questions	The general state of the surface warfare community is positive	Strongly Agree	3	0.6%	2	0.6%	1	0.6%	0	0.0%
		Agree	115	21.5%	42	12.7%	58	32.2%	15	60.0%
		Neutral	107	20.0%	64	19.3%	39	21.7%	4	16.0%
		Disagree	189	35.3%	123	37.2%	62	34.4%	4	16.0%
		Strongly Disagree	121	22.6%	100	30.2%	19	10.6%	2	8.0%
		N/A	1	0.2%	0	0.0%	1	0.6%	0	0.0%
		Blank	114		106		8		0	
	My specific surface warfare community is doing well	Strongly Agree	9	1.7%	5	1.5%	2	1.1%	2	8.0%
		Agree	133	24.9%	64	19.4%	60	33.3%	9	36.0%
		Neutral	148	27.7%	97	29.4%	43	23.9%	8	32.0%
		Disagree	159	29.7%	96	29.1%	59	32.8%	4	16.0%
		Strongly Disagree	81	15.1%	66	20.0%	13	7.2%	2	8.0%
		N/A	5	0.9%	2	0.6%	3	1.7%	0	0.0%
		Blank	115		107		8		0	
	Unit level training is realistic	Strongly Agree	4	0.8%	4	1.2%	0	0.0%	0	0.0%
		Agree	96	18.0%	58	17.6%	33	18.5%	5	20.0%
		Neutral	128	24.1%	70	21.3%	51	28.7%	7	28.0%
		Disagree	207	38.9%	130	39.5%	69	38.8%	8	32.0%
		Strongly Disagree	93	17.5%	66	20.1%	22	12.4%	5	20.0%
		N/A	4	0.8%	1	0.3%	3	1.7%	0	0.0%
		Blank	118		108		10		0	
	Unit level training enhances ship/command tactical and operational readiness	Strongly Agree	14	2.6%	9	2.7%	3	1.7%	2	8.0%
		Agree	181	34.0%	106	32.3%	66	36.7%	9	36.0%
		Neutral	133	25.0%	82	25.0%	47	26.1%	4	16.0%
		Disagree	135	25.3%	84	25.6%	45	25.0%	6	24.0%
		Strongly Disagree	66	12.4%	46	14.0%	16	8.9%	4	16.0%
		N/A	4	0.8%	1	0.3%	3	1.7%	0	0.0%
		Blank	117		109		8		0	
	Unit level training enhances crew and material readiness	Strongly Agree	17	3.2%	11	3.4%	3	1.7%	3	12.0%
		Agree	198	37.2%	102	31.1%	83	46.4%	13	52.0%
		Neutral	128	24.1%	83	25.3%	41	22.9%	4	16.0%
		Disagree	135	25.4%	93	28.4%	39	21.8%	3	12.0%
		Strongly Disagree	51	9.6%	38	11.6%	11	6.1%	2	8.0%
		N/A	3	0.6%	1	0.3%	2	1.1%	0	0.0%
		Blank	118		109		9		0	

			All Officer		O1 - O3		O4 -O5		O6 - O9	
		Totals	650		437	67.2%	188	28.9%	25	3.8%
Littoral Combat Ship questions	The crew rotation concept will work	Strongly Agree	13	2.5%	7	2.1%	6	3.4%	0	0.0%
		Agree	98	18.6%	55	16.9%	38	21.5%	5	20.0%
		Neutral	129	24.4%	73	22.4%	45	25.4%	11	44.0%
		Disagree	129	24.4%	77	23.6%	47	26.6%	5	20.0%
		Strongly Disagree	100	18.9%	59	18.1%	37	20.9%	4	16.0%
		N/A	59	11.2%	55	16.9%	4	2.3%	0	0.0%
		Blank	122		111		11		0	
	I want to serve on an LCS	Strongly Agree	25	4.7%	14	4.3%	8	4.5%	3	12.0%
		Agree	72	13.6%	47	14.5%	23	12.8%	2	8.0%
		Neutral	71	13.4%	47	14.5%	24	13.4%	0	0.0%
		Disagree	105	19.8%	59	18.2%	37	20.7%	9	36.0%
		Strongly Disagree	212	40.1%	121	37.2%	82	45.8%	9	36.0%
		N/A	44	8.3%	37	11.4%	5	2.8%	2	8.0%
		Blank	121		112		9		0	
	I believe the per ship costs will decrease significantly	Strongly Agree	23	4.3%	14	4.3%	8	4.5%	1	4.0%
		Agree	85	16.1%	48	14.8%	33	18.4%	4	16.0%
		Neutral	96	18.1%	57	17.5%	34	19.0%	5	20.0%
		Disagree	154	29.1%	85	26.2%	61	34.1%	8	32.0%
		Strongly Disagree	118	22.3%	72	22.2%	39	21.8%	7	28.0%
		N/A	53	10.0%	49	15.1%	4	2.2%	0	0.0%
		Blank	121		112		9		0	
	It will be an excellent SUW, ASW or MCM platform	Strongly Agree	14	2.6%	7	2.2%	5	2.8%	2	8.0%
		Agree	75	14.2%	38	11.7%	36	20.1%	1	4.0%
		Neutral	131	24.8%	81	24.9%	43	24.0%	7	28.0%
		Disagree	118	22.3%	68	20.9%	44	24.6%	6	24.0%
		Strongly Disagree	136	25.7%	79	24.3%	48	26.8%	9	36.0%
		N/A	55	10.4%	52	16.0%	3	1.7%	0	0.0%
		Blank	121		112		9		0	
	LCS will be survivable in combat operations	Strongly Agree	2	0.4%	1	0.3%	0	0.0%	1	4.0%
		Agree	39	7.4%	26	8.0%	11	6.2%	2	8.0%
		Neutral	113	21.4%	72	22.2%	37	20.8%	4	16.0%
		Disagree	126	23.9%	69	21.3%	51	28.7%	6	24.0%
		Strongly Disagree	191	36.2%	103	31.8%	76	42.7%	12	48.0%
		N/A	56	10.6%	53	16.4%	3	1.7%	0	0.0%
		Blank	123		113		10		0	
	The Surface Warfare Officer career track supports a Division Officer, DH, or wO-	Strongly Agree	21	4.0%	5	1.5%	15	8.4%	1	4.2%
		Agree	108	20.5%	59	18.2%	40	22.3%	9	37.5%
		Neutral	169	32.0%	99	30.5%	63	35.2%	7	29.2%
		Disagree	95	18.0%	59	18.2%	33	18.4%	3	12.5%
		Strongly Disagree	63	11.9%	38	11.7%	21	11.7%	4	16.7%
		N/A	72	13.6%	65	20.0%	7	3.9%	0	0.0%
		Blank	122		112		9		1	

Appendix H: Submarine Warfare Community Responses

These questions focus on surface warfare community experiences with a high correlation to job satisfaction and overall community retention, especially when deciding whether to remain past an officer's first "stay/go" decision point.

			All Officer		O1 - O3		O4 -O5		O6 - O9	
		Totals	139		97	69.8%	38	27.3%	4	2.9%
If you are in initial submarine pipeline training, what platform do you most want to serve on?		Los Angeles-class SSN	13	20.6%	10	20.0%	2	16.7%	1	100.0%
		Ohio-class SSBN	7	11.1%	4	8.0%	3	25.0%	0	0.0%
		Ohio-class SSGN	6	9.5%	6	12.0%	0	0.0%	0	0.0%
		Seawolf-class SSN	7	11.1%	7	14.0%	0	0.0%	0	0.0%
		Virginia-class SSN	30	47.6%	23	46.0%	7	58.3%	0	0.0%
		Blank	76		47		26		3	
Within which commuit(ies)y have you most recently served?		SSN	67	53.6%	45	51.7%	21	60.0%	1	33.3%
		SSBN	28	22.4%	16	18.4%	10	28.6%	2	66.7%
		SSGN	11	8.8%	8	9.2%	3	8.6%	0	0.0%
		Deep submergence	1	0.8%	0	0.0%	1	2.9%	0	0.0%
		None of the above	18	14.4%	18	20.7%	0	0.0%	0	0.0%
		Blank	14		10		3		1	
How would you rate the quality of instruction at the following courses?	Nuke Power School	Excellent	31	25.0%	19	21.8%	11	32.4%	1	33.3%
		Good	67	54.0%	46	52.9%	19	55.9%	2	66.7%
		Marginal	3	2.4%	3	3.4%	0	0.0%	0	0.0%
		Poor	5	4.0%	4	4.6%	1	2.9%	0	0.0%
		N/A	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		Neutral	18	14.5%	15	17.2%	3	8.8%	0	0.0%
		Blank	15		10		4		1	
	Prototype	Excellent	20	16.1%	10	11.5%	10	29.4%	0	0.0%
		Good	59	47.6%	37	42.5%	19	55.9%	3	100.0%
		Marginal	10	8.1%	10	11.5%	0	0.0%	0	0.0%
		Poor	8	6.5%	8	9.2%	0	0.0%	0	0.0%
		N/A	8	6.5%	8	9.2%	0	0.0%	0	0.0%
		Neutral	19	15.3%	14	16.1%	5	14.7%	0	0.0%
		Blank	15		10		4		1	
	Submarine Officer Basic Course (SOBC)	Excellent	3	2.4%	1	1.1%	2	5.9%	0	0.0%
		Good	27	21.8%	17	19.5%	8	23.5%	2	66.7%
		Marginal	28	22.6%	23	26.4%	5	14.7%	0	0.0%
		Poor	13	10.5%	10	11.5%	3	8.8%	0	0.0%
		N/A	10	8.1%	10	11.5%	0	0.0%	0	0.0%
		Neutral	43	34.7%	26	29.9%	16	47.1%	1	33.3%
		Blank	15		10		4		1	
	Submarine Officer Advanced Course (SOAC)	Excellent	2	1.6%	0	0.0%	2	5.9%	0	0.0%
		Good	22	17.7%	9	10.3%	12	35.3%	1	33.3%
		Marginal	7	5.6%	1	1.1%	6	17.6%	0	0.0%
		Poor	3	2.4%	1	1.1%	2	5.9%	0	0.0%
		N/A	73	58.9%	73	83.9%	0	0.0%	0	0.0%
		Neutral	17	13.7%	3	3.4%	12	35.3%	2	66.7%
		Blank	15		10		4		1	
	Submarine Command Course (SCC)	Excellent	12	9.7%	0	0.0%	10	29.4%	2	66.7%
		Good	10	8.1%	4	4.6%	6	17.6%	0	0.0%
		Marginal	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		Poor	2	1.6%	1	1.1%	1	2.9%	0	0.0%
		N/A	97	78.2%	82	94.3%	15	44.1%	0	0.0%
		Neutral	3	2.4%	0	0.0%	2	5.9%	1	33.3%
		Blank	15		10		4		1	

		All Officer	O1 - O3		O4 -O5		O6 - O9	
	Totals	139	97	69.8%	38	27.3%	4	2.9%

			All Officer		O1 - O3		O4 -O5		O6 - O9	
		Totals	139		97	69.8%	38	27.3%	4	2.9%
What are your overall assessments of the following?	The overall state of the submarine force	Excellent	6	4.8%	4	4.7%	2	5.7%	0	0.0%
		Good	54	43.5%	33	38.4%	19	54.3%	2	66.7%
		Average	38	30.6%	29	33.7%	8	22.9%	1	33.3%
		Marginal	18	14.5%	12	14.0%	6	17.1%	0	0.0%
		Poor	2	1.6%	2	2.3%	0	0.0%	0	0.0%
		N/A or too early to tell	6	4.8%	6	7.0%	0	0.0%	0	0.0%
		Blank	15		11		3		1	
	The state of the SSN force	Excellent	7	5.6%	4	4.7%	2	5.7%	1	33.3%
		Good	53	42.7%	36	41.9%	17	48.6%	0	0.0%
		Average	27	21.8%	17	19.8%	8	22.9%	2	66.7%
		Marginal	14	11.3%	6	7.0%	8	22.9%	0	0.0%
		Poor	2	1.6%	2	2.3%	0	0.0%	0	0.0%
		N/A or too early to tell	21	16.9%	21	24.4%	0	0.0%	0	0.0%
		Blank	15		11		3		1	
	The state of the SSBN force	Excellent	4	3.3%	3	3.5%	1	2.9%	0	0.0%
		Good	36	29.3%	20	23.5%	14	40.0%	2	66.7%
		Average	24	19.5%	10	11.8%	13	37.1%	1	33.3%
		Marginal	14	11.4%	10	11.8%	4	11.4%	0	0.0%
		Poor	1	0.8%	1	1.2%	0	0.0%	0	0.0%
		N/A or too early to tell	44	35.8%	41	48.2%	3	8.6%	0	0.0%
		Blank	16		12		3		1	
	The state of the SSGN force	Excellent	5	4.1%	3	3.6%	2	5.9%	0	0.0%
		Good	32	26.4%	17	20.2%	14	41.2%	1	33.3%
		Average	23	19.0%	14	16.7%	7	20.6%	2	66.7%
		Marginal	7	5.8%	5	6.0%	2	5.9%	0	0.0%
		Poor	4	3.3%	3	3.6%	1	2.9%	0	0.0%
		N/A or too early to tell	50	41.3%	42	50.0%	8	23.5%	0	0.0%
		Blank	18		13		4		1	
	The quality of DH's during my JO tour	Excellent	7	5.6%	3	3.5%	4	11.4%	0	0.0%
		Good	35	28.2%	17	19.8%	17	48.6%	1	33.3%
		Average	38	30.6%	27	31.4%	9	25.7%	2	66.7%
		Marginal	19	15.3%	15	17.4%	4	11.4%	0	0.0%
		Poor	8	6.5%	7	8.1%	1	2.9%	0	0.0%
		N/A or too early to tell	17	13.7%	17	19.8%	0	0.0%	0	0.0%
		Blank	15		11		3		1	
	The quality of wO's during my JO tour	Excellent	11	8.9%	7	8.1%	4	11.4%	0	0.0%
		Good	45	36.3%	25	29.1%	17	48.6%	3	100.0%
		Average	30	24.2%	21	24.4%	9	25.7%	0	0.0%
		Marginal	17	13.7%	12	14.0%	5	14.3%	0	0.0%
		Poor	4	3.2%	4	4.7%	0	0.0%	0	0.0%
		N/A or too early to tell	17	13.7%	17	19.8%	0	0.0%	0	0.0%
		Blank	15		11		3		1	
What are your overall assessments of the following?	The quality of CO's during my JO tour	Excellent	23	18.5%	15	17.4%	8	22.9%	0	0.0%
		Good	36	29.0%	17	19.8%	16	45.7%	3	100.0%
		Average	33	26.6%	23	26.7%	10	28.6%	0	0.0%
		Marginal	11	8.9%	10	11.6%	1	2.9%	0	0.0%
		Poor	4	3.2%	4	4.7%	0	0.0%	0	0.0%
		N/A or too early to tell	17	13.7%	17	19.8%	0	0.0%	0	0.0%
		Blank	15		11		3		1	
	Training for my job	Excellent	9	7.3%	6	7.0%	3	8.6%	0	0.0%
		Good	37	29.8%	20	23.3%	15	42.9%	2	66.7%
		Average	32	25.8%	22	25.6%	9	25.7%	1	33.3%
		Marginal	24	19.4%	17	19.8%	7	20.0%	0	0.0%
		Poor	17	13.7%	16	18.6%	1	2.9%	0	0.0%
		N/A or too early to tell	5	4.0%	5	5.8%	0	0.0%	0	0.0%
		Blank	15		11		3		1	

			All Officer		O1 - O3		O4 -O5		O6 - O9	
		Totals	139		97	69.8%	38	27.3%	4	2.9%
What are your overall assessments of the following?	The quality of my watch team	Excellent	10	8.1%	6	7.0%	4	11.4%	0	0.0%
		Good	56	45.2%	37	43.0%	17	48.6%	2	66.7%
		Average	30	24.2%	17	19.8%	12	34.3%	1	33.3%
		Marginal	9	7.3%	7	8.1%	2	5.7%	0	0.0%
		Poor	2	1.6%	2	2.3%	0	0.0%	0	0.0%
		N/A or too early to tell	17	13.7%	17	19.8%	0	0.0%	0	0.0%
		Blank	15		11		3		1	

			All Officer		O1 - O3		O4 -O5		O6 - O9	
		Totals	139		97	69.8%	38	27.3%	4	2.9%
Regarding critiques in the most recent ship on which you have served:	How frequently did your ship hold critiques?	Do not know	17	13.7%	17	19.8%	0	0.0%	0	0.0%
		Annually	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		Montly	38	30.6%	29	33.7%	8	22.9%	1	33.3%
		Quarterly	5	4.0%	5	5.8%	0	0.0%	0	0.0%
		Several times per week	18	14.5%	12	14.0%	6	17.1%	0	0.0%
		Weekly	46	37.1%	23	26.7%	21	60.0%	2	66.7%
		Blank	15		11		3		1	
	How frequently did you participate in critiques?	Do not know	21	16.9%	21	24.4%	0	0.0%	0	0.0%
		Annually	10	8.1%	10	11.6%	0	0.0%	0	0.0%
		Montly	30	24.2%	19	22.1%	10	28.6%	1	33.3%
		Quarterly	21	16.9%	18	20.9%	3	8.6%	0	0.0%
		Several times per week	7	5.6%	2	2.3%	5	14.3%	0	0.0%
		Weekly	35	28.2%	16	18.6%	17	48.6%	2	66.7%
		Blank	15		11		3		1	
	How frequently did you cause critiques?	Do not know	42	34.1%	27	31.4%	15	44.1%	0	0.0%
		Annually	62	50.4%	45	52.3%	15	44.1%	2	66.7%
		Montly	5	4.1%	4	4.7%	1	2.9%	0	0.0%
		Quarterly	12	9.8%	8	9.3%	3	8.8%	1	33.3%
		Several times per week	1	0.8%	1	1.2%	0	0.0%	0	0.0%
		Weekly	1	0.8%	1	1.2%	0	0.0%	0	0.0%
		Blank	16		11		4		1	
How long did it take after the start of the workday to start a job? (Tagout/WAF approved, work briefed, permission to start		1 to 2 hours	39	35.5%	27	37.5%	12	34.3%	0	0.0%
		30 minutes to 1 hour	31	28.2%	20	27.8%	10	28.6%	1	33.3%
		Less than 30 minutes	17	15.5%	10	13.9%	6	17.1%	1	33.3%
		More than 2 hours	16	14.5%	11	15.3%	5	14.3%	0	0.0%
		Work started as soon	7	6.4%	4	5.6%	2	5.7%	1	33.3%
		Blank	29		25		3		1	
The quality of instruction during the Submarine Officer DH Course is good		Agree	20	38.5%	9	64.3%	11	31.4%	0	0.0%
		Neutral	22	42.3%	3	21.4%	16	45.7%	3	100.0%
		Disagree	10	19.2%	2	14.3%	8	22.9%	0	0.0%
		Have not Attended	70		70		0		0	
		Blank	17		13		3		1	

Appendix I: Naval Aviation Community Responses

The following questions were created by respected officers from the aviation community currently at the post-major command, command, department head, and junior officer levels. The questions focus on aviation community experiences with a high correlation to job satisfaction and overall community retention, especially when deciding whether to remain past an officer's first "stay/go" decision point.

		All Officer		O1 - O3		O4 -O5		O6 - O9	
	Totals	1494		776	51.9%	661	44.2%	57	3.8%
If you are in primary flight training, what platform do you most want to fly?	C-2	4	2.7%	2	2.1%	2	3.9%	0	0.0%
	E/A-18	18	12.0%	13	13.5%	5	9.8%	0	0.0%
	E-2	8	5.3%	2	2.1%	6	11.8%	0	0.0%
	E-6A	3	2.0%	3	3.1%	0	0.0%	0	0.0%
	F/A-18	64	42.7%	42	43.8%	21	41.2%	1	33.3%
	F-35C	2	1.3%	1	1.0%	1	2.0%	0	0.0%
	MH-60R/S	26	17.3%	18	18.8%	6	11.8%	2	66.7%
	P-3/P-8	24	16.0%	14	14.6%	10	19.6%	0	0.0%
	UAVs	1	0.7%	1	1.0%	0	0.0%	0	0.0%
	Not in Flight Training	1279		652		577		50	
	Blank	65		28		33		4	
Within which community were/are you most recently qualified?	HSM / HSC / HSL / HM	297	20.4%	154	20.3%	127	19.7%	16	28.1%
	None of the above	50	3.4%	33	4.4%	14	2.2%	3	5.3%
	VAQ	111	7.6%	54	7.1%	49	7.6%	8	14.0%
	VAW / VRC	159	10.9%	76	10.0%	78	12.1%	5	8.8%
	VFA	602	41.3%	303	40.0%	279	43.3%	20	35.1%
	VP / VQ(P)	215	14.7%	121	16.0%	89	13.8%	5	8.8%
	VQ(T)	24	1.6%	16	2.1%	8	1.2%	0	0.0%
	Blank	36		19		17		0	
What do squadron COs and wOs spend more time on?	Equal time on both	256	17.6%	111	14.7%	121	18.8%	24	42.1%
	Leading command/executing msn	66	4.5%	30	4.0%	25	3.9%	11	19.3%
	No opinion	31	2.1%	21	2.8%	10	1.6%	0	0.0%
	Performing admin/management	1102	75.7%	594	78.6%	486	75.7%	22	38.6%
	Blank	39		20		19		0	
Do you believe the Command Qualification Board makes a difference?	Yes	89	6.1%	45	5.9%	36	5.6%	8	14.0%
	No	869	59.6%	320	42.3%	509	78.9%	40	70.2%
	No Opinion	501	34.3%	392	51.8%	100	15.5%	9	15.8%
	Blank	35		19		16		0	
The pay inversion between department heads and XO/COs makes the role of wO/CO less valuable	Agree	759	52.1%	396	52.4%	332	51.6%	31	54.4%
	Neutral	212	14.6%	102	13.5%	102	15.8%	8	14.0%
	Disagree	345	23.7%	148	19.6%	179	27.8%	18	31.6%
	No Opinion	141	9.7%	110	14.6%	31	4.8%	0	0.0%
	Blank	37		20		17		0	

What are your overall assessments of the following?	**The state of Naval Aviation**	Excellent	41	2.8%	13	1.7%	22	3.4%	6	10.5%
		Good	352	24.2%	168	22.3%	160	24.8%	24	42.1%
		Average	534	36.7%	272	36.1%	247	38.4%	15	26.3%
		Marginal	371	25.5%	211	28.0%	149	23.1%	11	19.3%
		Poor	143	9.8%	81	10.7%	61	9.5%	1	1.8%
		N/A or too early to tell	14	1.0%	9	1.2%	5	0.8%	0	0.0%
		Blank	39		22		17		0	
	My specific aviation community	Excellent	74	5.1%	23	3.1%	42	6.5%	9	15.8%
		Good	366	25.2%	167	22.1%	167	25.9%	32	56.1%
		Average	432	29.7%	214	28.4%	210	32.6%	8	14.0%
		Marginal	343	23.6%	210	27.9%	129	20.0%	4	7.0%
		Poor	215	14.8%	122	16.2%	91	14.1%	2	3.5%
		N/A or too early to tell	25	1.7%	18	2.4%	5	0.8%	2	3.5%
		Blank	39		22		17		0	
	I get enough flight time	Excellent	63	4.3%	39	5.2%	24	3.7%	0	0.0%
		Good	231	15.9%	122	16.2%	105	16.4%	4	7.0%
		Average	329	22.6%	153	20.3%	164	25.5%	12	21.1%
		Marginal	352	24.2%	177	23.4%	162	25.2%	13	22.8%
		Poor	382	26.3%	232	30.7%	143	22.3%	7	12.3%
		N/A or too early to tell	97	6.7%	32	4.2%	44	6.9%	21	36.8%
		Blank	40		21		19		0	
Questions related to the future of Naval Aviation	**The JSF is the right aircraft for Naval Aviation**	Strongly Agree	20	1.4%	8	1.1%	11	1.7%	1	1.8%
		Agree	116	8.0%	42	5.6%	61	9.5%	13	22.8%
		Neutral	317	21.8%	136	18.0%	163	25.3%	18	31.6%
		Disagree	408	28.0%	217	28.7%	177	27.5%	14	24.6%
		Strongly Disagree	464	31.9%	271	35.9%	184	28.6%	9	15.8%
		Not Sure	130	8.9%	81	10.7%	47	7.3%	2	3.5%
		Blank	39		21		18		0	
	I'd prefer an Advanced Super Hornet over the JSF	Strongly Agree	438	30.1%	254	33.6%	170	26.5%	14	24.6%
		Agree	461	31.7%	241	31.8%	202	31.5%	18	31.6%
		Neutral	280	19.2%	117	15.5%	147	22.9%	16	28.1%
		Disagree	76	5.2%	29	3.8%	41	6.4%	6	10.5%
		Strongly Disagree	13	0.9%	5	0.7%	8	1.2%	0	0.0%
		Not Sure	188	12.9%	111	14.7%	74	11.5%	3	5.3%
		Blank	38		19		19		0	
Questions related to the future of Naval Aviation	**Unmanned platforms will increase Naval Aviation capabilities**	Strongly Agree	172	11.8%	68	9.0%	92	14.3%	12	21.1%
		Agree	663	45.5%	300	39.7%	333	51.7%	30	52.6%
		Neutral	309	21.2%	182	24.1%	120	18.6%	7	12.3%
		Disagree	178	12.2%	113	14.9%	57	8.9%	8	14.0%
		Strongly Disagree	92	6.3%	69	9.1%	23	3.6%	0	0.0%
		Not Sure	43	3.0%	24	3.2%	19	3.0%	0	0.0%
		Blank	37		20		17		0	
	The P-8A Poseidon is a suitable replacement for the P-3C Orion	Strongly Agree	149	10.2%	81	10.7%	55	8.6%	13	22.8%
		Agree	416	28.6%	208	27.5%	181	28.2%	27	47.4%
		Neutral	240	16.5%	101	13.4%	131	20.4%	8	14.0%
		Disagree	140	9.6%	75	9.9%	64	10.0%	1	1.8%
		Strongly Disagree	63	4.3%	33	4.4%	29	4.5%	1	1.8%
		Not Sure	446	30.7%	257	34.0%	182	28.3%	7	12.3%
		Blank	40		21		19		0	
	All aircraft need Link-16 / datalink capability	Strongly Agree	993	68.2%	505	66.9%	448	69.7%	40	70.2%
		Agree	334	23.0%	178	23.6%	143	22.2%	13	22.8%
		Neutral	58	4.0%	26	3.4%	29	4.5%	3	5.3%
		Disagree	23	1.6%	11	1.5%	11	1.7%	1	1.8%
		Strongly Disagree	9	0.6%	7	0.9%	2	0.3%	0	0.0%
		Not Sure	38	2.6%	28	3.7%	10	1.6%	0	0.0%
		Blank	39		21		18		0	

Appendix J: Special Warfare (SEAL) Community Responses

The following questions were created by respected officers from the SEAL community currently at the post-command, department head, and junior officer levels with additional input from SEAL community managers. The questions focus on SEAL community experiences with a high correlation to job satisfaction and overall community retention, especially when deciding whether to remain past an officer's first "stay/go" decision point.

			All Officer		O1 - O3		O4 -O5	
		Totals	58		28	48.3%	30	51.7%
What are your overall assessments of the following?	The general state of the SEAL community	Excellent	3	5.7%	1	3.7%	2	7.7%
		Good	24	45.3%	12	44.4%	12	46.2%
		Average	18	34.0%	10	37.0%	8	30.8%
		Marginal	7	13.2%	3	11.1%	4	15.4%
		Poor	1	1.9%	1	3.7%	0	0.0%
		N/A or too early to tell	0	0.0%	0	0.0%	0	0.0%
		Blank	5		1		4	
	Your Role as a Junior Officer (For O-3 and Below)	Excellent	4	8.3%	2	7.4%	2	9.5%
		Good	16	33.3%	11	40.7%	5	23.8%
		Average	12	25.0%	9	33.3%	3	14.3%
		Marginal	5	10.4%	3	11.1%	2	9.5%
		Poor	2	4.2%	2	7.4%	0	0.0%
		N/A or too early to tell	9	18.8%	0	0.0%	9	42.9%
		Blank	10		1		9	
	Your Role as a mid to Senior Officer	Excellent	5	9.6%	1	3.7%	4	16.0%
		Good	9	17.3%	2	7.4%	7	28.0%
		Average	21	40.4%	8	29.6%	13	52.0%
		Marginal	7	13.5%	6	22.2%	1	4.0%
		Poor	2	3.8%	2	7.4%	0	0.0%
		N/A or too early to tell	8	15.4%	8	29.6%	0	0.0%
		Blank	6		1		5	
	The quality of Leadership Development in NSW	Excellent	4	7.5%	1	3.7%	3	11.5%
		Good	12	22.6%	4	14.8%	8	30.8%
		Average	14	26.4%	10	37.0%	4	15.4%
		Marginal	16	30.2%	10	37.0%	6	23.1%
		Poor	7	13.2%	2	7.4%	5	19.2%
		N/A or too early to tell	0	0.0%	0	0.0%	0	0.0%
		Blank	5		1		4	
	The likelihood you will remain in NSW if combat tours are not available	Excellent	7	13.2%	4	14.8%	3	11.5%
		Good	15	28.3%	4	14.8%	11	42.3%
		Average	11	20.8%	6	22.2%	5	19.2%
		Marginal	6	11.3%	3	11.1%	3	11.5%
		Poor	13	24.5%	9	33.3%	4	15.4%
		N/A or too early to tell	1	1.9%	1	3.7%	0	0.0%
		Blank	5		1		4	

			All Officer		O1 - O3		O4 -O5	
		Totals	58		28	48.3%	30	51.7%
What are your overall assessments of the following?	Opportunities to lead and develop SEALs	Excellent	9	17.0%	3	11.1%	6	23.1%
		Good	15	28.3%	6	22.2%	9	34.6%
		Average	20	37.7%	12	44.4%	8	30.8%
		Marginal	6	11.3%	3	11.1%	3	11.5%
		Poor	3	5.7%	3	11.1%	0	0.0%
		N/A or too early to tell	0	0.0%	0	0.0%	0	0.0%
		Blank	5		1		4	
	The quality of my current wO	Excellent	13	25.0%	7	25.9%	6	24.0%
		Good	14	26.9%	10	37.0%	4	16.0%
		Average	4	7.7%	2	7.4%	2	8.0%
		Marginal	6	11.5%	4	14.8%	2	8.0%
		Poor	2	3.8%	1	3.7%	1	4.0%
		N/A or too early to tell	13	25.0%	3	11.1%	10	40.0%
		Blank	6		1		5	
	The quality of my Diversity Tour wO	Excellent	10	19.2%	6	23.1%	4	15.4%
		Good	8	15.4%	3	11.5%	5	19.2%
		Average	8	15.4%	4	15.4%	4	15.4%
		Marginal	6	11.5%	3	11.5%	3	11.5%
		Poor	3	5.8%	1	3.8%	2	7.7%
		N/A or too early to tell	17	32.7%	9	34.6%	8	30.8%
		Blank	6		2		4	
	The quality of my current CO	Excellent	23	43.4%	7	25.9%	16	61.5%
		Good	14	26.4%	11	40.7%	3	11.5%
		Average	8	15.1%	5	18.5%	3	11.5%
		Marginal	1	1.9%	1	3.7%	0	0.0%
		Poor	2	3.8%	1	3.7%	1	3.8%
		N/A or too early to tell	5	9.4%	2	7.4%	3	11.5%
		Blank	5		1		4	
	The quality of my Diversity Tour CO	Excellent	9	17.3%	4	15.4%	5	19.2%
		Good	10	19.2%	5	19.2%	5	19.2%
		Average	8	15.4%	5	19.2%	3	11.5%
		Marginal	2	3.8%	1	3.8%	1	3.8%
		Poor	5	9.6%	2	7.7%	3	11.5%
		N/A or too early to tell	18	34.6%	9	34.6%	9	34.6%
		Blank	6		2		4	

		All Officer	O1 - O3		O4 -O5	
	Totals	58	28	48.3%	30	51.7%

Appendix K: Restricted Line (RL) and Staff Corps (SC) Community Responses

The following questions were created by respected officers in several RL and SC communities, many of who are currently serving as advisors to senior Navy leadership. The questions focus on RL and SC community experiences with a high correlation to job satisfaction and overall community retention, especially when deciding whether to remain past an officer's first "stay/go" decision point.

			All Officer		O1 - O3		O4 -O5		O6 - O9	
		Totals	695		362	52.1%	302	43.5%	31	4.5%
What is your current designator, or what is the designator you are in training for?		120x - Human Resources Officer.	38	6.6%	11	3.8%	24	9.2%	3	12.5%
		123x - Permanent Military Professor	3	0.5%	0	0.0%	3	1.1%	0	0.0%
		144x - Engineering Duty Officer (EDO).	26	4.5%	11	3.8%	15	5.7%	0	0.0%
		150x - Aerospace Engineering Duty Office	3	0.5%	1	0.3%	1	0.4%	1	4.2%
		151x - Aerospace Engineering Duty Office	13	2.3%	3	1.0%	10	3.8%	0	0.0%
		152x - Aerospace Engineering Duty Office	33	5.8%	26	9.1%	7	2.7%	0	0.0%
		154x - Aviation Duty Officer (ADO Naval A	1	0.2%	1	0.3%	0	0.0%	0	0.0%
		165x - SD Officer - Public Affairs Officer	17	3.0%	8	2.8%	9	3.4%	0	0.0%
		166x - Strategic Sealift Officer	1	0.2%	1	0.3%	0	0.0%	0	0.0%
		170x - SD Officer - Fleet Support Officer	1	0.2%	1	0.3%	0	0.0%	0	0.0%
		171x - Foreign Area Officer (FAO	9	1.6%	1	0.3%	8	3.1%	0	0.0%
		180x - Meteorology/Oceanography Office	21	3.7%	5	1.7%	15	5.7%	1	4.2%
		181x - Information Warfare Officer	78	13.6%	48	16.7%	29	11.1%	1	4.2%
		182x - Information Professional Officer	39	6.8%	21	7.3%	15	5.7%	3	12.5%
		183x - Intelligence Officer	116	20.3%	82	28.6%	31	11.9%	3	12.5%
		184x - Cyber Warfare Engineering Off	1	0.2%	0	0.0%	0	0.0%	1	4.2%
		210x - Medical Corps Officer	55	9.6%	18	6.3%	34	13.0%	3	12.5%
		220x - Dental Corps Officer	3	0.5%	0	0.0%	3	1.1%	0	0.0%
		230x - Medical Service Corps Officer	51	8.9%	25	8.7%	25	9.6%	1	4.2%
		250x - Judge Advocate General's Corps Of	36	6.3%	17	5.9%	16	6.1%	3	12.5%
		270x - Senior Health Care Executive Office	1	0.2%	0	0.0%	1	0.4%	0	0.0%
		290x - Nurse Corps Officer	41	7.2%	18	6.3%	22	8.4%	1	4.2%
		310x - Supply Corps Officer	67	11.7%	40	13.9%	18	6.9%	9	37.5%
		410x - Chaplain Corps Officer	10	1.7%	3	1.0%	7	2.7%	0	0.0%
		510x - Civil Engineer Corps Officer	31	5.4%	21	7.3%	9	3.4%	1	4.2%
What are your overall assessments of the following?	The general state of my RL community	Excellent	34	8.9%	22	10.5%	9	5.7%	3	23.1%
		Good	128	33.6%	71	34.0%	52	32.7%	5	38.5%
		Average	123	32.3%	60	28.7%	61	38.4%	2	15.4%
		Marginal	57	15.0%	29	13.9%	26	16.4%	2	15.4%
		Poor	29	7.6%	18	8.6%	10	6.3%	1	7.7%
		N/A or too early to tell	10	2.6%	9	4.3%	1	0.6%	0	0.0%
		Blank	314		153		143		18	
	Training for my job	Excellent	27	7.2%	15	7.2%	11	7.0%	1	7.7%
		Good	77	20.4%	45	21.7%	28	17.8%	4	30.8%
		Average	96	25.5%	50	24.2%	43	27.4%	3	23.1%
		Marginal	98	26.0%	46	22.2%	49	31.2%	3	23.1%
		Poor	74	19.6%	47	22.7%	26	16.6%	1	7.7%
		N/A or too early to tell	5	1.3%	4	1.9%	0	0.0%	1	7.7%
		Blank	318		155		145		18	

What are your overall assessments of the following?								
The quality of my first fleet tour department heads	Excellent	30	7.9%	19	9.1%	10	6.3%	1	7.7%
	Good	108	28.4%	55	26.3%	46	29.1%	7	53.8%
	Average	107	28.2%	52	24.9%	51	32.3%	4	30.8%
	Marginal	57	15.0%	32	15.3%	24	15.2%	1	7.7%
	Poor	27	7.1%	18	8.6%	9	5.7%	0	0.0%
	N/A or too early to tell	51	13.4%	33	15.8%	18	11.4%	0	0.0%
	Blank	315		153		144		18	
The quality of my current department heads	Excellent	28	7.4%	18	8.7%	9	5.7%	1	7.7%
	Good	99	26.1%	57	27.4%	39	24.7%	3	23.1%
	Average	115	30.3%	59	28.4%	51	32.3%	5	38.5%
	Marginal	39	10.3%	25	12.0%	13	8.2%	1	7.7%
	Poor	23	6.1%	13	6.3%	10	6.3%	0	0.0%
	N/A or too early to tell	75	19.8%	36	17.3%	36	22.8%	3	23.1%
	Blank	316		154		144		18	
The quality of my current wO	Excellent	68	17.9%	42	20.2%	21	13.3%	5	38.5%
	Good	113	29.8%	71	34.1%	40	25.3%	2	15.4%
	Average	73	19.3%	37	17.8%	33	20.9%	3	23.1%
	Marginal	30	7.9%	13	6.3%	17	10.8%	0	0.0%
	Poor	16	4.2%	9	4.3%	7	4.4%	0	0.0%
	N/A or too early to tell	79	20.8%	36	17.3%	40	25.3%	3	23.1%
	Blank	316		154		144		18	
The quality of my Fleet tour wos	Excellent	47	12.4%	31	14.8%	12	7.6%	4	30.8%
	Good	134	35.3%	62	29.7%	68	43.0%	4	30.8%
	Average	90	23.7%	48	23.0%	40	25.3%	2	15.4%
	Marginal	41	10.8%	23	11.0%	17	10.8%	1	7.7%
	Poor	12	3.2%	6	2.9%	6	3.8%	0	0.0%
	N/A or too early to tell	56	14.7%	39	18.7%	15	9.5%	2	15.4%
	Blank	315		153		144		18	
The quality of my second to last Fleet tour CO	Excellent	78	20.6%	39	18.7%	37	23.6%	2	15.4%
	Good	110	29.0%	53	25.4%	52	33.1%	5	38.5%
	Average	48	12.7%	20	9.6%	24	15.3%	4	30.8%
	Marginal	25	6.6%	10	4.8%	14	8.9%	1	7.7%
	Poor	41	10.8%	20	9.6%	20	12.7%	1	7.7%
	N/A or too early to tell	77	20.3%	67	32.1%	10	6.4%	0	0.0%
	Blank	316		153		145		18	
The quality of my last Fleet tour CO	Excellent	99	26.1%	53	25.4%	41	26.1%	5	38.5%
	Good	119	31.4%	55	26.3%	58	36.9%	6	46.2%
	Average	49	12.9%	26	12.4%	21	13.4%	2	15.4%
	Marginal	29	7.7%	15	7.2%	14	8.9%	0	0.0%
	Poor	37	9.8%	21	10.0%	16	10.2%	0	0.0%
	N/A or too early to tell	46	12.1%	39	18.7%	7	4.5%	0	0.0%
	Blank	316		153		145		18	
The quality of my current CO	Excellent	95	25.0%	59	28.2%	31	19.6%	5	38.5%
	Good	124	32.6%	70	33.5%	51	32.3%	3	23.1%
	Average	56	14.7%	34	16.3%	21	13.3%	1	7.7%
	Marginal	31	8.2%	9	4.3%	20	12.7%	2	15.4%
	Poor	23	6.1%	10	4.8%	13	8.2%	0	0.0%
	N/A or too early to tell	51	13.4%	27	12.9%	22	13.9%	2	15.4%
	Blank	315		153		144		18	

			All Officer		O1 - O3		O4 -O5		O6 - O9	
		Totals	695		362	52.1%	302	43.5%	31	4.5%
Agree/Disagree	I feel like my RL community is well respected within the Navy	Strongly Agree	25	6.6%	14	6.7%	10	6.3%	1	7.7%
		Agree	100	26.2%	52	24.9%	43	27.0%	5	38.5%
		Neutral	86	22.6%	50	23.9%	32	20.1%	4	30.8%
		Disagree	120	31.5%	58	27.8%	60	37.7%	2	15.4%
		Strongly Disagree	47	12.3%	32	15.3%	14	8.8%	1	7.7%
		Do not Know	3	0.8%	3	1.4%	0	0.0%	0	0.0%
		Blank	314		153		143		18	
	I want to transfer to a different RL community	Strongly Agree	15	4.0%	8	3.8%	6	3.8%	1	7.7%
		Agree	26	6.9%	15	7.2%	11	7.0%	0	0.0%
		Neutral	35	9.2%	21	10.0%	13	8.3%	1	7.7%
		Disagree	86	22.7%	44	21.1%	42	26.8%	0	0.0%
		Strongly Disagree	210	55.4%	118	56.5%	82	52.2%	10	76.9%
		Do not Know	7	1.8%	3	1.4%	3	1.9%	1	7.7%
		Blank	316		153		145		18	
	I believe that most members of the URL do not understand my RL community.	Strongly Agree	141	37.1%	91	43.5%	46	29.1%	4	30.8%
		Agree	166	43.7%	86	41.1%	74	46.8%	6	46.2%
		Neutral	39	10.3%	16	7.7%	21	13.3%	2	15.4%
		Disagree	27	7.1%	13	6.2%	13	8.2%	1	7.7%
		Strongly Disagree	5	1.3%	1	0.5%	4	2.5%	0	0.0%
		Do not Know	2	0.5%	2	1.0%	0	0.0%	0	0.0%
		Blank	315		153		144		18	
	I believe that most members of my RL community do not understand the	Strongly Agree	38	10.0%	18	8.7%	18	11.4%	2	15.4%
		Agree	97	25.6%	51	24.5%	44	27.8%	2	15.4%
		Neutral	78	20.6%	49	23.6%	25	15.8%	4	30.8%
		Disagree	104	27.4%	60	28.8%	41	25.9%	3	23.1%
		Strongly Disagree	58	15.3%	26	12.5%	30	19.0%	2	15.4%
		Do not Know	4	1.1%	4	1.9%	0	0.0%	0	0.0%
		Blank	316		154		144		18	
Please evaluate the following statements	In general, I am very satisfied with my Staff Corps community	Strongly Agree	32	11.1%	20	14.5%	11	8.3%	1	6.3%
		Agree	124	43.2%	60	43.5%	56	42.1%	8	50.0%
		Neither Agree or Disagree	47	16.4%	20	14.5%	25	18.8%	2	12.5%
		Disagree	57	19.9%	23	16.7%	32	24.1%	2	12.5%
		Strongly Disagree	26	9.1%	14	10.1%	9	6.8%	3	18.8%
		N/A	1	0.3%	1	0.7%	0	0.0%	0	0.0%
		Blank	408		224		169		15	
	My Staff Corps makes meaningful contributions to the Navy's efforts	Strongly Agree	99	34.5%	43	31.2%	50	37.6%	6	37.5%
		Agree	133	46.3%	63	45.7%	61	45.9%	9	56.3%
		Neither Agree or Disagree	33	11.5%	21	15.2%	11	8.3%	1	6.3%
		Disagree	15	5.2%	7	5.1%	8	6.0%	0	0.0%
		Strongly Disagree	6	2.1%	3	2.2%	3	2.3%	0	0.0%
		N/A	1	0.3%	1	0.7%	0	0.0%	0	0.0%
		Blank	408		224		169		15	
	In terms of my professional skill set, I feel fully utilized	Strongly Agree	46	16.1%	16	11.6%	26	19.7%	4	25.0%
		Agree	83	29.0%	38	27.5%	42	31.8%	3	18.8%
		Neither Agree or Disagree	35	12.2%	15	10.9%	17	12.9%	3	18.8%
		Disagree	67	23.4%	45	32.6%	21	15.9%	1	6.3%
		Strongly Disagree	55	19.2%	24	17.4%	26	19.7%	5	31.3%
		N/A	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		Blank	409		224		170		15	
	I have opportunities to practice my profession at a level commensurate with	Strongly Agree	56	19.6%	20	14.6%	29	21.8%	7	43.8%
		Agree	90	31.5%	42	30.7%	43	32.3%	5	31.3%
		Neither Agree or Disagree	34	11.9%	16	11.7%	18	13.5%	0	0.0%
		Disagree	54	18.9%	32	23.4%	20	15.0%	2	12.5%
		Strongly Disagree	52	18.2%	27	19.7%	23	17.3%	2	12.5%
		N/A	0	0.0%	0	0.0%	0	0.0%	0	0.0%
		Blank	409		225		169		15	

		All Officer	O1 - O3		O4 -O5		O6 - O9	
	Totals	695	362	52.1%	302	43.5%	31	4.5%