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**OPERATION JOINT  
ENDEAVOR/GUARD**

**1997 MWR CUSTOMER  
SATISFACTION  
SURVEY**

***SUMMARY OF RESULTS***

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**U.S. ARMY COMMUNITY AND FAMILY SUPPORT CENTER  
STRATEGIC PLANNING AND POLICY DIRECTORATE**

**DTIC QUALITY INSPECTED 1**

April 1998

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*“Morale, Welfare and Recreation Activities for the soldiers at home station or on deployment are a very important aspect of maintaining the overall wellness of the force. The MWR Activities in Bosnia directly contributed to our capability to accomplish the mission, as well as take care of the soldiers that were doing the job.”*

*“MWR [Recreation Specialists] workers that served in Bosnia lived in the same conditions we lived in. They were subject to the weather, to the terrain, to the overall threats we faced, and they were there with dedicated service and commitment to achieving excellence, just as the soldiers were. They are great members of the team...they were wearing helmets and flack jackets too. They had a little bit of soldiers’ blood in them as well.”*

*--MG William L. Nash, Former Commander,  
First Armored Division*

*“I did not find one person that I dealt with in MWR that wasn’t proactive in trying to do as many things as they could as far as developing a program or doing whatever for the soldiers.”*

*--Jack Tilley, Former Command Sergeant Major,  
First Armored Division*

**OPERATION JOINT ENDEAVOR/GUARD  
MORALE, WELFARE AND RECREATION  
CUSTOMER (SOLDIER) SATISFACTION SURVEY**

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**OPERATION JOINT ENDEAVOR/GUARD  
MORALE, WELFARE AND RECREATION  
CUSTOMER (SOLDIER) SATISFACTION SURVEY**

**Executive Summary**

The Operation Joint Endeavor/Guard (OJE/G) Morale, Welfare and Recreation (MWR) Customer Satisfaction Survey, conducted by MWR Recreation Specialists at six sites in Hungary/Bosnia from August through November 1997, indicates the importance to soldiers of MWR in theater. A total of 619 individuals completed the survey; over ninety-two percent of these respondents (570) were U.S. soldiers. Soldiers reported high use of MWR (65.8% daily users) and overall high satisfaction with MWR activities/programs (96+%). MWR activities that respondents reported as their favorites were: sports facilities (68.5%), Recreation Centers (39.6%), Army and Air Force Exchange Service (35.4%), Rest and Recuperation (21.2%), and commercial phones (17.9%). Most respondents rated newspapers (92%) and books (67%) as "moderately/very important" to them. Over ninety percent of all respondents felt that MWR programs were important contributors to their psychological well-being, individual fitness, and unit morale. Written comments, primarily about MWR facilities/activities and deployed MWR Recreation Specialists, were laudatory in nature. The survey portrays high levels of customer use, satisfaction with, and contribution to readiness of MWR programs delivered in theater to U.S. soldiers and other deployed personnel.

# OPERATION JOINT ENDEAVOR/GUARD MORALE, WELFARE AND RECREATION CUSTOMER (SOLDIER) SATISFACTION SURVEY

## Survey Methodology

Background. In August 1997, the Strategic Planning and Policy Directorate and Soldier and Family Support Directorate of the United States Army Community and Family Support Center (CFSC), in conjunction with Headquarters, U.S. Army Europe (USAREUR) developed a survey to obtain customer (soldier) satisfaction information on forward-deployed MWR centers in Bosnia/Hungary. These recreation centers provide deployed soldiers with essential morale and recreation activities as relief from theater stress.

Based on lessons learned from previous contingencies, civilian MWR professionals are deployed to enhance soldier quality of life and unit readiness by providing a full range of MWR services. MWR Recreation Specialists represent all disciplines: recreation centers, sports, outdoor recreation, music and theater, libraries, arts and crafts, and youth recreation. Select volunteers also possess skills in repair and maintenance. MWR Recreation Specialists have been directing recreation, sports, entertainment and other morale support activities for the soldiers of OJE/G since October 1995. By November 1997, USAREUR had deployed a total of 89 MWR Recreation Specialists in support of OJE/G. Another seventeen civilian volunteers deployed from CONUS installations to the theater.

During August through November 1997, the period of the OJE/G MWR Customer Satisfaction Survey, 28 base camp/sites in Hungary, Croatia, and Bosnia provided soldiers formal recreation facilities and activities. Each site, managed by a deployed Recreation Specialist, provided fitness and aerobic equipment, recreation equipment, entertainment programs, TV, and movies. Facilities ranged from hardstands to General Purpose Medium and Templar Tents (Force Provider) and German Fest Tents. Daily, more than 3,900 copies of the *Stars and Stripes* newspaper were distributed in theater. The Rest and Recuperation (R&R) III program that began 14 May 1997 took troops to their choice of destinations in the United States or to Frankfurt, Germany for two weeks of leave. In-country pass programs offered soldiers three days in Budapest as well as day trips to Hungary. The Army and Air Force Exchange Service (AAFES) established retail operations at each base camp. AAFES' first-run video circuit also provided soldiers with the most recent movies available. All sites had access to the Armed Forces Network (AFN) television and movie service.

Prior to the survey, informal feedback about the MWR programs provided during OJE/G had been consistently quite positive. However, survey data were needed to validate informal feedback and to test the hypothesis that provision of

MWR helps soldiers cope with a hostile environment and theater stress. To date, our MWR Customer Satisfaction Survey is the only one of its kind administered by the Department of Army during OJE/G.

Population. The target population consisted of Army personnel (commissioned officers, warrant officers, and enlisted personnel), personnel from the other U.S. Services, civilians, and a variety of non-U.S. personnel regardless of Service or national affiliation working in Bosnia/Hungary during the period September-November 1997.

Personnel Sample. A total of 619 individuals completed the survey. Two hundred and sixty-four (42.6%) surveys were administered to U.S. soldiers in their units, and three hundred fifty-five (57.4%) to U.S. soldiers/other MWR customers who randomly received a survey immediately after using an MWR facility/program (see page 3, "Survey Procedure"). Of the total respondents, 570 (92.1%) were U.S. soldiers, nine (1.5%) members of the Air Force, seven (1.1%) members of the Navy, six (1.0%) civilians, and nineteen (3.1%) were non-U.S. military personnel ("other"). The vast majority of U.S. Army respondents were enlisted personnel (92.5%), most (66%) in grades E-3 through E-5; over six percent were officers (see figure 1). Of U.S. soldier respondents, 518 (90.8%) were male, 39 (6.8%) were female. (Thirteen soldier respondents (2.2%) did not specify gender.)<sup>1</sup>

Survey Sites. Completed surveys were received from six MWR camps and stations in Bosnia/Hungary. These sites, and number of surveys received from each site, can be found in Figure 2.

Survey Instrument. The survey instrument consists of ten questions printed on one side of an 8.5" by 11" card as shown in Figure 3. The back side of the survey instrument has a comments section. In addition to basic demographic information, the instrument was designed to gather customer information about: (1) access to MWR activities, (2) use of specific MWR activities, (3) frequency of use, (4) preferred MWR activities, (5) desired, but unavailable activities, (6) access to and importance of paperback books and newspapers, (7) importance of MWR activities in meeting personal and Army needs, (8) overall satisfaction with MWR activities, and (9) comments.

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<sup>1</sup> Due to the relatively small sample size, demographic differences (gender, age, military or civilian status, rank, or soldiers surveyed in units versus respondents randomly surveyed) did not show statistically significant differences. Due to meaningful variations, selected findings are reported by gender and age. Unless otherwise noted, survey findings are reported for all respondents, but reflect primarily the perceptions of U.S. soldiers.

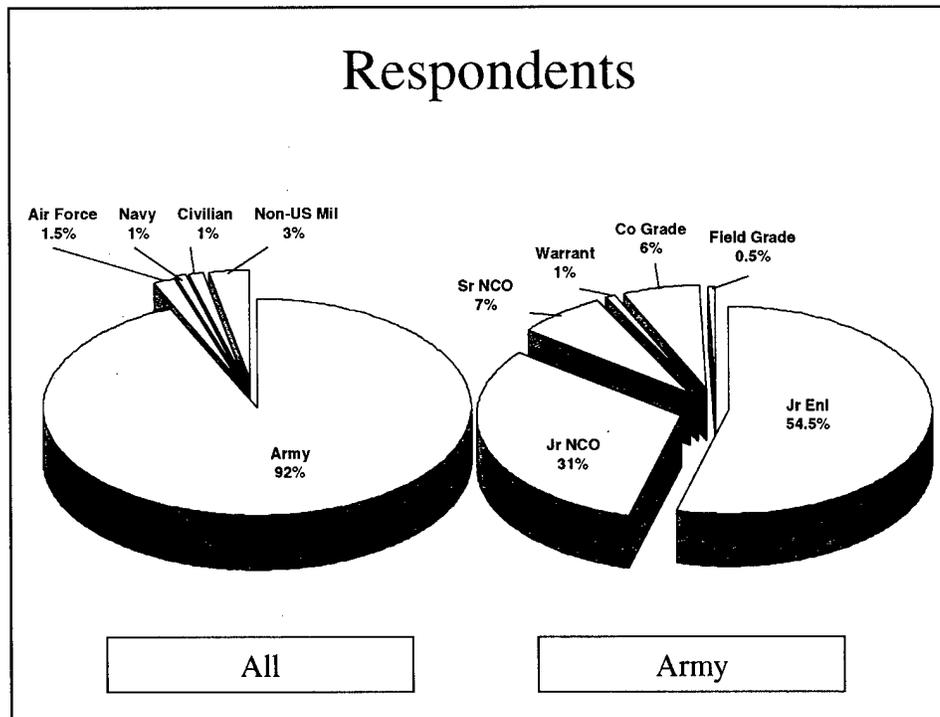


Figure 1<sup>2</sup>

**Survey Procedure.** CFSC sent copies of questionnaires, pencils, and instructions to MWR Recreation Specialists on-site who were responsible for administering the survey. The instructions specified that Specialists conduct the survey in two phases. First, questionnaires were to be distributed to one or two entire units (or portions of units having at least 40 soldiers) at a site. After completion of the unit survey, Specialists were to distribute surveys randomly to soldiers/MWR customers immediately after they used an MWR facility/program. Surveying complete units increased survey coverage by allowing the database to include non-users of MWR. Since this two-phased method of distribution made it possible for a soldier to receive the survey twice, the cover of the questionnaire emphasized that no one should fill out more than one survey. This eliminated duplication. Only a few units were surveyed; together with the random distribution of surveys it made this a "convenience sample." These results cannot be generalized to all soldiers in Bosnia during the survey period, but the survey population was quite typical of U.S. personnel in theater.

MWR Recreation Specialists returned completed surveys to USAREUR staff who, in turn, forwarded them to CFSC-SP for analysis. The final report contains changes recommended by the U.S. Army Walter Reed Army Institute of Research (WRAIR).

<sup>2</sup> Percentages for all respondents do not add up to 100% because 1.5% did not specify whether they were military or civilian.

# MWR QOL Survey Sites

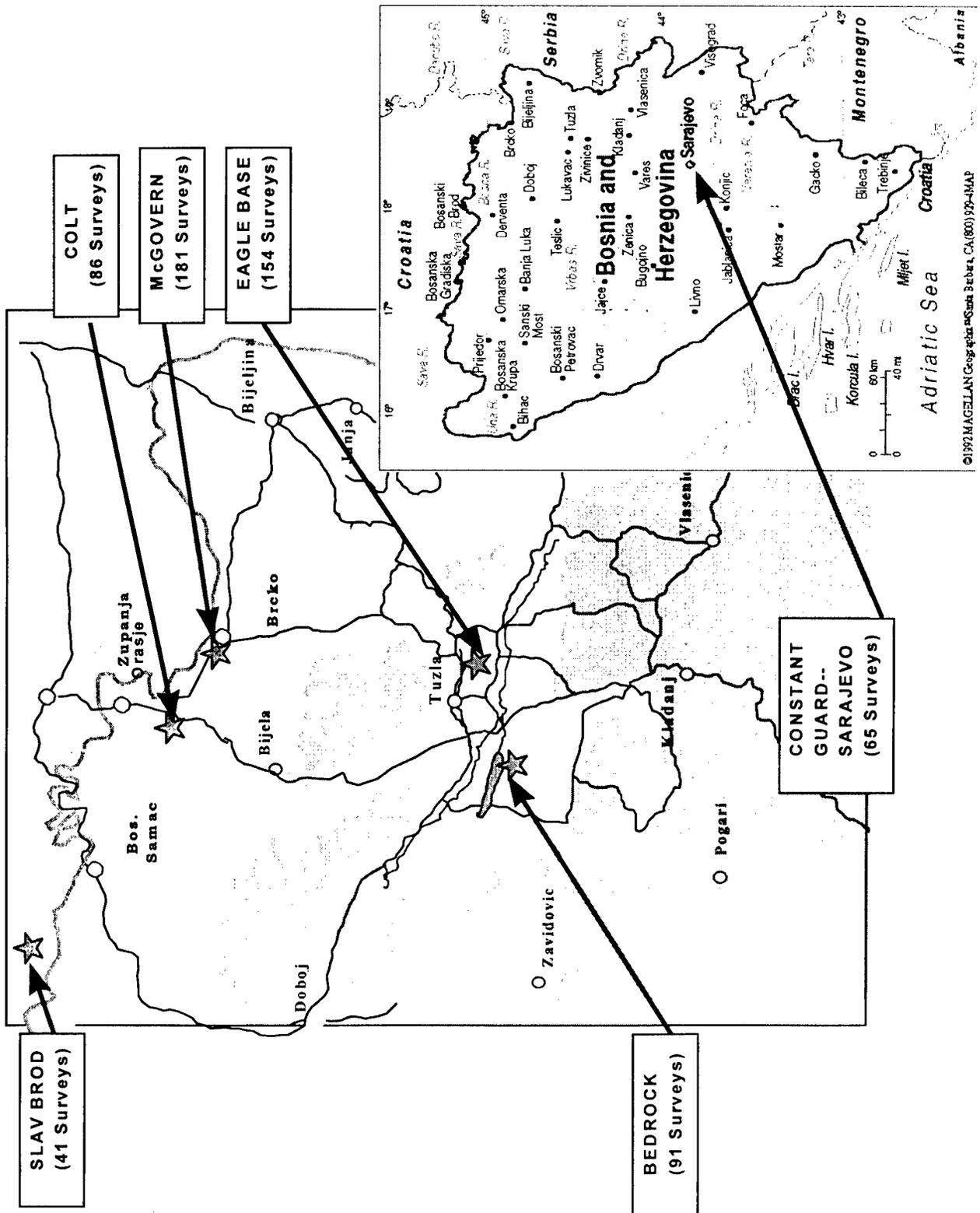


Figure 2



Army Morale, Welfare  
& Recreation

# CUSTOMER SATISFACTION SURVEY

1997 OPERATION JOINT ENDEAVOR/GUARD MWR

The Army is concerned about the welfare of deployed soldiers and recognizes the importance of providing MWR recreational and other activities.

Please take a few minutes to complete this survey, which focuses on Army MWR programs and facilities provided for deployed soldiers. Your answers will enable us to better meet your needs and the needs of other soldiers while they are deployed.

Please do not complete more than one survey.

Mark only one answer for each item or fill in the blank to indicate your response.

1. If you are a member of the United States forces, please check the service:

- Army |  Air Force |  Marines |  Navy |  Civilian |  Other

If you are NOT part of the US forces, please write the name of the national force or agency/organization that you represent: \_\_\_\_\_

2. Your personal profile:

Rank / Grade: \_\_\_\_\_

Sex:  Male  Female

Age: \_\_\_\_\_ years

Time in theater \_\_\_\_\_ months

3. Do you have access to one or more Army MWR activities?

	Yes	No
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Please check the Army MWR activities/programs used during OJEG:

<input type="checkbox"/> Sport Facilities	(Fitness tent, stationary equipment, weight lifting, volleyball, etc.)
<input type="checkbox"/> Recreation Centers	(Games, Magic Tournaments, tours, special events, DoD Shows, etc.)
<input type="checkbox"/> Libraries	(Paperback books, newspapers, etc.)
<input type="checkbox"/> Arts & Crafts	(Kits, drawing, etc.)
<input type="checkbox"/> Music/Live Entertainment	(Instruments, karaoke, stereos, etc.)
<input type="checkbox"/> AAFES	(Army and Air Force Exchange System - retail, food, concessions)
<input type="checkbox"/> AFN	(Armed Forces Network)
<input type="checkbox"/> Commercial Phones	(AT&T)
<input type="checkbox"/> R&R	(Out-of-theater leave)
<input type="checkbox"/> Pass Program	(In-theater pass)
<input type="checkbox"/> None of the above	

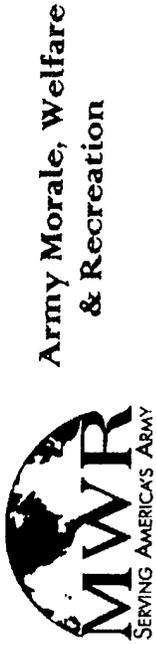
5. How often do you use Army MWR activities?

- Daily  Weekly  Monthly  Infrequently  Never

6. Of the Army MWR activities you used, which 3 were your favorites. List in order of your preference?

- 1) \_\_\_\_\_  
 2) \_\_\_\_\_  
 3) \_\_\_\_\_  
 4) None

Figure 3



Army Morale, Welfare  
& Recreation

# CUSTOMER SATISFACTION SURVEY

Comments:

7. What Army MWR activities/equipment would you have liked to have that are NOT available in Bosnia/Hungary? List in order of your preference.

- 1) \_\_\_\_\_
- 2) \_\_\_\_\_
- 3) \_\_\_\_\_

8a. Do you have access to enough:

Paperback books?	Yes	No	Don't Know
Newspapers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8b. How important are these reading materials to you?

	Very	Moderately	Slightly	Not at all
Paperback books	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Newspapers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

9. How important to you are the Army MWR activities on this deployment for:

	Very important	Important	Not important
Helping you relax.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping you escape boredom.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting others with similar interests.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping you stay physically fit.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping you stay mentally fit.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helping you cope with stress.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing an opportunity for self-expression (e.g., music theater/drama & crafts).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing fun/entertainment.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing a break from routine.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing quiet time alone.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving your morale.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving your unit's morale.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. Overall, how satisfied are you with Army MWR activities during this deployment?

Very Satisfied	Satisfied	Disatisfied	Very Dissatisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**THANK YOU FOR YOUR TIME!**

Please provide any additional comments on the next page.

Survey Approval Authority:  
U.S. Army Morale, Welfare & Recreation  
SCH: PFC/PL/LO/PT/2  
RCS: MWP-3

Figure 3 (continued)

## OVERALL FINDINGS

Demographics. The mean age of all survey respondents was twenty-six years. On average, respondents spent over five (5.4) months in theater. Although there are no statistically significant differences in perception associated with the characteristics of respondents, select findings (e.g., MWR use) will be reported by age and gender because there were meaningful differences in responses.

Access to MWR activities. Except for two male respondents, all others (99.7%) indicated that they had access to MWR activities.

Use of MWR. Virtually all respondents used MWR activities/programs (see Figure 4). Use varied slightly between male and female soldiers. Female soldier use of libraries, arts & crafts, music/live entertainment, and commercial phones is higher, and their use of R&R and the Pass Program lower than that reported by male soldiers. Overall low usage of Arts and Crafts (7.6%) may be due to limited availability of supplies for program delivery in theater.

<b>MWR ACTIVITY/PROGRAM USE</b>			
Activity/Program	All Respondents	Male Soldiers	Female Soldiers
Sport Facilities	91.1%	91.7%	94.9%
Rec. Centers	72.7%	74.9%	64.1%
Libraries	48.5%	48.6%	59.0%
Arts & Crafts	7.6%	7.1%	12.8%
Music/Live Entertainment	48.8%	49.2%	53.8%
AAFES	88.2%	89.4%	89.7%
Armed Forces Network	75.9%	77.4%	76.9%
Commercial Phones	68.5%	71.6%	76.9%
R&R	64.0%	67.4%	61.5%
Pass Program	40.5%	43.1%	38.5%
None of the above	0.3%	0.6%	2.6%

Figure 4

Frequency of Use. Almost two-thirds of all respondents (65.8%) used Army MWR activities/programs daily; more than one-fourth (22.8%) used them weekly. Almost five percent reported using MWR activities/programs infrequently; only one percent reported never using them (see Figure 5).

## MWR Activities/Programs: Frequency of Use

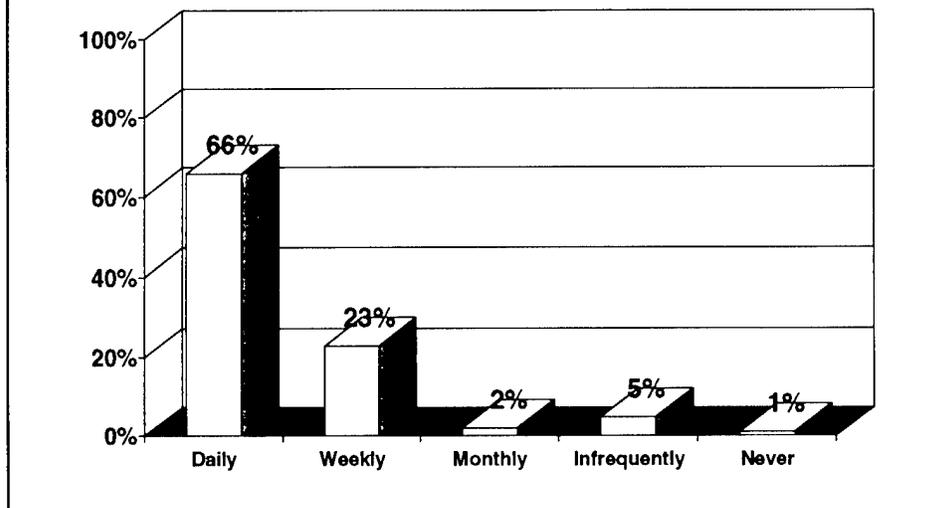


Figure 5

**Favorite MWR Activities.** For all respondents, the top five favorite MWR activities used in order of preference were: sports facilities (68.5%), Recreation Centers (39.6%), AAFES (35.4%), R&R (21.2%), and commercial phones (17.9%). Preferences vary slightly by age group (see Figure 6): fewer older soldiers listed phones and more older soldiers listed AAFES as their favorite. An equal percentage of older soldiers chose R&R and AFN as one of their favorites.

<b>TOP 5 FAVORITES</b> (in rank order of preference, by age groups)				
All Respondents (100%)	Age: 18-22 (33%)	23-27 (34%)	28-34 (21%)	35+ (11%)
Sports Facilities	Sports Facilities	Sports Facilities	Sports Facilities	Sports Facilities
Recreation Centers	Rec Ctrs	Rec Ctrs	Rec Ctrs	AAFES
AAFES	AAFES	AAFES	AAFES	Rec Ctrs
R&R	R&R	R&R	AFN	AFN (tie) R&R (tie)
Phones	Phones	Phones	R&R	

Figure 6

**Most Desired Activities/Equipment Not Available.** The top five Army MWR activities/equipment in order of priority that respondents would have liked to have

that were NOT available in Bosnia/Hungary were: additional fitness equipment, more varied entertainment, additional facilities, additional recreation equipment, and swimming pools.

Paperback Books and Newspapers. More than 70 percent of survey respondents indicated having access to enough paperback books (71.1%) and newspapers (70.4%) (see Figure 7).

More than three-fifths of all respondents rated paperback books as “moderately important” (39.9%) or “very important” (27.3%) to them. More than nine out of ten respondents rated newspapers as “moderately important” (27.5%) or “very important” (63.9%) to them (see Figure 8).

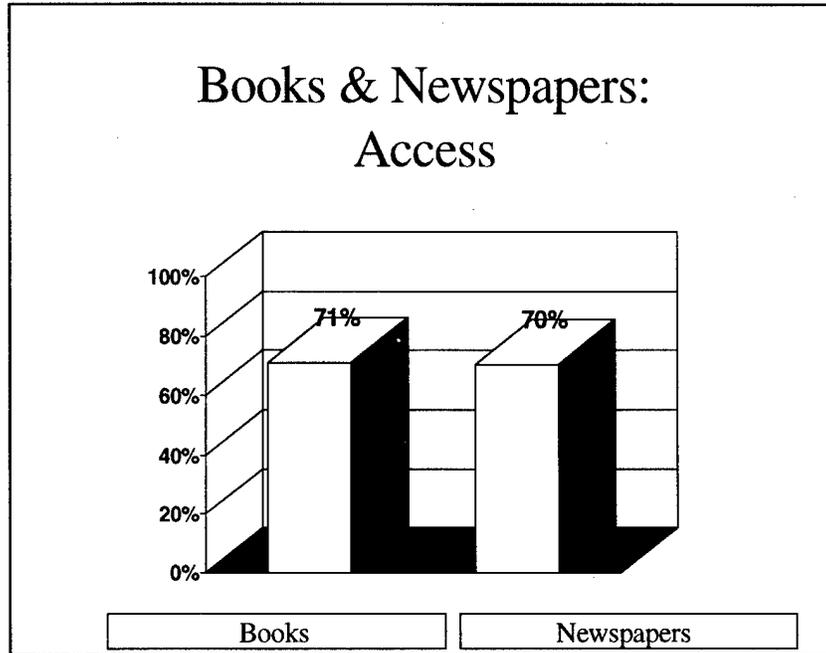


Figure 7

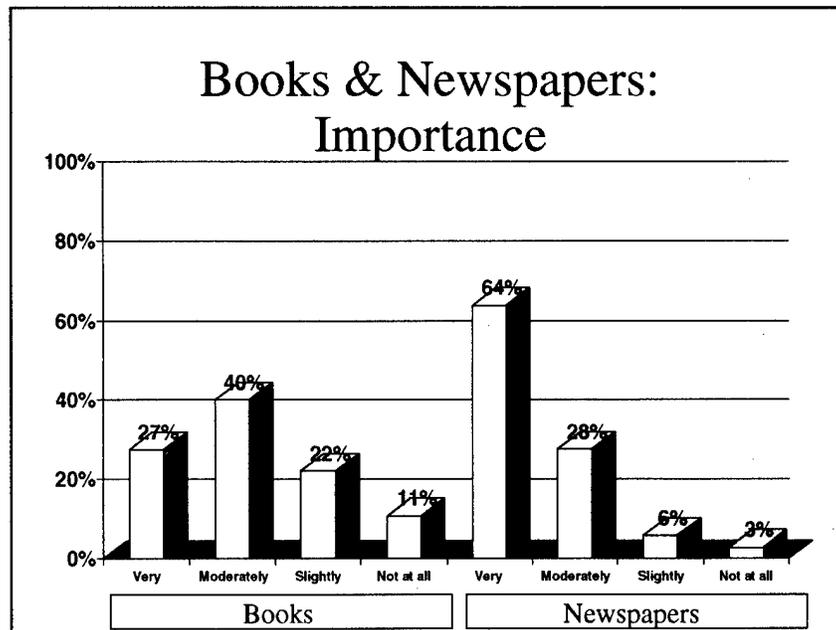


Figure 8

Importance of MWR During Deployment. In response to a list of items regarding their fitness and psychological well-being, most respondents rated MWR activities on this deployment as “important” or “very important.” A very high percentage of all respondents felt that MWR programs were important contributors to their psychological well-being, individual fitness, and unit morale (see Figure 9). Male and female soldiers rated selected items differently. On average, a higher percentage of female soldiers rated MWR as “important” or “very important” for several items, i.e., “meeting others with similar interests,” “providing an opportunity for self expression,” and “providing quiet time alone.” Not surprisingly, respondents who never or infrequently used MWR activities/programs (see Figure 5) rated them less important to their fitness and psychological well-being.

<b>PERCEIVED IMPORTANCE OF MWR ACTIVITIES/ PROGRAMS</b>			
Importance of MWR to:	All Respondents	Male Soldiers	Female Soldiers
Help relax	97.2%	97.4%	97.4%
Help escape boredom	96.2%	95.9%	97.4%
Meet others with similar interests	69.9%	67.2%	84.2%
Help stay physically fit	95.7%	95.5%	94.8%
Help stay mentally fit	93.9%	93.3%	94.9%
Help cope with stress	92.7%	92.9%	94.6%
Opportunity for self- expression	63.9%	62.8%	75.0%
Provide fun/ entertainment	94.8%	94.4%	97.4%
Provide a break	96.2%	96.0%	94.8%
Provide quiet time	79.1%	78.5%	87.1%
Improve your morale	95.0%	95.1%	97.5%
Improve your unit morale	91.3%	91.8%	94.8%

Figure 9

Overall Satisfaction. Over 96 percent of all respondents reported they were “satisfied” or “very satisfied” with Army MWR activities during this deployment. Only two percent were “dissatisfied,” and fewer than one percent “very dissatisfied” (see Figure 10). These high satisfaction percentages were valid for all age groups, ranks, pay grades, and gender.

## MWR Activities/Programs: Overall Satisfaction

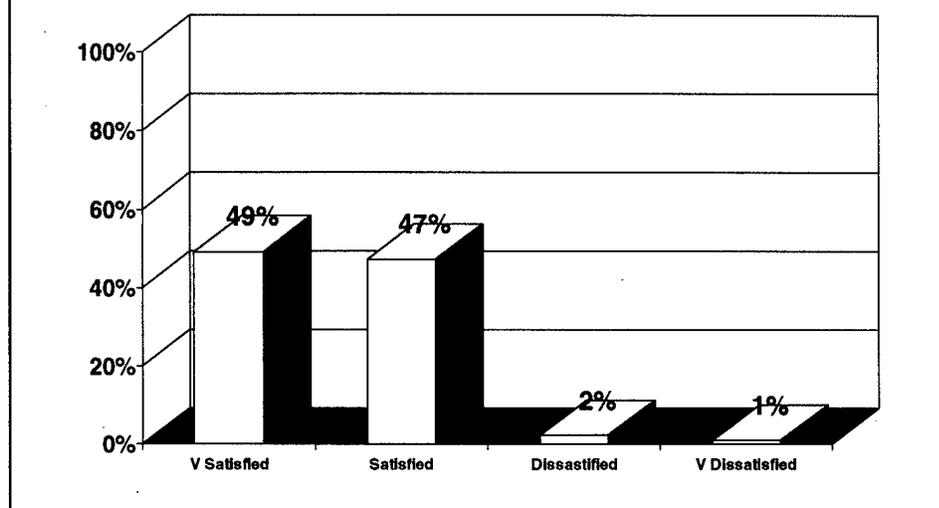


Figure 10

### Comments

The OJE/G MWR Customer Satisfaction Survey afforded respondents an opportunity to voice any opinions or thoughts not covered in the structured questionnaire. Almost one-fifth of respondents (18%) of all ages and ranks took the time to write comments. The vast majority of comments were positive, especially about: a) MWR facilities and activities at the recreation sites, and b) the courtesy, kindness, and customer-service orientation of the MWR Recreation Specialists. Examples of typical comments from U.S. soldiers follow.

#### **MWR Facilities/Activities:**

“I feel the Army truly cares about my mental well-being by providing MWR services such as are available here.”

“Outstanding support; dedicated personnel; provides for soldiers beyond expectations.”

“Damn good job; thanks a lot.”

“Good job. I appreciate the effort.”

“Am very impressed with the MWR programs available here. It really helps to relax every now and again without getting bored.”

“We have a lot more here than I realized--from the movies to Nintendo and Sega. Thanx.”

“Army MWR has done a lot to make this deployment a lot easier to take.”

“MWR is fun. I prefer MWR over unit mandatory fun.”

### **MWR Recreation Specialists:**

“The MWR Recreation Specialist has been instrumental in my unit’s desperate attempt to retain sanity.”

“Thank you for all your hard work and effort that you put to everything you do. You have made a difference in our lives.”

“[Our MWR Recreation Specialist] was very helpful to our military cause. She deals with our deployment stresses as if it were second nature to her.”

“Thanks to [our MWR Recreation Specialist] for being extremely dedicated in the support of all allied troops.”

“Super lady [our MWR Recreation Specialist]!”

“A lot of times the resources were scarce but she did her best to raise peoples’ spirits! Always had a smile on her face.”

“[Our MWR Recreation Specialist] has been an excellent asset to the mission; her attention to detail helped not only the American troops but also spread good morale to the multi-national troops. [Our MWR Recreation Specialist] is a first class MWR professional.”

“Our MWR specialist is the hardest working and most committed civilian in theater.”

“[Our MWR Recreation Specialist] is one of the most considerate and reliable MWR staff that I have ever had the pleasure to work with in my 29 years of military service.”

## **SUMMARY**

Results from the OJE/G MWR Customer Satisfaction Survey indicate effective provision of MWR activities/programs to U.S. soldiers in Bosnia/ Hungary. Not only did soldiers report high use of MWR activities/programs, but over ninety percent of all respondents also felt that MWR programs were important contributors to their psychological well-being, individual fitness, and unit morale. Positive survey responses on use and perceived importance of MWR to readiness, coupled with laudatory soldier comments about deployed MWR Recreation Specialists, depict the successful delivery of the MWR program in theater. OJE/G MWR Customer Satisfaction Survey results will be used to sustain and enhance MWR activities/programs during current and future deployments and missions.

This report was prepared by:

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Joe Trebing  
Tim Whyte  
Abe VanDyne



DEPARTMENT OF THE ARMY  
US ARMY COMMUNITY AND FAMILY SUPPORT CENTER  
4700 KING STREET  
ALEXANDRIA VA 22302-44

REPLY TO  
ATTENTION OF

CFSC-SP

3 JUN 1998

MEMORANDUM FOR DEFENSE TECHNICAL INFORMATION CENTER,  
ATTN: DTIC-OMI (MR. NATE ROSENBAUM),  
8725 JOHN J. KINGMAN ROAD, SUITE 0944,  
FORT BELVOIR, VA 22060-6218

SUBJECT: Operation Joint Endeavor/Guard 1997 Morale, Welfare, and Recreation  
Customer Satisfaction Survey: Summary of Results

1. Please insert attached subject report into DTIC for public release (Distribution A).
2. The POC for this study is Dr. Richard Fafara, (703-681-7436, fax 703-681-7440, or e-mail [fafara@hoffman-cfsc.army.mil](mailto:fafara@hoffman-cfsc.army.mil)).
3. Thank you for your kind attention to this matter.

Atch

  
GEORGE A. GALLAGHER  
Director  
Strategic Planning and Policy