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United States Coast Guard

A Study of Enlisted Attrition in the United States Coast Guard

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16. Abstract : Reports a survey of attitudes of 364 enlisted people whose enlistments expired between Apr and Oct 1984. Roughly half stayed in the CG. Questions were asked to determine specific attitudes about a number of aspects of life in the CG; satisfaction; commitment to the missions and goals of the CG; investment (side bets); and compensation issues. The groups were further differentiated by performance level. (Adding the dimension of performance will allow CG decision and policy makers to target "high-performers-who-plan-to-leave" with policies designed to appeal to this group).

The most important issue to the respondents was the assignment process. Those who left were less satisfied with the assignment process in general, less satisfied with their potential future assignments (primarily the uncertainty, due to the lack of a firm notion of what an "enlisted career" is), and less satisfied with the degree of influence they have in the assignment process. Compensation issues were (relatively) less important, but investment in post-service benefits was seen as a major reason for staying. Recommendations for personnel policies are included, particularly in the area of "increasing the perception of control over one's individual destiny".

Significant differences in the attitudes of "high performers" and "low performers" were noted.

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A STUDY OF ENLISTED ATTRITION

IN THE U. S. COAST GUARD: 1983-1984

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Office of Personnel, USCG
28 February, 1985

EXECUTIVE SUMMARY

Reports the results of a survey of the attitudes of 364 people whose enlistments expired between April and October 1984. The survey is a replication of a 1980 study designed to determine the factors people consider when deciding to stay in or leave the Coast Guard. At the time of the 1980 study, attrition was dangerously high. With attrition currently at an historic low, this research gives us attitudes at both ends of the attrition spectrum.

The survey results were combined with information from the Fall 1983 cycle of Enlisted Performance Appraisal marks. This gives us the ability to look beyond the issue of "why do people stay - why do they leave" at a more salient question: "What differentiates high performers who stay from those who leave?" It is assumed that the Coast Guard would like to be more selective in policies that affect the reenlistment decision in order to attract and retain high performers.

The findings confirm the 1980 research in that there are three distinct groups of interest: first term enlistees, whose attitudes are very diverse; second term enlistees ; and "career" members whose attitudes are homogeneous. The constructs of satisfaction, commitment to the Coast Guard, and investment (too much to lose to get out), were examined over time, and vary predictably.

The groups were divided by performance (high and low performers) and whether they stayed or left at the end of their enlistments. The potential value in the findings results from determining the issues that differentiate high performers who elect to stay in the Coast Guard, and high performers who choose to leave.

The most important issue to the respondents was the assignment process. Those who left were less satisfied with the process in general, less satisfied with their potential future assignments (primarily the uncertainty, due to the lack of a notion of what an enlisted "career" looks like), and less satisfied with the degree of influence they have in the assignment process. Compensation issues were less important (medical care and selective reenlistment bonuses were the source of some dissatisfaction) but investment in post service benefits was seen as a major reason for staying.

The degree of disparity between an individual's expectations of what the Coast Guard "would be like" or "could be like" and his or her perception of "the way it is" were also important factors resulting from the analysis. This includes the amount of control that an individual feels that he or she has over the way the job is done. In general, high performers are dissatisfied with the degree of influence they have over their own future.

Recommendations for personnel strategy are provided for three broad areas: management of the assignment process, including the notion of enlisted career development; management of the accession process, including recruiting and selection policies that create realistic initial expectations for new entrants (and for the Coast Guard); and a third category of "other issues" of concern to the people in the sample.

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INTRODUCTION

In 1979, Chief, Office of Personnel, commissioned a study of enlisted attrition. At that time first term enlisted retention was 15.8 per cent and second and subsequent retention was 64.8 per cent. These abnormally low retention rates were the subject of tremendous concern among headquarters planners and field level operating managers. It is estimated that had the trend continued, turnover would have exceeded the ability to replace those who were leaving.

In addition to problems with raw numbers of people, the effect on the quality of the force was dramatic. Enlistment standards were lowered, qualifying standards for A-school entry were reduced, and people were promoted to vacancies from supplemental advancement lists (without taking servicewide examinations). The experience level of the force dropped to a point where the time required to make E-7, on average, was 10 years. If time in service is thought of as a surrogate for experience, over 16,000 man-years of experience were lost at the E-6 / E-7 level during the period from 1978 to 1980.

This loss of experience is not recovered for many years. Although the average "age of the force" can be recovered, the E-4s and E-5s who were learning through on-the-job-training had less "knowledge and experience" above them in the chain of command. Therefore, they were unable to learn as much as their predecessors had from more experienced supervisors; as a consequence, they have less to "teach" those who work for them even today. It may be that lost experience is never regained.

In 1981 the tide was stemmed. Large pay raises in the first two years of the current administration were partly responsible, but even more important were the signals that people in uniform were not second class citizens. The President clearly expressed his philosophy that the military had suffered long enough, that if we were to have a strong defense we had to care about the people in uniform. Putting aside the persistent threat of changes to the retirement system, that is essentially where we remain today -- with the highest sustained first and subsequent term reenlistment rates since we began keeping computerized manpower records.

The 1980 study (Wehrenberg and Patterson, 1981) was somewhat unusual in that it did not focus on compensation issues. The feeling was that the DoD services were conducting adequate research about the impact of compensation on attrition. The Coast Guard went a step further, to describe the processes used by people as they approached the reenlistment decision. As an example, a researcher might ask "Why are you leaving the service?" When the response was "Because the company down the street is offering me $18,000 to start," the researcher might check the "pay" block and move on to the next interview. In our interviews we carried this line of questioning further by asking "How did you find out about the job down the street?" To our surprise, we heard answers like "I've been reading the want ads for quite a while," or "I was planning to get out, so I figured I'd better take a look at the market."

This led to the real research behind the 1980 study: Why were people reading the want ads? Why had they planned to leave? In other words, why were people deciding to leave the Coast Guard? And of equal importance, why were others planning to stay? What were the factors that differentiated those who stayed from those who left? What factors were considered in the decision making process? Could the Coast Guard target leavers with policies that would tip the balance in our favor?

The results of that research were not surprising from a perspective of current theory, but did come as a shock to some Coast Guard planners. For example, it was shown that people who received high selective reenlistment bonuses "liked" the Coast Guard less than those who received lower bonuses, and less than they had before they received the bonus. This would support a theory that because of the large bonus, people could attribute their "staying behavior" to the "bribe" rather than to their own inclination. They could then say "there must be something wrong with an organization that has to bribe me to stay" and "I only stayed in because of the bonus." On the other hand, those who received the smaller bonuses had to change their attitudes to match their behavior: "I must like the Coast Guard, or I wouldn't have shipped over. It sure wasn't because of the money!" Selective reenlistment bonuses were keeping people, but were we keeping them for the "right" reasons? Were they the people who would deliver the most marginal benefit? Were their attitudes contagious?

Three classes of factors were identified from that study as driving the decision to stay or leave:

Satisfaction -- a global attitude toward the Coast Guard, the weighted sum of the feelings about individual experiences while in the Coast Guard. This attitude appears to be weighted by that aspect of an individual's life that is most important; for example, if family and geographic stability are important to an individual, assignment policies become very important and the source of either global satisfaction or dissatisfaction. If security is important, anything that threatens that security becomes a dissatisfier (e.g. proposals to reduce the retirement benefit). If the most important thing in a persons life is identified as the Coast Guard itself, any changes to the status quo are threatening and create dissatisfaction.

Investment -- the notion that an individual has "too much invested" in the Coast Guard to be able to afford to leave. This is compensation related. Either the individual has too much invested in retirement to leave, or that an individual's skills are so specific to the Coast Guard or to the service (Gunner's Mate, Boatswain's Mate) that it would be hard to find a market for those skills outside the Coast Guard. Investment, at some point, becomes a feeling that "I can't leave . . .", no matter how much he or she would like to. A high sense of investment coupled with low satisfaction leads to a phenomenon we described as

spiritual turnover, sometimes known as retired-on-active-duty, in which the individual is still with us, but in terms of attitude and commitment has "departed."

Commitment -- a sense of identification with the goals and missions of the Coast Guard, and with the Coast Guard itself. When a seaman is painting and accidently splatters paint on the floor, commitment is the operative factor when he or she cleans up the paint without being told to, without fear of punishment or recrimination, because it seems to be the right thing to do. A person who exhibits high commitment can tie the lowliest, most unimportant looking, job to the overall mission accomplishment of the Coast Guard.

Of these three driving factors, it was felt by the researchers and by planners in the Office of Personnel that the best mix for the Coast Guard would be to have people who were committed to the Coast Guard as an organization, who were reasonably satisfied with their experiences and positions, and had just enough sense of investment to "carry them through" the worst of days.

Unfortunately, such was not the case. Investment accounted for over 60 percent of the variance when comparing those who stayed with those who left. It seemed that we were doing everything possible in terms of personnel policy to instill a sense of investment in people. Reenlistment bonuses were so high that only a fool (or someone with excellent job prospects elsewhere) would pass them up, the retirement system was defended as being part of the overall compensation mix (deferred salary, in effect), thus people would be throwing away part of their earnings by leaving. Assignment managers bent over backwards to accommodate people at the first reenlistment decision, but after that the perception was that "We've got you now, you are over the hump. We don't have to worry about your needs anymore."

This is not to say that any of these complaints were correct, only that these were the prevailing perceptions held by people. Unfortunately, people make decisions based on their perceptions of reality. That is fortunate, since it is the present perception that the Administration and the American people care about the condition of the serviceman that has netted us record high enlisted retention, not any fundamental changes in the way people are managed by the Coast Guard.

The 1980 study resulted in a series of recommendations. To summarize:

1. Wherever possible, attempt to gain control over the structure of rewards (special and incentive pays, assignments, advancements, other non-monetary rewards) so that those rewards can be used to reinforce the behaviors desired by the Coast Guard. Pay, promotion, and assignment are not seen as related to performance.

2. Assist people in making the transition from skilled technician to supervisor. This requires recognizing the transition point and supporting the development and use of both person-to-person skills and person-to-system skills.

3. Examine the current workforce structure (ratings and grades) to determine if this structure reflects the needs of the Coast Guard. Enlisted people think of career in terms of "20 years of random assignments"; rather than developing 20 years of experience, enlisted people feel that they develop two or three years of experience 10 times. Until there are meaningful career ladders, in which one assignment prepares a person for the next in a developmental fashion, careers will not exist. The concept of a meaningful career has, in other research, been a major contributor to job satisfaction.

4. Provide people with the information they need to make "informed choices" among the options available. New entrants do not understand the meaning of "being an FT", nor can old hands examine the relevant variables in making their choice of future assignments. Career information is desperately needed, and the current structure is not geared to provide it.

5. The Coast Guard makes personnel policy as if each person, no matter what rating or grade, was exactly the same as all other people. In doing so, we forget that as a person ages and takes on additional responsibilities, both on the job and in his or her personal life, individual needs change. For example, a policy decision to shorten tours will dissatisfy senior people who have families, homes, and community responsibilities. On the other hand, a policy to lengthen tours will dissatisfy young people who, among other reasons, joined the Coast Guard to travel. Yet we persist in making policies that refuse to recognize that there may be different classes of people, when it is unnecessary to treat them as interchangeable parts. E-4s do not compete with E-7s for assignments; why is it necessary that E-4 and E-7 tour lengths be the same?

These were the major recommendations of the 1980 study, and each recommendation was accompanied by a series of steps to accomplish it. When the study was published in early 1981, however, enlisted retention was no longer the most pressing problem. As is the nature of business, new issues took higher priority and we felt that should the problem arise again, we would know what to do.

CURRENT RESEARCH

The purpose of the current research is twofold. First, since voluntary attrition is at an all time low, it would be valuable to reexamine the attitudes that were captured in 1980. This would give us a sense for the variability of these attitudes across various economic conditions. The second, and even more promising element, is that the data capture of this study coincided with the first round of appraisals under the new Enlisted Performance Evaluation System (EPES). The appraisal marks were collected centrally in G-P, giving us the opportunity to incorporate elements of performance in the study of the reenlistment decision process.

The 1980 study recognized that looking at retention as a goal was one-sided. Retention of people is half the issue; retaining the right people is the other half. There was some suggestion in the 1980 study that we were keeping a high proportion of people only because they felt they had skills that would be difficult to market outside the Coast Guard. Other people actually said to us "Where else could I get a job paying this much for so little effort? Nobody cares if I do a great job as long as I do an adequate job." It was possible that our policies were attracting less - than - high - performers. In fact, the 1980 research indicated that the highest performers were leaving in greater numbers than would be expected (so secure were they in the knowledge that they could get a good job outside the Coast Guard).

By capturing both attitude and performance data we can examine the workforce in a two dimensional structure, retention and performance, rather than in the one dimensional manner of the 1980 study (retention only). This gives us the opportunity to compare the attitudes of high performers with those of low performers; low performing stayers with low performing leavers; and most importantly, high performing stayers with high performing leavers. It is generally accepted by the researchers that the Coast Guard would like to keep as many high performers as possible; this research gives us the ability to compare attitudes and to develop policies that target those high performers who plan to leave.

METHOD

An expanded version of the survey used for the 1980 study was used in this research. The attitude scales were fully tested and reliable. A section on compensation issues (based on the work of the Fifth Quadrennial Review of Military Compensation) was added, including benefits and other forms of payment in kind. A specific scale to test supervisors' perceptions of the quality of the people working for them was also included. A full copy of the survey is attached at Appendix A.

After the survey was tested, administered, and the returns keypunched, respondents were matched by SSN with their performance marks.

SAMPLE

The sample consisted of 28 percent of all enlisted people whose enlistments were due to expire in the period 1 April to 31 October 1984. This resulted in a data base of people who had expressed their attitudes and career intentions on a survey, whose performance had been appraised, and who had made the decision to stay or leave. Because of transfers, extensions, failure to capture marks, non-response, etc., the final sample was 364 cases. This represents a response rate of 61 percent. A full breakdown of the demographic variables of the sample (age, time in service, grade, rating, marital status, etc.) is attached at Appendix B.

ANALYSES

The data were analyzed using the Statistical Analysis System (SAS) at the Johns Hopkins University Applied Physics Laboratory. Univariate descriptive statistics, frequency distributions, tests for differences between means, and canonical discriminant analyses were used to analyze the relationships between demography, attitudes, stated intent, actual behavior (stay or leave), and performance marks. Individual questions were collapsed into scales, each scale assessing a specific attitude, belief, or perception.

Previous research demonstrated the utility of dividing the total sample into three main groups: those with less than four years in service, those with between four and eight years in service, and those with over eight years in service. The differences between these groups are large enough to mask the more subtle differences between stayers and leavers, or between high and low performers. In all tests, the groups were analyzed independently (except for those variables examined with respect to time).

High and low performance was computed for each group as a split at the mean of performance for that group. High performers were defined as above the mean, low performers were defined as below the mean. In other words, those with under four years in service were compared only with themselves, not with any other group.

Since the purpose of this document is to allow personnel planners in the Office of Personnel, U. S. Coast Guard, to make personnel policy decisions, any references to statistical processes will be abbreviated. Depending on the type of test, a significance level (probability of chance differences) of either $p < 0.05$ (for small cells) or $p < 0.01$ (for large cells) was used. Any real differences reported between groups have met this test.

RESULTS AND DISCUSSION

This section will be divided into four subsections: first, the results of selected analyses conducted on the entire sample across time-in-service intervals will be reported; second, the results of analyses conducted on the four groups of interest (a matrix of performance vs. reenlistment decision) by time-in-service (TIS) groups; third, analyses designed to examine the

differences between high-performers who stayed in and those who left; and fourth, a discussion of the implications for global policy formulation and future research. Specific recommendations will be addressed in the last section of the report.

The results of this survey confirm the same relationships between satisfaction, commitment, and investment variables over time as were found in the 1980 study. In general, as shown in Figure 1, when looking at people early in their careers much variance in attitude is evident. As more senior people are surveyed (senior in grade, age, or time-in-service, all of which are very closely correlated) their attitudes and beliefs tend to be more homogeneous. At the 20th year attitudes and beliefs are nearly identical among individuals.

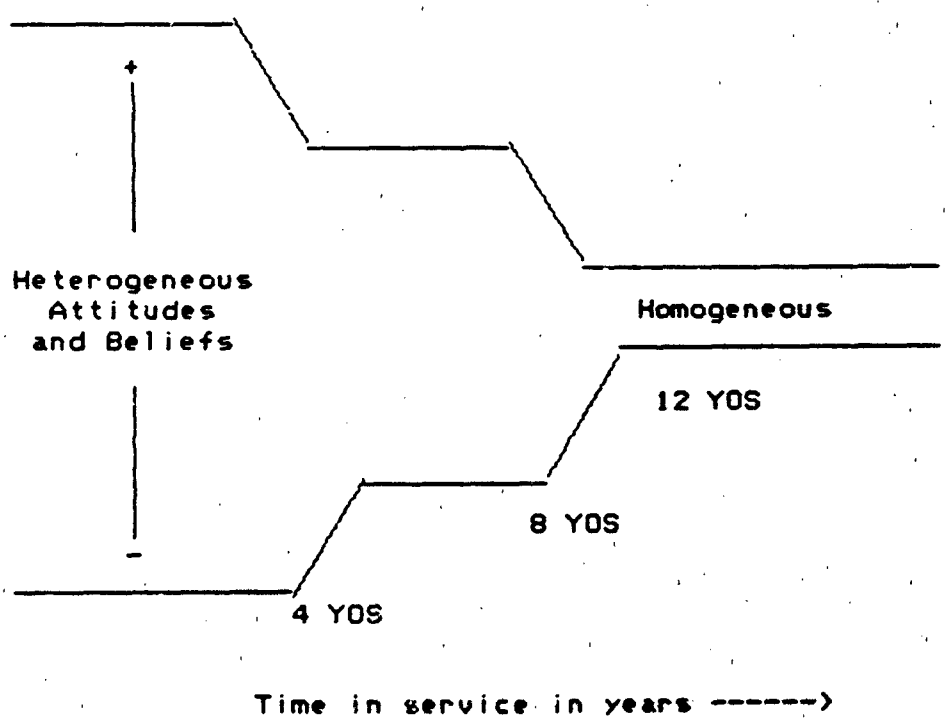

Figure 1

This can be accounted for by two theses: first, as people age their attitudes about certain things change. For example, younger people are not concerned about moving to a new assignment, but older people are. The second thesis has been termed the "attrition effect." Those people who are the most dissatisfied leave the service, resulting in less variance among in those who remain. This attrition effect is seen in the sharp changes in the "average responses" to many questions at the four year point, and another between eight

and ten years (points of maximum voluntary attrition). In other words, those who stay tend to hold the same values; those who hold radically different values leave.

There are processes of "system selection" and "self selection" at work in this phenomenon. The service examines the "fit" of the individual and decides whether the person should be allowed to reenlist. There are many standards against which one is measured for this "fit", among them performance, acceptance of military values, and physical and moral criteria. By definition, those who are allowed to reenlist are more like the standards than those who leave. At the same time, the individual is assessing the "fit" of the service to him or her. Those who feel that the service meets their needs will be more likely to stay than those who do not. Again, by definition, those who stay have similar needs that they feel the service meets; those who leave have different needs that are unmet.

This phenomenon points out the necessity for examining groups in different TIS intervals. It makes little sense to combine E-7s with fifteen years of service and E-4s with three. However, there are some variables that are important to examine across time. Figure 2 depicts career intentions over time. As would be expected, the longer one stays in the Coast Guard, the more likely one is to continue to stay in. This is evident in the difference between first term retention rate and subsequent term retention rate (FY 1984 comparative rates 56.5 percent and 94 percent respectively).

The valley at the 18 year point is an artifact of the wording of the question -- people at that point choose the response "... at the end of my enlistment" since they could retire at 20 years. In general, the larger the sample the more linear the curve with an almost perfect correlation between TIS and INTENT.

As was seen in the 1980 study, average "Commitment to the Coast Guard" is in the mid-range of the possible responses, increases somewhat with time, and drops as the sample approaches the first retirement opportunity. If our enlistment policies were rigid (4 years at a time, no extensions) we could reasonably expect to see the strength of this attitude scallop with lows every four years. (See Figure 3)

Satisfaction does vary considerably with time, by rating, by other demographic variables, and by the object. A global measure of satisfaction (a simple total of all of the many satisfaction variables in the survey) shows that satisfaction starts high, bottoms at the four year point, and gradually increases out to about 12 years, where it begins to drop slightly to beyond 26 years.

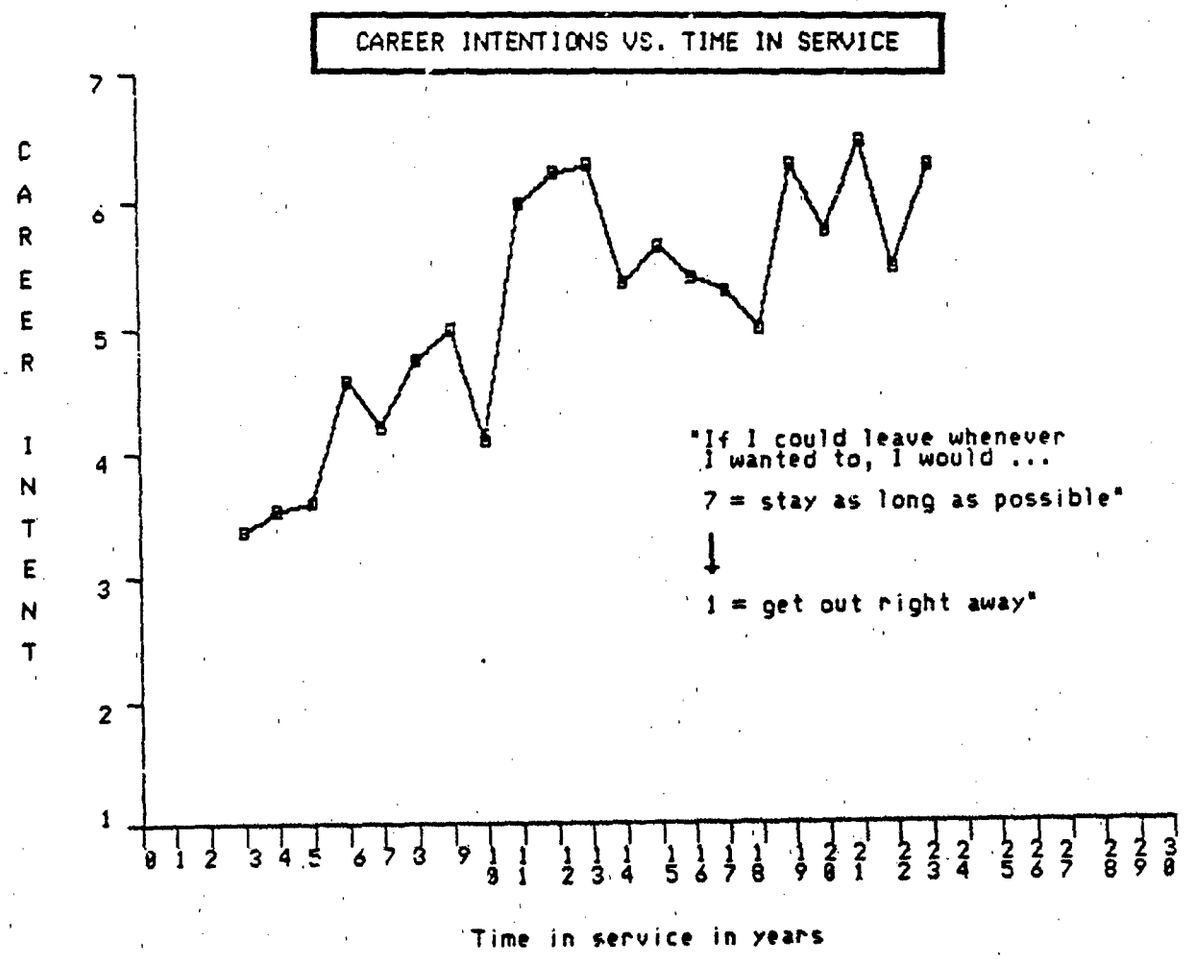
CAREER INTENTIONS VS. TIME IN SERVICE
CAREER INTENT
7
6
5
4
3
2
1
"If I could leave whenever I wanted to, I would ...
7 = stay as long as possible"
1 = get out right away"
Time in service in years

Figure 2

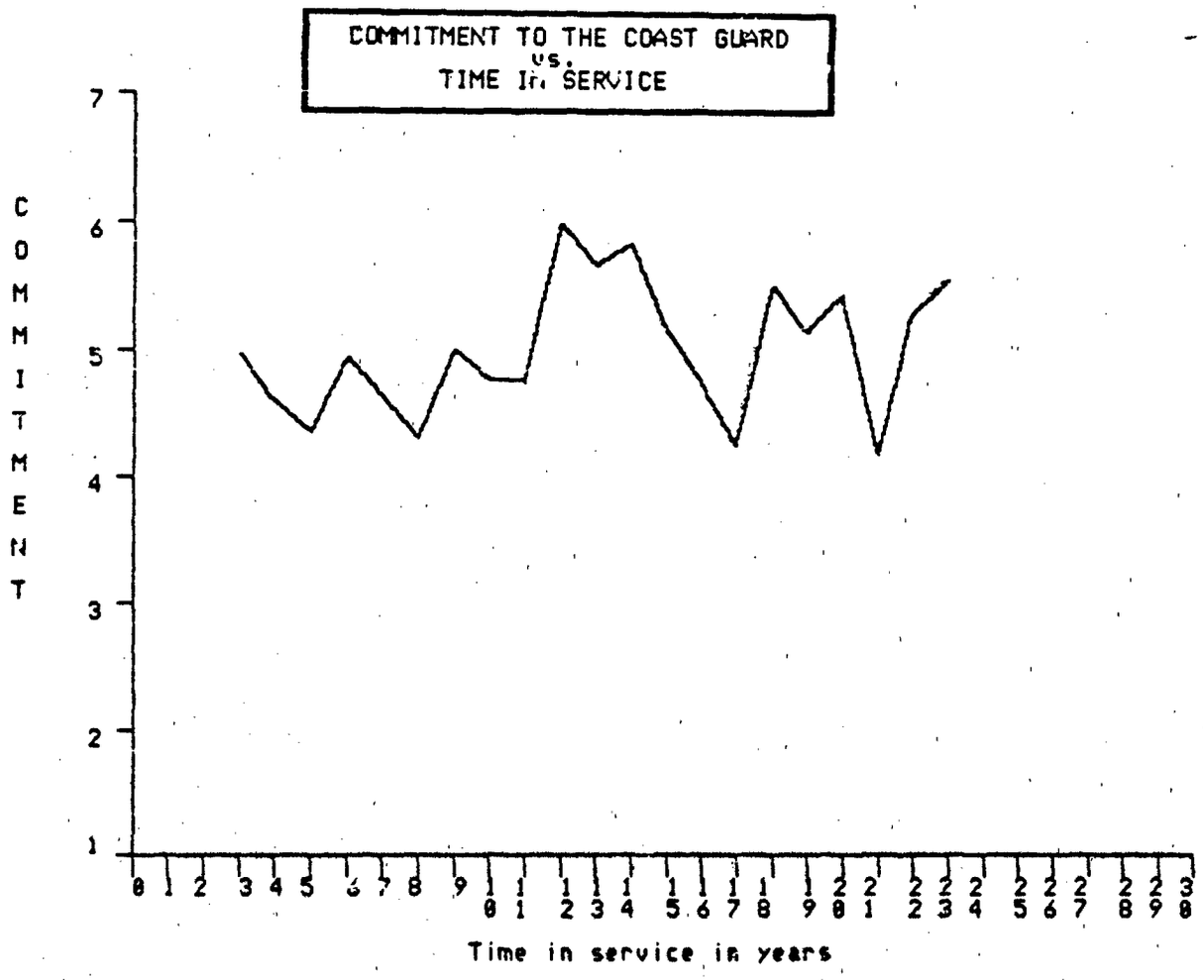
COMMITMENT TO THE COAST GUARD
vs.
TIME IN SERVICE
COMMITMENT
7
6
5
4
3
2
1
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
Time in service in years

Figure 3

The initial drop was explained to us in interviews. When people leave recruit training they are excited about the Coast Guard and their achievement thus far. They have seen nothing but positive images and role models and hold high (and some might say somewhat unrealistic) expectations of their life in the Coast Guard. After reporting to their first units certain realities become dominant. Their expectations are undermet, resulting in lower overall levels of satisfaction. To quote one person's narrative response to the survey: "I was all hyped up when I left boot camp ... really gung ho. Then when I got to the _____ I found out my pay record was (screwed) up, I would be washing dishes for at least a month, and that it was going to cost more than I made to rent an apartment for my wife. The XO tried to help out, but ..."

Global satisfaction is not the best indicator of reenlistment intentions. Two individual satisfaction scales tend to be better predictors -- those responding low being more likely to leave. One is Satisfaction With the Job, and the second Satisfaction with Future Assignments. Satisfaction with the job includes elements of altruism (contribution to lifesaving, etc) as well as the conditions surrounding the job (right tools, etc.). Satisfaction with future assignments includes knowing what options are available as well as the assignment process itself. The averages for these two constructs over time are shown in Figure 4. Compared to other satisfaction scales, satisfaction with the job is mid-range and satisfaction with assignments is low.

The greatest variance across time is seen in the Investment scale. The average response starts low (little invested) and increases dramatically to about the 12 year point, where is levels off until about the 18 year point. From there it drops like a rock. At the 11-12 year point the lure of retirement benefits that would be lost by leaving is strong. Up until that point bonuses and security drive investment. The drop at 18 years would be easy to understand at 20 (once retirement eligibility is reached there is little that would be lost by leaving), but the wording of one component question ("I would lose too much by leaving at the end of this enlistment") causes the drop to be seen earlier. People in an enlistment that spans the 20 year point would lose little by leaving at the end of that enlistment.

As was the case in the 1980 survey, Investment accounts for much of the variance in the reenlistment decision. The unfortunate element is that many people indicated that they would like to leave if only they didn't stand to lose so much. In one memorable group interview for the 1980 study, in the CPO Mess of a large cutter, it was clear that some of the Chiefs were "doing their time" and were not particularly happy about it. We detected signs of what we have termed "spiritual turnover," or "retired on active duty." One Chief told us that he had 18 years in, that this was his last tour, and that the only reason he had stuck around that long was because of his retirement benefit. He planned to do as little as possible and to "keep out of trouble" for his last two years in the Coast Guard.

Other variables were examined over time for the full sample, but the results of greatest interest are seen when looking at smaller groups segmented by time, performance, and reenlistment behavior.

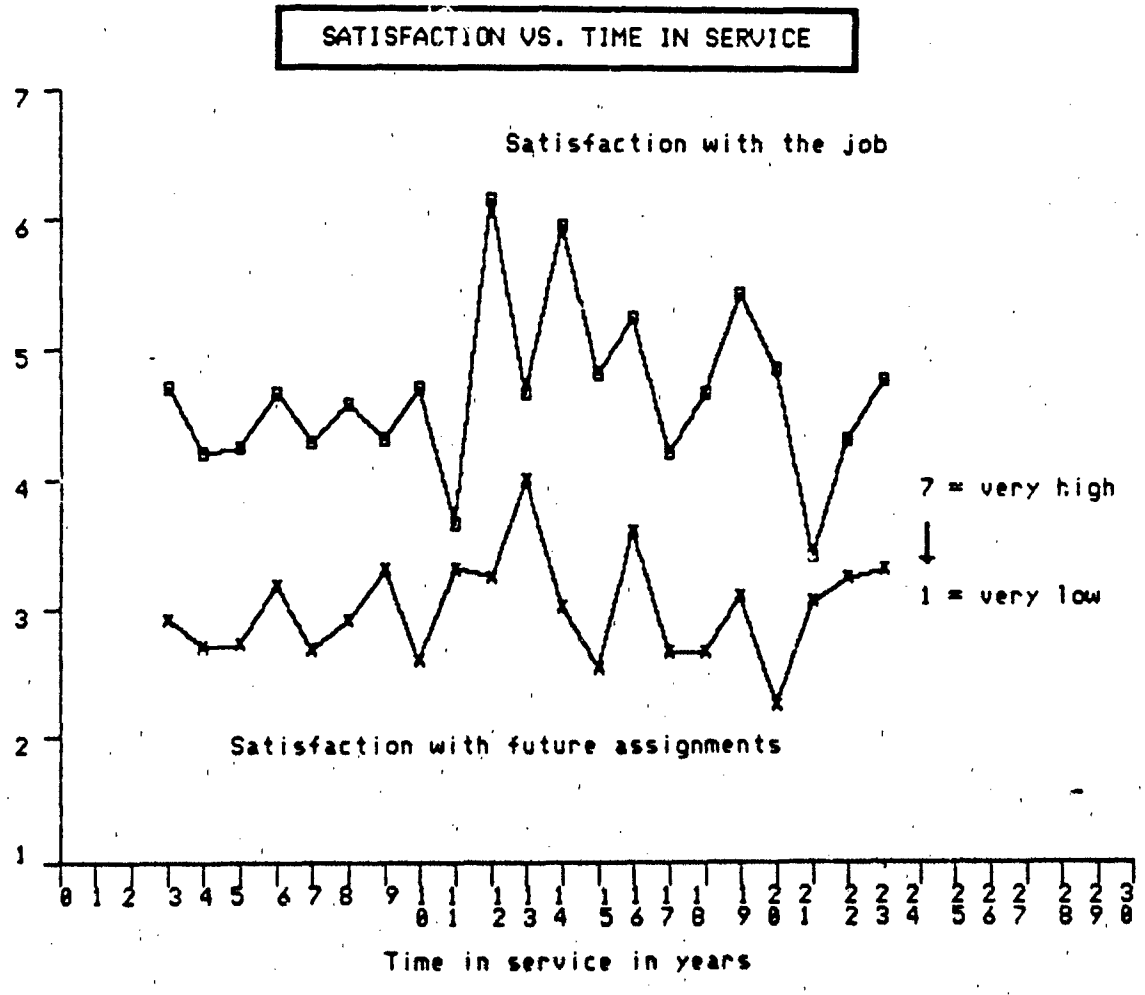

Figure 4

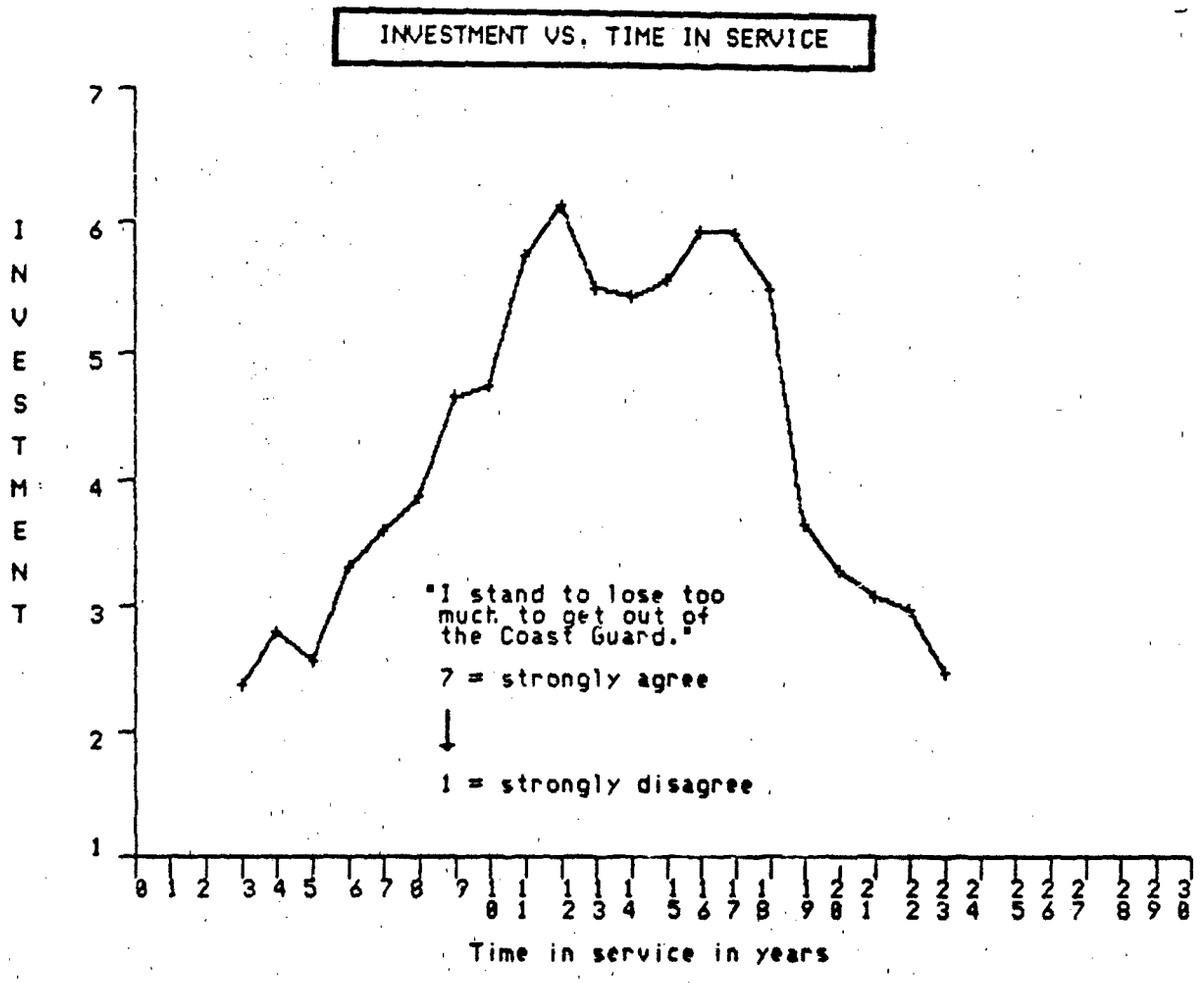
INVESTMENT VS. TIME IN SERVICE
INVESTMENT
7
6
5
4
3
2
1
"I stand to lose too much to get out of the Coast Guard."
7 = strongly agree
1 = strongly disagree
0 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30
Time in service in years

Figure 5

ANALYSES BY PERFORMANCE CELLS

As already discussed, we stand to gain more by examining the data by grouped time-in-service vs. performance vs. reenlistment decision cells. For each TIS group (under 4 YOS, between 4 and 8 YOS, over 8 YOS) the data were analyzed in the matrix form shown in Figure 6. In this section the results of canonical discriminant analyses and other techniques for examining multiple cells will be discussed. A caveat: for the sake of a timely report, these analyses were conducted before the actual reenlistment decision (stayed or left) data were available. One axis is performance, the other a measure of stated intent to stay or leave. This Intent scale has been shown to be a reasonably accurate predictor of actual reenlistment behavior in this (R = 0.75) and other studies.

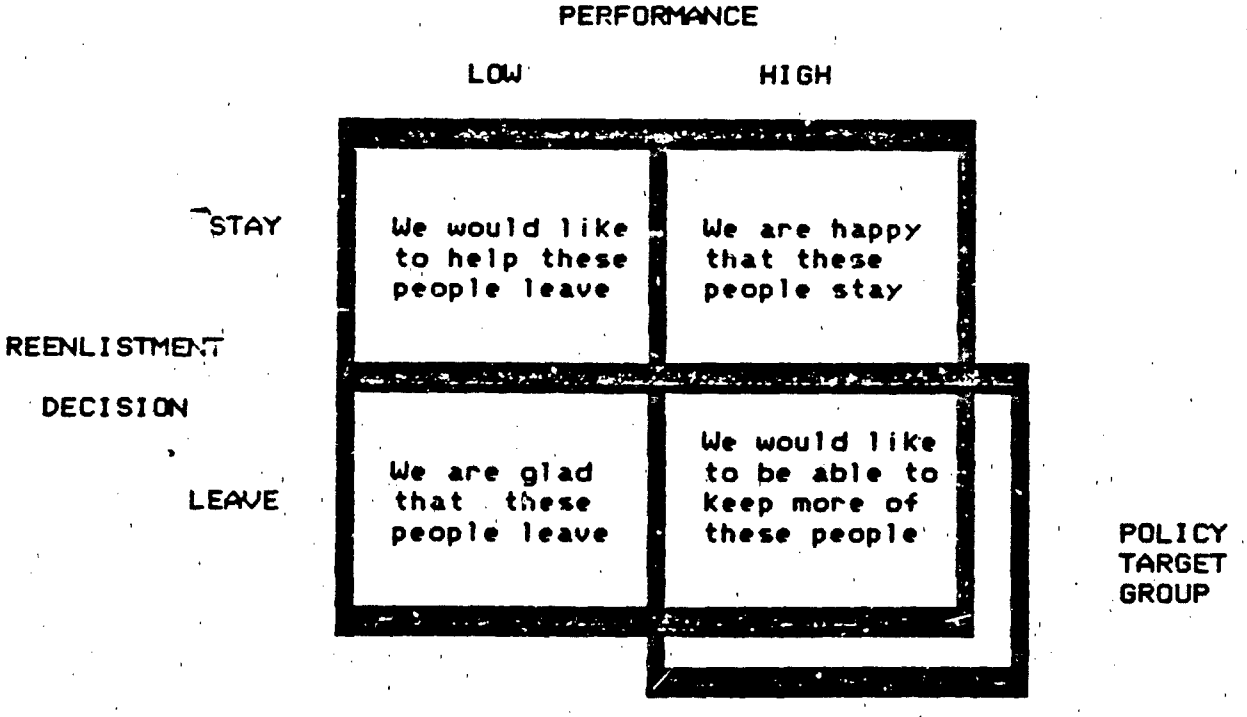

Figure 6

Under Four Years in Service

As discussed earlier, this group displayed the greatest disparity of attitudes, making analysis at this level problematic at best. The scales that best discriminated the performance and intent cells for this group are listed in Table 1. The most striking result was on the scale Organizational Life

Priority (OLP) -- Coast Guard. The people who feel that the Coast Guard (as an organization) is the most important thing to them -- more important than their standard of living, quality of leadership, job security, geographic area, and their specialty -- state their intent to stay in the Coast Guard. Unfortunately, of those who stay, low performers score higher on this scale than do high performers.

Because of the wide disparity of attitudes for this group, the other scales showed little coherence. This group will be analyzed in greater detail in the next section, looking specifically at high performers.

DISCRIMINATING VARIABLES, PEOPLE WITH LESS THAN 4 YOS

V49	Organizational Life Priority -- Coast Guard
V19	Satisfaction with control over job
V11	Satisfaction with peers
V3	Sense of helplessness
V2	Willingness to exert effort
V14	Commitment to philosophy and missions
V18	Satisfaction with advancement policies
V10	Satisfaction with specialty
V34	Currently job hunting
V39	Many seniors are less competent
V8	Satisfaction with the job
V9	Satisfaction with future assignments
V23	Disparity of initial expectations
V22	Satisfaction with treatment by seniors
V17	Satisfaction with workload

Table 1

Between Four and Eight Years in Service

The scales that best discriminated between the four cells for this group are shown in Table 2. The within structure coefficient was 0.75. Assignment to the cell low performance / low intent was the weakest but the procedure was successful at predicting assignment to the other three cells. It is difficult to infer cause and effect relationships, but it appears that Job Security and Quality of Leadership are important moderator variables for this group. It is significant to note that compensation variables did not enter into the equation.

It can be assumed that whether an individual is looking for work is a function of a decision already made. Resentment has been shown to be a result of the decision as well as a cause. Commitment to the Coast Guard may be the positive side of resentment. The classes of variables of interest are

control, expectations and congruency, assignment issues, supervision; and the two Organizational Life Priority moderators, Job Security and Quality of Leadership.

Job Security contains elements of knowing that the job will be around tomorrow, and that the current standard of living will not be likely to decrease. Low performers value job security the most, and those who intend to stay in the Coast Guard (and subsequently did) value job security much higher than those who intend to leave. That means that low performers who plan to stay value job security very highly. High performers who plan to leave do not value job security. The Quality of Leadership Scale shows exactly reversed results. High performers value quality leadership the most, and those who plan to leave value it more than those who plan to stay. High performing leavers place the highest value on the quality of leadership.

As would be expected from these results, those who intend to stay are more satisfied with supervision than those who plan to leave. High performers who plan to leave are the least satisfied, and high performers who plan to stay are the most satisfied with supervision. The fact that OLP Quality of Leadership was less important to low performers explains the fact that they are less extreme in their satisfaction or dissatisfaction with supervision -- it simply isn't as important to them as Job Security.

Expectations of what the Coast Guard would be like and the degree to which the individual's notion of the ideal Coast Guard matches reality are closely related. Those who intend to stay have the least disparity of expectations and the highest degree of congruence between real and ideal. The need to manage expectations will be discussed more fully below.

Satisfaction with future assignments is likely an element of job security. Uncertainty about the future and the perception that assignment is essentially a matter of luck explain the results that low performing stayers are the most satisfied with their future. In other analyses, low performers were shown to be less concerned with specific elements of their future than with the overall security that there was a guaranteed future. Again, those who plan to stay are more satisfied with their "potential" futures than those who plan to leave.

While job security and the existence of some future are important to low performers, the specific nature of that future and the degree to which they have some control over that future are more important to high performers. The control scale discussed here is "control over job", but the findings generalize to other areas as well as will be shown in the next section. As was true of Quality of Supervision, high performers show the greatest variance on this scale. Those who are satisfied with the amount of control they have over their job state their intent to stay in the Coast Guard; those who are least satisfied state their intent to leave. Low performers, less concerned with control, show a similar trend with stayers reporting that they are more satisfied than leavers.

DISCRIMINATING VARIABLES, PEOPLE BETWEEN 4 AND 8 YOS

V34	Are you currently looking for a job?
V49	Organizational Life Priority -- Job Security
V1	Resentment
V9	Satisfaction with future assignments
V13	Commitment to the Coast Guard as an organization
V22	Satisfaction with treatment by seniors
V3	Sense of helplessness
V6	Perception of congruency of "real" and "ideal" Coast Guard
V12	Satisfaction with supervision
V19	Satisfaction with control over job
V23	Disparity of initial expectations
V36	Are policies in your best interests?
V50	Organizational Life Priority -- Quality of Leadership

Table 2

Over Eight Years in Service

The scales that discriminated best for the four cells in this group are shown in Table 3. The within structure coefficient was 0.77. The Organizational Life Priority scales Geographic Area and Standard of Living are important moderators for this group. The other scales are a mixture of cause and effect. In general, there are three broad classes of issues, satisfaction with the job, satisfaction (or frustration) with non-job elements of life in the Coast Guard, and control over assignment.

High performers indicated that their geographic location was very important; those who stated their intent to leave the Coast Guard felt that this was more important than did those who intend to stay. From interview data, this seems to stem from the fact that many of the people in this group have children about to enter high school, have developed some ties to the community in which they live (PTA officer, little league coach, etc.) and have already made about 5 PCS moves in their career and are tired of "living like gypsies." The issues underlying this may also be indicated in the scale Control Over Assignment. High performers who intend to stay are the most satisfied with the amount of control they have over future assignments, and high performing leavers express the most dissatisfaction. Low performers are in between, expressing less extreme views.

The OLP scale Standard of Living poses an interesting result. In general, those who plan to stay indicate that standard of living is an important factor. However, the people in the sample who were most concerned about their standard of living were high performers who stated their intent to leave (and did). Again, interview data were helpful in

understanding this relationship. The highest performers felt secure in the knowledge that they would be able to improve their standard of living by leaving.

On the scale Satisfaction with the Job, those who planned to stay indicated a higher average response than those who planned to leave. Low performers reported that they were more satisfied with the job than did high performers. Those who plan to leave report higher resentment and question the policy making apparatus to a greater degree than those who plan to stay. High performers are at the ends of the scale, stayers reporting the least resentment and leavers reporting the most.

On the scales Satisfaction with Peers and Satisfaction with Seniors, those who plan to stay score the highest. However, high performers are less satisfied with peers and more satisfied with seniors than low performers.

DISCRIMINATING VARIABLES, PEOPLE OVER 8 YOS

V11	Satisfaction with peers
V14	Commitment to philosophy and missions
V22	Satisfaction with treatment by seniors
V8	Satisfaction with the job
V46	Organizational Life Priority -- Geographic Area
V48	Discuss frustrations with others
V1	Resentment
V36	Are policies in your best interests?
V42	Wonder how policies are created
V43	Control over assignment
V47	Organizational Life Priority -- Standard of Living

Table 3

Again, it is important to note that the compensation variables did not discriminate when examining the two dimensions of intent and performance together.

ANALYSES OF HIGH PERFORMERS

In this section the three time-in-service groups were again analyzed separately, but this time only high performers were examined. For each group (e.g. under four years in service), those having composite performance marks above the mean for their pay grade were separated into those who actually stayed and those who actually left. These two subgroups were then compared directly with each other (high performing stayers and high performing leavers) using means-tests and multiple regression. Only those variables for which statistically significant differences exist will be reported.

The implications for setting personnel strategy are evident. If we can determine what issues differentiate leavers from stayers among high performers, and the issues are of such a nature that adjustments to policy can target the leavers without jeopardizing the attitudes and intent of those who already plan to stay, we can keep more high performers than at present.

It is also instructive to look at the actual numbers of the people in the sample who fell into each cell. Figure 7 depict the distribution of performance among those who stayed and left for each time-in-service group. In an ideal sense, we would like to keep the 27 people (high performers) in the first block and we would like to help some of the 37 low performers who stayed "decide to leave."

	Less than 4 YOS		Between 4 and 8 YOS		More than 8 YOS	
YES Retained	37	42	38	36	42	34
NO	51	27	21	18	11	7
	Lo --→ Hi Performance		Lo --→ Hi Performance		Lo --→ Hi Performance	

Figure 7

Under Four Years in Service

Appendix C lists the mean responses to each question and scale by those who actually stayed and those who actually left. A summary of the variables that differentiated the under 4 YOS, high performing stayers from leavers is shown in Figure 8. The OLP scales indicate that those who stay report that the Coast Guard is very important to them. Specialty is more important to those who left. This could point out a dichotomy between those who consider themselves generalists and those who consider themselves specialists. Confirming this is the fact that those who stayed report higher commitment to both the Coast Guard as an organization and to the goals and missions of the Coast Guard.

Those who left reported dissatisfaction with assignment policies in general, dissatisfaction with their potential future assignments, and would like more control over the assignment process. Those who stayed reported greater satisfaction with the geographic area to which they were assigned.

High performers who left also reported lower satisfaction with the equipment and tools they used to do their job, and that the "way things turned out" for them was different from what they expected when they entered the Coast Guard. Those who stayed reported a greater sense of investment than those who left. From interview data, investment for the under four years in service group was closely tied to the perception of marketablity. Their investment was stated in terms that they would "lose ground" if they got out at the end of their enlistments. Other studies point out that many of those between three and four years in service have already extended their enlistments by two years or more in order to receive a Selective Reenlistment Bonus (SRB) and are therefore "invested" financially as well. An additional factor seen from the interview data may be that as a person reaches the end of the first enlistment, he or she is likely to be recently married, the woman of the pair may be pregnant, and the thought of losing medical benefits at just the point where a major expense is expected creates even more investment.

SUMMARY OF DIFFERENCES BETWEEN HIGH PERFORMING STAYERS AND HIGH PERFORMING LEAVERS, UNDER 4 YEARS IN SERVICE.

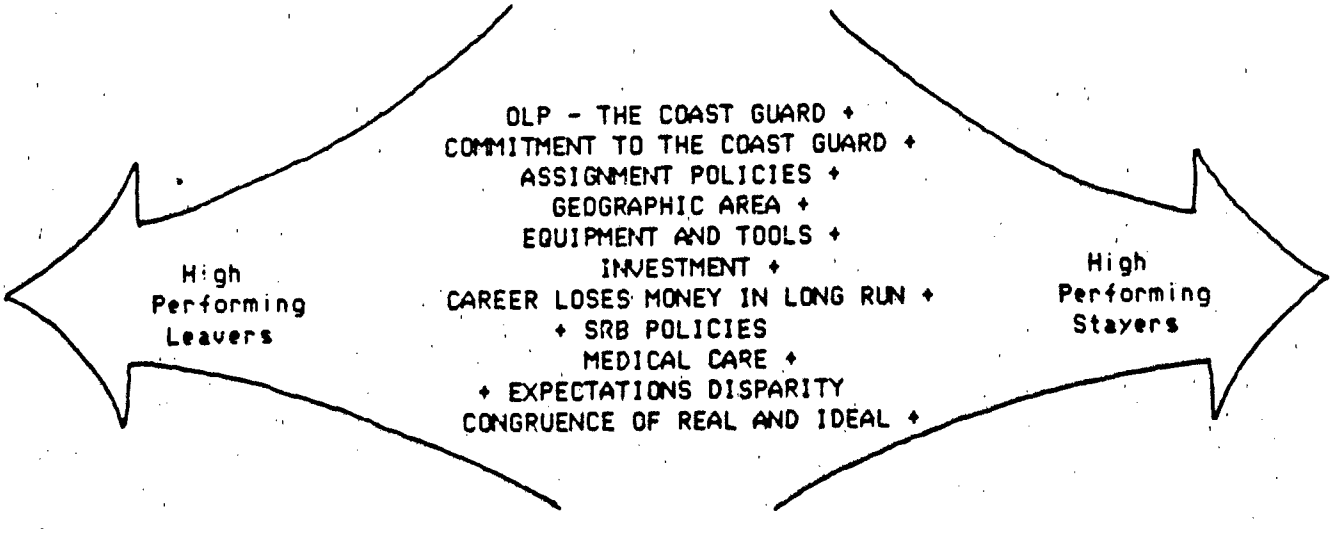

Figure 8

On the compensation variables that differentiated stayers and leavers (among high performers), those who stayed felt that they were losing money in the long run, and that SRB policies were not made in their best interests. Stayers also report that basing pay on the number of dependents one has is a good idea, and that they save money by shopping at commissaries. Those who left were dissatisfied with the medical care they received while in the service. In fairness to the medical community, interview data indicated that it was not the quality of medical care per se, but the way they were treated, the long delays, and the overall impersonal nature of medical care that dissatisfied them.

Overall, those who chose to stay were slightly more senior, and more likely to be married and have more dependents. Both groups had roughly the same level of education.

To contrast these people with low performers, the low performers were much more likely to be concerned with issues of compensation, their perception of marketability, and dissatisfaction with their specialty. The low performers also felt that vesting pay in the billet was a much better compensatory mechanism than vesting pay in the performance of the individual.

Between Four and Eight Years in Service

This group was divided on fewer issues, but the strength of the differences was as great as for the previous group. The OLP scales that best differentiated high performing stayers and leavers were OLP Coast Guard and OLP Leadership. In the 1980 study, these were the scales that differentiated the under four YOS group -- perhaps they did not change their minds. Those who stayed indicated (like the under-four group) that their most important organizational priority was the Coast Guard itself. Those who left indicated that the Quality of Leadership was more important.

This explains the fact that those who stayed felt more satisfied with the treatment they had receive by those senior to them, and the supervision and the supervisory support they had experienced. Those who left indicated dissatisfaction with these issues. Quality of supervision is simply more important to those who left.

The other class of issues that differentiated stayers from leavers were satisfaction with control over the job, satisfaction with future assignments, and satisfaction with the tools and materials needed to do the job. In all three cases, those who left were less satisfied.

Differences between stayers and leavers among these high performers could be found on only one compensation issue: the perceived adequacy of retired pay. Those who stayed felt that retired pay was not adequate. This seems to indicate that the issue of post-service benefits becomes important to people somewhat earlier than had been reported in other studies.

Those who stayed were slightly older, slightly more senior, very likely

to be married and have more dependents, and slightly more educated than those who left. A summary of the variables that differentiated the between 4 and 8 YOS, high performing stayers from leavers is shown in Figure 9.

Comparing these high performers to the low performers in this group, the low performers were much more concerned with compensation issues (base pay, SRB, sea pay, dependent allowances, and pro pay), medical care for themselves and their dependents, and the low performers who stayed scored very high on the investment scale.

SUMMARY OF DIFFERENCES BETWEEN HIGH PERFORMING STAYERS AND HIGH PERFORMING LEAVERS, BETWEEN 4 AND 8 YEARS IN SERVICE.

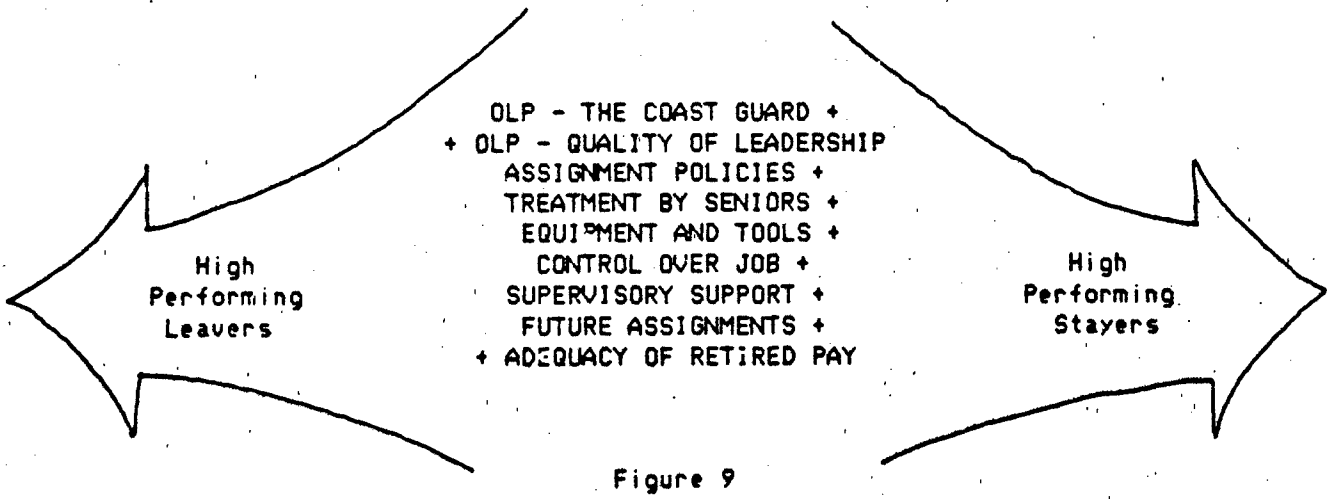

Figure 9

Over Eight Years in Service

The issues of greatest importance to those over eight were OLP Geographic Area and , again, OLP Coast Guard. Those who stayed stated that the Coast Guard was very important to them; those high performers who left were more concerned about their geographic location. This is again supported by responses to the scales concerning assignment policy.

Those who left were less satisfied with assignment policies in general, less satisfied with their potential for future assignment, and less satisfied with the amount of control they have in the assignment process. The leavers

also reported low satisfaction with the amount of control they have over their jobs, and report a high "sense of helplessness."

There were more compensation issues evident in this group. In each case, those who stayed were more satisfied with SRB policies, VHA, travel allowances, medical care for themselves and their dependents; felt that CHAMPUS had worked for them; and were more satisfied with housing.

The people in this group who stayed in the Coast Guard tend to be slightly younger (less time in service), slightly more senior, more likely to be married, and more educated than those who left. A summary of the variables that differentiated the over 8 YOS, high performing stayers from leavers is shown in Figure 10.

Comparing this group to low performers with over eight years in the service, we find that essentially the same issues differentiate those who stayed and those who left. The low performers were differentiated on the issue of satisfaction with the job itself, those low performers who stayed being more satisfied. The fact that the same issues differentiate reenlistment decisions for both high and low performers supports the thesis that as people "age" in the service, their attitudes become more and more alike.

SUMMARY OF DIFFERENCES BETWEEN HIGH PERFORMING STAYERS AND HIGH PERFORMING LEAVERS, OVER 6 YEARS IN SERVICE.

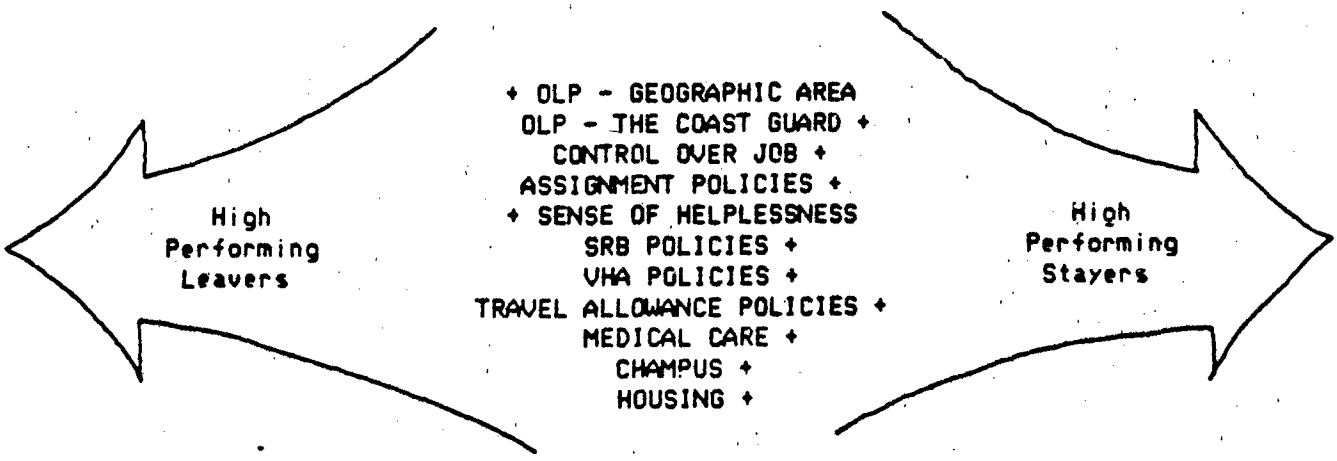

Figure 10

DISCUSSION

In contrast to the 1980 study, in which compensation issues played a role, there seems to be little doubt that the single greatest issue arising in this research is assignment. Considering the fact that "control over the job" came up in each group, this may be generalized to indicate that, at least among high performers, the perception of control is an important issue.

This finding is supported by recent research conducted by the Navy. In one effort (CNO ESQ83), the primary reasons people gave for leaving were that they disliked being separated from their families, and that they disliked frequent transfers. The primary reasons for staying were for security and the retirement annuity. These findings are somewhat surprising since Navy research has generally focused on compensation and benefits.

Two researchers under contract to the Army (Motowildo and Lawton, 1984), in studying the mental and emotional factors behind the reenlistment decisions of soldiers, stated that strategies that relied on bonuses and incentives, while solving short term problems, were not likely to succeed in the long run. People soon begin to see such incentives as "their right", and the ante must be raised in order to achieve the same results. Witness our current experience with bonuses: attrition is at an all time low, yet bonuses are still paid at high rates, and we are afraid to lower them because of the expected consequences.

In 1979 and 1980 compensation was an important factor in the process of making a decision whether to stay or leave the service. From a research perspective, however, compensation was not useful in discriminating those who stayed from those who left. Everyone was equally angry about low compensation. The issues that accounted for the variance then were the same kinds of things that differentiate today, when compensation is much higher. Compensation appears to act as a satisficer -- below a certain level, it will result in tremendous dissatisfaction, but increasing it above level will not result in motivation.

Using compensation to correct high attrition is problematic, at best. In one study (Farrell, 1983) it was determined that people who are dissatisfied with some aspect of their job can react in one of four ways. One is to exit. The other three are: to voice dissatisfaction in the hopes that things can be changed; to display loyalty (up to a point), hoping things will change without making a lot of noise about it; and to display neglect, becoming less productive and less "caring" about the organization. Farrell stressed that when people exit the organization, the exit is the symptom, not the problem. It is this researcher's opinion that our policies in the past have been aimed at resolving the exit symptom through bonuses and incentives.

If the exit symptom is suppressed (attrition is reduced) without changing the underlying cause for dissatisfaction, the other three reactions will become more prevalent. Those who now stay will voice their dissatisfaction,

show neglect, or be silently loyal. This was the case in the early 1970s. The Selective Reenlistment Bonus program was effective at controlling attrition, but voiced dissatisfaction increased dramatically. The Navy's efforts to resolve this dissatisfaction (relaxed standards for hair length, beards, and other, largely inconsequential, notions) resulted in testing the loyalty of those more senior people who could have been expected to hold the organization together in a period of high dissatisfaction.

In the mid to late 1970s loyalty was tested even further. The difference between pay and spending power was widening due to high inflation, and in 1977-1978, the loyalty threshold was crossed. Senior people began to leave, initiating another cycle of bonuses and incentives (Wehrenberg and Patterson, 1981).

Based on this, and other research in related areas, it is the impression of this researcher that we still have not attacked the causes of dissatisfaction. The services have begun to chip at the edges of dissatisfaction by changing the focus of effort to educational assistance, morale enhancement programs, family advocacy programs, improved housing programs, etc. But these programs, however praiseworthy, do nothing to change the fundamental nature of the experience of working in the Coast Guard.

As reported by Yankelovich in 1981, one of the major antecedents to today's dissatisfying issues has to do with the changing nature of values and expectations of society in general. As technology becomes more complex, the need for and expectation of the free flow of information increases. The world is becoming more and more "horizontal" in nature. People become experts in narrow specialties and the need to communicate freely with experts in other fields becomes critical. The day is gone when a general manager is expected to know every aspect of the jobs of the people who work for him or her. People expect to be consulted and advised when decisions are being made. Only at the lowest socioeconomic levels are people expected to work on assembly lines as if they were interchangable parts themselves -- and when they are forced to, this arrangement takes its toll in both self abuse (drugs and alcohol) and the abuse of others (spouses and children) (Gelles and Straus, 1979).

In today's culture, people expect to be able to exert influence over where and with whom they will live, where and for whom they will work, and expect to be able to define for themselves what "freedom" means. This is translated into career changes, career development, job changes to seek opportunity, and even more frequent mate changes.

No one can deny that service in the military is fundamentally different from any other job. One must subordinate much personal freedom to the service. Many people entering the service realize this and accept it; others do not. It is reasonable to assume that voluntary turnover in the service will always be higher than in any other line of work. A reasonable goal for the Coast Guard would not be to reduce turnover to 10 percent, but to be able to choose who stays and who leaves, and to keep as many high performers as

possible.

This research indicates that high performers who state their intent to leave are not kept in the service by bonuses, and those few who do decide to stay are more likely to be dissatisfied and to express that dissatisfaction (or to show neglect?), than their lower performing counterparts. It would appear that strategies and policies designed to keep high performers will have the highest probability of long term success if they are based on managing the perception of influence, or at least participation, in the decisions that are, in other companies, made by individuals, not the company.

RECOMMENDATIONS

Recommendations will be provided in the following format: first, a description of the present state, followed by a description of the recommended future state and the steps that can be taken to move in that direction. The future state is not a specific goal but rather a direction in which to move.

Assignment Process

Present State

Enlisted people define "career" as spending 20 years in the Coast Guard. They feel that the many assignments they see are unrelated to one another. They also feel resentful that they are unable to plan their futures beyond a single tour (if then). Considerable frustration arises from the perception that enlisted people have little influence in the process by which they are "developed" and assigned. Even in the case where input is solicited by assignment managers people have little or no information on which to base a rational decision.

For example, an MKC may request orders to "anywhere in the 13th District" without any knowledge of the types of jobs available, whether any of those jobs will be good for him, or if the match will be good for the service, or if economic and living conditions will be satisfactory. The decision may be based solely on such extraneous factors as "my wife's Sister lives in Montana and Seattle is closer than New York" or "I just want to get away from the East Coast."

From the perspective of the service, assignments are made primarily to fill holes. Although an effort is made to match a person's skills with the skills required by the job, in most cases neither the person's nor the job's skills are known with any degree of accuracy, making matches difficult at best. No consideration is given to where the individual will next be stationed, or if there is any developmental benefit in a particular assignment (other than getting the requisite sea time for advancement eligibility).

Future State

The future state is one in which the content of a particular job, the skills required of that job, and the context of the job (how it contributes to the mission of the work group, unit, or Coast Guard) are known. An individual would have certain defined skills, and the ability of the system to match people with jobs would be greatly enhanced. Once job content is known, career paths can be determined and the developmental assignments needed for certain of those paths can be made. Making this information available would add to the information base that people can access in order to make <u>informed decisions</u>.

For each geograpnic location, information about the local economy, job

market, cost of housing, recreational and educational facilities available, availability of medical care, etc., would be compiled into information packages and updated frequently. This, too, would add to the information base for decision making.

Technology-assisted systems would relieve assignment managers of the detailed work they now must do. The information about geographic locations would be available on a nationwide "C-3 accessible" information system. Another system could be used to generate up-to-date general "job descriptions" for classes of enlisted jobs throughout the Coast Guard, giving people the ability to shop for the jobs that they felt would enhance their careers. To relieve the workload of the assignment managers, incumbents in specific jobs would be responsible for changing the description of their job as the content and context of the job changes.

A computer generated file of the dates that billets are likely to be open could be maintained and people would be encouraged to "apply" for those billets years in advance of the actual opening. On a cyclic basis, billets would be treated as blocks and those blocks matched against blocks of people eligible for the billets. For example, a list of all the BMC billets scheduled to open in the next year or so would be communicated to the BMCs who had either expressed an interest in one of the billets or were for other reasons scheduled for new assignment. Each person would be encouraged to select the billets most favorable and least favorable and a linear maximizing program could generate a "best fit" list. This list would be communicated to the parties concerned, and individual negotiations, taking into account special developmental needs, personal needs (spouse's career, medical problems, etc.), and the needs of the service, could begin. Negotiating positions for individuals would be based on career development needs, past performance, and any other factor the service deemed appropriate, giving preference to whomever met the criteria. It is even possible that individuals would negotiate with each other in addition to the assignment manager.

With information about the job, the location, and the potential for development known -- and some limited degree of influence available to the individual -- better job matches from the perspective of the service and the member would be possible, reducing this source of dissatisfaction.

A further thrust would be to put the assignment process into the future rather than in the past. Although conditions and needs change, with the help of computer systems people could be sure of three or four assignment options beyond the present, or even the next, assignment. Having meaningful career paths would not make specific assignments possible beyond the present, but the simple knowledge that a person could be assured a billet within a field for one tour, within another field for the next, and "out of specialty" for a third, would be an improvement over the present hit-or-miss system.

Specific Di ections

Assign codes to enlisted billets for accounting and research purposes in order to create a billet specific identifier to which job attributes may be added.

Conduct a cross-ratings occupational survey in order to determine the actual "career paths" or subspecialties that exist within our rating structure.

Develop a cyclic program of occupational analysis in order to ensure that selection, training, and assignment processes are able to make the best matches between people and jobs.

Using archival data about the assignment histories of people in various specialties and pay grades, combined with projections about the future responsibilities involved in jobs, develop "career paths" that represent the "probable" flow of people through a 20 or 30 year career.

Using the information gathered, make the assignment process respond to developmental needs.

Because of the tendency for senior people to desire longer tours (or at least geographic stability), institute a policy of differential tour lengths by grade. The most junior people would be reassigned relatively frequently (also providing a broad base for future assignments), and the senior people would serve longer tours.

Develop computer based systems to make information available about jobs and locations.

Develop computer based systems to aid in the assignment planning and negotiation process.

Accession Process

Present State

People enter the Coast Guard with little notion of what a career might be. It is difficult for the Coast Guard to compete in a decreasing-raw-material environment when all we can offer is a four year contract for employment with no notion of what that employment might entail. It is difficult, at best, for a 17 or 18 year old to have a clear picture of his or her career goals. Although some career counseling exists at the Recruit Training Center, the resources are just not adequate to perform effective "career counseling." Because the Coast Guard does nothing to manage the expectations of young entrants, they are free to create their own unrealistic expectations, then when these are not met, feel tremendous frustration and resentment.

Future State

Guaranteed school programs (including the necessity for additional obligated service for lengthy schools) would be available. Career information would be made available to applicants, and better screening and matching of aptitudes and interests with jobs, reducing both inefficiency in the use of human resources and individual frustration, would put the Coast Guard in a more competitive position in the labor marketplace.

Specific Directions

Integrate the administration of the ASVAB with an interest inventory, adding the dimension of personal interest to the decisions which now depend primarily on aptitude.

Develop "rating and lifestyle" video tape modules for each rating modeled on the Canadian Forces "Trade and Lifestyle" program. For each rating, develop a 10 to 15 minute video tape, the first half of which discusses the rating and the job from the perspective of an apprentice (E-4 or E-5) who has been on the job for about one year, the second from the perspective of an E-7 in mid-career. The modules should include; the nature of the job of the rating; how that job contributes to the missions of the Coast Guard; the kinds of assignments that can be expected; the training that can be expected; the level of involvement and the level of responsibility inherent in the rating at different grade levels and in different assignments.

If a guaranteed school program is instituted, the ASVAB, interest inventory, and rating videotapes should be used at the recruiting offices in order to facilitate informed choice of career track and to create realistic expectations of a career in the Coast Guard.

Increase Participation

Present State

In addition to the lack of influence held by the individual in the processes of career choice, career development, and assignment, there are few opportunities for a person to participate in the way the Coast Guard does business. The perception at the field level is that decisions are made at Headquarters without consulting the people who have to do the job or implement the policy.

The only avenue a person has to communicate his or her ideas for improvement is the Beneficial Suggestion Program, which is cumbersome and discouraging for the few who try to use it. The overwhelming perception is that "nobody ever reads those things anyway, so why bother?" A great source of potential "productivity enhancing" ideas remains untapped.

Future State

People would feel that there was a simple mechanism by which new ideas could be communicated to policy makers. By seeing the fruits of those ideas, a culture of "How can we make it better?" would exist, rather than the current culture of complaining about "how bad things are" without constructive recommendations for improvement.

Specific Directions

Institute a program designed to solicit ideas for improvement. In addition to the current Beneficial Suggestion Program, where people are rewarded for ideas that result in cost savings, provide a forum for simple ideas without the need for extensive cost - benefit studies and other onerous documentation.

Distribute postcards preaddressed to Headquarters (Office planning staff symbol to be added by the initiator) with six or eight lines on the back prefaced by "One way to make the Coast Guard better would be to . . ." Allow room for the initiator to sign and print a return address if desired. The postcards would not be postage paid, necessitating that the initiator invest at least a 14 cent stamp in having his or her idea heard (this would minimize the initial rush of abusive or "non-constructive" input).

Pick two or three postcards each month from among those ideas of value or that warrant further consideration (or that are already in the planning stage; who cares who gets credit as long as the job gets done?) and publish them in facsimile in the Commandant's Bulletin.

Other Directions

Continue efforts to make the tie between performance and advancement clear (pass fail servicewide examinations, emphasis on performance appraisal, etc.). In the 1980 Survey, people expressed their distrust of the advancement system, questioning the connection between performance and advancement. That attitude was not evident in this survey, so we must be doing something right.

Take every opportunity to lobby for improved medical and dental care for service members and their dependents, both technical care and interpersonal "caring". Although this is not directed specifically at Coast Guard medical facilities (the survey did not ask for source of medical care), health professionals from all the services must be admonished to remember who the customer is.

Initiate legislation that would make an "indefinite enlistment" or "career enlistment" possible for high performing career people (beyond the Zone B bonus window). This would be seen as recognition that careerists are grown people, members of the Coast Guard rather than "four year contract employees." It would also enhance the perception of participation and influence over an individual's own destiny without great risk to the service.

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APPENDIX A

U.S. Department of Transportation
United States Coast Guard

Commandant
United States Coast Guard

Washington, DC 20593
Staff Symbol: G-P-1
Phone (202)426-0890

From: Commandant, U. S. Coast Guard

To :

Subj: SURVEY 84; your participation

1. Have you ever wanted to tell the people at the top what you think about the Coast Guard -- both the good and bad? This is your chance. The attached survey is part of a study to find out what people think about different aspects of their Coast Guard experience. Our overall goal is to find out why people stay in or leave the Coast Guard.

2. What do you have to do? Simply let your supervisor know that you have received this survey and will need about an hour in some quiet place where you can fill it out. When you have finished, put the survey in the envelope we have provided and drop it in the mail. That's it.

3. What will be done with your survey? First of all, the only people who will see your individual answers will be the civilian contractors who enter your answers into a computer. The "comments sheet" on the back of the survey will be torn off and the survey itself will be destroyed. Your comments will be summarized along with those of other people, so no one will be able to identify you or anyone else. Please answer candidly. The final summarized result will be presented to key people in the Office of Personnel to help them make the decisions that will affect the future of everyone in the Coast Guard. Your answers to the questions in this survey will ensure that these decision makers know how you feel about various aspects of the Coast Guard.

4. Please take the time to help.

C. A. BIRNO
Acting Chief, Office of Personnel

This survey asks questions about you and your Coast Guard experience. In some of the questions you will be asked to write in your answer, in others, you will be asked to circle the appropriate response. If you circle more than one response your answer can not be used, so please be careful. If you change an answer, mark through the old one with an "X".

There are some pretty personal questions in this survey. Although you are certainly free not to answer any question, if you don't, your answers to other questions may not be meaningful. For example, the survey asks for your social security number; this is only so the researcher can, at a later date, find out if you stay in or get out of the Coast Guard at the end of your next enlistment. NO ONE, repeat, NO ONE will see your individual answers except the person who enters the information you provide into a computer. In fact, Coast Guard computers will not be used for the analysis. The confidentiality of your responses will be closely guarded so you can "tell it like it is."

If you feel strongly about an issue or question, please write your comments on the last page of the survey (front and back, if needed). Your comments WILL BE READ and summarized by the researcher, and the results of these summaries will be presented to the "people in charge", so you won't be wasting your time. If you have any questions about filling out the survey or about the meaning of any question, please call CWO S. B. WEHRENBERG, Personnel Policy Analysis Branch, Office of Personnel, Headquarters, at (202)426-0890, FTS 426-0890.

Thanks in advance for helping us make the Coast Guard a better place in which to work and live.

HERE ARE THREE EXAMPLES OF SOME OF THE TYPES OF QUESTIONS YOU WILL BE ASKED:

1. How long have you been in the Coast Guard? (fill in)

Ø 9 years and 1 1 months.

2. How many dependents live with you? (circle your answer)

01. none
02. one
(03.) two to four
04. five or more

Using this scale, to what extent do you agree or disagree with the following statement?

1 - not at all
2
3 - to a little extent
4
5 - to some extent
6
7 - to a great extent

(circle your answer)

3. The work I have been doing is similar to what I expected when I joined the Coast Guard. 1 2 3 4 (5) 6 7

PRIVACY ACT STATEMENT

1. Authority: 5 USC 301; 14 USC 632; Executive Order 9397.

2. Purpose / routine use: The information requested in this survey is to be used in research designed to improve the Quality of Working Life of members of the Coast Guard. The information will not be used to evaluate you as an individual. The information will not be put in your personnel record.

3. Disclosure / Effect of not providing information: Participation is voluntary; providing the information will make the research results more accurate and meaningful.

(cc)
ID _____ (1-4)
CARD 1 (5)

PLEASE FILL IN YOUR RESPONSES TO THE NEXT FOUR QUESTIONS:

1. What is the total length of time you have served in the Armed Forces (include prior service)?

____ ____ years and ____ ____ months. (6-9)

2. How old are you?

____ ____ years old. (10-11)

3. What is your seven digit OPFAC number? (First two digits are district, last five are unit; if unsure, your OPFAC number should be on the mailing label and on the letter in the front of this survey booklet.)

____ ____ - ____ ____ ____ ____ ____ (12-18)

4. What is your Social Security Number?

____ ____ ____ - ____ ____ - ____ ____ ____ ____ (19-27)

FOR THE FOLLOWING TWELVE QUESTIONS, CIRCLE YOUR ANSWER.

1. Gender:

1. Male
2. Female (28)

2. Present pay grade:

01. E-1	06. E-6	11. W-2	
02. E-2	07. E-7	12. W-3	
03. E-3	08. E-8	13. W-4	(29-30)
04. E-4	09. E-9	14. O-1	
05. E-5	10. W-1	15. O-2	

3. Rating:

00. Officer	11. ET	21. PS	
01. AD	12. ETN	22. QM	
02. AE	13. FI	23. RD	
03. AM	14. FT	24. RM	
04. ASM	15. GM	25. SK	(31-32)
05. AT	16. HS	26. SS	
06. BM	17. MK	27. ST	
07. DC	18. MST	28. TT	
08. DP	19. MU	29. YN	
09. EM	20. PA	30. Non-rated	

4. Marital status:

1. Single, never married
2. Married, spouse does not work outside the home
3. Married, spouse works outside the home (33)
4. Married, spouse is in the Coast Guard
5. Married, spouse is in another branch of the service
6. Married, but legally seperated
7. Other (including divorced, widow or widower, etc.)

5. Number of dependents you claim for tax purposes:

1. 1 to 3
2. 4 to 6 (34)
3. 7 to 9
4. More than 9

6. Number of dependents who live with you:

1. 1 or 2
2. 3 or 4
3. 5 or 6 (35)
4. 7 or 8
5. More than 8

7. Racial or ethnic identity:

1. Polynesian, Samoan, or Hawaiian
2. Chinese, Japanese, Korean
3. Caucasian
4. Spanish descent (Mexican American, Puerto Rican, Cuban American, Chicano, Latino) (36)
5. Malayan, Filipino, Guamanian
6. Black American
7. Native American (Indian tribes, Aleut, Eskimo)

8. Highest level of education:

1. some high school
2. high school or GED
3. some college
4. Associate's degree (37)
5. Bachelor's degree
6. some graduate school
7. Master's degree
8. beyond Master's

9. Length of time at present unit:

1. less than three months
2. three months but less than six months
3. six months but less than one year
4. one year but less than two years (38)
5. two years but less than three years
6. three years but less than four years
7. four years or more

10. Have you served in any other branch of the service?

1. yes
2. no (39)

11. Do you feel that you are working in your rating?

1. yes (40)
2. no

12. How many people report directly to you?

1. None
2. 1-3
3. 4-7
4. 8-12 (41)
5. 13-20
6. 21 or more

CIRCLE THE NUMBER IN FRONT OF THE STATEMENT THAT BEST DESCRIBES HOW YOU WOULD COMPLETE THIS QUOTE:

"If the Coast Guard said I could get out whenever I wanted to, I would..."

1. ... get out right away.

2. ... not leave immediately, but would wait until my earliest convenience (but certainly before my current enlistment is up).

3. ... wait until the end of my current enlistment and then get out.

4. ... probably stay beyond my current enlistment, but probably not 20 years. (42)

5. ... probably stay until I have 20 years in, but no longer.

6. ... probably stay longer than 20 years, but will then get out at my convenience.

7. ... probably stay for more than 20 years, and as long after that as possible.

FOR THE QUESTIONS IN THIS SECTION CIRCLE YOUR ANSWER AS SHOWN BELOW:

TO A GREAT EXTENT . . . . . .
TO SOME EXTENT . . . . . .
TO A LITTLE EXTENT . . . . . .
NOT AT ALL . . . . . .

To what extent are you satisfied with today's weather?	1	2	(3)	4	5	6	7	

LOOKING BACK AT WHAT YOU EXPECTED WHEN YOU FIRST JOINED THE COAST GUARD:

TO WHAT EXTENT ...

Has the type of work you have been doing been similar to what you expected?	1	2	3	4	5	6	7	(43)
Have the missions of the units to which you have been assigned been similar to what you expected?	1	2	3	4	5	6	7	(44)
Has the way you have been treated by those senior to you been similar to what you expected?	1	2	3	4	5	6	7	(45)
Has your overall Coast Guard experience been similar to what you expected?	1	2	3	4	5	6	7	(46)

WITH REGARD TO YOUR JOB OPPORTUNITIES OUTSIDE THE COAST GUARD:

TO WHAT EXTENT WOULD IT BE EASY FOR YOU TO FIND JOBS, LIKE THE ONE YOU HAVE IN THE COAST GUARD, WITH SIMILAR OR BETTER ...

Pay?	1	2	3	4	5	6	7	(47)
Benefits?	1	2	3	4	5	6	7	(48)
Working conditions?	1	2	3	4	5	6	7	(49)
Personnel policies?	1	2	3	4	5	6	7	(50)
Personal satisfaction?	1	2	3	4	5	6	7	(51)

TO WHAT EXTENT ...	LOW <----------> HIGH							
Have employers actually approached you and offered what you would consider a better job than the one you now have in the Coast Guard?	1	2	3	4	5	6	7	(52)
Are your skills such that many employers would hire you for the same or better pay and benefits?	1	2	3	4	5	6	7	(53)
Are the skills you have learned in the Coast Guard so general that you would have trouble finding a job outside the Coast Guard with similar or better pay and benefits?	1	2	3	4	5	6	7	(54)
Are your skills so specific to the Coast Guard that it would be difficult to find a job outside the Coast Guard with similar pay and benefits?	1	2	3	4	5	6	7	(55)
Are you of an age that it would be easy for you to find a job outside the Coast Guard with similar pay and benefits?	1	2	3	4	5	6	7	(56)
Overall, do you feel that you have many attractive job opportunities outside the Coast Guard?	1	2	3	4	5	6	7	(57)

WITH REGARD TO YOUR OVERALL EXPERIENCE IN THE COAST GUARD:

TO WHAT EXTENT ARE YOU SATISFIED WITH ... LOW <----------> HIGH							
The way you have been treated by your detailer?	1	2	3	4	5	6	7 (58)
Assignment policies in general?	1	2	3	4	5	6	7 (59)
Tour lengths in general?	1	2	3	4	5	6	7 (60)
Your ability to influence your assignments in general?	1	2	3	4	5	6	7 (61)
The way you were treated at your first Coast Guard duty station?	1	2	3	4	5	6	7 (62)
Your current supervisor's willingness and ability to help you solve work related problems?	1	2	3	4	5	6	7 (63)
Your current supervisor's willingness to tailor your job to fit your particular skills and talents?	1	2	3	4	5	6	7 (64)
The way you are generally treated by those senior to you?	1	2	3	4	5	6	7 (65)
The leadership of the Coast Guard in general?	1	2	3	4	5	6	7 (66)
Living conditions (housing facilities)?	1	2	3	4	5	6	7 (67)
Living conditions (geographic area)?	1	2	3	4	5	6	7 (68)
Working conditions (equipment and materials)?	1	2	3	4	5	6	7 (69)
Working conditions (health, hygiene, noise, light, etc.)?	1	2	3	4	5	6	7 (70)
The amount of work you are required to do?	1	2	3	4	5	6	7 (71)
The number of hours you have to work?	1	2	3	4	5	6	7 (72)
The challenge of your job?	1	2	3	4	5	6	7 (73)
Your chance for promotion?	1	2	3	4	5	6	7 (74)
The amount of control you have over the way you do your work?	1	2	3	4	5	6	7 (75)

Your ability to "do things on your own — without interference"?	1	2	3	4	5	6	7 (6)
The prestige and status you receive from being a member of the Coast Guard?	1	2	3	4	5	6	7 (7)
Advancement policies in general?	1	2	3	4	5	6	7 (8)
Your ability to work in your specialty or area you are interested in?	1	2	3	4	5	6	7 (9)
The formal training (class A and C schools) you have received?	1	2	3	4	5	6	7 (10)
The informal (on-the-job) training you have received?	1	2	3	4	5	6	7 (11)
Uniform and grooming standards?	1	2	3	4	5	6	7 (12)
The way uniform and grooming standards are enforced?	1	2	3	4	5	6	7 (13)
Being involved in military ceremonies?	1	2	3	4	5	6	7 (14)

THE FOLLOWING SECTION ASKS HOW YOU THINK AND FEEL ABOUT YOUR WORK AND THE COAST GUARD:

TO WHAT EXTENT ARE YOU SATISFIED WITH ... LOW <----------> HIGH							
The actual job your current assignment has you doing on a day-to-day basis?	1	2	3	4	5	6	7 (15)
The activities called for by your specialty (when you are working in it)?	1	2	3	4	5	6	7 (16)
The way you are treated by those senior to you?	1	2	3	4	5	6	7 (17)
The kinds of assignments you are likely to have in the Coast Guard in the future?	1	2	3	4	5	6	7 (18)
The type of work involved in your specialty?	1	2	3	4	5	6	7 (19)
The respect you receive from those senior to you?	1	2	3	4	5	6	7 (20)
The respect you receive from the people you work with?	1	2	3	4	5	6	7 (21)

The possibilities offered in your future Coast Guard job assignments?	1	2	3	4	5	6	7 (22)
The kind of activities your current job provides for you?	1	2	3	4	5	6	7 (23)
The way you are treated by the people you work with?	1	2	3	4	5	6	7 (24)

OVERALL, TO WHAT EXTENT ARE YOU SATISFIED WITH ... LOW <----------> HIGH

The kind of work performed in your specialty?	1	2	3	4	5	6	7 (25)
The people you work with?	1	2	3	4	5	6	7 (26)
The way those senior to you treat you and think of you?	1	2	3	4	5	6	7 (27)
The actual job you currently are performing?	1	2	3	4	5	6	7 (28)
Your future Coast Guard work opportunities?	1	2	3	4	5	6	7 (29)

THE FOLLOWING QUESTIONS ASK FOR YOUR FEELINGS AND OPINIONS ABOUT THE COAST GUARD:

TO WHAT EXTENT ... LOW <----------> HIGH

Do the rewards, benefits, and encouragement you get outweigh the threats or punishments?	1	2	3	4	5	6	7 (30)
Do you put off what you are expected to do on the job?	1	2	3	4	5	6	7 (31)
Do you find some of the people you work with so unreasonable that it is hard to talk to them?	1	2	3	4	5	6	7 (32)
Do you really like the missions and philosophy of the Coast Guard but dislike personnel policies and practices?	1	2	3	4	5	6	7 (33)
Do you find that the way things ought to be and the way things really are in the Coast Guard to be fairly similar?	1	2	3	4	5	6	7 (34)

Are you willing to put in a great deal of effort beyond that normally expected in order for the Coast Guard to be successful?	1	2	3	4	5	6	7	(35)
Do those senior to you show an interest in what happens to you?	1	2	3	4	5	6	7	(36)
Do you feel a lack of control because of your inability to do much about changing important Coast Guard policies?	1	2	3	4	5	6	7	(37)
Do you have too much invested in the Coast Guard to get out at the end of this enlistment?	1	2	3	4	5	6	7	(38)
Are you proud to tell others that you are a member of the Coast Guard?	1	2	3	4	5	6	7	(39)
Do you feel a great sense of pride knowing that you work for an organization that has humanitarian missions?	1	2	3	4	5	6	7	(40)
	LOW <----------> HIGH							
Are you currently looking for full time employment outside the Coast Guard?	1	2	3	4	5	6	7	(41)
Do you say "it's not my job" to avoid tasks or duties?	1	2	3	4	5	6	7	(42)
Do you feel that the "real Coast Guard" is at least somewhat similar to the "ideal Coast Guard", all things considered?	1	2	3	4	5	6	7	(43)
Are Coast Guard policies, rules, and procedures made in your best interests?	1	2	3	4	5	6	7	(44)
Are you willing to "put in a hard day's work — and then some" for the Coast Guard?	1	2	3	4	5	6	7	(45)
Do you feel frustrated by your inability to have much effect on important Coast Guard or service policy changes?	1	2	3	4	5	6	7	(46)
Do you sometimes boil inside without letting people on the job know about it?	1	2	3	4	5	6	7	(47)
Are you extremely glad that you chose the Coast Guard to work for over the other organizations you were considering at the time you enlisted?	1	2	3	4	5	6	7	(48)

Would you find it uncomfortable to look for a job outside the Coast Guard?	1	2	3	4	5	6	7	(49)
Does it really seem to matter to the Coast Guard how well you do your job?	1	2	3	4	5	6	7	(50)
Are you satisfied with your progress in the Coast Guard?	1	2	3	4	5	6	7	(51)
Do you feel a great sense of satisfaction in belonging to an organization that saves lives?	1	2	3	4	5	6	7	(52)
Do you stand to lose a lot if you get out of the Coast Guard right now?	1	2	3	4	5	6	7	(53)
Are your ideas and opinions valued by senior personnel?	1	2	3	4	5	6	7	(54)
Do you dislike job hunting in general?	1	2	3	4	5	6	7	(55)
Do some of the people you work with get on your nerves to such a degree that you sometimes want to do exactly the opposite of what they tell you?	1	2	3	4	5	6	7	(56)
	LOW <----------> HIGH							
Is the Coast Guard the best of all organizations for which you could work?	1	2	3	4	5	6	7	(57)
Do you really get "turned on" by your job, but sometimes get so upset by the way you are treated that you want to quit?	1	2	3	4	5	6	7	(58)
Are there many people in senior positions less competent than you?	1	2	3	4	5	6	7	(59)
Do you feel a sense of fulfillment knowing that the Coast Guard serves the public?	1	2	3	4	5	6	7	(60)
Do you discuss things you don't like about the Coast Guard with the people you work with?	1	2	3	4	5	6	7	(61)
Would it be difficult for you to afford to get out of the Coast Guard at the end of your enlistment?	1	2	3	4	5	6	7	(62)
Are you very excited about some aspects of the Coast Guard but very disappointed about others?	1	2	3	4	5	6	7	(63)

Do you decide not to do all or part of what is expected of you on the job?	1	2	3	4	5	6	7 (64)
Are you satisfied with your dealings with senior personnel?	1	2	3	4	5	6	7 (65)
Do you wonder how certain policies, that may seem useless to you, were ever created?	1	2	3	4	5	6	7 (66)
Do you have so much invested in retirement benefits that getting out of the Coast Guard before you qualify for retirement would cost you more than you are willing to give up?	1	2	3	4	5	6	7 (67)

IN THIS SECTION OF THE SURVEY, SIMPLY CIRCLE THE ANSWER (YES OR NO) INDICATING WHETHER YOU AGREE OR DISAGREE WITH THE STATEMENTS LISTED BELOW.

EXAMPLE:

The temperature is comfortably cool today.	YES	(NO)

Do you believe that most problems will solve themselves if you just don't fool with them?	YES	NO (68)
Are you often blamed for things that just aren't your fault?	YES	NO (69)
Do you feel that when you do something wrong there is very little you can do to make it right?	YES	NO (70)
Do you believe that wishing can make good things happen?	YES	NO (71)
Do you feel that you have a lot of choice in deciding who to socialize with?	YES	NO (72)
Do you think that people can get their own way if they just keep trying?	YES	NO (73)
Do you feel that if things start out right in the morning it's going to be a good day no matter what you do?	YES	NO (74)
Do you feel that one of the best ways to handle most problems is just not to think about them?	YES	NO (75)
Are you the kind of person who believes that planning ahead makes things turn out better?	YES	NO (76)

Do you feel that most of the time it doesn't pay to try hard because things never work out right anyway?	YES	NO (6)
Do you feel that when good things happen they happen because of hard work?	YES	NO (7)
Do you believe that when bad things are going to happen they are just going to happen no matter what you try to do to stop them?	YES	NO (8)
Do you feel that it's easy to get friends to do what you want them to do?	YES	NO (9)
When you get punished does it usually seem for no good reason at all?	YES	NO (10)
Are some people just born lucky?	YES	NO (11)
Do you think that people can get their own way if they just keep trying?	YES	NO (12)
Do you believe that you can stop yourself from catching a cold?	YES	NO (13)
Most of the time, do you feel that you can change what might happen tomorrow by what you do today?	YES	NO (14)
Do you often feel that whether or not you studied had much to do with how you did on the last servicewide exam?	YES	NO (15)
Most of the time do you find it hard to change a friend's opinion?	YES	NO (16)
Do you feel that it is almost impossible to change your supervisor's mind about anything?	YES	NO (17)
Do you believe that if somebody studies hard enough he or she can pass any test?	YES	NO (18)
Do you believe that whether or not people like you depends on how you act?	YES	NO (19)
Do your supervisors usually help you when you ask them to?	YES	NO (20)

The following questions ask your opinion about various forms of compensation, including basic pay, allowances, special pays, and non-dollar compensation like commissaries and medical benefits. Questions will also be asked about post service benefits such as retired pay, survivors benefits, and insurance. There will be a section at the end of the entire survey that will allow you to write in your opinions about various issues. If you like, feel free to go to the end of the survey when you complete this section and comment about compensation while it is fresh in your mind. Be sure to return to the next section and complete the entire survey.

IF A QUESTION ASKS FOR YOUR FEELINGS ABOUT A SPECIFIC PAY YOU DON'T KNOW ANYTHING ABOUT, or if you really do not have an opinion about one of the questions, SKIP TO THE NEXT ONE. Think carefully about each question individually and give your honest opinion.

TO WHAT EXTENT DO YOU FEEL THAT THE COAST GUARD'S POLICIES ABOUT THE FOLLOWING PAYS AND ALLOWANCES ARE IN YOUR BEST INTEREST?

	LOW <----------> HIGH
Basic pay?	1 2 3 4 5 6 7 (21)
Selective reenlistment bonuses?	1 2 3 4 5 6 7 (22)
Flight pay?	1 2 3 4 5 6 7 (23)
Career sea pay?	1 2 3 4 5 6 7 (24)
Diving Pay?	1 2 3 4 5 6 7 (25)
Variable housing allowance?	1 2 3 4 5 6 7 (26)
Travel allowances?	1 2 3 4 5 6 7 (27)
Dependent allowances?	1 2 3 4 5 6 7 (28)
Family separation allowance?	1 2 3 4 5 6 7 (29)
Flight deck Hazardous duty pay?	1 2 3 4 5 6 7 (30)
Proficiency pay?	1 2 3 4 5 6 7 (31)

TO WHAT EXTENT ...

Do you feel that the policy of paying special and incentive pays (like SRB, flight pay, or career sea pay) in order to make sure that there are enough people in the right jobs at the right time is a good idea?	1	2	3	4	5	6	7	(32)
Do you feel that it is a good idea for people to be paid bonuses or special pays based on the requirements of a specific billet?	1	2	3	4	5	6	7	(33)
Do you feel that it is a good idea for people to be paid bonuses or special pays based on their individual performance?	1	2	3	4	5	6	7	(34)
Do you feel that Variable Housing Allowances actually reimburse people for the cost of housing in their area?	1	2	3	4	5	6	7	(35)
Do you feel that Variable Housing Allowances are fair, since many people who live in government housing do not draw this allowance?	1	2	3	4	5	6	7	(36)
Do you feel that is a good idea to pay different amounts to people based on the number of dependents they have?	1	2	3	4	5	6	7	(37)

TO WHAT EXTENT ...	LOW <----------> HIGH							
Do you do your grocery shopping at commissaries?	1	2	3	4	5	6	7	(38)
Do you shop at exchanges?	1	2	3	4	5	6	7	(39)

How much do you think you save on your food bills by using Commissaries?

1. None at all
2. Less than 5%
3. Between 5% and 10%
4. Between 10% and 15%
5. Between 15% and 20%
6. Between 20% and 25%
7. More than 25%

(40)

How much do you feel that you save by shopping at exchanges instead of local department stores or ordering through catalogs?

1. None at all
2. Less than 5%
3. Between 5% and 10% (41)
4. Between 10% and 15%
5. Between 15% and 20%
6. Between 20% and 25%
7. More than 25%

TO WHAT EXTENT ...	LOW <----------> HIGH	
Are you satisfied with the medical treatment you have received while in the Coast Guard?	1 2 3 4 5 6 7	(42)
Are you satisfied with the medical care your dependents have received?	1 2 3 4 5 6 7	(43)
Are you satisfied with the dental care you have received while in the Coast Guard?	1 2 3 4 5 6 7	(44)
Are you satisfied with the dental care your dependents have received?	1 2 3 4 5 6 7	(45)
Has CHAMPUS worked for you and been easy to use?	1 2 3 4 5 6 7	(46)
Do you feel that the insurance coverage offered to you through the Serviceman's Group Life Insurance Plan is adequate to meet your life insurance needs?	1 2 3 4 5 6 7	(47)
Do you feel that retired pay is adequate to help people make the transition to a second career?	1 2 3 4 5 6 7	(48)

TO WHAT EXTENT ...	LOW <----------> HIGH	
Do you feel that most people who retire from the Coast Guard pursue a second career?	1 2 3 4 5 6 7	(49)
If you decide to make the Coast Guard a career, do you feel that you will be losing money in the long run?	1 2 3 4 5 6 7	(50)
Do you think the Survivor's Benefit Program is a good idea?	1 2 3 4 5 6 7	(51)
Do you think retired pay should be adjusted for inflation?	1 2 3 4 5 6 7	(52)
Do you think you would receive good medical care from the service after you retired?	1 2 3 4 5 6 7	(53)
Do you think you would receive good medical care from the service for your dependents after you retired?	1 2 3 4 5 6 7	(54)
Do you think you would receive good dental care from the service for yourself after you retired?	1 2 3 4 5 6 7	(55)
Do you think you would receive good dental care from the service for your dependents after you retired?	1 2 3 4 5 6 7	(56)

The following section contains pairs of situations. In most cases, we are asking you to choose between two undesirable situations. We realize that you might not like either, but we would like you to make a selection AS IF YOU HAD TO CHOOSE BETWEEN THE TWO.

CIRCLE ONE, AND ONLY ONE, STATEMENT IN EACH OF THE FOLLOWING PAIRS: "I WOULD RATHER ... THAN ..."

1. Live outside my preferred geographic area. (57)
2. Work out of my specialty.

1. Work in a less secure job. (58)
2. Work out of my specialty.

1. Get out of the Coast Guard. (59)
2. Work in a less secure job.

1. Work out of my specialty. (60)
2. Get out of the Coast Guard.

1. Work for a poor leader. (61)
2. Live outside my preferred geographic area.

1. Give up my current standard of living. (62)
2. Work in a less secure job.

1. Get out of the Coast Guard. (63)
2. Work for a poor leader.

1. Live outside my preferred geographic area. (64)
2. Give up my current standard of living.

1. Work for a poor leader. (65)
2. Work out of my specialty.

1. Get out of the Coast Guard. (66)
2. Give up my current standard of living.

1. Work in a less secure job. (67)
2. Live outside my preferred geographic area.

1. Work out of my specialty. (68)
2. Give up my current standard of living.

1. Give up my current standard of living. (69)
2. Work for a poor leader.

1. Live outside my preferred geographic area. (70)
2. Get out of the Coast Guard.

1. Work in a less secure job. (71)
2. Work out of my specialty.

On this last page, feel free to comment on any part of the survey. Before you "go to town", however, please write in your answers to the following four questions:

1. If you were to decide to leave the Coast Guard today, what would be your primary reason for leaving?

_____

2. If you were to decide today to make the Coast Guard a career (or have already decided to), what would be your primary reason?

_____

3. If you had the power to reach out and change any ONE thing in the Coast Guard, what would you do?

_____

_____

4. What would be the one thing about the Coast Guard you would never want to see changed?

_____

_____

COMMENTS: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

APPENDIX B

FREQUENCY DISTRIBUTIONS, ALL VARIABLES

TOTAL SAMPLE

PAY GRADE

GRADE	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
E-1	1	1	0.212	0.212
E-2	11	12	2.335	2.548
E-3	35	47	7.431	9.979
E-4	173	220	36.730	46.709
E-5	118	338	25.053	71.762
E-6	72	410	15.287	87.049
E-7	35	445	7.431	94.480
E-8	18	463	3.822	98.301
E-9	8	471	1.699	100.000

RATING (SPECIALTY)

RATING	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	6	.	.	.
AD	17	17	3.656	3.656
AE	8	25	1.720	5.376
AM	13	38	2.796	8.172
ASM	1	39	0.215	8.387
AT	15	54	3.226	11.613
BM	69	123	14.839	26.452
DC	15	138	3.226	29.677
EM	19	157	4.086	33.763
ET	30	187	6.452	40.215
ETN	2	189	0.430	40.645
GM	7	196	1.505	42.151
HS	10	206	2.151	44.301
MK	83	289	17.849	62.151
MST	3	292	0.645	62.796
MU	2	294	0.430	63.226
PA	3	297	0.645	63.871
QM	22	319	4.731	68.602
RD	5	324	1.075	69.677
RM	18	342	3.871	73.548
SK	27	369	5.806	79.355
SS	17	386	3.656	83.011
TT	7	393	1.505	84.516
YN	37	430	7.957	92.473
NON-RATED	35	465	7.527	100.000

TIME IN SERVICE IN WHOLE YEARS

TIME	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	1	.	.	.
0	5	5	1.064	1.064
2	2	7	0.426	1.489
3	191	198	40.638	42.128
4	76	274	16.170	58.298
5	24	298	5.106	63.404
6	23	321	4.894	68.298
7	24	345	5.106	73.404
8	14	359	2.979	76.383
9	24	383	5.106	81.489
10	9	392	1.915	83.404
11	4	396	0.851	84.255
12	4	400	0.851	85.106
13	6	406	1.277	86.383
14	10	416	2.128	88.511
15	9	425	1.915	90.426
16	5	430	1.064	91.489
17	3	433	0.638	92.128
18	3	436	0.638	92.766
19	7	443	1.489	94.255
20	4	447	0.851	95.106
21	5	452	1.064	96.170
22	5	457	1.064	97.234
23	3	460	0.638	97.872
24	5	465	1.064	98.936
26	1	466	0.213	99.149
27	1	467	0.213	99.362
28	2	469	0.426	99.787
29	1	470	0.213	100.000

AGE IN WHOLE YEARS

AGE	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	1	.	.	.
19	1	1	0.213	0.213
20	2	3	0.426	0.638
21	61	64	12.979	13.617
22	88	152	18.723	32.340
23	65	217	13.830	46.170
24	41	258	8.723	54.894
25	33	291	7.021	61.915
26	17	308	3.617	65.532
27	28	336	5.957	71.489
28	22	358	4.681	76.170
29	13	371	2.766	78.936
30	9	380	1.915	80.851
31	9	389	1.915	82.766
32	9	398	1.915	84.681
33	6	404	1.277	85.957
34	5	409	1.064	87.021
35	10	419	2.128	89.149
36	6	425	1.277	90.426
37	6	431	1.277	91.702
38	4	435	0.851	92.553
39	8	443	1.702	94.255
41	6	449	1.277	95.532
42	3	452	0.638	96.170
43	5	457	1.064	97.234
44	5	462	1.064	98.298
45	1	463	0.213	98.511
46	1	464	0.213	98.723
47	3	467	0.638	99.362
48	1	468	0.213	99.574
49	1	469	0.213	99.787
50	1	470	0.213	100.000

DISTRICT IN WHICH ASSIGNED

DIST	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	5	.	.	.
0	1	1	0.215	0.215
1	46	47	9.871	10.086
2	15	62	3.219	13.305
3	39	101	8.369	21.674
5	51	152	10.944	32.618
7	47	199	10.086	42.704
8	40	239	8.584	51.288
9	51	290	10.944	62.232
11	10	300	2.146	64.378
12	38	338	8.155	72.532
13	25	363	5.365	77.897
14	12	375	2.575	80.472
17	21	396	4.506	84.979
20	3	399	0.644	85.622
21	2	401	0.429	86.052
35	3	404	0.644	86.695
40	4	408	0.858	87.554
50	1	409	0.215	87.768
53	5	414	1.073	88.841
55	4	418	0.858	89.700
57	1	419	0.215	89.914
58	1	420	0.215	90.129
60	7	427	1.502	91.631
70	4	431	0.858	92.489
74	5	436	1.073	93.562
75	9	445	1.931	95.494
76	3	448	0.644	96.137
77	3	451	0.644	96.781
78	2	453	0.429	97.210
80	1	454	0.215	97.425
81	1	455	0.215	97.639
96	1	456	0.215	97.854
97	1	457	0.215	98.069
98	9	466	1.931	100.000

GENDER

GENDER	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	1	.	.	.
MALE	447	447	95.106	95.106
FEMALE	23	470	4.894	100.000

MARITAL STATUS

STATUS	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	1	.	.	.
SINGLE, NEVER MARRIED	192	192	40.851	40.851
MARRIED, SPOUSE HOME	112	304	23.830	64.681
MARRIED, SPOUSE IN CG	116	420	24.681	89.362
MARRIED, SPOUSE IN SERVICE	11	431	2.340	91.702
MARRIED, BUT SEPARATED	10	441	2.128	93.830
OTHER	29	470	6.170	100.000

RACIAL / ETHNIC BACKGROUND

RACE	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	5	.	.	.
POLYNESIAN	1	1	0.215	0.215
ORIENTAL	3	4	0.644	0.858
CAUCASIAN	407	411	87.339	88.197
HISPANIC	17	428	3.648	91.845
FILIPINO	8	436	1.717	93.562
BLACK AMERICAN	20	456	4.292	97.854
NATIVE AMERICAN	10	466	2.146	100.000

NUMBER OF DEPENDENTS CLAIMED AS TAX EXEMPTIONS

TAXDEPS	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	38	.	.	.
1 TO 3	363	363	83.834	83.834
4 TO 6	66	429	15.242	99.076
7 TO 9	3	432	0.693	99.769
MORE THAN 9	1	433	0.231	100.000

NUMBER OF DEPENDENTS RESIDING WITH RESPONDENT

LIVDEPS	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	92	.	.	.
1 OR 2	270	270	71.240	71.240
3 OR 4	97	367	25.594	96.834
5 OR 6	12	379	3.166	100.000

EDUCATION LEVEL

EDUC	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	1	.	.	.
SOME HIGH SCHOOL	11	11	2.340	2.340
HIGH SCHOOL OR GED	279	290	59.362	61.702
SOME COLLEGE	151	441	32.128	93.830
ASSOCIATES DEGREE	17	458	3.617	97.447
BACHELORS DEGREE	9	467	1.915	99.362
SOME GRADUATE SCHOOL	3	470	0.638	100.000

TIME AT PRESENT UNIT

TIMUNIT	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	1	.	.	.
TIME < 3 MOS	23	23	4.894	4.894
3 MOS < TIME < 6 MOS	19	42	4.043	8.936
6 MOS < TIME < 1 YR	67	109	14.255	23.191
1 YR < TIME < 2 YR	120	229	25.532	48.723
2 YR < TIME < 3 YR	131	360	27.872	76.596
3 YR < TIME < 4 YR	83	443	17.660	94.255
TIME > 4 YR	27	470	5.745	100.000

PRIOR SERVICE, OTHER THAN THE COAST GUARD

PRIOR	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	2	.	.	.
YES	50	50	10.661	10.661
NO	419	469	89.339	100.000

PRESENTLY WORKING IN RATING / SPECIALTY

INRATING	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	2	.	.	.
YES	379	379	80.810	80.810
NO	90	469	19.190	100.000

NUMBER OF SUBORDINATES REPORTING DIRECTLY TO RESPONDENT

NUMSUBS	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
.	2	.	.	.
NONE	209	209	44.563	44.563
1 TO 3	126	335	26.866	71.429
4 TO 7	87	422	18.550	89.979
8 TO 12	27	449	5.757	95.736
13 TO 20	12	461	2.559	98.294
MORE THAN 20	8	469	1.706	100.000

"IF THE COAST GUARD SAID I COULD GET OUT WHENEVER I WANTED TO, I WOULD ..."

INTENT	FREQUENCY	CUM FREQ	PERCENT	CUM PERCENT
	9	.	.	.
"get out right away"	24	24	5.195	5.195
"at earliest convenience"	56	80	12.121	17.316
"end of enlistment"	93	173	20.130	37.446
"beyond enlistment, but not 20 years"	92	265	19.913	57.359
"20 years, but no longer"	81	346	17.532	74.892
"longer than 20"	89	435	19.264	94.156
"as long as possible"	27	462	5.844	100.000

APPENDIX C

TABLE OF RESPONSES TO INDIVIDUAL QUESTIONS AND SCALES
FOR PERSONNEL IN SAMPLE WITH UNDER 4 YEARS IN SERVICE

SAMPLE OF HIGH PERFORMERS [Performance marks, Fall 1983, split at mean for all in sample], DIVIDED BY THOSE WHO ACTUALLY LEFT THE CG AND THOSE WHO STAYED.

* = significant difference between means at p < 0.05
** = significant difference between means as p < 0.01

[Significance reported only for SCALES and COMPENSATION questions.]

TO WHAT EXTENT ...	LEFT	STAYED
Has the type of work you have been doing been similar to what you expected?	4.04	4.76
Have the missions of the units to which you have been assigned been similar to what you expected?	4.04	4.95
Has the way you have been treated by those senior to you been similar to what you expected?	3.85	4.48
Has your overall Coast Guard experience been similar to what you expected?	3.56	4.98
WITH REGARD TO YOUR JOB OPPORTUNITIES OUTSIDE THE COAST GUARD:		
TO WHAT EXTENT WOULD IT BE EASY FOR YOU TO FIND JOBS, LIKE THE ONE YOU HAVE IN THE COAST GUARD, WITH SIMILAR OR BETTER		
Pay?	5.56	5.12
Benefits?	3.89	3.67
Working conditions?	5.07	4.98
Personnel policies?	5.33	4.86
Personal satisfaction?	5.48	5.07

TO WHAT EXTENT ...	LEFT	STAYED
Have employers actually approached you and offered what you would consider a better job than the one you now have in the Coast Guard?	3.78	3.07
Are your skills such that many employers would hire you for the same or better pay and benefits?	4.52	4.55
Are the skills you have learned in the Coast Guard so general that you would have trouble finding a job outside the Coast Guard with similar or better pay and benefits?	3.44	3.05
Are your skills so specific to the Coast Guard that it would be difficult to find a job outside the Coast Guard with similar pay and benefits?	3.00	2.50
Are you of an age that it would be easy for you to find a job outside the Coast Guard with similar pay and benefits?	5.74	5.33
Overall, do you feel that you have many attractive job opportunities outside the Coast Guard?	5.52	4.57
WITH REGARD TO YOUR OVERALL EXPERIENCE IN THE COAST GUARD:		
TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The way you have been treated by your detailer?	3.19	5.12
Assignment policies in general?	3.41	4.64
Tour lengths in general?	3.96	4.48
Your ability to influence your assignments in general?	3.96	4.71
The way you were treated at your first Coast Guard duty station?	4.19	4.95
Your current supervisor's willingness and ability to help you solve work related problems?	5.37	5.29

Your current supervisor's willingness to tailor your job to fit your particular skills and talents?	5.07	4.81
The way you are generally treated by those senior to you?	4.41	5.05
The leadership of the Coast Guard in general?	3.33	4.31
Living conditions (housing facilities)?	3.63	4.40
Living conditions (geographic area)?	4.00	4.83
Working conditions (equipment and materials)?	3.81	4.60
Working conditions (health, hygiene, noise, light, etc.)?	4.04	4.55
The amount of work you are required to do?	4.67	5.21
The number of hours you have to work?	4.33	4.52
The challenge of your job?	4.41	5.14
Your chance for promotion?	4.67	4.12
The amount of control you have over the way you do your work?	5.33	5.12
Your ability to "do things on your own -- without interference"?	4.96	4.71
The prestige and status you receive from being a member of the Coast Guard?	4.00	4.64
Advancement policies in general?	3.85	4.00
Your ability to work in your specialty or area you are interested in?	4.89	5.14
The formal training (class A and C schools) you have received?	4.81	4.83
The informal (on-the-job) training you have received?	4.93	5.07
Uniform and grooming standards?	3.74	4.69

The way uniform and grooming standards are enforced?	3.67	4.50
Being involved in military ceremonies?	3.19	4.12
THE FOLLOWING SECTION ASKS HOW YOU THINK AND FEEL ABOUT YOUR WORK AND THE COAST GUARD:		
TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The actual job your current assignment has you doing on a day-to-day basis?	4.22	4.76
The activities called for by your specialty (when you are working in it)?	4.74	5.55
The way you are treated by those senior to you?	4.37	4.95
The kinds of assignments you are likely to have in the Coast Guard in the future?	3.22	4.86
The type of work involved in your specialty?	5.04	5.19
The respect you receive from those senior to you?	4.56	4.76
The respect you receive from the people you work with?	5.11	5.43
The possibilities offered in your future Coast Guard job assignments?	3.52	4.74
The kind of activities your current job provides for you?	3.93	4.62
The way you are treated by the people you work with?	5.11	5.33
OVERALL, TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The kind of work performed in your specialty?	4.96	5.17
The people you work with?	4.78	5.10

The way those senior to you treat you and think of you?	4.22	4.86
The actual job you currently are performing?	3.93	4.93
Your future Coast Guard work opportunities?	3.44	4.81
THE FOLLOWING QUESTIONS ASK FOR YOUR FEELINGS AND OPINIONS ABOUT THE COAST GUARD:		
TO WHAT EXTENT ...		
Do the rewards, benefits, and encouragement you get outweigh the threats or punishments?	2.96	4.87
Do you put off what you are expected to do on the job?	2.48	2.19
Do you find some of the people you work with so unreasonable that it is hard to talk to them?	4.88	3.76
Do you really like the missions and philosophy of the Coast Guard but dislike personnel policies and practices?	5.11	4.58
Do you find that the way things ought to be and the way things really are in the Coast Guard to be fairly similar?	3.11	3.21
Are you willing to put in a great deal of effort beyond that normally expected in order for the Coast Guard to be successful?	5.48	3.69
Do those senior to you show an interest in what happens to you?	4.26	4.93
Do you feel a lack of control because of your inability to do much about changing important Coast Guard policies?	4.78	4.67
Do you have too much invested in the Coast Guard to get out at the end of this enlistment?	1.48	3.17
Are you proud to tell others that you are a member of the Coast Guard?	4.89	5.79

Do you feel a great sense of pride knowing that you work for an organization that has humanitarian missions?	5.15	6.29
Are you currently looking for full time employment outside the Coast Guard?	5.59	3.26
Do you say "it's not my job" to avoid tasks or duties?	2.37	1.98
Do you feel that the "real Coast Guard" is at least somewhat similar to the "ideal Coast Guard", all things considered?	3.78	3.76
Are Coast Guard policies, rules, and procedures made in your best interests?	3.59	3.98
Are you willing to "put in a hard day's work -- and then some!" for the Coast Guard?	5.15	5.55
Do you feel frustrated by your inability to have much effect on important Coast Guard or service policy changes?	4.93	4.86
Do you sometimes boil inside without letting people on the job know about it?	4.37	4.81
Are you extremely glad that you chose the Coast Guard to work for over the other organizations you were considering at the time you enlisted?	5.84	5.88
Would you find it uncomfortable to look for a job outside the Coast Guard?	1.59	2.43
Does it really seem to matter to the Coast Guard how well you do your job?	3.67	5.88
Are you satisfied with your progress in the Coast Guard?	4.74	4.62
Do you feel a great sense of satisfaction in belonging to an organization that saves lives?	5.81	6.24
Do you stand to lose a lot if you get out of the Coast Guard right now?	2.80	4.18
Are your ideas and opinions valued by senior personnel?	3.89	4.40
Do you dislike job hunting in general?	3.15	3.58

Do some of the people you work with get on your nerves to such a degree that you sometimes want to do exactly the opposite of what they tell you?	3.81	3.19
Is the Coast Guard the best of all organizations for which you could work?	2.92	4.10
Do you really get "turned on" by your job, but sometimes get so upset by the way you are treated that you want to quit?	4.67	4.74
Are there many people in senior positions less competent than you?	4.59	4.95
Do you feel a sense of fulfillment knowing that the Coast Guard serves the public?	4.89	5.74
Do you discuss things you don't like about the Coast Guard with the people you work with?	5.67	5.14
Would it be difficult for you to afford to get out of the Coast Guard at the end of your enlistment?	1.93	3.90
Are you very excited about some aspects of the Coast Guard but very disappointed about others?	5.26	5.64
Do you decide not to do all or part of what is expected of you on the job?	2.11	2.26
Are you satisfied with your dealings with senior personnel?	3.93	4.60
Do you wonder how certain policies, that may seem useless to you, were ever created?	5.30	5.02
Do you have so much invested in retirement benefits that getting out of the Coast Guard before you qualify for retirement would cost you more than you are willing to give up?	1.42	1.85

(Asked only of E-5 and above) TO WHAT EXTENT ...

Are the people who work for you today as good as those who worked for you in the past?	4.78	5.00
Do you feel that people who graduate from recruit training today are less capable than was the case when you joined the Coast Guard?	4.40	3.43
Do you think that, in general, the people junior to you are capable of getting the job done?	4.10	4.93
Are the people who work for you easy to supervise?	4.80	4.92

RESPONSES TO SCALES

	LEFT	STAYED
RESENTMENT	4.23	3.60 *
WILLINGNESS TO EXERT EFFORT	5.31	5.62
SENSE OF HELPLESSNESS	4.81	4.76
INVESTMENT	1.73	3.28 **
WILLINGNESS TO JOB HUNT	5.63	5.84
CONGRUENCY OF REAL AND IDEAL CG	3.41	3.49
SKILL RELEVANCY TO OUTSIDE JOBS	4.82	4.47
SATISFACTION WITH THE JOB	4.82	4.77
SATISFACTION WITH FUTURE ASSIGNMENTS	2.32	3.18 **
SATISFACTION WITH SPECIALTY	4.91	5.30
SATISFACTION WITH PEERS	5.00	5.29
SATISFACTION WITH SUPERVISION	4.38	4.86
COMMITMENT TO THE CG	4.24	5.10 **
COMMITMENT TO PHILOSOPHY AND MISSIONS	5.28	6.09 **
SATISFACTION WITH ASSIGNMENT POLICIES	3.30	4.88 **
SATISFACTION WITH SUPERVISORY SUPPORT	5.22	5.05
SATISFACTION WITH WORKLOAD	4.50	4.87
SATISFACTION WITH ADVANCEMENT POLICIES	4.26	4.86
SATISFACTION WITH CONTROL OVER JOB	4.81	5.05
SATISFACTION WITH GROOMING, CEREMONY	3.53	4.44 *
PERCEPTION OF MARKETABILITY	5.87	4.74
SATISFACTION WITH TREATMENT BY SENIORS	4.15	4.77
DISPARITY OF INITIAL EXPECTATIONS	3.87	4.77 **
SATISFACTION WITH FIRST DUTY STATION	4.19	4.95

SATISFACTION WITH HOUSING	3.63	4.40
SATISFACTION WITH GEOGRAPHIC AREA	4.00	4.83 *
SATISFACTION WITH EQUIPMENT, TOOLS	3.81	4.60 *
SATISFACTION WITH WORKING CONDITIONS	4.04	4.55
SATISFACTION WITH FORMAL TRAINING	4.81	4.83
SATISFACTION WITH ON THE JOB TRAINING	4.93	5.07
OFTEN PUT OFF WORK?	2.48	2.19
OTHERS HARD TO WORK WITH?	4.00	3.76
LIKE MISSIONS BUT DISLIKE POLICIES?	5.11	4.50
CURRENTLY JOB HUNTING?	5.59	3.26 **
AVOID OWNERSHIP OF WORK?	2.37	1.90
POLICIES IN YOUR BEST INTERESTS?	4.41	4.10
INTERNALIZE FRUSTRATION?	4.37	4.81
OTHERS GET ON YOUR NERVES?	3.81	3.19
MANY SENIORS LESS COMPETENT?	4.59	4.95
DISCUSS FRUSTRATIONS WITH OTHERS?	5.67	5.14
DECIDE NOT TO WORK?	2.11	2.26
WONDER HOW POLICIES ARE CREATED?	5.30	5.02
CONTROL OVER ASSIGNMENT?	3.96	4.62 **
LOVE BUT HATE?	4.96	5.19
OLP SPECIALTY	2.11	1.29 *
OLP GEOGRAPHIC AREA	2.19	1.62
OLP STANDARD OF LIVING	2.63	3.05
OLP JOB SECURITY	2.56	2.86
OLP COAST GUARD	1.15	2.55 **
OLP LEADERSHIP	3.48	3.00

TO WHAT EXTENT DO YOU FEEL THAT THE COAST GUARD'S POLICIES ABOUT THE FOLLOWING PAYS AND ALLOWANCES ARE IN YOUR BEST INTEREST?

Basic pay?	4.26	4.00
Selective reenlistment bonuses?	4.15	2.68 **
Flight pay?	4.00	3.45
Career sea pay?	4.83	4.66
Diving Pay?	4.33	3.62
Variable housing allowance?	4.10	4.38
Travel allowances?	4.89	4.69
Dependent allowances?	3.67	4.32
Family separation allowance?	3.00	4.23
Flight deck Hazardous duty pay?	3.75	3.68
Proficiency pay?	2.92	2.88

TO WHAT EXTENT ...

Do you feel that the policy of paying special and incentive pays (like SRB, flight pay, or career sea pay) in order to make sure that there are enough people in the right jobs at the right time is a good idea?	4.81	5.27
Do you feel that it is a good idea for people to be paid bonuses or special pays based on the requirements of a specific billet?	4.85	4.93
Do you feel that it is a good idea for people to be paid bonuses or special pays based on their individual performance?	5.63	4.90
Do you feel that Variable Housing Allowances actually reimburse people for the cost of housing in their area?	2.95	3.20

Do you feel that Variable Housing Allowances are fair, since many people who live in government housing do not draw this allowance?	3.80	4.45
Do you feel that is a good idea to pay different amounts to people based on the number of dependents they have?	4.54	5.62 *

TO WHAT EXTENT ...

Do you do your grocery shopping at commissaries?	2.52	3.07
Do you shop at exchanges?	3.44	3.74
How much do you think you save on your food bills by using Commissaries?	2.30	3.21 *

1. None at all
2. Less than 5%
3. Between 5% and 10%
4. Between 10% and 15%
5. Between 15% and 20%
6. Between 20% and 25%
7. More than 25%

How much do you feel that you save by shopping at exchanges instead of local department stores or ordering through catalogs?	2.67	2.82

1. None at all
2. Less than 5%
3. Between 5% and 10%
4. Between 10% and 15%
5. Between 15% and 20%
6. Between 20% and 25%
7. More than 25%

TO WHAT EXTENT ...

Are you satisfied with the medical treatment you have received while in the Coast Guard?	3.36	4.62 **
Are you satisfied with the medical care your dependents have received?	3.18	3.75
Are you satisfied with the dental care you have received while in the Coast Guard?	3.85	4.71

Are you satisfied with the dental care your dependents have received?	2.63	3.19
Has CHAMPUS worked for you and been easy to use?	2.71	2.41
Do you feel that the insurance coverage offered to you through the Serviceman's Group Life Insurance Plan is adequate to meet your life insurance needs?	4.58	4.13
Do you feel that retired pay is adequate to help people make the transition to a second career?	4.25	4.08
TO WHAT EXTENT ...		
Do you feel that most people who retire from the Coast Guard pursue a second career?	5.31	5.36
If you decide to make the Coast Guard a career, do you feel that you will be losing money in the long run?	5.35	4.38 *
Do you think the Survivor's Benefit Program is a good idea?	5.32	5.51
Do you think retired pay should be adjusted for inflation?	6.08	6.24
Do you think you would receive good medical care from the service after you retired?	4.18	4.79
Do you think you would receive good medical care from the service for your dependents after you retired?	3.67	4.00
Do you think you would receive good dental care from the service for yourself after you retired?	4.00	4.29
Do you think you would receive good dental care from the service for your dependents after you retired?	3.71	3.59

AVERAGES OF VARIOUS DEMOGRAPHIC VARIABLES:

Total time in service in years:	3.56	3.59
Average age in years:	22.15	22.93
Time at unit:	Between 1 and 3 years	
Stated intent to leave or stay:	2.63	4.41
Average performance marks:	4.86	4.70

FREQUENCY DISTRIBUTIONS OF VARIOUS DEMOGRAPHIC VARIABLES:

(Example: Number of E-3s who left expressed as a percent of all in sample who left was 3.70. Number of E-3s who stayed as a percent of all in sample who stayed was 4.76.)

		Percent in category	
		LEFT	STAYED
Pay grade:	E-3	3.70	4.76
	E-4	59.26	59.52
	E-5	33.33	30.95
	E-6	3.70	4.76
Marital status:	Single	77.77	42.86
	Married, spouse not working	7.41	30.95
	Married, spouse works (not in below categories)	14.81	21.43
	Married, spouse in USCG		2.38
	Divorced, widowed, etc.		2.38
Number of dependents living at home:	None	29.6	19.0
	1 or 2	51.4	59.5
	3 or 4		19.0
	5 or 6		2.4
Level of education:	Some high school		4.76
	High school or GED	66.66	54.76
	Some college	29.63	35.71
	Associate's Degree	3.70	4.76

APPENDIX D

TABLE OF RESPONSES TO INDIVIDUAL QUESTIONS AND SCALES
FOR PERSONNEL IN SAMPLE WITH BETWEEN 4 AND 8 YEARS IN SERVICE

SAMPLE OF HIGH PERFORMERS [Performance marks, Fall 1983, split at mean for all in sample], DIVIDED BY THOSE WHO ACTUALLY LEFT THE CG AND THOSE WHO STAYED.

* = significant difference between means at p < 0.05
** = significant difference between means as p < 0.01

[Significance reported only for SCALES and COMPENSATION questions.]

TO WHAT EXTENT ...	LEFT	STAYED
Has the type of work you have been doing been similar to what you expected?	4.67	4.64
Have the missions of the units to which you have been assigned been similar to what you expected?	4.72	5.03
Has the way you have been treated by those senior to you been similar to what you expected?	3.89	4.22
Has your overall Coast Guard experience been similar to what you expected?	3.33	4.42
WITH REGARD TO YOUR JOB OPPORTUNITIES OUTSIDE THE COAST GUARD:		
TO WHAT EXTENT WOULD IT BE EASY FOR YOU TO FIND JOBS, LIKE THE ONE YOU HAVE IN THE COAST GUARD, WITH SIMILAR OR BETTER		
Pay?	5.11	4.86
Benefits?	4.17	3.89
Working conditions?	5.28	4.83
Personnel policies?	5.28	4.86
Personal satisfaction?	5.39	4.36

TO WHAT EXTENT ...	LEFT	STAYED
Have employers actually approached you and offered what you would consider a better job than the one you now have in the Coast Guard?	3.61	3.03
Are your skills such that many employers would hire you for the same or better pay and benefits?	4.11	4.61
Are the skills you have learned in the Coast Guard so general that you would have trouble finding a job outside the Coast Guard with similar or better pay and benefits?	3.33	3.81
Are your skills so specific to the Coast Guard that it would be difficult to find a job outside the Coast Guard with similar pay and benefits?	3.66	3.42
Are you of an age that it would be easy for you to find a job outside the Coast Guard with similar pay and benefits?	5.11	4.94
Overall, do you feel that you have many attractive job opportunities outside the Coast Guard?	5.00	4.47
WITH REGARD TO YOUR OVERALL EXPERIENCE IN THE COAST GUARD:		
TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The way you have been treated by your detailer?	4.47	4.80
Assignment policies in general?	4.00	4.34
Tour lengths in general?	4.22	4.60
Your ability to influence your assignments in general?	3.61	4.20
The way you were treated at your first Coast Guard duty station?	4.17	4.86
Your current supervisor's willingness and ability to help you solve work related problems?	4.06	5.56

Your current supervisor's willingness to tailor your job to fit your particular skills and talents?	4.88	5.39
The way you are generally treated by those senior to you?	4.11	4.97
The leadership of the Coast Guard in general?	2.94	3.92
Living conditions (housing facilities)?	3.67	4.28
Living conditions (geographic area)?	3.39	4.61
Working conditions (equipment and materials)?	3.22	4.28
Working conditions (health, hygiene, noise, light, etc.)?	3.83	4.56
The amount of work you are required to do?	4.67	4.86
The number of hours you have to work?	4.67	4.69
The challenge of your job?	3.67	4.94
Your chance for promotion?	3.58	4.88
The amount of control you have over the way you do your work?	3.89	4.78
Your ability to "do things on your own -- without interference"?	3.44	4.81
The prestige and status you receive from being a member of the Coast Guard?	3.72	4.44
Advancement policies in general?	3.56	3.75
Your ability to work in your specialty or area you are interested in?	4.58	4.44
The formal training (class A and C schools) you have received?	4.56	4.54
The informal (on-the-job) training you have received?	3.89	4.67
Uniform and grooming standards?	4.11	4.39

The way uniform and grooming standards are enforced?	3.50	4.86
Being involved in military ceremonies?	3.56	4.86
THE FOLLOWING SECTION ASKS HOW YOU THINK AND FEEL ABOUT YOUR WORK AND THE COAST GUARD:		
TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The actual job your current assignment has you doing on a day-to-day basis?	4.28	4.69
The activities called for by your specialty (when you are working in it)?	4.72	5.25
The way you are treated by those senior to you?	3.89	4.67
The kinds of assignments you are likely to have in the Coast Guard in the future?	4.28	4.81
The type of work involved in your specialty?	5.00	5.53
The respect you receive from those senior to you?	3.94	4.83
The respect you receive from the people you work with?	5.11	5.31
The possibilities offered in your future Coast Guard job assignments?	3.83	4.53
The kind of activities your current job provides for you?	4.22	4.53
The way you are treated by the people you work with?	4.83	5.31
OVERALL, TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The kind of work performed in your specialty?	4.94	5.44
The people you work with?	4.61	5.11

The way those senior to you treat you and think of you?	3.78	4.92
The actual job you currently are performing?	4.11	4.97
Your future Coast Guard work opportunities?	3.94	4.89
THE FOLLOWING QUESTIONS ASK FOR YOUR FEELINGS AND OPINIONS ABOUT THE COAST GUARD:		
TO WHAT EXTENT ...		
Do the rewards, benefits, and encouragement you get outweigh the threats or punishments?	3.33	3.39
Do you put off what you are expected to do on the job?	2.78	2.44
Do you find some of the people you work with so unreasonable that it is hard to talk to them?	3.94	3.69
Do you really like the missions and philosophy of the Coast Guard but dislike personnel policies and practices?	5.61	5.83
Do you find that the way things ought to be and the way things really are in the Coast Guard to be fairly similar?	2.72	3.25
Are you willing to put in a great deal of effort beyond that normally expected in order for the Coast Guard to be successful?	5.50	5.67
Do those senior to you show an interest in what happens to you?	3.78	5.83
Do you feel a lack of control because of your inability to do much about changing important Coast Guard policies?	5.17	5.83
Do you have too much invested in the Coast Guard to get out at the end of this enlistment?	2.56	3.72
Are you proud to tell others that you are a member of the Coast Guard?	5.50	5.61

Do you feel a great sense of pride knowing that you work for an organization that has humanitarian missions?	5.72	6.17
Are you currently looking for full time employment outside the Coast Guard?	5.86	2.97
Do you say "it's not my job" to avoid tasks or duties?	1.94	2.64
Do you feel that the "real Coast Guard" is at least somewhat similar to the "ideal Coast Guard", all things considered?	3.33	3.78
Are Coast Guard policies, rules, and procedures made in your best interests?	3.11	3.94
Are you willing to "put in a hard day's work -- and then some!" for the Coast Guard?	5.22	5.78
Do you feel frustrated by your inability to have much effect on important Coast Guard or service policy changes?	5.86	4.91
Do you sometimes boil inside without letting people on the job know about it?	4.94	4.81
Are you extremely glad that you chose the Coast Guard to work for over the other organizations you were considering at the time you enlisted?	5.22	6.14
Would you find it uncomfortable to look for a job outside the Coast Guard?	3.11	3.86
Does it really seem to matter to the Coast Guard how well you do your job?	3.83	4.61
Are you satisfied with your progress in the Coast Guard?	4.58	4.88
Do you feel a great sense of satisfaction in belonging to an organization that saves lives?	5.56	6.42
Do you stand to lose a lot if you get out of the Coast Guard right now?	3.28	3.78
Are your ideas and opinions valued by senior personnel?	3.67	4.63
Do you dislike job hunting in general?	3.67	4.69

Do some of the people you work with get on your nerves to such a degree that you sometimes want to do exactly the opposite of what they tell you?	3.61	3.44
Is the Coast Guard the best of all organizations for which you could work?	3.17	4.14
Do you really get "turned on" by your job, but sometimes get so upset by the way you are treated that you want to quit?	4.67	4.25
Are there many people in senior positions less competent than you?	4.83	4.56
Do you feel a sense of fulfillment knowing that the Coast Guard serves the public?	5.44	5.61
Do you discuss things you don't like about the Coast Guard with the people you work with?	5.39	5.14
Would it be difficult for you to afford to get out of the Coast Guard at the end of your enlistment?	3.44	3.89
Are you very excited about some aspects of the Coast Guard but very disappointed about others?	5.50	5.33
Do you decide not to do all or part of what is expected of you on the job?	2.88	2.47
Are you satisfied with your dealings with senior personnel?	3.56	4.56
Do you wonder how certain policies, that may seem useless to you, were ever created?	4.56	5.19
Do you have so much invested in retirement benefits that getting out of the Coast Guard before you qualify for retirement would cost you more than you are willing to give up?	1.72	2.61

(Asked only of E-5 and above) TO WHAT EXTENT ...

Are the people who work for you today as good as those who worked for you in the past?	4.33	4.[illegible]7
Do you feel that people who graduate from recruit training today are less capable than was the case when you joined the Coast Guard?	4.43	4.00
Do you think that, in general, the people junior to you are capable of getting the job done?	5.14	5.17
Are the people who work for you easy to supervise?	4.00	4.64

RESPONSES TO SCALES

	LEFT	STAYED
RESENTMENT	4.31	3.53 *
WILLINGNESS TO EXERT EFFORT	5.36	5.72
SENSE OF HELPLESSNESS	5.11	5.81
INVESTMENT	2.75	3.50
WILLINGNESS TO JOB HUNT	4.61	4.13
CONGRUENCY OF REAL AND IDEAL CG	3.83	3.51
SKILL RELEVANCY TO OUTSIDE JOBS	4.50	4.25
SATISFACTION WITH THE JOB	4.20	4.73
SATISFACTION WITH FUTURE ASSIGNMENTS	2.59	3.14 *
SATISFACTION WITH SPECIALTY	4.89	5.41
SATISFACTION WITH PEERS	4.85	5.24
SATISFACTION WITH SUPERVISION	3.87	4.81 *
COMMITMENT TO THE CG	4.40	5.08
COMMITMENT TO PHILOSOPHY AND MISSIONS	5.57	6.06
SATISFACTION WITH ASSIGNMENT POLICIES	4.24	4.57
SATISFACTION WITH SUPERVISORY SUPPORT	4.83	5.47 **
SATISFACTION WITH WORKLOAD	4.67	4.78
SATISFACTION WITH ADVANCEMENT POLICIES	3.53	3.92
SATISFACTION WITH CONTROL OVER JOB	4.13	4.87 **
SATISFACTION WITH GROOMING, CEREMONY	3.72	4.17
PERCEPTION OF MARKETABILITY	5.04	4.56
SATISFACTION WITH TREATMENT BY SENIORS	3.71	4.70 *
DISPARITY OF INITIAL EXPECTATIONS	4.15	4.58
SATISFACTION WITH FIRST DUTY STATION	4.17	4.86

SATISFACTION WITH HOUSING	3.67	4.28
SATISFACTION WITH GEOGRAPHIC AREA	4.39	4.61
SATISFACTION WITH EQUIPMENT, TOOLS	3.22	4.28 *
SATISFACTION WITH WORKING CONDITIONS	3.83	4.56
SATISFACTION WITH FORMAL TRAINING	4.56	4.54
SATISFACTION WITH ON THE JOB TRAINING	3.89	4.67
OFTEN PUT OFF WORK?	2.78	2.44
OTHERS HARD TO WORK WITH?	3.94	3.69
LIKE MISSIONS BUT DISLIKE POLICIES?	5.61	5.03
CURRENTLY JOB HUNTING?	5.06	2.97 **
AVOID OWNERSHIP OF WORK?	1.94	2.69
POLICIES IN YOUR BEST INTERESTS?	4.89	4.06
INTERNALIZE FRUSTRATION?	4.94	4.81
OTHERS GET ON YOUR NERVES?	3.61	3.44
MANY SENIORS LESS COMPETENT?	4.83	4.56
DISCUSS FRUSTRATIONS WITH OTHERS?	5.39	5.14
DECIDE NOT TO WORK?	2.00	2.47
WONDER HOW POLICIES ARE CREATED?	4.56	5.19
CONTROL OVER ASSIGNMENT?	3.92	4.40
LOVE BUT HATE?	5.00	4.79
OLP SPECIALTY	1.61	1.67
OLP GEOGRAPHIC AREA	2.11	1.31
OLP STANDARD OF LIVING	3.11	3.14
OLP JOB SECURITY	3.00	2.94
OLP COAST GUARD	1.33	2.72 **
OLP LEADERSHIP	3.72	2.78 **

TO WHAT EXTENT DO YOU FEEL THAT THE COAST GUARD'S POLICIES ABOUT THE FOLLOWING PAYS AND ALLOWANCES ARE IN YOUR BEST INTEREST?

Basic pay?	3.33	3.83
Selective reenlistment bonuses?	2.67	2.75
Flight pay?	4.07	3.22
Career sea pay?	4.88	4.53
Diving Pay?	4.21	4.10
Variable housing allowance?	3.89	4.71
Travel allowances?	4.88	4.58
Dependent allowances?	4.13	3.89
Family separation allowance?	3.86	3.78
Flight deck Hazardous duty pay?	3.92	3.52
Proficiency pay?	3.82	3.80

TO WHAT EXTENT ...

Do you feel that the policy of paying special and incentive pays (like SRB, flight pay, or career sea pay) in order to make sure that there are enough people in the right jobs at the right time is a good idea?	5.00	5.22
Do you feel that it is a good idea for people to be paid bonuses or special pays based on the requirements of a specific billet?	3.89	4.09
Do you feel that it is a good idea for people to be paid bonuses or special pays based on their individual performance?	5.17	4.94
Do you feel that Variable Housing Allowances actually reimburse people for the cost of housing in their area?	3.50	3.23

Do you feel that Variable Housing Allowances are fair, since many people who live in government housing do not draw this allowance?	4.86	4.82
Do you feel that is a good idea to pay different amounts to people based on the number of dependents they have?	3.89	4.97
TO WHAT EXTENT ...		
Do you do your grocery shopping at commissaries?	3.13	2.83
Do you shop at exchanges?	2.75	3.36
How much do you think you save on your food bills by using Commissaries?	2.47	2.88

1. None at all
2. Less than 5%
3. Between 5% and 10%
4. Between 10% and 15%
5. Between 15% and 20%
6. Between 20% and 25%
7. More than 25%

How much do you feel that you save by shopping at exchanges instead of local department stores or ordering through catalogs?	2.67	2.44

1. None at all
2. Less than 5%
3. Between 5% and 10%
4. Between 10% and 15%
5. Between 15% and 20%
6. Between 20% and 25%
7. More than 25%

TO WHAT EXTENT ...		
Are you satisfied with the medical treatment you have received while in the Coast Guard?	3.72	4.03
Are you satisfied with the medical care your dependents have received?	2.89	2.79
Are you satisfied with the dental care you have received while in the Coast Guard?	5.22	4.78

Are you satisfied with the dental care your dependents have received?	2.72	3.08
Has CHAMPUS worked for you and been easy to use?	2.88	2.79
Do you feel that the insurance coverage offered to you through the Serviceman's Group Life Insurance Plan is adequate to meet your life insurance needs?	4.69	4.34
Do you feel that retired pay is adequate to help people make the transition to a second career?	4.72	3.73 **
TO WHAT EXTENT ...		
Do you feel that most people who retire from the Coast Guard pursue a second career?	5.72	5.81
If you decide to make the Coast Guard a career, do you feel that you will be losing money in the long run?	4.58	4.86
Do you think the Survivor's Benefit Program is a good idea?	5.31	5.27
Do you think retired pay should be adjusted for inflation?	6.33	6.42
Do you think you would receive good medical care from the service after you retired?	3.72	3.97
Do you think you would receive good medical care from the service for your dependents after you retired?	3.33	3.74
Do you think you would receive good dental care from the service for yourself after you retired?	3.39	3.94
Do you think you would receive good dental care from the service for your dependents after you retired?	3.44	3.63

AVERAGES OF VARIOUS DEMOGRAPHIC VARIABLES:

Total time in service in years:	5.08	5.83
Average age in years:	24.86	26.25 **
Time at unit:	Between 1 and 3 years	
Stated intent to leave or stay:	2.89	4.83 **
Average performance marks:	4.61	4.64

FREQUENCY DISTRIBUTIONS OF VARIOUS DEMOGRAPHIC VARIABLES:

(Example: Number of E-3s who left expressed as a percent of all in sample who left was 5.56. Number of E-3s who stayed as a percent of all in sample who stayed was 8.33.)

		Percent in category	
		LEFT	STAYED
Pay grade:	E-3	5.56	8.33
	E-4	50.00	25.00
	E-5	22.22	36.11
	E-6	22.22	27.78
	E-7		2.78
Marital status:	Single	55.56	27.78
	Married, spouse not working	11.11	27.78
	Married, spouse works (not in below categories)	11.11	27.78
	Married, spouse in USCG	11.11	8.33
	Married, separated		2.78
	Divorced, widowed, etc.	11.11	5.56
Number of dependents living at home:	None	33.33	11.11
	1 or 2	55.56	63.90
	3 or 4	11.11	22.22
	5 or 6		2.77
Level of education:	Some high school	5.56	2.78
	High school or GED	27.78	44.44
	Some college	66.67	38.89
	Associate's Degree		8.33
	Bachelor's Degree		5.56

APPENDIX E

TABLE OF RESPONSES TO INDIVIDUAL QUESTIONS AND SCALES
FOR PERSONNEL IN SAMPLE WITH OVER 8 YEARS IN SERVICE

SAMPLE OF HIGH PERFORMERS [Performance marks, Fall 1983, split at mean for all in sample], DIVIDED BY THOSE WHO ACTUALLY LEFT THE CG AND THOSE WHO STAYED.

* = significant difference between means at $p < 0.05$
** = significant difference between means as $p < 0.01$

[Significance reported only for SCALES and COMPENSATION questions.]

TO WHAT EXTENT ...	LEFT	STAYED
Has the type of work you have been doing been similar to what you expected?	5.14	5.79
Have the missions of the units to which you have been assigned been similar to what you expected?	5.43	5.79
Has the way you have been treated by those senior to you been similar to what you expected?	3.57	5.03
Has your overall Coast Guard experience been similar to what you expected?	4.00	5.42
WITH REGARD TO YOUR JOB OPPORTUNITIES OUTSIDE THE COAST GUARD:		
TO WHAT EXTENT WOULD IT BE EASY FOR YOU TO FIND JOBS, LIKE THE ONE YOU HAVE IN THE COAST GUARD, WITH SIMILAR OR BETTER		
Pay?	4.00	4.85
Benefits?	4.29	4.09
Working conditions?	5.29	4.85
Personnel policies?	5.00	4.74
Personal satisfaction?	4.71	4.15

TO WHAT EXTENT ...	LEFT	STAYED
Have employers actually approached you and offered what you would consider a better job than the one you now have in the Coast Guard?	3.86	3.53
Are your skills such that many employers would hire you for the same or better pay and benefits?	4.00	4.59
Are the skills you have learned in the Coast Guard so general that you would have trouble finding a job outside the Coast Guard with similar or better pay and benefits?	3.29	4.06
Are your skills so specific to the Coast Guard that it would be difficult to find a job outside the Coast Guard with similar pay and benefits?	4.00	4.65
Are you of an age that it would be easy for you to find a job outside the Coast Guard with similar pay and benefits?	3.86	4.56
Overall, do you feel that you have many attractive job opportunities outside the Coast Guard?	5.14	4.32
WITH REGARD TO YOUR OVERALL EXPERIENCE IN THE COAST GUARD:		
TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The way you have been treated by your detailer?	5.14	5.44
Assignment policies in general?	3.00	5.24
Tour lengths in general?	4.00	4.94
Your ability to influence your assignments in general?	3.86	4.53
The way you were treated at your first Coast Guard duty station?	2.14	4.76
Your current supervisor's willingness and ability to help you solve work related problems?	5.00	5.76

Your current supervisor's willingness to tailor your job to fit your particular skills and talents?	5.00	5.44
The way you are generally treated by those senior to you?	3.86	5.62
The leadership of the Coast Guard in general?	2.83	3.94
Living conditions (housing facilities)?	2.43	4.33
Living conditions (geographic area)?	3.14	4.76
Working conditions (equipment and materials)?	3.86	4.32
Working conditions (health, hygiene, noise, light, etc.)?	4.00	4.50
The amount of work you are required to do?	4.41	5.29
The number of hours you have to work?	3.71	5.15
The challenge of your job?	3.43	5.18
Your chance for promotion?	3.57	4.71
The amount of control you have over the way you do your work?	4.14	5.68
Your ability to "do things on your own -- without interference"?	3.00	5.30
The prestige and status you receive from being a member of the Coast Guard?	3.86	4.71
Advancement policies in general?	2.57	4.88
Your ability to work in your specialty or area you are interested in?	4.86	5.41
The formal training (class A and C schools) you have received?	4.14	5.89
The informal (on-the-job) training you have received?	3.57	4.79
Uniform and grooming standards?	4.00	4.65

The way uniform and grooming standards are enforced?	3.71	3.88
Being involved in military ceremonies?	3.43	4.03
THE FOLLOWING SECTION ASKS HOW YOU THINK AND FEEL ABOUT YOUR WORK AND THE COAST GUARD:		
TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The actual job your current assignment has you doing on a day-to-day basis?	4.00	5.03
The activities called for by your specialty (when you are working in it)?	4.71	5.76
The way you are treated by those senior to you?	4.14	5.44
The kinds of assignments you are likely to have in the Coast Guard in the future?	3.00	4.79
The type of work involved in your specialty?	5.57	5.56
The respect you receive from those senior to you?	3.86	5.41
The respect you receive from the people you work with?	4.86	5.24
The possibilities offered in your future Coast Guard job assignments?	2.71	4.71
The kind of activities your current job provides for you?	3.86	4.82
The way you are treated by the people you work with?	4.00	5.44
OVERALL, TO WHAT EXTENT ARE YOU SATISFIED WITH ...		
The kind of work performed in your specialty?	5.14	5.65
The people you work with?	4.43	5.12

The way those senior to you treat you and think of you?	3.57	5.38
The actual job you currently are performing?	4.00	5.18
Your future Coast Guard work opportunities?	3.14	4.97
THE FOLLOWING QUESTIONS ASK FOR YOUR FEELINGS AND OPINIONS ABOUT THE COAST GUARD:		
TO WHAT EXTENT ...		
Do the rewards, benefits, and encouragement you get outweigh the threats or punishments?	5.71	2.71
Do you put off what you are expected to do on the job?	2.71	2.85
Do you find some of the people you work with so unreasonable that it is hard to talk to them?	3.43	3.68
Do you really like the missions and philosophy of the Coast Guard but dislike personnel policies and practices?	4.71	4.21
Do you find that the way things ought to be and the way things really are in the Coast Guard to be fairly similar?	2.14	4.83
Are you willing to put in a great deal of effort beyond that normally expected in order for the Coast Guard to be successful?	5.43	6.12
Do those senior to you show an interest in what happens to you?	3.71	5.26
Do you feel a lack of control because of your inability to do much about changing important Coast Guard policies?	3.57	3.82
Do you have too much invested in the Coast Guard to get out at the end of this enlistment?	3.29	5.32
Are you proud to tell others that you are a member of the Coast Guard?	5.71	6.35

Do you feel a great sense of pride knowing that you work for an organization that has humanitarian missions?	5.57	6.35
Are you currently looking for full time employment outside the Coast Guard?	4.29	1.79
Do you say "it's not my job" to avoid tasks or duties?	2.00	2.12
Do you feel that the "real Coast Guard" is at least somewhat similar to the "ideal Coast Guard", all things considered?	3.00	4.29
Are Coast Guard policies, rules, and procedures made in your best interests?	5.29	3.97
Are you willing to "put in a hard day's work -- and then some!" for the Coast Guard?	5.86	6.29
Do you feel frustrated by your inability to have much effect on important Coast Guard or service policy changes?	5.43	4.74
Do you sometimes boil inside without letting people on the job know about it?	5.29	4.26
Are you extremely glad that you chose the Coast Guard to work for over the other organizations you were considering at the time you enlisted?	4.57	6.18
Would you find it uncomfortable to look for a job outside the Coast Guard?	5.14	4.41
Does it really seem to matter to the Coast Guard how well you do your job?	4.43	2.79
Are you satisfied with your progress in the Coast Guard?	4.00	2.62
Do you feel a great sense of satisfaction in belonging to an organization that saves lives?	6.00	6.26
Do you stand to lose a lot if you get out of the Coast Guard right now?	2.71	5.24
Are your ideas and opinions valued by senior personnel?	4.71	2.88
Do you dislike job hunting in general?	4.43	4.35

Do some of the people you work with get on your nerves to such a degree that you sometimes want to do exactly the opposite of what they tell you?	4.43	3.26
Is the Coast Guard the best of all organizations for which you could work?	6.14	4.91
Do you reall, get "turned on" by your job, but sometimes get so upset by the way you are treated that you want to quit?	5.57	3.88
Are there many people in senior positions less competent than you?	4.43	4.29
Do you feel a sense of fulfillment knowing that the Coast Guard serves the public?	5.43	5.68
Do you discuss things you don't like about the Coast Guard with the people you work with?	5.29	4.12
Would it be difficult for you to afford to get out of the Coast Guard at the end of your enlistment?	3.43	4.44
Are you very excited about some aspects of the Coast Guard but very disappointed about others?	4.71	4.94
Do you decide not to do all or part of what is expected of you on the job?	2.88	2.12
Are you satisfied with your dealings with senior personnel?	3.43	4.76
Do you wonder how certain policies, that may seem useless to you, were ever created?	5.71	4.88
Do you have so much invested in retirement benefits that getting out of the Coast Guard before you qualify for retirement would cost you more than you are willing to give up?	3.86	4.56

(Asked only of E-5 and above) TO WHAT EXTENT ...

Are the people who work for you today as good as those who worked for you in the past?	3.40	4.82
Do you feel that people who graduate from recruit training today are less capable than was the case when you joined the Coast Guard?	4.80	3.91
Do you think that, in general, the people junior to you are capable of getting the job done?	5 20	5.33
Are the people who work for you easy to supervise?	5.68	4.82

RESPONSES TO SCALES

	LEFT	STAYED
RESENTMENT	4.83	2.99 **
WILLINGNESS TO EXERT EFFORT	5.64	6.21
SENSE OF HELPLESSNESS	4.58	4.28 *
INVESTMENT	3.32	4.89
WILLINGNESS TO JOB HUNT	4.79	4.38 *
CONGRUENCY OF REAL AND IDEAL CG	2.57	4.16
SKILL RELEVANCY TO OUTSIDE JOBS	4.83	4.21
SATISFACTION WITH THE JOB	3.95	5.81
SATISFACTION WITH FUTURE ASSIGNMENTS	1.95	3.23 *
SATISFACTION WITH SPECIALTY	5.14	5.66
SATISFACTION WITH PEERS	4.43	5.26
SATISFACTION WITH SUPERVISION	3.86	5.41
COMMITMENT TO THE CG	4.57	5.54
COMMITMENT TO PHILOSOPHY AND MISSIONS	5.67	6.18
SATISFACTION WITH ASSIGNMENT POLICIES	4.87	5.34 *
SATISFACTION WITH SUPERVISORY SUPPORT	5.88	5.68
SATISFACTION WITH WORKLOAD	3.93	5.22
SATISFACTION WITH ADVANCEMENT POLICIES	3.87	4.79
SATISFACTION WITH CONTROL OVER JOB	4.17	5.34 **
SATISFACTION WITH GROOMING, CEREMONY	3.71	4.19
PERCEPTION OF MARKETABILITY	4.66	5.54
SATISFACTION WITH TREATMENT BY SENIORS	3.58	5.12 *
DISPARITY OF INITIAL EXPECTATIONS	4.54	5.51
SATISFACTION WITH FIRST DUTY STATION	2.14	4.76 **

SATISFACTION WITH HOUSING	2.43	4.33 *
SATISFACTION WITH GEOGRAPHIC AREA	3.14	4.76
SATISFACTION WITH EQUIPMENT, TOOLS	3.86	4.31
SATISFACTION WITH WORKING CONDITIONS	4.88	4.58
SATISFACTION WITH FORMAL TRAINING	4.14	5.89
SATISFACTION WITH ON THE JOB TRAINING	3.57	4.79
OFTEN PUT OFF WORK?	2.71	2.85
OTHERS HARD TO WORK WITH?	3.43	3.68
LIKE MISSIONS BUT DISLIKE POLICIES?	4.71	4.21
CURRENTLY JOB HUNTING?	4.29	1.79 **
AVOID OWNERSHIP OF WORK?	2.88	2.12
POLICIES IN YOUR BEST INTERESTS?	5.29	3.97
INTERNALIZE FRUSTRATION?	5.29	4.26
OTHERS GET ON YOUR NERVES?	4.43	3.26
MANY SENIORS LESS COMPETENT?	4.43	4.29
DISCUSS FRUSTRATIONS WITH OTHERS?	5.29	4.12
DECIDE NOT TO WORK?	2.88	2.12
WONDER HOW POLICIES ARE CREATED?	5.71	4.88
CONTROL OVER ASSIGNMENT?	3.93	4.74 *
LOVE BUT HATE?	5.14	4.41
OLP SPECIALTY	1.43	1.88
OLP GEOGRAPHIC AREA	2.86	1.26 **
OLP STANDARD OF LIVING	3.43	2.85
OLP JOB SECURITY	3.43	3.26
OLP COAST GUARD	2.14	3.76 *
OLP LEADERSHIP	1.71	2.85

TO WHAT EXTENT DO YOU FEEL THAT THE COAST GUARD'S POLICIES ABOUT THE FOLLOWING PAYS AND ALLOWANCES ARE IN YOUR BEST INTEREST?

Basic pay?	3.86	5.83
Selective reenlistment bonuses?	1.57	3.15 *
Flight pay?	2.60	3.48
Career sea pay?	4.43	5.45
Diving Pay?	2.80	3.65
Variable housing allowance?	2.33	5.03 **
Travel allowances?	3.00	5.00 *
Dependent allowances?	2.40	4.42
Family separation allowance?	2.33	3.94
Flight deck Hazardous duty pay?	2.25	3.42
Proficiency pay?	1.00	2.84 *

TO WHAT EXTENT ...

Do you feel that the policy of paying special and incentive pays (like SRB, flight pay, or career sea pay) in order to make sure that there are enough people in the right jobs at the right time is a good idea?	3.86	4.85
Do you feel that it is a good idea for people to be paid bonuses or special pays based on the requirements of a specific billet?	5.00	3.97
Do you feel that it is a good idea for people to be paid bonuses or special pays based on their individual performance?	5.57	5.15
Do you feel that Variable Housing Allowances actually reimburse people for the cost of housing in their area?	2.50	3.29

Do you feel that Variable Housing Allowances are fair, since many people who live in government housing do not draw this allowance?	4.80	4.91
Do you feel that is a good idea to pay different amounts to people based on the number of dependents they have?	3.43	3.91

TO WHAT EXTENT ...

Do you do your grocery shopping at commissaries?	2.83	4.53
Do you shop at exchanges?	3.57	3.76
How much do you think you save on your food bills by using Commissaries?	3.17	3.91

1. None at all
2. Less than 5%
3. Between 5% and 10%
4. Between 10% and 15%
5. Between 15% and 20%
6. Between 20% and 25%
7. More than 25%

How much do you feel that you save by shopping at exchanges instead of local department stores or ordering through catalogs?	2.71	2.88

1. None at all
2. Less than 5%
3. Between 5% and 10%
4. Between 10% and 15%
5. Between 15% and 20%
6. Between 20% and 25%
7. More than 25%

TO WHAT EXTENT ...

Are you satisfied with the medical treatment you have received while in the Coast Guard?	3.14	4.56
Are you satisfied with the medical care your dependents have received?	2.50	4.10
Are you satisfied with the dental care you have received while in the Coast Guard?	4.14	5.09

Are you satisfied with the dental care your dependents have received?	1.48	3.50 *
Has CHAMPUS worked for you and been easy to use?	1.50	3.57 *
Do you feel that the insurance coverage offered to you through the Serviceman's Group Life Insurance Plan is adequate to meet your life insurance needs?	3.71	3.21
Do you feel that retired pay is adequate to help people make the transition to a second career?	3.29	3.97
TO WHAT EXTENT ...		
Do you feel that most people who retire from the Coast Guard pursue a second career?	6.57	6.26
If you decide to make the Coast Guard a career, do you feel that you will be losing money in the long run?	4.29	3.97
Do you think the Survivor's Benefit Program is a good idea?	3.33	4.19
Do you think retired pay should be adjusted for inflation?	6.71	6.74
Do you think you would receive good medical care from the service after you retired?	2.71	4.29
Do you think you would receive good medical care from the service for your dependents after you retired?	2.33	3.58
Do you think you would receive good dental care from the service for yourself after you retired?	2.71	3.68
Do you think you would receive good dental care from the service for your dependents after you retired?	2.80	2.55

AVERAGES OF VARIOUS DEMOGRAPHIC VARIABLES:

Total time in service in years:	16.07	14.81
Average age in years:	34.71	34.53
Time at unit:	Between 6 mos and 1 year	
Stated intent to leave or stay:	3.86	5.88 **
Average performance marks:	4.71	4.83

FREQUENCY DISTRIBUTIONS OF VARIOUS DEMOGRAPHIC VARIABLES:

(Example: Number of E-6s who left expressed as a percent of all in sample who left was 42.85. Number of E-6s who stayed as a percent of all in sample who stayed was 44.12.)

		Percent in category	
		LEFT	STAYED
Pay grade:			
	E-4	28.57	
	E-5		11.75
	E-6	42.85	44.12
	E-7		20.59
	E-8	14.28	11.77
	E-9	14.28	11.77
Marital status:	Single	14.28	14.70
	Married, spouse not working	42.86	32.35
	Married, spouse works	28.57	41.18
	Married, separated		5.88
	Divorced, widowed, etc.		5.88
Number of dependents living at home:			
	None		8.80
	1 or 2	57.14	55.88
	3 or 4	42.86	29.41
	5 or 6		5.88
Level of education:	Some high school	14.29	2.94
	High school or GED	57.14	38.24
	Some college	28.57	52.94
	Bachelor's Degree		5.88

END

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