

1-20-2006

Job Satisfaction on the U.S.S. John F. Kennedy: The Impact on First Term Sailors' Decisions to Leave the U.S. Navy

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JOB SATISFACTION ON THE U.S.S. JOHN F. KENNEDY:
THE IMPACT ON FIRST TERM SAILORS' DECISIONS TO LEAVE THE U.S. NAVY

A Thesis

Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of

Master in Public Administration
in
The College of Urban and Public Affairs

by

Alex Clarence Baker

B.A., Morehead State University, 1985

December 2005

ACKNOWLEDGEMENTS

During my first tour of duty onboard the U.S.S. Saratoga (CV 60) the Executive Officer of the ship, a senior officer of over 22 years in the Navy once told me, “If you are in the Navy for the money, you are in the wrong career.”

Fifteen years, three Navy ships and five tours of duty later, those words still ring true for me, and form the basis for my major research question - Does job satisfaction play the most significant role in determining an individual sailor’s decision to leave the Navy?

Although there have been many pay raises over the years, the fact remains that those who join the Navy are looking for something more than a paycheck. It is a job that demands much, but rewards those who are willing to dedicate themselves to the Navy’s core principles of Honor, Courage and Commitment, a most gratifying life experience.

Further, I would like to thank Dr. Robert Whelan for his patience and invaluable assistance over the past seven years who never stopped believing I would complete this task.

Finally, I would like to thank my wife Susanne who has endured and stood by me through it all.

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ABSTRACT

The retention of sailors is paramount to the viability of the United States Navy. While numerous aspects, including pay, benefits, family issues, etc., factor into the decision of each sailor to leave the Navy, job satisfaction is one of the most important. This study examines the extent job satisfaction played in sailors' decisions to leave after their initial enlistment. The Navy's own survey instrument was utilized to gather the data from sailors who were separating from the U.S.S. John F. Kennedy (CV-67) at the end of their first enlistment contract. The survey questions were broken down into three general areas: Job Satisfaction, Pay and Benefits, and Quality of Life, to measure the level of satisfaction within each of these areas. The relationship between gender, marital status and ethnic group were key components in analyzing each of the key areas. The results of these findings are reviewed and discussed.

CHAPTER 1

INTRODUCTION

PURPOSE OF THE STUDY

On the morning of September 11, 2001, the citizens of the United States of America were once again reminded of the dangerous world in which we live. Not since the attack on Pearl Harbor almost sixty years before, had Americans experienced the sudden, shocking jolt of a surprise attack on their home soil by a foreign foe. Over 3,000 Americans died that day...forever altering this generation's view of the world.

In the aftermath of the attack, the nation called upon a military that had undergone a significant transformation in the years after the fall of the Soviet Union and Operation Desert Storm. Our armed forces had been significantly downsized by nearly one million personnel (Ryan, 2001) and the Base Realignment and Closure (BRAC) commission, in conjunction with the President and Congress had closed a number of bases across the country.

Many believed that the end of the Soviet Union ended the need to field a large military; however the strategic and economic well-being of America and its allies in the world are constantly being threatened by terrorist organizations like Al Qaeda and other Muslim extremist groups. China's military modernization program and growth as an economic power are all reminders that the United States must maintain a strong military if it is to continue to determine its own destiny. To that end, the United States government spends billions of dollars annually in the recruitment, training, equipage, pay and deployment of military personnel to defend its interest and influence events throughout the world.

The “tip of the proverbial spear” in this effort is the men and women deployed on the aircraft carriers of the United States Navy. These four and one half acres of sovereign territory can travel within range, and launch a devastating air strike upon nearly every country on Earth. It is not only a powerful instrument of war, but perhaps the most powerful instrument of peace the President of the United States has at his disposal. Because of this flexibility, the nation’s aircraft carriers have been called upon many times to complete extended operations in areas of regional tension around the world.

These deployments and the overall high tempo of operations that are necessary to keep aircraft carriers operationally and materially ready for these deployments present a unique challenge to the retention efforts of the Navy’s leadership. The demands that these requirements put upon the sailors, including long arduous working hours in port, extended time at sea during the training cycle leading up to and including deployment of six-months or more, family separations, low pay for doing the same tasks in comparison to their civilian counterparts, are key factors in determining the ultimate decision of each sailor as to whether or not he will stay in the Navy.

The major focus of this study will be to examine some of the relative influences on those personnel who leave the United States Navy. It will focus primarily on the internal issues surrounding the personnel assigned to sea duty aboard the aircraft carrier U.S.S. John F. Kennedy (CV-67), and specifically on how much “Job Satisfaction” affects their decision to leave the Navy.

The study will examine the individual sailor’s perception of their experience in the Navy and how that perception weighs in their decision to leave the Navy and return to civilian life. The major objectives of the survey were to determine (1) the level of job satisfaction of sailors,

(2) to what extent job satisfaction played in their decision, (3) to what extent the quality of Navy life factored into their decision to leave the Navy, and (4) how the perception of pay/benefits played in their decision.

RATIONALE

During the time of this study, the Navy was losing approximately sixty-four percent of the personnel who were recruited into the organization by the end of their first enlistment (a period of four to six years) (Chief of Naval Personnel, 2000). This represents a significant investment by the Navy in the recruiting and initial training phase of a sailor. As the United States military relies more and more on the Navy to respond to an ever-increasing number of contingency operations, the retention of highly skilled, properly trained personnel becomes an issue of national importance.

The aircraft carrier, as the Navy's largest and most recognizable sea command is also one of its most diverse in terms of age, race, sex, rating, rank, and mission requirements. Further, those who serve aboard an aircraft carrier are considered assigned to "arduous sea duty" and present an even more difficult challenge to the Navy's retention efforts verses those who are assigned to shore commands and are not subject to the same rigors of sea duty.

The Navy's primary mission is accomplished by "ships at sea" and all other functions support this mission. If all of the Navy's jobs were assigned ashore, the dynamic would be completely altered. Indeed, one of the Navy's most valuable retention tools is the transfer of personnel to "shore duty" for periods of time as an enticement to stay in the Navy. It is because of these unique challenges that the aircraft carrier U.S.S. John F. Kennedy (CV-67) provides the ideal setting for measurement of influences on a sailor's decision to leave the Naval Service.

BACKGROUND

As the problems of recruiting and retention in all branches of the armed forces continue to make headlines in national news stories, the pressure on everyone involved to take action increases, from Congress and the President, to the street level bureaucrat. The pressure has become especially acute on the Navy, as a recent Pentagon survey found that the percentage of young men between 16 and 21 who were likely to consider joining the Navy had declined to nine percent, the lowest of the four services, (Vistica 28). With interest in a career in the military continuing to decrease and many high school graduates choosing to go to college, the Navy is faced with a shortage of personnel to fill some 10,000 vacancies in the fleet.

With the decrease in the number of prospects to recruit and larger numbers of sailors leaving the fleet for opportunities in the private sector, the actions taken by the human resource managers of the Navy now, and in the near future, are critical to sustaining the Navy's ability to meet its global commitments. The Secretary of the Navy, and the Chief of Naval Operations, (the Senior Admiral of the Navy and the Navy's representative on the Joint Chiefs of Staff) recently instituted numerous changes in the way the Navy conducts its everyday business to meet this challenge. From increasing the budget for retention bonuses (a special bonus pay that is offered to sailors with critical job skills to reenlist in the Navy for a specific number of years that can range from \$10,000 to \$30,000, depending upon the skill and the length of the enlistment), drastically reducing the number of inspections sailors must prepare for and endure, to making email available to every sailor onboard a ship, the Navy's leadership is using every option at its disposal to stem the tide of personnel losses (Commander-In-Chief, Atlantic Fleet, 1999). In spite of these initiatives, the Navy continues to lose its personnel at an alarming rate. The reasons for

these personnel losses vary in scope and complexity depending upon the views and level of dissatisfaction of each individual. This study will focus on one set of these factors.

ORGANIZATION OF THE U.S.S. JOHN F. KENNEDY (CV-67)

The U.S.S. John F. Kennedy is one of the nation's twelve aircraft carriers. It was commissioned in 1968 and has been on numerous deployments over the years, including action in the Vietnam War, Desert Storm, Operation Southern Watch and most recently Operation Noble Eagle in Afghanistan. Its crew of over 2,500 includes men and women, seaman recruits (E-1, the lowest rank) who are as young as eighteen years old and have as little as three months in the Navy, to the Commanding Officer who has over twenty years of extensive experience in numerous facets of Naval operations. However, with an average age of twenty, the large majority of the crew is college age young adults who perform their jobs in what is considered one of the most dangerous working environments in the world (Kennedy Information Book 2000).

Onboard the USS John F. Kennedy, as on all other Navy Ships, the Commanding Officer is inescapably responsible and accountable for the operation of the ship (U.S. Regulations, 1990). Appointed to this position by the Navy after a career of rigorous training and outstanding performance spanning more than twenty years, the Captain has been well prepared for his posting.

The aircraft carrier commanding officer has the whole crew at his disposal to accomplish the mission of the ship, but the officer he relies on most heavily is the Executive Officer. He is charged with carrying out the policies and orders of the Commanding Officer and shall keep him informed of all significant matters pertaining to the command. Further, he shall be responsible

for the organization, performance of duty and good order and discipline of the entire command, (Standard Operation and Regulations Manual, 1990).

The primary subdivision of responsibilities aboard a navy ship is the department. On the Kennedy, there are a total of sixteen departments. They include the four which are found on smaller ships: Operations, Combat Systems, Engineering and Supply, plus the departments of Administration, Air, Aviation Intermediate Maintenance Department (AIMD), Deck, Safety, Legal, Weapons, Navigation, Medical, Dental, Religious Ministries, and Maintenance Management. Each of these departments is led by an officer selected for his experience and high performance marks in his/her previous tours of duty. Because of the complexity of the tasks of the Operations, Air, and Navigation departments, these positions are filled by former commanding officers of aircraft squadrons who bring not only a vast array of knowledge to the position, but the valuable experience of leadership gained through command (See Appendix A).

Each department is further subdivided into divisions. These divisions are responsible for the equipment and mission of one area within the department. Each division is headed by a Division Officer, who reports directly to the Department Head for all matters concerning activities within the division. Division Officers onboard aircraft carriers are officers who have varying degrees of experience. Some are former enlisted personnel with many years of experience within their area of responsibility. Others are officers in their second tour of duty who have served aboard smaller ships and are assigned to the aircraft carrier to gain more experience prior their assignment as Department Heads on smaller ships.

Working for the Division Officers are the Division Leading Chief Petty Officers (LCPO), who are the floor leaders or “deck plate management” of the Navy. They are the most

experienced technical advisors in their field of expertise and provide the necessary training and guidance to their personnel to continue their personal and professional development.

RETENTION FACTORS ONBOARD U.S.S. JOHN F. KENNEDY

The major focus of this research is to determine to what extent job satisfaction affects the decision of sailors onboard the U.S.S. John F. Kennedy to leave the Navy. This research will consist of a cross-sectional survey using all personnel who are at the end of their first term of obligated service and decide to leave the Navy. As this survey includes enlisted sailors from every department of the ship; married and single sailors, various ratings and number of years in the Navy, it will give the widest possible view of the role job satisfaction plays in the non-retention of sailors aboard the U.S.S. John F. Kennedy.

At the end of their four-year contract, each sailor must make the decision as to whether they want to continue their commitment to the Navy. The hypotheses below set forth the rationale that the sailor's decision to stay in the Navy will be based on three general factors: job satisfaction, pay and benefits and quality of life, with job satisfaction being the most influential on the sailor's ultimate decision.

Factors in the Retention of Personnel

There are numerous factors that affect the decision of individual sailors to discontinue their service in the Navy. In its efforts to retain as many sailors as possible, the Navy designed the Navy Retention/Separation Questionnaire to measure the satisfaction level of various aspects, both personal and professional, of sailor's life (See Appendix B). The forty-five questions of the questionnaire ask for responses to issues ranging from living conditions at sea to spouse career

opportunities. For the purposes of this study, these forty-five questions will be grouped into three areas of consideration:

- (1) **Pay and Benefits** – covering areas including retirement, medical and dental coverage.
- (2) **Quality of Life** – including the quality and availability of government housing.
- (3) **Job Satisfaction** – including the amount of respect from superiors, advancement opportunity, and performance evaluation.

MAJOR RESEARCH QUESTION

Was the lack of job satisfaction the primary reason for first-term sailors onboard the U.S.S. John F. Kennedy leaving the United States Navy?

HYPOTHESIS 1

A majority of sailors onboard the U.S.S. John F. Kennedy who do not reenlist at the end of their first-term have a low level of job satisfaction.

HYPOTHESIS 2

Sailors onboard the U.S.S. John F. Kennedy who do not reenlist at the end of their first-term will have a higher level of approval with pay and benefits than with job satisfaction.

HYPOTHESIS 3

Sailors onboard the U.S.S. John F. Kennedy who do not reenlist at the end of their first-term have a low opinion of the quality of life as a member of the United States Navy.

BASIS FOR HYPOTHESES

After years of observation of sailors and their work environment, the researcher formed a hypothesis that those sailors who do not decide to commit another two to six years of their life to the Navy make that decision based more on their lack of job satisfaction than with their level of pay and benefits or quality of life.

While many join the Navy as a way of obtaining valuable training that they can someday use in the civilian world, or as an avenue for money for college, the appeal of the Navy has always been for the adventure, the challenge of doing something different. In short, they want to do a job from which they can draw a great deal of satisfaction.

While the initial hypothesis was drawn from first hand observations, it was cultivated through the review of the work of a number of researchers in the field going back over the last thirty years. Researchers Maslow and Herzberg theorized that job satisfaction is caused by an individual's desire to satisfy personal needs (Maslow 1968), while K. A. Kovach found that interesting work was ranked the highest of ten values in his study nearly twenty years later (Kovach 1987). Karl and Sutton completed a follow on study a decade later that determined public sector employees still held interesting work as the most important determinant of job satisfaction (Karl & Sutton 1998).

CHAPTER II

LITERATURE REVIEW

Since the inception of the all-volunteer force in the wake of the Vietnam War, one of the most important aspects of military human resource management has been the recruiting of new volunteers. Each branch of the armed forces spends millions of dollars per year in advertising in every form of media to attract the attention of its 17 to 21 year old target audience. The Navy alone has doubled its advertising budget to \$67 million, and is opening 123 new recruiting stations (Vistica, 1999) to attract new recruits.

In a study published in *Monthly Labor Review* in August 1985, the problems associated with Army recruiting during a period of economic expansion were examined. The study found that a drop in the rate of unemployment of one percent was estimated to cause a decline of almost six hundred contracts per quarter for the highest qualified recruits (Horne, 1985). These numbers, combined with a general decline in the willingness of potential recruits to endure military hardships and meager military pay, make the task of those charged with retention of the Navy's manpower that much more difficult.

While this study will not look in depth at the issue of recruiting, its influence on retention can't be overlooked. If the personnel that are recruited are not of sufficient caliber to make their training and service a viable investment for the Navy, they will become a burden on the Navy's division, department and command level leadership and could be a corrupting influence on those sailors who would otherwise be productive sailors.

THE IMPORTANCE OF JOB SATISFACTION IN RETENTION

While many aspects of the military are very different from those in the civilian sector, the importance of job satisfaction to each individual in the military is not. As the primary focus of this research, the issues directly related to job satisfaction in the military will be compared with those of the private sector.

Conditions of the job environment that interfere with employee job performance are called organizational constraints. These constraints come from many aspects of the job, including other people and the physical work environment. (Peters, O'Connor, and Rudolf, 1980). While these constraints were originally designed to measure job performance, they were adapted in a later study to measure job satisfaction. This study reported a correlation of organizational constraints with five facets of job satisfaction (coworker = -.30, pay = -.26, promotion = -.28, supervision = -.42, and work itself = -.31). (O'Conner, Peters, Rudolf and Pooyan, 1982) The largest negative correlation with job satisfaction in this study associated to be with supervisors.

In his book, *Job Satisfaction*, Paul E. Spector, explored the theory of role ambiguity in the job satisfaction model. He defined role ambiguity as the degree of certainty the employee has about what his or her functions and responsibilities are (Spector 1997). Role ambiguity was assessed with questionnaires by Jackson and Schuler (also cited in Spector) and found to have a mean correlation with global job satisfaction of -.30.

Another study done by Yuan Ting; *Determinants of Job Satisfaction of Federal Government Employees*, proposed that job satisfaction is determined by three sets of variables. The first: Organizational Characteristics consists of Organizational Commitment defined as the

individual's belief and trust in organizational goals and values, and affections toward the organization, and Relationships with Co-Workers and Supervisors. The second is Individual Characteristics; based on the factors of race, age, gender, and education. While Organizational Characteristics and Individual Characteristics are comprised of important factors in the retention model, it is the third; the Job Characteristics set of variables, which are most germane to this study.

Ting, using the variables – pay satisfaction and career growth, task clarity, skill utilization, and task significance, determined that job characteristics had the strongest effects on job satisfaction. Of all the independent variables within the study, skill utilization was found to have the strongest effect on job satisfaction (Ting, 1997).

Early organizational theorists Abraham Maslow and Frederick Herzberg believed that job satisfaction is caused by an individual's desire to satisfy personal needs, which include both intrinsic and extrinsic needs (Maslow 1968). Other researchers adopting this philosophy have taken it a step further by stating that an individual's job satisfaction is determined by the level to which job characteristics will meet the person's needs (Hackman & Lawler, 1971).

Katherine A. Karl and Cynthia L. Sutton in their study "Job Values in Today's Workforce," compared the values of public and private sector employees with the results of a study published by K.A. Kovach in the 1980's. Kovach found that interesting work was ranked the highest of ten values (Kovach, 1987). Karl and Sutton hypothesized that workers of today placed a higher value on good wages and job security. While they determined that private sector employees of today did place the highest value on good wages and job security, they also found that public sector employees still held interesting work as the most important determinant of job satisfaction (Karl & Sutton 1998).

THE IMPORTANCE OF QUALITY OF LIFE

The role that a sailor's perception of their quality of life plays in their decision to stay in the Navy is also crucial to the retention issue. Upon assumption of his duties as the Chief of Naval Operations (The Navy's Top Admiral) in July 2000, Admiral Vernon Clark emphasized the importance of maintaining quality of service (defined as the balanced treatment of quality of personal life and quality of work) to enhance mission and combat readiness (Clark, 2000).

Campbell, Converse and Rogers conducted the first in depth studies on the quality of life in 1976, introducing measures of domain satisfaction that included satisfaction with work, housing, health, neighborhood, friendships, marriage, family life, amount of education and savings (Campbell, 1976). Following this study, Andrews and Withey developed a questionnaire, identifying a number of life concerns they divided into seven categories comprised of: Family (marriage, family activities), Relations with other people (fair treatment, acceptance), Economics (income, living standard, job, taxes), The local area (safety, security from theft, community), personal life (personal time, leisure, health), The larger society (standards, national government, mass media) and Other (religious faith, fulfillment) (Andrews, 1976).

The first significant research conducted on the Quality of Life in the United States Navy was through a 1993 study by Booth-Kewley and Thomas. The study revealed that respondents were most satisfied with their relationships with children, their marriage/romantic relationship and their health and most dissatisfied with pay, standard of living, neighborhood and the way the Navy had treated them (Booth-Kewley and Thomas, 1993). A follow-on study was conducted

by Gerry Wilcov that revealed that work satisfaction, opportunities for personal development and outside interests, relationships with friends (for those who did not have children) and living quarters were the areas that accounted for the greatest amount of variance in the overall perceptions of the Quality of Life (Wilcov, 1996).

In 1999, Wilcov and Schwerin conducted a study using a model in which (a) life domains are divided into non-work or personal domains and work domains, (b) personal domains are linked to reenlistment intention and (c) work domains are linked to reenlistment intention through organizational commitment (Wilcov and Schwerin, 1999).

The 1999 Navy Quality of Life (QOL) Survey (comprised of four sections: background, global QOL, life domains and their aspects and outcomes), was used as the instrument for the study. The background information included both personal demographic variables such as gender, age, racial and ethnic background, marital status, and parental status. Career background items included paygrade, rating, billet and time on active duty in the Navy.

CHAPTER III

METHODOLOGY

The Navy defines retention as the decision of a sailor, at the end of his/her enlistment, to either extend their current enlistment contract for twenty-four to forty-eight months, or sign a new contract obligating them to serve for a period of between two and six years (Retention Team Manual, 2000). The enlisted retention statistics are followed closely at the highest levels of the Navy's leadership, and many of their manpower policies are guided by the individual decisions made by sailors throughout the fleet.

The United States Navy used a survey questionnaire during the time period of this study to determine the reasons for individual sailor's decisions to stay in the Navy, or for their reason to terminate their employment with the Navy. Since these individual decisions play such a vital role in determining the future viability of the United States Navy, the study examined three essential elements in the sailor's decision making process: (1) the level of job satisfaction of each sailor, (2) their perception of pay and benefits, and (3) the level of satisfaction with their quality of life. This study attempted to determine if there was a correlation between sailor's decisions to leave the Navy and their level of job satisfaction.

In developing the construct for this study, the researcher reviewed each of the forty-five previously tested questions of the Navy developed and tested survey. While the Navy did not specify, or group the questions into any specific categories in this study, it did design its questions to deal with a variety of previously researched areas of concern.

The questions of the survey addressing “Job Satisfaction” were determined by using aspects of job satisfaction found in the literature review. Questions dealing with superiors, leadership and management, recognition, job security, advancement opportunity, job assignment, and performance evaluation were all placed in the “Job Satisfaction” area of concentration based on previous research findings. While an argument (supported by research) can be made that pay and benefits have a direct bearing on job satisfaction, the survey asked the subject separate questions about their satisfaction with pay and benefits.

In addressing Pay and Benefits, the questions dealing directly with amount of basic pay, special pay, compensation for Permanent Change of Station (PCS) moves, retirement benefits, medical and dental care, commissary/exchange, support/recreational services and education/training are all considered compensation or “Pay and Benefits” and are governed by Federal law. Sailors are approached with all of these items as a “total compensation package” that must be included when comparing “Navy Pay” with “Civilian Pay.” It is only logical that these questions are considered under the “Pay and Benefits” area of concentration when sailors have been told since before they joined the Navy that these were how they were to be compensated for their work.

The Quality of Life area of concentration questions were grouped again, by using areas from previous research by Campbell, Converse and Rogers who conducted the first in depth studies on the quality of life in 1976, introducing measures of domain satisfaction that included satisfaction with work, housing, health, neighborhood, friendships, marriage, family life, amount of education and savings (Campbell, 1976).

POPULATION

Specifically, this study focused on one command in the United States Navy, the U.S.S. John F. Kennedy (CV-67). There are approximately 2,500 sailors assigned to the Kennedy, in sixteen separate departments (Kennedy Information Book, 2000). Of these, approximately 148 sailors completed their initial enlistment during the time frame of this study (September 2000 to August 2001) and decided to leave the Navy. The survey population included all sailors who, as part of their required processing for discharge from the Navy, completed the Navy Retention/Separation Questionnaire.

The John F. Kennedy was chosen for this study for five reasons: 1) It is one of the largest afloat commands in the United States Navy, 2) It has one of the most diverse populations in terms of different ratings assigned to one afloat Navy command, 3) It has one of the largest female populations of any Navy afloat command, 4) because the primary mission of the Navy is “at sea”, the effects of the most challenging employment environment in the Navy can be measured, and 5) as a member of the crew of the John F. Kennedy, I had personal and unlimited access to the environment during the timeframe of the study.

A request was made to the Command Career Counselor’s Office to obtain the data from the Navy Retention/Separation Questionnaire administered to personnel coming to the end of their enlistments for the previous one-year period. Basic demographic information including: level of education, ethnic group, sex, marital status, length of service, number of dependents, paygrade, rating, number of times reenlisting, and if spouse was working or in school, was provided as part of the existing survey instrument. The identity of the survey participants was never disclosed as these surveys were completed over the preceding year, without their names being attached to the survey at any time. As all personnel at the end of their enlistment were

required to complete this survey as part of their processing for discharge, it is assumed that the survey produced a one hundred percent response rate.

SURVEY INSTRUMENT

The Navy's own survey instrument; The Navy Retention/Separation Questionnaire (See Appendix B), was used to gather the data by measuring the sailors' level of satisfaction. Forty-five closed-ended questions stated in short phrases and based on the personal experiences were divided into three areas of concentration for this study: (1) Job Satisfaction, (2) Pay/Benefits, and (3) Quality of Life. The questionnaire contained nine questions designed to gather demographic data from the participants including; sex, level of education, ethnic group, marital status, length of service, number of dependents, paygrade, rating, number of times reenlisting, and if the spouse is working or in school.

The Navy views quality control review mechanisms as essential as survey results often influence policy decisions affecting members' welfare and the allocation of Navy resources. As poorly designed surveys may produce erroneous results and faulty policy decisions, the Navy established review procedures to ensure that only technically sound surveys are supported and approved (OPNAV 5300.8B).

The Navy Personnel Research and Development Center is the Navy's depository of all survey information and, through the Navy Survey Resource Center (NSRC), provides detailed assistance in the design, execution, and/or analysis of authorized personnel surveys. Further, the NSRC provides technical review and makes recommendations for survey approvals.

The NSRC's requirements, set forth in the Office of the Chief of Naval Operations (OPNAV) Instruction 5300.8B, require all Navy surveys to be validated for scientific and

technical merit; their cost/benefit to the Navy analyzed; their quality of design, administration and analysis be approved; review the NSRC's data bases for existing questions for use in the survey; pretest survey on members of the representative population; develop cost-effective analysis, sampling, and administrative plans; submit final form of survey to the Chief of Naval Personnel for approval; and provide final survey results to NSRC for review.

PROCEDURES FOR DATA COLLECTION

A request was made to the Executive Officer of the U.S.S. John F. Kennedy (CV-67), to have access to the surveys for the purpose of this research project. The nature of the study and the proposed uses of the data were explained to him in a personal interview. As the final authority for requests of this nature, he gave his consent to use the existing completed surveys. He then directed the Command Career Counselor to release the completed surveys for use in the study. (Zecchin, 2001)

The U.S.S. John F. Kennedy's Command Career Counselor administered the questionnaires to the respondents on an individual basis per the guidance set forth in the Navy's Command Career Counselor Guidance Instruction Manual to personnel being processed for separation from the Naval service or their reenlistment as the individual case dictated. The Command Career Counselor gave the respondents as much time as needed to completed the survey and then collected the survey upon completion. (Mobley, 2001)

These data were gathered over the course of one year, from September 1, 2000 to August 31, 2001 and included all sailors at the end of their first enlistment, who were being processed for separation from the United States Navy. This timeframe was selected as it covered the latest one-year period from which data was available from the U.S.S. John F. Kennedy at the time the research began. Further, during the time of this study, the Navy was losing approximately sixty-

four percent of the personnel who were recruited into the organization by the end of their first enlistment (a period of four to six years) and the Navy was doing everything from increasing reenlistment bonuses to making email available to every sailor on every ship to stem the tide of personnel losses. (Chief of Naval Personnel, 2000). A copy of the instrument is attached.

STUDY POPULATION

There were no risks to the participants in the study at anytime. All information gathered was recorded to ensure that the anonymity of the respondents was maintained throughout. The participants were required to complete the questionnaire as part of their processing for separation per the direction of the Chief of Naval Personnel.

DATA ANALYSIS

Demographic data, including paygrade, gender, ethnic group and marital status were analyzed using descriptive statistics.

The responses were coded from one (1) to five (5) for all survey questions, (excluding demographic questions), with a “none response” being coded as nine (9).

The demographic data and survey results were entered into a database and analyzed through the use of SPSS®, a computer software statistical program. The survey responses were analyzed according to the three paygrades, which made up the survey population. Further, some demographic data frequencies and percentages were calculated by hand.

Responses to the primary question in each element of the survey (job satisfaction, pay/benefits and quality of life) were correlated. Correlation statistics were used to analyze the relationship between demographic variables in the demographic data (gender, marital status and ethnic group) and each of the three primary questions in the survey.

CHAPTER IV

RESULTS AND DISCUSSION

While the total population of the U.S.S. John F. Kennedy is in excess of 2500 sailors, the population for this study was confined to those sailors whose first term of enlistment was ending and they had made their decision to voluntarily separate from the United States Navy and return to civilian life. Of this group, 148 (100%) participated during the one-year time frame of this study. Analysis of the demographic data yielded the following results: 148 total participants, 128 (87.5%) were male, 20 (13.5%) were female, with all participants providing a response to this question (See Table I).

TABLE I	
PARTICIPANTS BY GENDER	
MALE	FEMALE
86.5% (n =128)	13.5% (n=20)

The gender distribution is slightly skewed in that the Navy has only detailed females to aircraft carriers since 1995, and the Kennedy was still in the process of adapting its berthing spaces to accommodate the growing population of females being assigned to the ship. However, the sample is in line with the percentage of women in the Navy – 14.7 percent. (Bureau of Naval Personnel, 2005) According to the ship’s Command Career Counselors Office, approximately 500 females had been assigned to the John F. Kennedy by the end of the period in which the surveys were conducted, or approximately twenty percent of the crew of 2,500 (Mobley, 2001).

It is inherent in the Navy culture to closely track the ethnic makeup and gender of its members to ensure that they are equally represented. The Navy’s Strategic Plan for Diversity in

the 21st century defines diversity as the “creativity, culture, ethnicity, gender, race, religion, skills and talents of Sailors and civilians that enhance the mission readiness of the Navy.” Further, it establishes a vision statement that “A Navy that continually invests in the strength of America’s diversity, where Sailor and civilian can prosper and contribute to mission readiness and ensure mission success in an environment that encourages and enables all to reach their personal and professional potential.” (Navy’s Strategic Plan for Diversity, 2004) To meet these diversity goals, it is imperative that the Navy continues to closely track the makeup of its commands, including its ships, and the responses to its surveys to ensure that it can address diversity issues in a timely fashion.

As the standard enlistment contract is for a period of four years, it is reasonable to expect the largest percentage of the survey group will be in the paygrade of E-4. Reaching the level of Petty Officer Third Class (paygrade E-4 and a first level supervisor) is a milestone in an enlisted sailor’s career and is reached after a designed period of time and their selection for advancement based on the results of the Navy-wide advancement examination. (Naval Military Personnel Manual, 1998) (See Table II)

TABLE II
PARTICIPANTS BY PAYGRADE

		PAYGRADE		
		Frequency	Percent	Valid Percent
PAY- GRADE	E-3	33	16.3%	18.1%
	E-4	99	53.8%	59.6%
	E-5	16	13.9%	15.4%
Total		148	90.4%	100.0%

The Department of Defense’s pay scale is broken down by paygrade and years of service (Appendix D-G). Paygrade, more than any other variable, has a direct bearing on the level of pay and responsibilities each member has in their day-to-day duties and therefore indispensable as the dependent variable.

A breakdown of the participants by ethnic group revealed that a 87 (58.8%) identified themselves as White, 34 (23.0%) as Black, 27 (18.2%) as Hispanic, Asian, American Indian or “Other.” (See Table III)

TABLE III

PARTICIPANTS BY ETHNIC GROUP

	Frequency	Percent
White	87	58.8
Black	34	23.0
Hispanic/Asian	27	18.2
Amer. Ind. /Other		
Total	148	100.0

A review of the survey group by the marital status of the 148 participants revealed that 90 (60.8%) identified themselves as single, 51 (34.4%) as married, while seven (4.7%) responded they were divorced or “other.” (See Table IV)

TABLE IV
PARTICIPANTS BY MARITAL STATUS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Count	Column %	Count	Column %	Count	Column %
MARITAL STATUS	Single	19	57.6%	61	61.6%	10	62.5%
	Married	12	36.4%	33	33.3%	6	37.5%
	Divorced	0	.0%	4	4.0%	0	.0%
	Other	2	6.1%	1	1.0%	0	.0%
	Total	33	100.0%	99	100.0%	16	100.0%

Marital status also has a direct bearing on the pay of a service member as a married sailor is compensated more through the Basic Allowance for Housing (BAH) than a single sailor living in the same geographic area of the country. Further, a married sailor has the opportunity to utilize quality of life benefits such as family health care coverage and on base child care services. These quality of life services that have no tangible benefit to a single sailor.

By length of service, of the 148 participants, there were 24 (16.2%) with three years or less of service, 110 (74.3%) with four years of service, and 13 (8.7%) with five years or more of service. Finally, one survey (0.7%) was unknown. (See Table V).

TABLE V	
PARTICIPANTS BY LENGTH OF SERVICE	
LENGTH OF SERVICE	PERCENT TOTALS
3 or <	16.2% (N = 24)
4	74.3% (N = 110)
5 or >	8.7% (N = 13)
Unknown	.7% (N = 1)
TOTALS	100.0% (N = 148)

Responses by length of service were analyzed and revealed that 110 (74.3%) of the sailors completing the surveys were completing their fourth year of service. This correlates with the completion of the standard initial enlistment contract of four years. As the Navy assigns numerous sailors who have completed only the initial phase of their Navy training (eight weeks of Recruit Training) to the U.S.S. John F. Kennedy for a tour of sea duty of up to five years, it is logical that the largest group would be at their initial reenlistment point while serving onboard the Kennedy. The second largest group, with 24 (16.2%) sailors participating in the survey, was those with three years or less of service. The Navy has a number of enlistment contracts that are available to recruiters, some of these contracts allow sailors to enlist for a term of active duty from two to three years, and complete the remaining service requirement in the Naval Reserve.

Analysis of the data by paygrade indicated that 99 (66.9%) of the sailors were in the paygrade of E-4. This paygrade, (designated as Petty Officer Third Class and considered the first level of supervisor) is attained through time in service, positive performance evaluation marks and the successful completion of an extensive written examination. This factor correlates closely with length of service as it is the normal professional progression expected of a sailor during their initial four-year enlistment.

The data further revealed that 33 (22.3%) of the sailors were in the paygrade of E-3. This paygrade, (designated as a Seaman, Fireman, or Airman) is attained through time in service and no negative marks on the performance evaluation. A sailor reaching this paygrade, but not progressing to E-4 can still be considered a successful performer, but because the Navy centrally manages the advancement of personnel, his rating (job specialty) maybe overmanned at the E-4 level. As a result, he may not be able to advance at the same pace as his contemporaries in other ratings.

Finally, the data disclosed that 16 (10.8%) of the sailors completing the survey were in the paygrade of E-5. This paygrade (designed as Petty Officer Second Class and considered a second level supervisor) if attained during the first enlistment indicates that the sailor has attained a high level of knowledge within their rating and has performed well both as a supervisor and a technician.

JOB SATISFACTION

HYPOTHESIS 1 (JOB SATISFACTION)

A majority of sailors onboard the U.S.S. John F. Kennedy who do not reenlist at the end of their first-term have a low level of job satisfaction. This hypothesis required measurement of the level of job satisfaction of sailors who decided to leave the Navy and return to civilian life.

Responses to Question 2 “Based on your Naval experience, rate your satisfaction with the level of job fulfillment/challenge” were used to test this hypothesis. Reviewing the responses from all sailors in the survey, 94 (63.5%) of the sailors responded they were satisfied or very satisfied, while only 53(35.8%) indicated that they were dissatisfied with their level of job fulfillment.

Responses to the question on the level of job fulfillment were then reviewed and analyzed by gender, marital status and ethnic group. Female sailors responded overwhelmingly 17 (85%) that they were satisfied with their level of job fulfillment, while only 3 (15%) indicated they were dissatisfied. Seventy-seven (60.1%) of the males responded that they were satisfied or very

satisfied with the level of job fulfillment whereas 50 (39.1%) of the males indicated that they were dissatisfied or very dissatisfied. One male sailor indicated “Not applicable”.

Next, the subject of the level of job fulfillment was analyzed by the marital status of the sailors. Those sailors identifying themselves as single responded by a measure of 28 (31.1%) that they were either dissatisfied or very dissatisfied, against 61 (67.7%) who indicated that they were satisfied or very satisfied with the level of job fulfillment.

Of those who indicated that they were married, 29 (56.7%) responded that they were satisfied or very satisfied, while 22 (43.3%) indicated that they were dissatisfied or very dissatisfied with their level of job fulfillment while a part of the United States Navy. Further, those who identified themselves as being divorced or “other” (a total of seven) responded with four (57.1%) indicating that they were satisfied, while three (42.9%) responded that they were dissatisfied with their level of job fulfillment.

Finally, the question of the level of job fulfillment was analyzed by ethnic group. Of those sailors who identified themselves as White, 52 (59.7%) listed their level of job fulfillment as satisfied (five responded as very satisfied) while 34 (39.3%) indicated that they were dissatisfied or very dissatisfied. One responded “Not Applicable”. Further, African-Americans responded that they were satisfied or very satisfied by a margin of 24 (70.5%) over the 10 (29.5%) who said that they were dissatisfied or very dissatisfied with the level of job fulfillment. Eighteen (66.6%) of the sailors who identified themselves as Hispanic/Asian/American Indian or “Other” indicated that they were either satisfied or very satisfied, while nine (33.3%) said they dissatisfied (zero responded very dissatisfied).

Job fulfillment by ethnic group indicated that African-American sailors had a higher level of job fulfillment than White or Hispanic/Asian/American Indian and sailors who identified themselves as “other.” (See Table VI)

TABLE VI

Hypothesis # 1	
Dependent Variable – Job Fulfillment	
<u>Independent Variable</u>	Chi-Square
Gender	5.292*
Marital Status	6.269*
Ethnic Group	10.639*

***p > .05**

The survey contained twenty questions that measured different aspects of job satisfaction. These questions give a comprehensive view of the many factors that influence the job satisfaction level of sailors serving onboard Navy ships.

In Table VII, of the sailors in the E-3 paygrade, 51.5% (12.1% very dissatisfied; 39.4% dissatisfied) indicated they were dissatisfied with the amount of respect from their superiors. While 48.5% indicated they were satisfied with the amount of respect from their superiors. Sailors in the E-4 paygrade 35.3% signified that they were dissatisfied with the amount of respect they received from superiors, whereas 63.7% felt that they were satisfied with the respect they received. Further, of the sailors who had reached the E-5 paygrade, only 26.6% were dissatisfied with the amount of respect from superiors, while 73.4% were satisfied or very satisfied.

What effect did the amount of respect from superiors have on the job satisfaction of sailors in each paygrade?

TABLE VII

PERCEPTION OF JOB SATISFACTION BY AMOUNT OF RESPECT FROM SUPERIORS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF RESPECT FROM SUPERIORS	Not Applicable	.0%	0	.0%	0	.0%	0
	Very Dissatisfied	12.1%	4	13.1%	13	13.3%	2
	Dissatisfied	39.4%	13	23.2%	23	13.3%	2
	Satisfied	45.5%	15	57.6%	57	60.0%	9
	Very Satisfied	3.0%	1	6.1%	6	13.3%	2
	Total	100.0%	33	100.0%	99	100.0%	15

chi-square = 6.057, p < .05, df = 6

The findings indicate that sailors felt they received more respect from their superiors the higher rank they attained.

On the question of level of job fulfillment, the E-5 paygrade had the highest level of satisfaction, with 93.8% indicating they were either satisfied or very satisfied, versus only 6.3% who were dissatisfied. Among E-4 personnel, 62.6% indicated satisfaction with their level of job fulfillment, while 37.1% were not satisfied. For the E-3 paygrade, a majority (51.5%) signified that they were satisfied with their job fulfillment; however 45.4% demonstrated that they were dissatisfied or very dissatisfied, while 3.0% indicated that job fulfillment was not applicable. (See Table VIII)

What effect did the level of job fulfillment have a on the job satisfaction in each paygrade?

**TABLE VIII
PERCEPTION OF JOB SATISFACTION BY LEVEL OF JOB FULFILLMENT**

		PAYGRADE (Dep. Variable)					
		3		4		5	
LEVEL OF JOB FULFILLMENT		Column %	Count	Column %	Count	Column %	Count
	Not Applicable	3.0%	1	.0%	0	.0%	0
	Very Dissatisfied	12.1%	4	8.1%	8	.0%	0
	Dissatisfied	33.3%	11	29.3%	29	6.3%	1
	Satisfied	51.5%	17	58.6%	58	68.8%	11
	Very Satisfied	.0%	0	4.0%	4	25.0%	4
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 22.616, p < .05, df = 8

While the majority in all three paygrades indicated they were satisfied, those sailors in the E-5 paygrade had by far the highest level of job fulfillment. As E-5 sailors are given more responsibility and more authority over sailors in the E-3 and E-4 paygrades, it follows that they would have a higher sense of accomplishment than those in the lower paygrades.

In Table IX, those in the E-5 paygrade again showed the highest level of satisfaction with the enjoyment of their job, with 68.8% indicating they were satisfied or very satisfied, while only 31.3% signified dissatisfaction. Those in the E-4 paygrade had almost as high a level of job enjoyment with 61.7% signifying they were satisfied whereas 38.3% indicated dissatisfaction. Finally, the E-3 paygrade's answers disclosed a much lower level of job enjoyment, with 60.6% indicating they were dissatisfied or very dissatisfied, while only 39.4% signifying that they were satisfied.

What effect did the level of job enjoyment have on the job satisfaction of sailors in each paygrade?

TABLE IX

PERCEPTION OF JOB SATISFACTION BY LEVEL OF JOB ENJOYMENT

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF ENJOYMENT FROM JOB	Not Applicable	.0%	0	.0%	0	.0%	0
	Very Dissatisfied	24.2%	8	14.1%	14	6.3%	1
	Dissatisfied	36.4%	12	24.2%	24	25.0%	4
	Satisfied	36.4%	12	55.6%	55	50.0%	8
	Very Satisfied	3.0%	1	6.1%	6	18.8%	3
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 9.95, p < .05, df = 6

These results continue to uncover a trend that those in the lowest paygrade have the lowest level of job satisfaction. Sailors in the E-3 paygrade are usually assigned the most menial tasks, (because they are the lowest paygrade and have to take their turn doing the menial tasks as their shipmates did before they were advanced) such as the cleaning of work and berthing spaces, trash removal, and the refurbishment, including the sanding of metal decks (floors) and bulkheads (walls) and painting of spaces owned by their division or department. These tasks can be extensive and require a large number of junior personnel, depending on the size of the division and number of spaces that must be maintained. While working these types of work details don't give sailors a high very sense of accomplishment, it has the ancillary affect of keeping them from working with the equipment and gaining the knowledge to help them be successful on the next advancement examination.

According to Table X, it is the E-4 paygrade that had the highest level of job satisfaction by the amount of regulations they must follow, with 59.6% specifying that they were satisfied or very satisfied and 37.4% indicating that they were dissatisfied. The E-3 paygrade revealed that

they were satisfied amount of regulations with 53.1% responding with satisfied or very satisfied, whereas 46.9% indicated they were dissatisfied. The E-5 paygrade had a response of 56.3% indicating they were satisfied with the amount of regulations. Further, they indicated that 18.8% were dissatisfied and 25.0% were very dissatisfied.

What effect did the amount of regulations have on the job satisfaction of sailors in each paygrade?

TABLE X

PERCEPTION OF JOB SATISFACTION BY AMOUNT OF REGULATIONS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF REGULATIONS	Not Applicable	.0%	0	.0%	0	.0%	0
	Very Dissatisfied	12.5%	4	10.1%	10	25.0%	4
	Dissatisfied	34.4%	11	27.3%	27	18.8%	3
	Satisfied	50.0%	16	59.6%	59	56.3%	9
	Very Satisfied	3.1%	1	3.0%	3	.0%	0
	Total	100.0%	32	100.0%	99	100.0%	16

chi-square = 4.356, p < .05, df = 6

The level of dissatisfaction with the amount of regulations by E-5 sailors could be attributed to the fact that they are in a more responsible position and therefore are required to be more familiar with a larger volume of regulations than E-4 sailors. Further, they are responsible and held accountable for enforcing regulations to a larger degree than E-4 sailors.

For the E-3 sailors, they have very little responsibility to enforce regulations; however, they also have the most supervisors above them to ensure that they follow all of the regulations.

Table XI demonstrates a high the level of dissatisfaction with job satisfaction by the quality of leadership and management, regardless of paygrade. E-5 sailors (Petty Officer Second Class) had the highest level of dissatisfaction with the quality of leadership and management, with 43.8% dissatisfied and 25.0% very dissatisfied, for a total of 68.8%. Paygrades E-4 (Petty

Officer Third Class) and E-3 (Seaman) following close behind with 62.2% and 62.5% respectfully.

What effect did the quality of leadership and management have on the job satisfaction of sailors in each paygrade?

TABLE XI

PERCEPTION OF JOB SATISFACTION BY QUALITY OF LEADERSHIP AND MANAGEMENT

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY OF LEADERSHIP AND MANAGEMENT	Not Applicable	3.1%	1	1.0%	1	.0%	0
	Very Dissatisfied	34.4%	11	30.6%	30	25.0%	4
	Dissatisfied	28.1%	9	31.6%	31	43.8%	7
	Satisfied	34.4%	11	35.7%	35	31.3%	5
	Very Satisfied	.0%	0	1.0%	1	.0%	0
	Total	100.0%	32	100.0%	98	100.0%	16

chi-square = 2.744, p < .05, df = 8

These numbers reveal a very low opinion of the quality of leadership and management exhibited by those in leadership positions onboard the U.S.S. John F. Kennedy (CV-67). This measurement of job satisfaction has one of the highest levels of agreement between the three paygrades and reveals that the quality of leadership and management aboard the Kennedy is not perceived by the majority to be meeting its expectations. One possible reason for this level of dissatisfaction could be the stress of a heavy operational schedule, causing the ship's leadership to drive the crew to work that much harder.

In Table XII, the perception of job satisfaction number of quick response tasks was measured. Again, the Second Class Petty Officers (E-5) had the highest level of dissatisfaction, with 56.3% answering that they were either dissatisfied or very dissatisfied. On the other hand, 70.4% of the Third Class Petty Officers (E-4) responded that they were satisfied with the number

of quick response tasks assigned with a significant number (7.1%), indicating Not Applicable. Further, 60.6% of the Seamen (E-3) indicated that they were satisfied.

What effect did the number of quick response tasks have on the job satisfaction of sailors in each paygrade?

TABLE XII

PERCEPTION OF JOB SATISFACTION BY NUMBER OF QUICK RESPONSE TASKS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
NUMBER OF QUICK RESPONSE	Not Applicable	.0%	0	7.1%	7	.0%	0
	Very Dissatisfied	15.2%	5	6.1%	6	12.5%	2
	Dissatisfied	24.2%	8	16.3%	16	43.8%	7
	Satisfied	60.6%	20	61.2%	60	31.3%	5
	Very Satisfied	.0%	0	9.2%	9	12.5%	2
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 16.734, p < .05, df = 8

As with the number of regulations, Second Class Petty Officers (E-5), bear a larger responsibility of ensuring that quick response tasks are completed correctly and within the allowed time limit.

Perception of job satisfaction by level of recognition was measured in Table XIII. Seamen (E-3) had the highest level of dissatisfaction with 62.4%, with Third Class Petty Officer's (E-4) being nearly as dissatisfied with 61.3%. On the other hand, Second Class Petty Officers (E-5) signified by 60% that they were satisfied with their level of recognition.

What effect did the level of recognition have on the job satisfaction of sailors in each paygrade?

TABLE XIII

PERCEPTION OF JOB SATISFACTION BY LEVEL OF RECOGNITION

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
LEVEL OF RECOGNITION	Not Applicable	.0%	0	.0%	0	.0%	0
	Very Dissatisfied	28.1%	9	31.3%	31	20.0%	3
	Dissatisfied	34.4%	11	30.3%	30	20.0%	3
	Satisfied	34.4%	11	35.4%	35	53.3%	8
	Very Satisfied	3.1%	1	3.0%	3	6.7%	1
	Total	100.0%	32	100.0%	99	100.0%	15

chi-square = 3.021, p < .05, df = 6

These findings are consistent with the fact that sailors who reach the level of Second Class Petty Officer are by definition, more successful than the Seamen (E-3) and Third Class Petty Officers (E-4) by virtue of their Rank. By reaching the E-5 level during their first enlistment, Second Class Petty Officers would be recognized at a minimum, with good evaluation reports. Further, they would be recognized by being trusted with more important and more difficult tasks to complete.

In Table XIV, perception of job satisfaction by length of working hours was measured. Second Class Petty Officers (E-5) and Third Class Petty Officers (E-4) responded that they both were satisfied or very satisfied with the length of working hours by a near identical 68.8% for E-5 and 68.7% for E-4. However, 54.5% of the E-3s responded that they were dissatisfied or very dissatisfied, while 42.5% reported that they were satisfied.

What effect did the length of working hours have on the job satisfaction of sailors in each paygrade?

TABLE XIV

PERCEPTION OF JOB SATISFACTION BY LENGTH OF WORKING HOURS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
LENGTH OF WORKING HRS	Not Applicable	3.0%	1	.0%	0	.0%	0
	Very Dissatisfied	33.3%	11	18.2%	18	12.5%	2
	Dissatisfied	21.2%	7	13.1%	13	18.8%	3
	Satisfied	36.4%	12	57.6%	57	56.3%	9
	Very Satisfied	6.1%	2	11.1%	11	12.5%	2
Total		100.0%	33	100.0%	99	100.0%	16

chi-square = 10.845, p < .05, df = 6

Considering the amount of working hours that are required of sailors at sea, (most are required to work 18 hours a day) there appears to be little negative affect on the job satisfaction of Second and Third Class Petty Officers.

Table XV, the perception of job satisfaction by the amount of paperwork sailors were required to complete, revealed that a large majority (75.7%) of E-3 sailors were satisfied. A high level of E-4 and E-5 sailors also responded that they were satisfied or very satisfied, with 67.4% and 68.8% respectively.

What effect did the amount of paperwork have on the job satisfaction of sailors in each paygrade?

TABLE XV

PERCEPTION OF JOB SATISFACTION BY AMOUNT OF PAPERWORK

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF PAPERWORK	Not Applicable	18.2%	6	7.1%	7	6.3%	1
	Very Dissatisfied	3.0%	1	9.2%	9	6.3%	1
	Dissatisfied	3.0%	1	16.3%	16	18.8%	3
	Satisfied	72.7%	24	63.3%	62	62.5%	10
	Very Satisfied	3.0%	1	4.1%	4	6.3%	1
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 8.837, p < .05, df = 8

However, 25.5% of E-4 and 25.1% of E-5 sailors reported they were dissatisfied with the amount of paperwork. This factor can be attributed to the fact that as sailors advance in rank, the amount of paperwork increased as their responsibilities increase. From the proper keeping of log books, to the processing of repair part orders and maintenance logs, E-4 and E-5 sailors handle a large percentage of the initial paperwork generated onboard a Navy ship.

According to Table XVI, sailors in all paygrades had a high level of dissatisfaction with the amount of personnel available to do the job. 56.3% of sailors in the E-5 paygrade, 58.6% in the E-4 paygrade and 60.6% in the E-3 paygrade responded that they were either dissatisfied or very dissatisfied the personnel on hand to accomplish the tasks assigned.

What effect did the amount of personnel available to do the job have on the job satisfaction of sailors in each paygrade?

TABLE XVI

PERCEPTION OF JOB SATISFACTION BY AMOUNT OF PERSONNEL AVAILABLE TO DO THE JOB

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF PERSONNEL AVAILABLE	Not Applicable	3.0%	1	.0%	0	.0%	0
	Very Dissatisfied	24.2%	8	15.2%	15	6.3%	1
	Dissatisfied	36.4%	12	43.4%	43	50.0%	8
	Satisfied	36.4%	12	39.4%	39	37.5%	6
	Very Satisfied	.0%	0	2.0%	2	6.3%	1
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 8.509, p < .05, df = 8

A number of factors influence the number of personnel available to accomplish the numerous tasks that sailors must complete onboard a Navy ship. These include first and foremost, their watchstanding responsibilities. These duties require every sailor to take a proactive interest in completing the qualifications necessary to operate everything from the 1MC (the ship's general announcement system that is audible in every space on the ship) to radars and radar consoles, missile systems, massive boilers and steam engines to the steam catapults and aircraft arresting gear. Each one of these complex systems has numerous operators that must act in concert with each other to make the ship work. If there is a shortage of qualified personnel onboard, then those who are qualified will have to step in to stand the watches for which there are no qualified watchstanders. This shortage can occur through the undermanning of the ship, which is handled through the Bureau of Navy Personnel, (a process too expansive to be discussed here) or through the lack of proper training of personnel onboard. While some of the most complex watchstations, like the Machinist Mate of the Watch who oversees the operations of one

of the four engine rooms, take months for senior petty officer to qualify to perform, others require less training but a larger number of personnel to perform. If the training process breaks down, or personnel do not actively complete their training assignments, it will result in the lack of qualified personnel available to do the job, thereby having a negative impact on job satisfaction.

The results of Table XVII, the perception of job satisfaction by level of competence of supervisors, revealed a nearly even split across all three paygrades of those who satisfied with their supervisors level of competence and those who were dissatisfied. One measurement of interest, 22.2% of E-4 sailors reported that they were very dissatisfied with the level of competence of supervisors.

What effect did the level of competence from superiors have on the job satisfaction of sailors in each paygrade?

TABLE XVII

PERCEPTION OF JOB SATISFACTION BY LEVEL OF COMPETENCE OF SUPERVISORS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
LEVEL OF COMPETENCE	Not Applicable	.0%	0	.0%	0	.0%	0
	Very Dissatisfied	15.2%	5	22.2%	22	.0%	0
	Dissatisfied	36.4%	12	27.3%	27	50.0%	8
	Satisfied	42.4%	14	44.4%	44	50.0%	8
	Very Satisfied	6.1%	2	6.1%	6	.0%	0
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 7.585, p < .05, df = 6

Due to the disbursement of the those completing the survey of all areas of the ship, the one year period over which the surveys were completed and the rate of turnover of supervisors in

different divisions and departments, these results suggest that those leaving the Navy were evenly divided in their opinion of their supervisor's level of competence, and were unlikely influenced by the low level of competence of a few supervisors.

What effect did the level of competence of co-workers have on the job satisfaction of sailors in each paygrade?

TABLE XVIII

PERCEPTION OF JOB SATISFACTION BY LEVEL OF COMPETENCE OF CO-WORKERS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
LEVEL OF COMPETENCE OF CO- WORKERS	Not Applicable	.0%	0	.0%	0	.0%	0
	Very Dissatisfied	9.1%	3	11.1%	11	6.3%	1
	Dissatisfied	36.4%	12	28.3%	28	31.3%	5
	Satisfied	54.5%	18	57.6%	57	56.3%	9
	Very Satisfied	.0%	0	3.0%	3	6.3%	1
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 2.620, p < .05, df = 6

Generally, sailors believed that their co-workers were competent. In the close quarters in which sailors must work at sea, and the fact that their life may depend on the competence of their co-worker, this is an important factor in determining the job satisfaction of sailors. They must be able to depend upon their co-workers' ability to operate dangerous machinery properly, communicate effectively, and in case of emergencies, such as fighting fires (training all shipboard sailors are required to complete) take the proper actions to ensure the safety of all hands.

According to Table XIX, sailors demonstrated a high level of dissatisfaction with the quality and amount of equipment available to do their jobs. 62.6% of E-5s, 58.6% of E-4s and 69.7% of E-3 sailors were either satisfied or very dissatisfied with the quality and amount of equipment. On the other hand, 27.3% of E-3 reported they were satisfied, while 41.4% of E-4 and 37.5% of E-5 said they were satisfied or very satisfied.

What effect did the quality and amount of equipment have on the job satisfaction of sailors in each paygrade?

TABLE XIX

PERCEPTION OF JOB SATISFACTION BY QUALITY AND AMOUNT OF EQUIPMENT

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY AND AMOUNT OF EQPMNT	Not Applicable	3.0%	1	.0%	0	.0%	0
	Very Dissatisfied	33.3%	11	19.2%	19	18.8%	3
	Dissatisfied	36.4%	12	39.4%	39	43.8%	7
	Satisfied	27.3%	9	40.4%	40	25.0%	4
	Very Satisfied	.0%	0	1.0%	1	12.5%	2
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 17.568, p < .05, df = 8

As the quality and amount of equipment to complete any task is extremely important, the sailor's belief that they did not have the equipment needed to complete their tasks has a detrimental affect on their job satisfaction. The foundation of this response could be based in the amount of maintenance required to maintain a ship that is older than most of the sailors (33 years old) who must perform over 75,000 preventive maintenance actions annually, in addition to the thousands of repair actions on the ship's mechanical and electrical devices and systems that must be accomplished on a daily basis.

Table XX measured the level of job satisfaction by the amount of job security sailors perceived in being part of the United States Navy. With 87.5% of Second Class Petty Officers (E-5), 84.3% of Third Class Petty Officers (E-4), and 78.8% of Seamen (E-3) responding as either satisfied or very satisfied, job security drew one of the highest levels of satisfaction in the survey.

What effect did the amount of job security have on the job satisfaction of sailors in each paygrade?

TABLE XX

PERCEPTION OF JOB SATISFACTION BY AMOUNT OF JOB SECURITY

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF JOB SECURITY	Not Applicable	3.0%	1	1.0%	1	6.3%	1
	Very Dissatisfied	6.1%	2	2.1%	2	.0%	0
	Dissatisfied	12.1%	4	14.6%	14	6.3%	1
	Satisfied	72.7%	24	74.0%	71	62.5%	10
	Very Satisfied	6.1%	2	8.3%	8	25.0%	4
	Total	100.0%	33	100.0%	96	100.0%	16

chi-square = 9.418, p < .05, df = 8

As sailor are under a contract to remain in the Navy for a specified amount of time to which they originally agreed, job security is one of the perceived advantages to being a member of the armed services. Although the force can go through periods of reduction in the number of personnel from time to time, as occurred in the early to mid 1990's, sailors do not have to worry that they will report to work one morning and find out they have been "laid off" or "fired".

The results of Table XXI indicated that the Second Class Petty Officers (E-5) had a very high level of job satisfaction with the amount of promotion/advancement opportunities, with 75.1% answering that they were either satisfied or very satisfied. Third Class Petty Officer's had

a much lower level of satisfaction with the promotion opportunities, with 58.6% responding with as dissatisfied or very dissatisfied. Seamen (E-3) were almost equally divided with 46.9% answering that they were satisfied and 53.1% either dissatisfied or very dissatisfied.

What effect did the amount of promotion/advancement opportunities have on the job satisfaction of sailors in each paygrade?

TABLE XXI

PERCEPTION OF JOB SATISFACTION BY AMOUNT OF PROMOTION/ADVANCEMENT OPPORTUNITIES

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
PROMOTION OPPORTUNIT Y	Not Applicable	.0%	0	.0%	0	6.3%	1
	Very Dissatisfied	25.0%	8	27.3%	27	.0%	0
	Dissatisfied	28.1%	9	31.3%	31	18.8%	3
	Satisfied	46.9%	15	40.4%	40	43.8%	7
	Very Satisfied	.0%	0	1.0%	1	31.3%	5
	Total	100.0%	32	100.0%	99	100.0%	16

chi-square = 46.055, p < .05, df = 8

With Second Class Petty Officers (E-5) reaching the highest paygrade possible during the initial enlistment, it is expected that they would have a high level of satisfaction with their advancement opportunity. Conversely, Third Class Petty Officers (E-4) and Seamen (E-3) did not believe they had the same opportunity to advance. All subjects in this survey (with some variation) entered the Navy during the same time period and would have had the same opportunity to advance. Their performance on the job, their level of qualifications for specific tasks, and their performance on the Navy – wide advancement examination would be the prime determining factors in their maximizing the opportunity for advancement.

One factor out of their control, would be the advancement quota set for each rating (job description) by the Chief of Naval Personnel for each bi-annual advancement cycle. The Navy

determines its needs, based on the manning requirements for each rating, and the number of personnel it anticipates will leave the Navy through retirements, retention losses, and attrition (losses due to drug use, desertion, etc.) and determines the number of personnel it will need to the fill those ratings at that paygrade (Naval Military Personnel Manual, 1998).

According to Table XXII, Seaman (E-3) had the highest level of dissatisfaction with the assignment to a job that offered technical/professional development with 54.5% indicating that they were dissatisfied or very dissatisfied. On the other hand, 59.8% of E-4s and 75.1% of E-5s indicated that they were satisfied or very satisfied with their opportunities.

What effect did the assignment to a job offering technical/professional development have on the job satisfaction of sailors in each paygrade?

TABLE XXII

PERCEPTION OF JOB SATISFACTION BY ASSIGNMENT TO JOB OFFERING TECHNICAL/PROFESSIONAL DEVELOPMENT

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
ASSIGNMENT TO JOB OFFERING DEVELOPMENT	Not Applicable	6.1%	2	1.0%	1	6.3%	1
	Very Dissatisfied	24.2%	8	14.4%	14	6.3%	1
	Dissatisfied	30.3%	10	24.7%	24	12.5%	2
	Satisfied	39.4%	13	56.7%	55	56.3%	9
	Very Satisfied	.0%	0	3.1%	3	18.8%	3
	Total	100.0%	33	100.0%	97	100.0%	16

chi-square = 18.388, p < .05, df = 8

These findings indicate a strong correlation at the E-5 paygrade with job satisfaction by the amount of promotion/ advancement opportunity. As one of the key components to properly preparing for the advancement examination, assignment to a job that allows the sailor to learn

key components and systems associated with their rate (ex. an Engineman (EN) working with engines and the associated machinery), they will have a much improved opportunity to do well on the next advancement examination. And as a result, advance to the next higher paygrade.

According to Table XXIII, Second Class Petty Officers (E-5) indicated that they were 100% satisfied or very satisfied with the use of their skills and training on jobs. Third Class Petty Officers responded that they were either satisfied or very satisfied at a level of 61.6%, while Seamen (E-3) reported that they were only 51.5% satisfied with the use of their skills and training on the job.

What effect did the use of job skills and training on jobs have on the job satisfaction of sailors in each paygrade?

TABLE XXIII

PERCEPTION OF JOB SATISFACTION BY USE OF MY SKILLS AND TRAINING ON JOBS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
USE OF SKILLS AND TRAINING ON JOBS	Not Applicable	.0%	0	.0%	0	.0%	0
	Very Dissatisfied	27.3%	9	13.1%	13	.0%	0
	Dissatisfied	21.2%	7	25.3%	25	.0%	0
	Satisfied	48.5%	16	52.5%	52	75.0%	12
	Very Satisfied	3.0%	1	9.1%	9	25.0%	4
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 17.134, p < .05, df = 6

These results of the level of satisfaction of the Second Class Petty Officers are somewhat surprising, but consistence with the findings of the other questions concerning training and advancement questions. Second Class Petty Officers advance in paygrade because they make the most of their training and job assignment opportunities to prepare themselves for advancement.

As Table XXIV indicates, Second Class Petty Officers again had the highest level of satisfaction with 75% responding that they were satisfied or very satisfied, with Third Class Petty Officers reporting that 57.5% believed they were either satisfied or very satisfied. 48.5% of Seaman responded that they were satisfied while 42.4% were dissatisfied or very dissatisfied. Of note, 9.1% of Seaman responded “Not Applicable” to this question, indicating that they had not been assigned to a leadership job.

What effect did the assignment to leadership jobs have on the job satisfaction of sailors in each paygrade?

TABLE XXIV

PERCEPTION OF JOB SATISFACTION BY ASSIGNMENT TO LEADERSHIP JOBS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
ASSIGNMENT TO LEADERSHIP JOBS	Not Applicable	9.1%	3	1.0%	1	.0%	0
	Very Dissatisfied	24.2%	8	16.2%	16	.0%	0
	Dissatisfied	18.2%	6	25.3%	25	25.0%	4
	Satisfied	48.5%	16	53.5%	53	50.0%	8
	Very Satisfied	.0%	0	4.0%	4	25.0%	4
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 24.533, p < .05, df = 8

The results are consistent with the normal distribution of leadership positions given the paygrades within this study. Second Class Petty Officers will often be given leadership opportunities as Work Center Supervisors (a subset of the division which will have the responsibility to oversee the maintenance and repair of a given amount of associated equipment (one group of radars or all of the ship’s small boats)). Third Class Petty Officers may be assigned as Assistant Work Center Supervisors or assigned as the leading technician on one piece of equipment (one radar within the group) and have a number of Seamen working under

them. Seaman are not expected to fill leadership positions, however if a Seaman is perceived to be exceptionally competent, he may be given the opportunity to lead other Seamen in specific tasks.

The results of Table XXV indicated that the Second Class Petty Officers (E-5) had an extremely high level of job satisfaction with the control of job assignments, with 87.1% answering that they were either satisfied or very satisfied. Third Class Petty Officer's had a much lower level of satisfaction with the promotion opportunities, with only 59.6% responding with satisfied or very satisfied. Seamen (E-3) were almost equally divided with 54.5% answering that they were satisfied and 45.5% either dissatisfied or very dissatisfied.

What effect did the control of job assignments have on the job satisfaction of sailors in each paygrade?

TABLE XXV

PERCEPTION OF JOB SATISFACTION BY CONTROL OF JOB ASSIGNMENTS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
CONTROL OVER MY JOB ASSIGNMENTS	Not Applicable	.0%	0	1.0%	1	.0%	0
	Very Dissatisfied	18.2%	6	18.2%	18	.0%	0
	Dissatisfied	27.3%	9	21.2%	21	12.5%	2
	Satisfied	51.5%	17	51.5%	51	68.8%	11
	Very Satisfied	3.0%	1	8.1%	8	18.8%	3
Total		100.0%	33	100.0%	99	100.0%	16

chi-square = 8.593, p < .05, df = 8

Again, these results are consistent with the paygrade level of the individual. Second Class Petty Officers (E-5) would be expected to have a higher level of control over job

assignments than an E-3 or E-4 sailor by virtue of their rank. E-5 sailors are given more responsibility and personnel to accomplish their assigned mission and can delegate job assignments to the Third Class Petty Officers and Seaman who work for them or handle the job assignment themselves.

Table XXVI reflects a very high level of dissatisfaction among Seamen (E-3), with 75.8% responding that they were dissatisfied or very dissatisfied with the way their performance was evaluated. Third Class Petty Officers also expressed a level of dissatisfaction with performance evaluation with 58.6% indicating either dissatisfied or very dissatisfied. Second Class Petty Officers again, as in a number of the questions relating to job satisfaction, indicated a high level of approval (68.8%) with how their performance was evaluated.

What effect did the level of fairness in how my performance is evaluated have on the job satisfaction of sailors in each paygrade?

TABLE XXVI

PERCEPTION OF JOB SATISFACTION BY LEVEL OF FAIRNESS IN HOW MY PERFORMANCE IS EVALUATED

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
LEVEL OF FAIRNESS IN PERFORMANCE EVALUATION	Not Applicable	.0%	0	.0%	0	.0%	0
	Very Dissatisfied	30.3%	10	31.3%	31	6.3%	1
	Dissatisfied	45.5%	15	27.3%	27	25.0%	4
	Satisfied	21.2%	7	40.4%	40	62.5%	10
	Very Satisfied	3.0%	1	1.0%	1	6.3%	1
Total		100.0%	33	100.0%	99	100.0%	16

chi-square = 13.074, p < .05, df = 6

One of the key elements in a sailor's opportunity for advancement is the performance evaluation. Without a formal recommendation for promotion to the next paygrade from the sailor's chain of command, they will remain in the same paygrade, regardless of time of service.

Once a sailor earns the recommendation for promotion from his superiors, he will be able to participate in the semi-annual Navy wide advancement examination. If he passes the examination, his exam score and a number of other factors will be will calculated to form an overall score – the “Final Multiple”(Naval Military Personnel Manual, 1998).

One of the primary “other” factors is a sailor's evaluation average. This average is calculated based on the level of the promotion recommendation assigned to the sailor by the reporting senior (usually the department head for paygrades E-5 and below). These promotion recommendations can be either “Promotable”, “Must Promote” or “Early Promote”, with the early promote recommendation giving the sailor the best score – and the best opportunity for promotion (Navy Performance Evaluation System, 1995) (See Appendix C).

It is reasonable to conclude that a majority of the Second Class Petty Officers would have been the recipients of the highest level of evaluations, playing a major role in their successful advancement to E-5.

PAY & BENEFITS

HYPOTHESIS 2 (PAY AND BENEFITS)

Sailors onboard the U.S.S. John F. Kennedy who do not reenlist at the end of their first-term will have a higher level of approval with pay and benefits than with job satisfaction. This hypothesis was designed to measure and compare the level of satisfaction with pay and benefits of sailors who decided to leave the Navy and return to civilian life.

This hypothesis was tested through the use of ten questions (question numbers 24-30, 32-33 and 40) from the survey that addressed different aspects of Navy pay and benefits. One of these questions, (represented in Table XXXVII) designed for sailors who had completed a PCS (Permanent Change of Station) move, did not provide valuable data from this specific survey group – sailors at end of their first enlistment, and is included here only to maintain the continuity of the survey.

Responses to Question 24 “Based on your Naval experience, rate your satisfaction with the amount of pay (basic)” were used to test this hypothesis. Across all three paygrades, 50 (33.8%) of the sailors responded they were very dissatisfied, while 54 (36.5%) indicated that they were dissatisfied with the amount of basic pay. On the other hand, 41 (27.7%) answered that they were satisfied and only 0 (0.0%) were very satisfied. Three of the sailors responded “Non Applicable” to this question.

Sailor’s responses to the question on basic pay were then examined by gender, marital status and ethnic group. Thirty-five (39.6%) of the males responded that they were satisfied (none responded as very satisfied) with the amount of basic pay, whereas 91 (71.0%) of the males indicated that they were dissatisfied or very dissatisfied with the amount of basic pay. For the females, only six (30.0%) responded that they were satisfied (none responded as very

satisfied) while 13 (57.9%) answered that they were dissatisfied or very dissatisfied. Three sailors, two male and one female, indicated “Not applicable”.

The issue of basic pay was further analyzed by the marital status of the sailors. Those sailors identifying themselves as single indicated by a total of 61 (67.7%) that they were either dissatisfied or very dissatisfied, while 26 (28.8%) responded that they were satisfied or very satisfied with the amount of basic pay. Three responded “Not Applicable.”

Of those who indicated that they were married, 15 (29.4%) answered that they were satisfied (zero responded as very satisfied), while 36 (70.6%) indicated that they were dissatisfied or very dissatisfied with their amount of basic pay as a member of the United States Navy. Further, those who identified themselves as being divorced (four) and as “other” (three) responded with all seven (100.0%) indicating that they were either dissatisfied or very dissatisfied with their basic pay.

Finally, the question of basic pay was analyzed by ethnic group. Of those sailors who identified themselves as White, 29 (33.3%) said they were satisfied (none responded as very satisfied) with the amount of basic pay, while 57 (65.5%) indicated that they were dissatisfied or very dissatisfied. Further, African-Americans responded that they were dissatisfied or very dissatisfied by a margin of 27 (79.4%) over the 6 (17.6%) who said that they were satisfied (none were very satisfied) with the amount of basic Navy pay. One responded as “Not Applicable”. Nineteen (70.3%) of the sailors who identified themselves as Hispanic/Asian/American Indian and “Other” indicated that they were dissatisfied or very dissatisfied, while six (22.2%) said they were satisfied (again, none answered very satisfied). Two (7.4%) did not respond.

Statistical analysis of the effect of gender, marital status and ethnic group on the level of satisfaction with basic pay and benefits indicated that there was no significant difference in their opinions. (See Table XXVII)

TABLE XXVII

Hypothesis # 2	
Dependent Variable – Amount of pay (basic)	
<u>Independent Variable</u>	Chi-Square
Gender	1.659*
Marital Status	6.777*
Ethnic Group	9.951*

*p > .05

A review of the responses indicated a high level of dissatisfaction with the amount of basic pay despite the fact that pay for the military was raised an unprecedented four separate occasions from January 2000 to July 2001 (Defense Finance Accounting Service) (See Appendix D-G). A statistically significant majority of all the sailors 104 (70.2%) were dissatisfied with the amount of basic pay, versus 41 (27.7%) who were satisfied.

According to Table XXVIII, it is the E-3 paygrade that had the lowest perception of pay and benefits by the amount of basic pay, with 78.8% specifying that they were dissatisfied or very dissatisfied and only 18.2% indicating that they were satisfied. The E-4 paygrade revealed that they were not satisfied with the amount of basic pay with 68.7% responding with dissatisfied or very dissatisfied, whereas 29.3% indicated they were satisfied. The E-5 paygrade had a

response of 37.5% indicating they were satisfied with the amount of basic pay. Further, they indicated that 37.5% were dissatisfied and 25.0% were very dissatisfied.

What effect did the amount of basic pay have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXVIII

PERCEPTION OF PAY/BENEFITS BY AMOUNT OF BASIC PAY

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF BASIC PAY	Not Applicable	3.0%	1	2.0%	2	.0%	0
	Very Dissatisfied	42.4%	14	32.3%	32	25.0%	4
	Dissatisfied	36.4%	12	36.4%	36	37.5%	6
	Satisfied	18.2%	6	29.3%	29	37.5%	6
	Very Satisfied	.0%	0	.0%	0	.0%	0
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 3.375, p < .05, df = 6

Two factors affect basic pay for all personnel in the United States Navy: paygrade, which has the most significant affect of amount of pay, and length of service. (See Appendix E) Based on these factors, it is logical that Seamen (E-3) would have the highest level of dissatisfaction with their basic pay. This study population consists of personnel who are all in their first enlistment contract, and as result, those still in the paygrade of E-3, would compare their level of pay with their contemporaries who have advanced to the E-4 and E-5 paygrades, who are being paid significantly more.

While this may be a reason for the discontent of the Seamen (E-3), the Third Class Petty Officers (E-4) as well as the Second Class Petty Officers (E-5) had a high level of dissatisfaction with basic pay as well. With 29.3% and 37.5% respectively answering they were dissatisfied

and none answering they were very satisfied; the level of dissatisfaction with basic pay is much higher than expected.

In Table XXIX, those in the E-4 paygrade showed the highest level of satisfaction with the amount of special pay, with 40.8% indicating they were satisfied or very satisfied, while 52.1% signified dissatisfaction. Those in the E-5 paygrade had almost the same level of satisfaction with 37.5% signifying they were satisfied whereas an equal number: 37.3% indicated dissatisfaction. Finally, the E-3 paygrade’s answers disclosed a much lower level of satisfaction with special pay, with only 24.2% indicating they were satisfied, while 51.5% signifying that they were dissatisfied or very dissatisfied. Of note, a total 19 personnel indicated that special pay was “Not Applicable.”

What effect did the amount of special pay have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXIX

PERCEPTION OF PAY/BENEFITS BY AMOUNT OF SPECIAL PAY

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
SPECIAL PAY	Not Applicable	24.2%	8	7.1%	7	25.0%	4
	Very Dissatisfied	33.3%	11	27.6%	27	12.5%	2
	Dissatisfied	18.2%	6	24.5%	24	25.0%	4
	Satisfied	24.2%	8	39.8%	39	37.5%	6
	Very Satisfied	.0%	0	1.0%	1	.0%	0
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 11.960, p < .05, df = 8

Special pay includes a number of separate smaller payments to sailors of all ranks, depending on a number of factors including where they work (ex. Flight Deck pay), specialized

skills or training they possess (ex. Dive pay for divers), pay for where they are in the world (Hostile Fire pay for serving in a war zone), or pay for being assigned to duty onboard a ship (Sea pay) (See Appendix F).

While there are a number of different types of special pay available, sailors in the first enlistment will not have had the same opportunity to earn the most lucrative special pays as sailors on their second or third enlistments. The Navy uses the promise to provide the specialized training needed to receive the most lucrative of special pay to entice sailors to reenlist. The sailor signs another enlistment contract (the length determined by the critical need of the skill training being offered), and the Navy agrees to provide the school (which can be over one year for some skills) and in turn, allows the sailor to earn the special pay if they successfully complete the training.

Table XXX demonstrates a high the level of dissatisfaction with retirement benefits, regardless of paygrade. E-5 sailors (Petty Officer Second Class) had the highest level of dissatisfaction with their perception of retirement benefits, with 43.8% very dissatisfied and 12.5% dissatisfied, for a total of 56.3%. Paygrades E-4 (Petty Officer Third Class) and E-3 (Seaman) indicated a level of dissatisfaction of 31.3% and 30.3% respectively.

What effect did retirement benefits have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXX

PERCEPTION OF PAY/BENEFITS BY RETIREMENT BENEFITS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
RETIREMENT BENEFITS	Not Applicable	54.5%	18	50.5%	50	31.3%	5
	Very Dissatisfied	21.2%	7	18.2%	18	43.8%	7
	Dissatisfied	9.1%	3	13.1%	13	12.5%	2
	Satisfied	15.2%	5	15.2%	15	12.5%	2
	Very Satisfied	.0%	0	3.0%	3	.0%	0
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 7.324, p < .05, df = 8

Again, as this study focused on those sailors at the end of their first enlistment, it is predictable that the number of personnel responding as “Not Applicable” would be high. However, the high percentage of Second Class Petty Officers (E-5) indicating that they are very dissatisfied with retirement benefits is significant.

While the retirement pay, 50% of basic pay based on the average of the highest three years of basic pay (usually the last three years of active duty), health care benefits, exchange and commissary privileges, and other retirement benefits may not seem relevant at this point, those sailors who decided to stay in the Navy will value these benefits at a much greater level the longer their service continues.

In Table XXXI, the effect of education benefits on the satisfaction with pay and benefits was measured. Second Class Petty Officers (E-5) and Third Class Petty Officers (E-4)

responded that they both were satisfied or very satisfied with the level of education benefits by a near identical 62.5% for E-5 and 64.6% for E-4. Further, 69.7% of the E-3s responded that they were satisfied or very satisfied, while only 24.3% reported that they were dissatisfied.

What effect did the level of education benefits have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXXI

PERCEPTION OF PAY/BENEFITS BY LEVEL OF EDUCATION BENEFITS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
LEVEL OF EDUCATIONAL BENEFITS	Not Applicable	6.1%	2	6.1%	6	.0%	0
	Very Dissatisfied	6.1%	2	7.1%	7	6.3%	1
	Dissatisfied	18.2%	6	22.2%	22	31.3%	5
	Satisfied	60.6%	20	52.5%	52	50.0%	8
	Very Satisfied	9.1%	3	12.1%	12	12.5%	2
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 2.407, p < .05, df = 8

The Navy’s educational assistance program is one of the most valuable benefits available to sailors today. It provides 100% of tuition costs for accredited programs from associates, bachelors and master’s degrees to technical degrees at various institutions.

With very few limitations, and only a minimum of two years of active duty service to complete after its use this program, (which is completely separate from the Montgomery G.I. Bill education benefits although they cannot overlap) provides sailors with an outstanding opportunity to improve themselves through education.

Although the level of satisfaction with this benefit was high compared the level of satisfaction with basic and special pay, it is somewhat surprising with the level of benefits available, that the number of sailors responding as satisfied or very satisfied is not markedly higher.

Table XXXII measured the effect of access to education and training on the satisfaction with pay and benefits. With 56.3% of Second Class Petty Officers (E-5), 63.7% of Third Class Petty Officers (E-4), and 66.7% of Seamen (E-3) responding as either satisfied or very satisfied, access to education and training rated approximately the same amount of satisfaction as the level of education and training benefits.

What effect did the access to education & training benefits have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXXII

PERCEPTION OF PAY/BENEFITS BY ACCESS TO EDUCATION/TRAINING

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
ACCESS TO EDUCATION/TRAINING	Not Applicable	.0%	0	1.0%	1	6.3%	1
	Very Dissatisfied	18.2%	6	17.2%	17	12.5%	2
	Dissatisfied	15.2%	5	18.2%	18	25.0%	4
	Satisfied	60.6%	20	56.6%	56	37.5%	6
	Very Satisfied	6.1%	2	7.1%	7	18.8%	3
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 7.184, p < .05, df = 8

The answers to this question were very similar to those detailed in Table XXXI, and are to be expected. These questions discriminate between the availability of the education benefits and the ability to actually use them, as sailors onboard the Kennedy (as well as any other sailor onboard a ship) are subject to constant periods of underway (at sea) time and an interruption in their attendance of shore based classes.

While the Navy does provide basic college level courses onboard its larger ships (John F. Kennedy being one) during its routine six-month deployments, the flexibility of the ship's underway schedule makes it difficult for sailors to plan and complete their scheduled course work. The results of this question however indicate that a majority of the sailors are satisfied with their access to education and training.

According to Table XXXIII, sailors were equally divided in their level of satisfaction with the quality of medical and dental care. Sailors in the E-5 paygrade responded at a rate of 56.3% that they were either satisfied or very dissatisfied with the quality medical and dental care, while 48.9 of E-4 and 45.5% of E-3 sailors responded similarly. On the other hand, 51.6% of E-3 reported they were satisfied, while 47.9% of E-4 and 37.6% of E-5 said they were satisfied or very satisfied.

What effect did the quality of medical & dental care have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXXIII

PERCEPTION OF PAY/BENEFITS BY QUALITY OF MEDICAL AND DENTAL CARE

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY OF MEDICAL AND DENTAL CARE	Not Applicable	3.0%	1	3.1%	3	6.3%	1
	Very Dissatisfied	15.2%	5	17.3%	17	12.5%	2
	Dissatisfied	30.3%	10	31.6%	31	43.8%	7
	Satisfied	45.5%	15	45.9%	45	31.3%	5
	Very Satisfied	6.1%	2	2.0%	2	6.3%	1
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 3.638, p < .05, df = 8

The Navy provides 100% medical and dental coverage to its members with no out of pocket expense. While the quality of the care provided by the Navy’s extensive active duty medical and dental professionals is sometimes questioned, it provides a service at sea that cannot be duplicated by civilian medical personnel.

The John F. Kennedy provides its sailors with a full service Medical Department, (including a pharmacy and psychiatric care) capable of providing medical care up to and including emergency surgery if needed. Likewise, the Dental Department can provide normal dental care to all sailors onboard the Kennedy.

According to Table XXXIV, sailors in all paygrades had a high level of satisfaction with the quality of commissary and exchange. 93.8% of sailors in the E-5 paygrade, 92.0% in the E-4 paygrade and 81.8% in the E-3 paygrade responded that they were either satisfied or very satisfied with their benefits provided through the commissary and exchange.

What effect did the quality of commissary & exchanges have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXXIV

PERCEPTION OF PAY/BENEFITS BY QUALITY OF COMMISSARY/EXCHANGES

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY OF COMMISSARY	Not Applicable	.0%	0	1.0%	1	.0%	0
	Very Dissatisfied	3.0%	1	1.0%	1	6.3%	1
	Dissatisfied	15.2%	5	6.1%	6	.0%	0
	Satisfied	63.6%	21	75.8%	75	56.3%	9
	Very Satisfied	18.2%	6	16.2%	16	37.5%	6
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 11.043, p < .05, df = 8

The commissary, (grocery store) and the exchange (department store) provide a valuable resource to military members and their families who take advantage of them. The commissary provides deeply discounted prices on food and other items normally found in a civilian grocery store with the added bonus of not charging sales tax (a significant saving on food in states that charge tax on food items). The Navy Exchange system provides numerous items, including everything from dry cleaning and florists to appliances and auto care are available through its stores, catalog and web site for sailors anywhere in the world.

Those sailors in the survey group responded to the question of support and recreational services with nearly the same level of satisfaction as the commissary and exchange. Table XXXV shows that 87.3% of E-5 personnel were satisfied or very satisfied, followed closely by 82.7% of E-4 and 81.8% of E-3 sailors.

What effect did the support & recreation services have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXXV

PERCEPTION OF PAY/BENEFITS BY SUPPORT & RECREATIONAL SERVICES

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
SUPPORT AND RECREATIONAL SERVICES	Not Applicable	3.0%	1	2.0%	2	.0%	0
	Very Dissatisfied	9.1%	3	6.1%	6	6.3%	1
	Dissatisfied	6.1%	2	9.2%	9	6.3%	1
	Satisfied	69.7%	23	68.4%	67	56.3%	9
	Very Satisfied	12.1%	4	14.3%	14	31.3%	5
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 4.391, p < .05, df = 8

The Navy takes great effort in providing its members with opportunities for recreation in numerous forms. From gymnasiums, weight rooms, internet cafés and bowling leagues, to sponsoring trips and tours to places of interest in foreign ports of call, the Morale, Welfare and Recreation Committee provides sailors with numerous opportunities to better themselves intellectually, physically, and emotionally.

In Table XXXVI, the perception fairness of married vs. single pay was measured. Second Class Petty Officers (E-5) had the highest level of dissatisfaction, with 60.0% answering that they were either dissatisfied or very dissatisfied. On the other hand, only 44.4% of the Third Class Petty Officers (E-4) responded that they were dissatisfied or very dissatisfied with the fairness of married vs. single pay, with a significant number (12.1%), indicating Not Applicable. Further, 57.6% of the Seamen (E-3) indicated that they were dissatisfied.

What effect did the perception of fairness of married vs. single pay have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXXVI

PERCEPTION OF PAY/BENEFITS BY FAIRNESS OF MARRIED VS SINGLE PAY

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
FAIRNESS OF MARRIED VS SINGLE PAY	Not Applicable	6.1%	2	12.1%	12	13.3%	2
	Very Dissatisfied	27.3%	9	21.2%	21	26.7%	4
	Dissatisfied	30.3%	10	23.2%	23	33.3%	5
	Satisfied	36.4%	12	40.4%	40	26.7%	4
	Very Satisfied	.0%	0	3.0%	3	.0%	0
	Total	100.0%	33	100.0%	99	100.0%	15

chi-square = 4.385, p < .05, df = 8

While there are no differences in basic pay, there are differences in the amount of allowances that are granted to married and single sailors. Married sailors receive a larger Basic

Allowance for Housing (BAH) than single sailors because of the additional costs of supporting a family. The Navy also pays married sailors that are separated from their families greater than 30 days a “Family Separation Allowance.” As both of these allowances are by law, income tax free, their value is enhanced even further.

The results of this survey question however, do not reveal the difference in single and married pay to be a significant issue considering that 60.8% of the survey group is single.

As noted above, Table XXXVII is included to maintain the continuity of the survey data. Again, as the survey is focuses on those sailors who are at the end of their first enlistment, most would not have completed a Permanent Change of Station (PCS) after their initial entry into the Navy.

What effect did the compensation for PCS moves have on the satisfaction with pay & benefits of sailors in each paygrade?

TABLE XXXVII

PERCEPTION OF PAY/BENEFITS BY COMPENSATION FOR PCS MOVES

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
COMPENSATI ON FOR PCS MOVES	Not Applicable	46.9%	15	53.5%	53	81.3%	13
	Very Dissatisfied	6.3%	2	4.0%	4	6.3%	1
	Dissatisfied	9.4%	3	7.1%	7	12.5%	2
	Satisfied	31.3%	10	34.3%	34	.0%	0
	Very Satisfied	6.3%	2	1.0%	1	.0%	0
	Total	100.0%	32	100.0%	99	100.0%	16

chi-square = 12.396, p < .05, df = 8

QUALITY OF LIFE

HYPOTHESIS 3 (QUALITY OF LIFE)

Sailors onboard the U.S.S. John F. Kennedy who do not reenlist at the end of their first-term have a low opinion of the quality of life as a member of the United States Navy. This hypothesis was designed to measure the level of satisfaction with the quality of life of sailors who decided to leave the Navy and return to civilian life.

This hypothesis was tested through the use of fifteen questions (question numbers 9, 15-23, 34-38) from the survey that addressed different aspects of Navy Life. A number of these questions, (represented in Tables XLIV through LIII) resulted in “Not Applicable” responses due to their design for sailors with spouses and families. Because these questions had a greater than fifty percent “Not Applicable” response, they do not provide valuable data from this specific survey group – sailors at end of their first enlistment - the results were not analyzed and are included here only to maintain the continuity of the survey.

Responses to Question 18 “Based on your Naval experience, rate your satisfaction with the Quality of Navy Life” were used to test this hypothesis. Across all three paygrades, 39 (26.3%) of the sailors responded they were very dissatisfied, while 48(32.4%) indicated that they were dissatisfied with the quality of Navy life. On the other hand, 57 (38.5%) answered that they were satisfied or very satisfied. Four of the sailors did not respond to this question.

Response rates to the question on the quality of life were then examined by gender, marital status and ethnic group. Fifty (39.6%) of the males responded that they were satisfied or very satisfied with the quality of Navy life whereas 76 (61.2%) of the males indicated that they were dissatisfied or very dissatisfied with the quality of Navy life. For the females, only seven (36.8%) responded that they were satisfied (none responded as very satisfied) while eleven

(57.9%) answered that they were dissatisfied or very dissatisfied. Two sailors, one male and one female, indicated “Not applicable”.

Next, the subject of quality of life was analyzed by the marital status of the sailors. Those sailors identifying themselves as single responded by a measure of 59 (67.0%) that they were either dissatisfied or very dissatisfied, against 27 (30.6%) who indicated that they were satisfied or very satisfied with the quality of Navy life.

Of those who indicated that they were married, 28 (54.9%) responded that they were satisfied or very satisfied, while 23 (45.1%) indicated that they were dissatisfied or very dissatisfied with the quality of their lives while a part of the United States Navy. Further, those who identified themselves as being divorced (four) and as “other” (three) responded with five (71.4%) indicating that they were either dissatisfied or very dissatisfied, while two responded that they were satisfied with the quality of Navy life.

Lastly, the question of the quality of Navy life was analyzed by ethnic group. Of those sailors who identified themselves as White, 35 (40.7%) listed their quality of Navy life as satisfied (none responded as very satisfied) while 51 (59.3%) indicated that they were dissatisfied or very dissatisfied. Further, African-Americans responded that they were dissatisfied or very dissatisfied by a margin of 21 (61.7%) over the 11 (32.3%) who said that they were satisfied or very satisfied with the quality of Navy life. Two responded as “Not Applicable”. Fifteen (55.5%) of the sailors who identified themselves as Hispanic/Asian/American Indian or “Other” indicated that they were dissatisfied or very dissatisfied, while eleven (40.7%) said they satisfied or very satisfied and one did not answer.

Statistical analysis of the effect of gender, marital status and ethnic group on the quality of Navy life indicated that there was no significant difference in their opinions.

(See Table XXXVIII)

TABLE XXXVIII

Hypothesis # 3

Dependent Variable - Quality of Life

<u>Independent Variable</u>	Chi-Square
Gender	6.258*
Marital Status	11.438*
Ethnic Group	20.139*

***p > .05**

A review of the responses by gender indicated an elevated level of dissatisfaction with the quality of Navy life. The findings indicated no statistical difference between male and female sailors, with a majority of the sailors 87 (60.0%) being dissatisfied with the quality of Navy life, verses 57 (39.3%) who were satisfied.

Responses analyzed by marital status revealed that 28 (54.9%) of married sailors were satisfied or very satisfied with the quality of Navy life, while only 27 (30.6%) of single sailors responded they were satisfied or very satisfied. This disparity could be attributed to the fact that married sailors, while away from their spouse and children often, understand that the Navy has a support system in place to assist them if needed.

On the question of perception of quality of Navy life, the E-4 paygrade had a low level of satisfaction, with 62.8% indicating they were either dissatisfied or very dissatisfied, versus a total

of 36.1% who were satisfied. Among E-5 personnel, 43.8% indicated satisfaction with their quality of life, while 56.3% were not satisfied. For the E-3 paygrade, a minority (45.5%) signified that they were satisfied with the quality of Navy life; however 51.5% demonstrated that they were dissatisfied or very dissatisfied, while 3.0% indicated that quality of Navy life was not applicable.

What affect did the perception of the quality of life on each paygrade?

**TABLE XXXIX
PERCEPTION OF QUALITY OF NAVY LIFE**

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY OF NAVY LIFE	Not Applicable	3.0%	1	1.0%	1	.0%	0
	Very Dissatisfied	30.3%	10	24.7%	24	31.3%	5
	Dissatisfied	21.2%	7	38.1%	37	25.0%	4
	Satisfied	45.5%	15	34.0%	33	43.8%	7
	Very Satisfied	.0%	0	2.1%	2	.0%	0
	Total	100.0%	33	100.0%	97	100.0%	16

chi-square = 5.916, p < .05, df = 8

Although some of the specific questions dealing with the quality of Navy life revealed a much higher level of dissatisfaction, on the key question of quality of life, sailors indicated by a very small margin that they were dissatisfied with quality of Navy life.

In Table XL, those in the E-5 paygrade showed the highest level of satisfaction with the quality of life by the geographic location of jobs, with 81.3% indicating they were satisfied or very satisfied, while only 12.5% signified dissatisfaction. Those in the E-4 paygrade had almost as high a level of satisfaction with 72.7% signifying they were satisfied whereas 24.3% indicated dissatisfaction. Finally, the E-3 paygrade's answers disclosed a slightly lower level of

satisfaction, with 65.6% indicating they were satisfied or very satisfied, while only 25.0% signifying that they were dissatisfied or very dissatisfied. A total of seven respondents indicated “Not Applicable.”

What effect did the quality of life by geographic location of jobs have on sailors in each paygrade?

TABLE XL

PERCEPTION OF QUALITY OF LIFE BY GEOGRAPHIC LOCATION OF JOBS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
GEOGRAPHIC LOCATION OF JOBS	Not Applicable	9.4%	3	3.0%	3	6.3%	1
	Very Dissatisfied	12.5%	4	8.1%	8	12.5%	2
	Dissatisfied	12.5%	4	16.2%	16	.0%	0
	Satisfied	62.5%	20	58.6%	58	75.0%	12
	Very Satisfied	3.1%	1	14.1%	14	6.3%	1
	Total	100.0%	32	100.0%	99	100.0%	16

chi-square = 9.140, p < .05, df = 8

The fact that the U.S.S. John F. Kennedy is stationed in Mayport, Florida (near Jacksonville) undoubtedly played a significant role in this question’s largely positive response. It is a small base with far fewer ships than bases in Norfolk, Virginia or San Diego, California and as a result provides easier access to base amenities like the golf course and gymnasium. Further, the climate of Florida, from the many tourist attractions to the weather, makes it an ideal place for a sailor’s first duty station.

Table XLI demonstrates a high the level of dissatisfaction with the quality of life by the living conditions at sea/overseas, regardless of paygrade. E-5 sailors (Petty Officer Second Class) had the highest level of dissatisfaction with the quality of life by living conditions at sea/overseas, with 25.0% dissatisfied and 56.3% very dissatisfied, for a total of 81.3%.

Paygrades E-4 (Petty Officer Third Class) and E-3 (Seaman) following close behind with 67.7% and 69.7% respectively.

What effect did the quality of life by living conditions at sea/overseas have on sailors in each paygrade?

TABLE XLI

PERCEPTION OF QUALITY OF LIFE BY LIVING CONDITIONS AT SEA/OVERSEAS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
LIVING CONDITIONS AT SEA	Not Applicable	3.0%	1	2.0%	2	.0%	0
	Very Dissatisfied	48.5%	16	35.4%	35	56.3%	9
	Dissatisfied	21.2%	7	32.3%	32	25.0%	4
	Satisfied	27.3%	9	29.3%	29	18.8%	3
	Very Satisfied	.0%	0	1.0%	1	.0%	0
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 4.837, p < .05, df = 6

Without question, life onboard a Navy ship is arduous at best. Living conditions for sailors, especially of this paygrade are far below what most Americans would expect in their daily lives. Their racks (beds) are the size of coffins, and are stacked three high inside spaces (rooms) that may have as many as 200 sailors packed into an area the size of a small house. They have to wait in long lines for almost everything they need: chow (food), personal items from the ship’s store, liberty boats in foreign ports, mail, and sometimes even to take a shower (if the ship is making enough fresh water to allow showers).

Average workday at sea are 12 to 18 hours long, depending on the ship’s operational schedule, with the remaining time spend eating, sleeping and trying to find time to relax before starting work again. This can go on for days or months at a time if the national interest dictates the need for a United States warship to “show the flag” or launch an attack.

In Table XLII, the perception of quality of life by the amount of sea duty was measured. There was a nearly even split between all three paygrades on the level of dissatisfaction, with 43.8% of E-5s, 41.4% of E-4s and 45.5% of E-3 answering that they were either dissatisfied or very dissatisfied. On the other hand, 57.5% of the Third Class Petty Officers (E-4) and 56.3% of Second Class Petty Officers responded that they were satisfied with the amount of sea duty. Of interest, E-3s were evenly split with 15 indicating they were satisfied and 15 responding they were dissatisfied, with 3 indicating “Not Applicable.”

What effect did the quality of life by amount of sea duty have on sailors in each paygrade?

TABLE XLII

PERCEPTION OF QUALITY OF LIFE BY AMOUNT OF SEA DUTY

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF SEA DUTY	Not Applicable	9.1%	3	1.0%	1	.0%	0
	Very Dissatisfied	18.2%	6	19.2%	19	37.5%	6
	Dissatisfied	27.3%	9	22.2%	22	6.3%	1
	Satisfied	42.4%	14	54.5%	54	56.3%	9
	Very Satisfied	3.0%	1	3.0%	3	.0%	0
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 12.321, p < .05, df = 8

For the purposes of pay and career “sea duty” time, everyday that a sailor is attached to a ship counts as sea duty, regardless of whether or not it is underway (at sea). For career sailors, sea duty time is a point of pride – a measure of the sacrifice they have made - in time away from their families, for their country, or for many, a measure of how “salty” a sailor they have become.

As Table XLIII indicates, Second Class Petty Officers had the lowest level of dissatisfaction with 37.6% responding that they were dissatisfied or very dissatisfied, with Third Class Petty Officers reporting that 17.2% believed they were satisfied and 38.2% either dissatisfied or very dissatisfied. 12.5% of Seaman responded that they were satisfied while 50.1% were dissatisfied or very dissatisfied. Of note, 64 of the respondents indicated “Not Applicable” to this question, while a total of 90 indicated on marital status question that they were single.

What effect did the quality of life by amount of family separation have on sailors in each paygrade?

TABLE XLIII

PERCEPTION OF QUALITY OF LIFE BY AMOUNT OF FAMILY SEPARATION

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AMOUNT OF FAMILY SEPERATION	Not Applicable	37.5%	12	44.4%	44	50.0%	8
	Very Dissatisfied	18.8%	6	19.2%	19	18.8%	3
	Dissatisfied	31.3%	10	19.2%	19	18.8%	3
	Satisfied	12.5%	4	17.2%	17	12.5%	2
	Very Satisfied	.0%	0	.0%	0	.0%	0
	Total	100.0%	32	100.0%	99	100.0%	16

chi-square = 2.585, p < .05, df = 6

Dealing with the family separation is a constant in the life of a sailor attached to United States Navy ship. While the six-month deployment overseas is an event that is known to most observers of the Navy, it represents only part of the requirement for sailors to be away from their families. The training cycle for a Navy ship to prepare for an overseas deployment is nearly as demanding as the deployment, with the ship completing numerous exercises and testing at sea before it is declared a deployment ready asset. These underway periods, coupled with the duty

requirement that a sailor must spend one of every six nights (can vary from every third night to eighth night and from ship to ship) while the ship is in port onboard the ship adds to the strain that family separation places on the ship's crew.

What effect did the quality of life by quality of government housing have on sailors in each paygrade?

TABLE XLIV

PERCEPTION OF QUALITY OF LIFE BY QUALITY OF GOVERNMENT HOUSING

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY OF GOVT HOUSING	Not Applicable	60.6%	20	60.6%	60	75.0%	12
	Very Dissatisfied	3.0%	1	5.1%	5	12.5%	2
	Dissatisfied	9.1%	3	5.1%	5	6.3%	1
	Satisfied	18.2%	6	27.3%	27	6.3%	1
	Very Satisfied	9.1%	3	2.0%	2	.0%	0
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 10.341, p < .05, df = 8

What effect did the quality of life by amount of spouse career opportunities have on sailors in each paygrade?

TABLE XLV

PERCEPTION OF QUALITY OF LIFE BY SPOUSE CAREER OPPORTUNITIES

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
SPOUSE CAREER OPPORTUNITY	Not Applicable	60.6%	20	62.2%	61	87.5%	14
	Very Dissatisfied	3.0%	1	5.1%	5	.0%	0
	Dissatisfied	15.2%	5	11.2%	11	6.3%	1
	Satisfied	18.2%	6	19.4%	19	6.3%	1
	Very Satisfied	3.0%	1	2.0%	2	.0%	0
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 5.057, p < .05, df = 8

What effect did the quality of life by number of PCS relocations have on sailors in each paygrade?

TABLE XLVI

PERCEPTION OF QUALITY OF LIFE BY NUMBER OF PCS RELOCATIONS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
NO. OF PCS RELOCATION	Not Applicable	57.6%	19	61.2%	60	81.3%	13
	Very Dissatisfied	3.0%	1	3.1%	3	.0%	0
	Dissatisfied	15.2%	5	7.1%	7	6.3%	1
	Satisfied	24.2%	8	27.6%	27	12.5%	2
	Very Satisfied	.0%	0	1.0%	1	.0%	0
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 5.220, p < .05, df = 8

What effect did the quality of life by quality of family medical care have on sailors in each paygrade?

TABLE XLVII

PERCEPTION OF QUALITY OF LIFE BY QUALITY OF FAMILY MEDICAL CARE

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY OF FAMILY MEDICAL CARE	Not Applicable	54.5%	18	54.1%	53	62.5%	10
	Very Dissatisfied	9.1%	3	8.2%	8	12.5%	2
	Dissatisfied	9.1%	3	6.1%	6	6.3%	1
	Satisfied	15.2%	5	30.6%	30	6.3%	1
	Very Satisfied	12.1%	4	1.0%	1	12.5%	2
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 14.297, p < .05, df = 8

What effect did the quality of life by quality of dependent facilities/schools have on sailors in each paygrade?

TABLE XLVIII

PERCEPTION OF QUALITY OF DEPENDENT FACILITIES/SCHOOLS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
DEPENDENT FACILITIES	Not Applicable	65.6%	21	68.7%	68	75.0%	12
	Very Dissatisfied	6.3%	2	5.1%	5	.0%	0
	Dissatisfied	15.6%	5	3.0%	3	6.3%	1
	Satisfied	9.4%	3	21.2%	21	18.8%	3
	Very Satisfied	3.1%	1	2.0%	2	.0%	0
	Total	100.0%	32	100.0%	99	100.0%	16

chi-square = 9.688, p < .05, df = 8

What effect did the quality of life by quality of family service centers have on sailors in each paygrade?

TABLE XLIX

PERCEPTION OF QUALITY OF LIFE BY QUALITY OF FAMILY SERVICE CENTERS

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY OF FAMILY SERVICE CENTERS	Not Applicable	56.3%	18	52.6%	51	62.5%	10
	Very Dissatisfied	.0%	0	3.1%	3	.0%	0
	Dissatisfied	6.3%	2	2.1%	2	.0%	0
	Satisfied	34.4%	11	40.2%	39	31.3%	5
	Very Satisfied	3.1%	1	2.1%	2	6.3%	1
	Total	100.0%	32	100.0%	97	100.0%	16

chi-square = 5.103, p < .05, df = 8

What effect did the overall quality of Navy life have on sailors in each paygrade?

TABLE L

PERCEPTION OF QUALITY OF LIFE BY OVERALL QUALITY OF NAVY LIFE

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
OVERALL QUALITY OF NAVY LIFE	Not Applicable	9.1%	3	1.0%	1	.0%	0
	Very Dissatisfied	27.3%	9	21.2%	21	25.0%	4
	Dissatisfied	27.3%	9	38.4%	38	18.8%	3
	Satisfied	36.4%	12	37.4%	37	56.3%	9
	Very Satisfied	.0%	0	2.0%	2	.0%	0
	Total	100.0%	33	100.0%	99	100.0%	16

chi-square = 11.326, p < .05, df = 8

What effect did the quality of life by availability of housing have on sailors in each paygrade?

TABLE LI

PERCEPTION OF QUALITY OF LIFE BY AVAILABILITY OF HOUSING

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AVAILABILITY OF HOUSING	Not Applicable	57.6%	19	60.2%	59	87.5%	14
	Very Dissatisfied	9.1%	3	8.2%	8	6.3%	1
	Dissatisfied	18.2%	6	16.3%	16	6.3%	1
	Satisfied	15.2%	5	14.3%	14	.0%	0
	Very Satisfied	.0%	0	1.0%	1	.0%	0
	Total	100.0%	33	100.0%	98	100.0%	16

chi-square = 5.817, p < .05, df = 8

What effect did the quality of life by quality of Navy housing have on sailors in each paygrade?

TABLE LII

PERCEPTION OF QUALITY OF LIFE BY QUALITY OF NAVY HOUSING

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
QUALITY OF NAVY HOUSING	Not Applicable	69.7%	23	63.9%	62	93.8%	15
	Very Dissatisfied	6.1%	2	6.2%	6	6.3%	1
	Dissatisfied	3.0%	1	6.2%	6	.0%	0
	Satisfied	18.2%	6	21.6%	21	.0%	0
	Very Satisfied	3.0%	1	2.1%	2	.0%	0
	Total	100.0%	33	100.0%	97	100.0%	16

chi-square = 7.132, p < .05, df = 8

What effect did the quality of life by availability of dependent medical and dental care have on sailors in each paygrade?

TABLE LIII

PERCEPTION OF QUALITY OF LIFE BY AVAILABILITY OF DEPENDENT MEDICAL AND DENTAL CARE

		PAYGRADE (Dep. Variable)					
		3		4		5	
		Column %	Count	Column %	Count	Column %	Count
AVAILABILITY OF DEPENDANT MEDICAL AND DENTAL CARE	Not Applicable	50.0%	16	52.5%	52	62.5%	10
	Very Dissatisfied	9.4%	3	5.1%	5	18.8%	3
	Dissatisfied	12.5%	4	7.1%	7	.0%	0
	Satisfied	28.1%	9	34.3%	34	12.5%	2
	Very Satisfied	.0%	0	1.0%	1	6.3%	1
Total		100.0%	32	100.0%	99	100.0%	16

chi-square = 11.843, p < .05, df = 8

CHAPTER V

CONCLUSIONS

SUMMARY

This study began with the assertion that job satisfaction was the determining factor in a sailor's decision to leave the service of the United States Navy. Three critical factors were surmised to have the most influence on each sailor's choice. First, it was hypothesized that sailors onboard the U.S.S. John F. Kennedy who did not reenlist had a low level of job satisfaction. Next, it was proposed that the quality of life of sailors was a primary factor in the decision to leave the Navy. Further, it was postulated that pay and benefits played the most significant role in the decision process. This research set forth to investigate to what level this argument could be defended by developing a process to study the sailor's perception in each of these areas.

To investigate, the results of the Navy's own surveys were obtained from the U.S.S. John F. Kennedy's Command Career Counselor's office. The survey group, made up of the paygrades of E-3, E-4 and E-5 were selected for three reasons: 1) being a part of the same Navy command, they would have had similar work environment, 2) they were at the end of their first enlistment – their first career decision point, and 3) they all chose to voluntarily leave the Naval service. In choosing this survey group, this thesis also hoped to determine whether specific attributes, i.e. paygrade, gender, marital status, or ethnic group might affect or predict the level of satisfaction sailors experience as members of the United States Navy.

CONCLUSIONS

Surprisingly, there was a significant difference in the job satisfaction level between female and male sailors. Although there were only 20 female sailors in the survey, 85% indicated that they were satisfied with their job fulfillment, versus 60% of all the male sailors completing the survey. The survey also revealed some differences in the level of job satisfaction of married versus single sailors, as well as differences among ethnic groups, with those sailors identifying themselves as Black, responding more favorably to their level of job satisfaction than those of Hispanic and White decent.

Overall, the level of job satisfaction among all sailors in the survey was higher than expected, with over 63% indicating that they were satisfied with their level of job fulfillment. As the survey group was composed of sailors who had made the decision to leave the Navy, it was unexpected that a strong majority would indicate they were dissatisfied. This level of response seems to disprove Hypothesis # 1 - Sailors onboard the U.S.S. John F. Kennedy who do not reenlist, have a low level of job satisfaction.

There were no significant differences however, in the level of satisfaction with the amount of basic pay by gender, marital status or ethnic group. Across all groups, there was a high intensity of dissatisfaction with the level of basic pay. Even when analyzed by paygrade, Second Class Petty Officers (E-5), the highest paid sailors in the survey, had an elevated level (62.5%) of dissatisfaction with basic pay. These results would seem to disprove Hypothesis # 2 – “Sailors onboard the U.S.S. John F. Kennedy who do not reenlist, will have a higher level of approval with pay and benefits than with job satisfaction.”

On the question of quality of life, the sailors who participated in the survey registered an elevated level of dissatisfaction, with 59.5% indicating that they were dissatisfied with Navy life. This level of dissatisfaction was duplicated when the results were analyzed by gender and ethnic group however; there was a significant difference in the results by marital status. Only 30.6% of single sailors were satisfied with the quality of life, verses 54.9% of married sailors. This could be attributed to the fact that the Navy provides a number of services (family housing, family medical and dental care, childcare services, commissary, spouse support groups, et al) to family members that are not utilized by single sailors. Despite the relatively high level of satisfaction with the quality of life of the married sailors, overall the level of satisfaction with the quality of life was far less than that of job satisfaction. Based on these findings, Hypothesis # 3 – “Sailors onboard the U.S.S. John F. Kennedy who do not reenlist will have a higher level of approval with the quality of life than with job satisfaction,” was also rejected.

STRENGTHS AND LIMITATIONS OF THE STUDY

This study of the level of job satisfaction among the sailors had a number of strengths and limitations. One of the strengths of the study was the survey group. Because the aircraft carrier comprises so many of the Navy’s ratings in one command, it allowed a very diverse group of sailors to voice their opinion on their satisfaction with Navy life.

The one limitation that had the most impact was that all the data was from one command (ship). While the U.S.S. John F. Kennedy provided a diverse survey group in the number of different ratings, it did not allow for differences in command climate and leadership. While every Navy ship is required by numerous instructions and regulations to perform its tasks in the same prescribed manner, from launching missiles to the way announcements are made over the

ship's 1 MC (public announcement) system, the senior leadership of a Navy command has an immeasurable impact on the attitude of every sailor. Had the survey been administered to personnel on a number of different ships, the findings may have been more supportive of the Hypothesis.

Another limitation encountered was the lack of control over the administration of the survey. As the data were gathered by different personnel in the ship's Command Career Counselor's Office, the manner in which instructions were given for the completion of the survey could have varied greatly. Further, as the survey was completed over the course of a year, it did not provide a "snapshot" of the attitudes and viewpoints of sailors at a specific point in time. As the operational tempo of the ship can change dramatically from one month to the next, a sailor's attitude can change with the tide; depending on how much stress the ship's operational schedule is placing on the crew at that given point.

If the survey were administered to a sailor during a time of high operational tempo, he may indicate a higher level of job satisfaction because he is performing the job he was trained to do. On the other hand, if the ship were in port and the sailor was being assigned tasks that were not challenging (painting, cleaning and other necessary maintenance requirements) when the survey was administered, the sailor may have indicated a lower level of job satisfaction.

SUGGESTIONS FOR FUTURE INVESTIGATION

The study of retention in the Navy is an ongoing process that is reviewed on a continual basis at the highest levels of Naval leadership. The Navy continues to develop new tools to measure the attitudes of its sailors and utilize the data collected to mold its personnel programs accordingly.

Further studies should investigate the affects of the war on terrorism on retention. Since the terror attacks of September 11, 2001, the Navy has experienced its highest levels of retention in years. In fact, due to the high levels of retention, the Navy began to centrally manage the reenlistment of first term sailors under the program name “Perform to Serve” (Faram, 2003). Previously, the sailor’s Commanding Officer could grant his request to reenlist, but now a sailor must request permission from the Chief of Naval Personnel, and be willing to change their rating (specialty) if their rating is overmanned.

IMPLICATIONS OF THE STUDY

This study began with the basic question of how job satisfaction affected the retention decision of first term sailors. As it revealed that job satisfaction was higher than expected for those who had decided to leave the Naval Service, the focus of future retention studies should be dedicated to finding ways of improving the pay and benefits of first term sailors. While the Navy may be experiencing record retention levels at present, history as shown that retention levels are cyclical, and will drop again in the near future. Addressing the issue of pay and benefits now may forestall the inevitable down turn in the number of sailors who ultimately decide to leave the United States Navy in spite of the fact that they do have a high level of job satisfaction.

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APPENDIX A

**Organizational Diagram of the
U.S.S. John F. Kennedy (CV-67)**

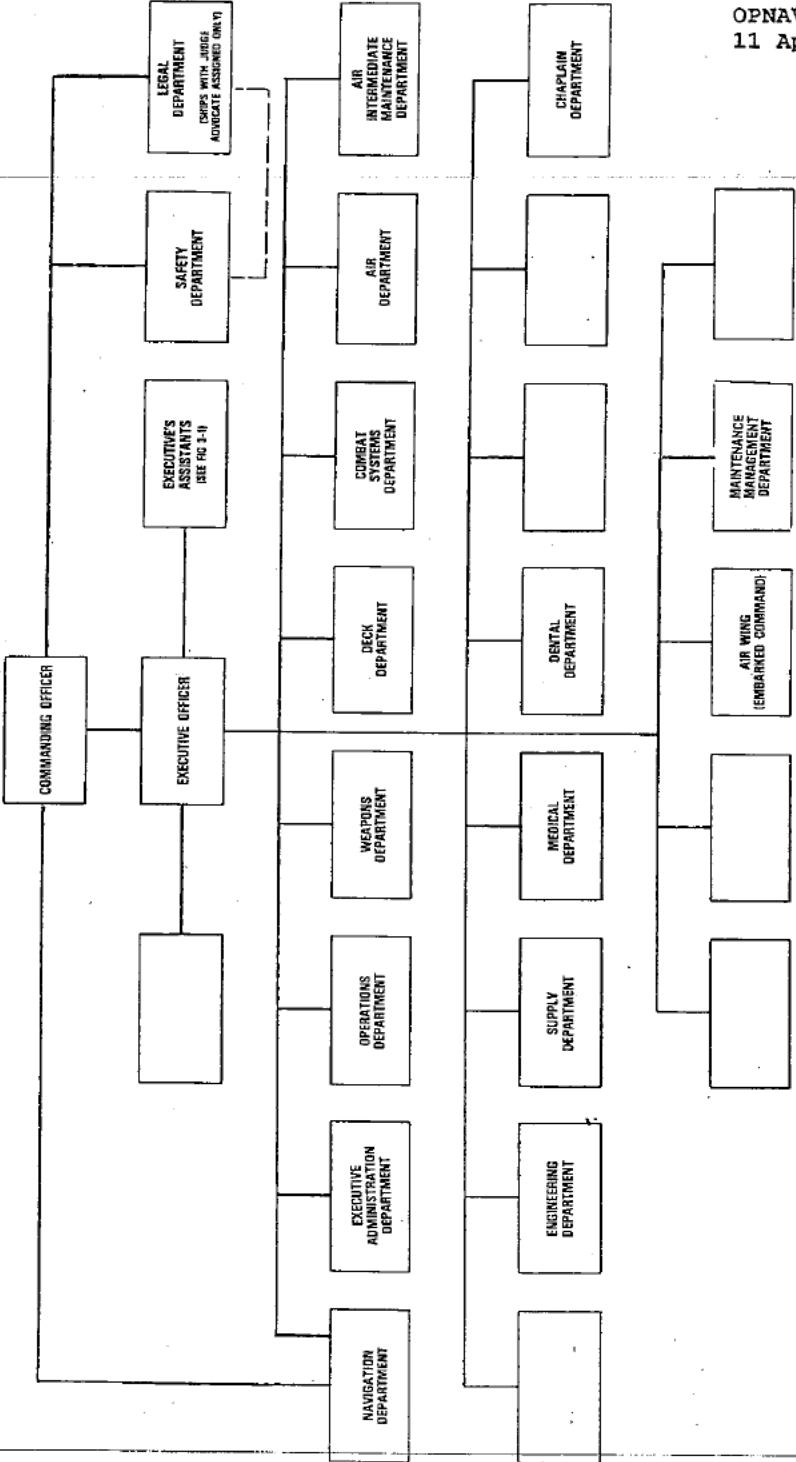


Figure 2-1 Shipboard Organization

APPENDIX B

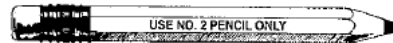
Navy Retention/Separation Questionnaire

OPNAV 1910/5 (1-90)

NAVY RETENTION/SEPARATION QUESTIONNAIRE

INSTRUCTIONS

YOUR SINCERE RESPONSES TO THE FOLLOWING QUESTIONS ARE NEEDED TO HELP IMPROVE DECISIONS AFFECTING NAVY PERSONNEL.



- Do not use ink or ballpoint pens.
- Blacken the bubble completely.
- Make no stray marks.
- Erase completely any response you wish to change.

1. SITUATION

VOLUNTARY SEPARATION

INVOLUNTARY SEPARATION

EXTENSION (24 MOS (+))

REENLISTMENT

PCS TRANSFER (OFFICERS ONLY)

6. LENGTH OF SERVICE (NUMBER OF YEARS)

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

2. EDUCATION

GED

HIGH SCHOOL

ASSOCIATES

BACHELORS

MASTERS

DOCTORATE

7. NUMBER OF DEPENDENTS

0

1

2

3

4

5+

10. UNIT ID CODE

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

13. ENLISTED ONLY NUMBERS OF TIME REENLISTED

0

1

2

3

4

5

6

7+

3. ETHNIC GROUP

WHITE

BLACK

AMER. INDIAN

HISPANIC

ASIAN

OTHER

8. PAYGRADE

OFFICER

WARRANT

ENLISTED

1

2

3

4

5

6

7

8

9

11. OFFICER ONLY DESIGNATOR

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

4. SEX

MALE

FEMALE

14. RATING

A	A	A
B	B	B
C	C	C
D	D	D
E	E	E
F	F	F
G	G	G
H	H	H
I	I	I
J	J	J
K	K	K
L	L	L
M	M	M
N	N	N
O	O	O
P	P	P
Q	Q	Q
R	R	R
S	S	S
T	T	T
U	U	U
V	V	V
W	W	W
X	X	X
Y	Y	Y
Z	Z	Z

5. MARITAL STATUS

SINGLE

MARRIED

DIVORCED

OTHER

9. SPOUSE IS:

WORKING

IN SCHOOL

OTHER

NOT APPLICABLE

12. PSD UNIT ID CODE

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

FOR PSD USE ONLY

A. Based on your Naval experience, rate your satisfaction with the following items.

	Very Satisfied	Satisfied	Dis-Satisfied	Very Dis-Satisfied	Not Applicable
1. Amount of respect from superiors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Level of job fulfillment/challenge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Amount of enjoyment from my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Amount of regulations & discipline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Quality of leadership & management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Number of quick response tasks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Level of recognition for my accomplishments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Length of working hours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Geographic location of jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Amount of paperwork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Amount of personnel available to do the job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Level of competence of supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Level of competence of co-workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Quality & amount of equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Living conditions at sea/overseas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. Amount of sea duty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17. Quality of government housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Quality of Navy life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Spouse career opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Number of PCS relocations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Quality of family medical care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Dependent facilities/schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Quality of family service centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Amount of pay (basic)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Special pay (such as bonuses)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Retirement benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Level of educational benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Fairness of married vs single pay	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Quality of medical and dental care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30. Compensation for PCS moves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31. Amount of job security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32. Quality of commissary/exchanges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33. Support & recreational services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34. Overall quality of Navy life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35. Availability of housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Quality of Navy housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Amount of family separation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Availability of dependent medical and dental care	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Promotion/advancement opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Access to education/training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Assignment to job offering technical/professional development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Use of my skills & training on jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
43. Assignment to leadership jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. Control over my job assignments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. Level of fairness in how my performance is evaluated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

APPENDIX C

Evaluation Report & Counseling Record (E1 – E6)

NAVPERS 1610/2 (7-95)

EVALUATION REPORT & COUNSELING RECORD (E1-E6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix)			2. Rate		3. Desig		4. SSN		
5. ACT <input type="checkbox"/>		TAR <input type="checkbox"/>		INACT <input type="checkbox"/>		AT/ADSW/265 <input type="checkbox"/>		6. UIC	
7. Ship/Station				8. Promotion Status		9. Date Reported			
Occasion for Report				Period of Report					
10. Periodic <input type="checkbox"/>		Detachment <input type="checkbox"/>		Promotion/ 12. Frocking <input type="checkbox"/>		13. Special <input type="checkbox"/>		14. From: _____ 15. To: _____	
16. Not Observed Report <input type="checkbox"/>		Type of Report				20. Physical Readiness		21. Billet Subcategory (if any)	
		17. Regular <input type="checkbox"/>		18. Concurrent <input type="checkbox"/>					
22. Reporting Senior (Last, FI MI)			23. Grade		24. Desig		25. Title		
							26. UIC		
							27. SSN		
28. Command employment and command achievements.									
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.)									
For Mid-term Counseling Use. (When completing EVAL, enter 30 and 31 from counseling worksheet, sign 32.)			30. Date Counseled		31. Counselor		32. Signature of Individual Counseled		

PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.

PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards
33. PROFESSIONAL KNOWLEDGE: Technical knowledge and practical application. NOB <input type="checkbox"/>	- Marginal knowledge of rating, specialty or job. - Unable to apply knowledge to solve routine problems. - Fails to meet advancement/PQS requirements.	-	- Strong working knowledge of rating, specialty and job. - Reliably applies knowledge to accomplish tasks. - Meets advancement/PQS requirements on time.	-	- Recognized expert, sought out by all for technical knowledge. - Uses knowledge to solve complex technical problems. - Meets advancement/PQS requirements early/with distinction
34. QUALITY OF WORK: Standard of work; value of end product. NOB <input type="checkbox"/>	- Needs excessive supervision. - Product frequently needs rework. - Wasteful of resources.	-	- Needs little supervision. - Produces quality work. Few errors and resulting rework. - Uses resources efficiently.	-	- Needs no supervision. - Always produces exceptional work. No rework required. - Maximizes resources.
35. COMMAND OR ORGANIZATIONAL CLIMATE/EQUAL OPPORTUNITY: Contributing to growth and development, human worth, community. NOB <input type="checkbox"/>	- Actions counter to Navy's retention/reenlistment goals. - Uninvolved with mentoring or professional development of subordinates. - Actions counter to good order and discipline and negatively affect Command/Organizational climate. - Demonstrates exclusionary behavior. Fails to value differences from cultural diversity.	-	- Positive leadership supports Navy's increased retention goals. Active in decreasing attrition. - Actions adequately encourage/support subordinates' personal/professional growth. - Demonstrates appreciation for contributions of Navy personnel. Positive influence on Command climate. - Values differences as strengths. Fosters atmosphere of acceptance/inclusion per EO/EEO policy.	-	- Measurably contributes to Navy's increased retention and reduced attrition objectives. - Proactive leader/exemplary mentor. Involved in subordinates' personal development leading to professional growth/sustained commitment. - Initiates support programs for military, civilian, and families to achieve exceptional Command and Organizational climate. - The model of achievement. Develops unit cohesion by valuing differences as strengths.
36. MILITARY BEARING/CHARACTER: Appearance, conduct, physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	- Consistently unsatisfactory appearance. - Poor self-control; conduct resulting in disciplinary action. - Unable to meet one or more physical readiness standards. - Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Excellent personal appearance. - Excellent conduct conscientiously complies with regulations. - Complies with physical readiness program. - Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	- Exemplary personal appearance. - Model of conduct, on and off duty. - A leader in physical readiness. - Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.
37. PERSONAL JOB ACCOMPLISHMENT/INITIATIVE: Responsibility, quantity of work. NOB <input type="checkbox"/>	- Needs prodding to attain qualification or finish job. - Prioritizes poorly. - Avoids responsibility.	-	- Productive and motivated. Completes tasks and qualifications fully and on time. - Plans/prioritizes effectively. - Reliable, dependable, willingly accepts responsibility.	-	- Energetic self-starter. Completes tasks or qualifications early, far better than expected. - Plans/prioritizes wisely and with exceptional foresight. - Seeks extra responsibility and takes on the hardest jobs.

EVALUATION REPORT & COUNSELING RECORD (E1-E6) (cont 'd)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix)		2. Rate		3. Desig		4. SSN	
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0 Greatly Exceeds Standards		
38. TEAMWORK: Contributions to team building and team results NOB <input type="checkbox"/>	- Creates conflict, unwilling to work with others, puts self above team. - Fails to understand team goals or teamwork techniques. - Does not take direction well.		- Reinforces others' efforts, meets commitments to team. - Understands goals, employs good teamwork techniques. - Accepts and offers team direction.		- Team builder, inspires cooperation and progress. - Focuses goals and techniques for teams - The best at accepting and offering team direction.		
39. LEADERSHIP: Organizing, motivating and developing others to accomplish goals. NOB <input type="checkbox"/>	- Neglects growth/development or welfare of subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission and vision. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices		- Effectively stimulates growth/development in subordinates. - Organizes successfully, implementing process improvements and efficiencies. - Sets/achieves useful, realistic goals that support command mission. - Performs well in stressful situations - Clear, timely communicator. - Ensures safety of personnel and equipment.		- Inspiring motivator and trainer, subordinates reach highest level of growth and development. - Superb organizer, great foresight, develops process improvements and efficiencies. - Leadership achievements dramatically further command mission and vision. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.		
40. Individual Trait Avg. total of trait scores divided by number of graded traits. <input type="text"/>		41. I recommend this individual for (maximum of two): Assignment in Rating, Sea Special Programs, Shore Special Programs, Commissioning Programs, Special Warfare Programs, Rating Instructor Duty, Other. (Be specific)		42. Signature of Rater (Typed Name & Rate): I have evaluated this member against the above performance standards and have forwarded written explanation of marks 1.0 and 5.0. Date: <input type="text"/>			
43. COMMENTS ON PERFORMANCE: * All 1.0 marks, three 2.0 marks, and 2.0 marks in Block 35 must be specifically substantiated in comments. Comments must be verifiable. Font must be 10 or 12 Pitch (10 or 12 point) only. Use upper and lower case.							
44. QUALIFICATIONS/ACHIEVEMENTS - Education, awards, community involvement, etc., during this period.							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	47. Retention: Not Recommended <input type="checkbox"/> Recommended <input type="checkbox"/>
45. INDIVIDUAL							48. Reporting Senior Address
46. SUMMARY	X						
49. Signature of Senior Rater (Typed Name & Grade/Rate): I have reviewed the evaluation of this member against these performance standards and have provided written explanation to support the marks of 1.0 and 5.0. Date: <input type="text"/>				50. Signature of Reporting Senior Summary Group Average: <input type="text"/> Date: <input type="text"/>			
51. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement." I intend to submit a statement. <input type="checkbox"/> I do not intend to submit a statement. <input type="checkbox"/> Date: <input type="text"/>				52. Type name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report Date: <input type="text"/>			

APPENDIX D

Military Pay Rates and Tables

January 1, 2000

BASIC PAY - Effective January 1, 2000																Basic Allowance for Housing (BAH-II & Diff)			
Pay Grade	Cumulative Years of Service															With Dependent	Without Dependent	BAH Diff	
	Under 2	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 20	Over 22	Over 24	Over 26				
O-10	8,214.00	8,503.00				8,830.20		9,319.50		9,988.40		10,656.10			11,318.40	1,113.60	904.80	212.40	
O-9	7,280.70	7,471.50	7,630.50			7,824.60		8,150.10		8,630.20		9,319.50			9,988.40	1,113.60	904.80	212.40	
O-8	6,594.30	6,792.30	6,953.10			7,471.50		7,824.60		8,150.10	8,503.00	8,830.20	9,048.00			1,113.60	904.80	212.40	
O-7	5,479.50	5,651.00			5,114.50		5,455.00		5,792.30	7,471.50	7,965.40					1,113.60	904.80	212.40	
O-6	4,061.10	4,481.60	4,754.40						4,200.30	4,427.10	4,723.00	5,077.50	5,388.20	5,531.10	5,724.90	966.60	790.50	170.10	
O-5	3,248.40	3,613.90	4,077.90						4,200.30	4,427.10	4,723.00	5,077.50	5,388.20	5,531.10	5,724.90	966.60	790.50	170.10	
O-4	2,737.60	3,333.90	3,558.20			3,622.20	3,781.80	4,040.40	4,267.50	4,481.80	4,658.10	4,785.90				852.00	740.70	113.10	
O-3	2,544.00	2,844.30	3,041.10	3,364.80	3,525.90	3,852.20	3,850.20	4,040.40	4,139.10							704.70	594.00	112.80	
O-2	2,218.80	2,423.10	2,910.90	3,009.00	3,071.10											601.80	471.00	133.20	
O-1	1,928.30	2,004.90	2,423.10													538.20	396.90	144.00	
O-3E				3,364.80	3,525.90	3,852.20	3,850.20	4,040.40	4,200.30							757.50	641.10	118.20	
O-2E				3,009.00	3,071.10	3,168.60	3,333.90	3,461.40	3,556.20							683.40	544.80	141.30	
O-1E				2,423.10	2,558.40	2,803.80	2,781.30	2,877.60	3,009.00							631.50	488.90	165.60	
W-5													4,423.80	4,591.20	4,724.10	4,923.30	822.30	752.70	70.80
W-4	2,692.00	2,781.30		2,844.30	2,974.20	3,105.00	3,235.50	3,461.40	3,622.20	3,749.40	3,880.20	3,974.10	4,107.00	4,236.10	4,427.10	793.90	668.40	87.00	
W-3	2,355.90	2,566.40		2,568.40	2,618.70	2,810.40	2,974.20	3,071.10	3,180.80	3,263.40	3,384.80	3,495.90	3,622.20		3,749.40	660.90	561.90	131.40	
W-2	2,063.40	2,292.60		2,297.40	2,423.10	2,565.40	2,652.80	2,749.80	2,844.30	2,944.50	3,041.10	3,138.80	3,263.40			635.40	498.60	138.90	
W-1	1,719.00	1,971.00		2,135.70	2,232.60	2,328.00	2,423.10	2,522.70	2,618.70	2,718.20	2,810.40	2,910.90				540.60	417.90	134.10	
E-9							3,015.30	3,083.40	3,152.70	3,225.60	3,298.20	3,361.50	3,537.90	3,675.60	3,862.80	723.60	549.00	177.60	
E-8							2,528.40	2,601.80	2,669.70	2,739.00	2,811.60	2,875.90	2,948.30	3,119.40	3,258.00	3,487.10	667.20	504.00	165.90
E-7	1,765.80	1,906.20	1,978.10	2,045.70	2,115.80	2,182.80	2,252.70	2,323.20	2,427.90	2,495.80	2,586.20	2,589.50	2,774.40	2,912.40	3,119.40	610.50	430.50	182.30	
E-6	1,518.90	1,665.70	1,724.40	1,797.60	1,855.40	1,932.60	2,020.40	2,106.60	2,172.90	2,242.80	2,277.00					572.40	389.70	185.70	
E-5	1,332.60	1,480.50	1,521.00	1,587.30	1,691.70	1,761.00	1,830.00	1,898.10	1,932.80							514.80	350.40	158.10	
E-4	1,242.90	1,312.80	1,390.20	1,497.30	1,558.70											447.30	312.60	137.10	
E-3	1,171.50	1,238.70	1,284.60	1,335.90												416.40	306.60	111.90	
E-2	1,127.40															366.90	240.00	150.30	
E-1 (most)	1,005.60															366.90	222.30	177.60	
E-1 (less)	930.30															366.90	222.30	177.60	
ComMo/step	600.00																		

MONTHLY CAREER SEA PAY																	
Pay Grade	Cumulative Years of Sea Duty																
	1 or Less	Over 1	Over 2	Over 3	Over 4	Over 5	Over 6	Over 7	Over 8	Over 9	Over 10	Over 11	Over 12	Over 13	Over 14	Over 16	Over 20
O-6				225.00	230.00		240.00	255.00	265.00	280.00	290.00		310.00	Over 13	Over 14	Over 16	Over 20
O-5				225.00				230.00	245.00	250.00	260.00	265.00		285.00	300.00	340.00	380.00
O-4				185.00	190.00	200.00	205.00	215.00	220.00		225.00		240.00	270.00	280.00	300.00	
O-3				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00	260.00	270.00	290.00	
O-2				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00	250.00	260.00	280.00	
O-1				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00	250.00	260.00	280.00	
W-4 & W-5	150.00				170.00	260.00	310.00				350.00	375.00	400.00		450.00		
W-3	150.00				170.00	270.00	280.00	285.00	290.00	310.00	350.00	375.00	400.00		425.00		
W-2	150.00				170.00	260.00	265.00		270.00	310.00	340.00		375.00	400.00			
W-1	130.00	135.00	140.00	150.00	170.00	175.00	200.00	250.00	270.00	300.00	325.00		340.00	360.00	375.00		
E-9	100.00				120.00	175.00	190.00	360.00		375.00	390.00	400.00		410.00	420.00	450.00	500.00
E-7 & E-8	100.00				120.00	175.00	190.00	350.00		375.00	390.00	400.00		410.00	420.00	450.00	500.00
E-6	100.00				120.00	160.00	170.00	315.00	325.00	350.00			380.00	395.00	410.00	425.00	
E-5	50.00	60.00	120.00	150.00	170.00	315.00	325.00	350.00									
E-4	50.00	60.00	120.00	150.00	160.00												

SUBMARINE PAY

OTHER PAYS

Cumulative Years of Service													Hazardous Duty Incentive Pay (Crew Member) (Non-AWAC)											
Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 5	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 22	Over 26	Pay Grade	Amount	Pay Grade	Amount						
O-7 to O-10	366.00										640.00	636.00	410.00	366.00	O-10	160.00	W-3	176.00						
O-6 & O-6	696.00								The amount indicated at the Over 16 through Over 26 above is only applicable to pay grade O-7.					O-9	160.00	W-2	160.00							
O-4	386.00			406.00	686.00									O-8	160.00	W-1	160.00							
O-3	366.00			390.00	686.00									O-7	160.00	E-8 4/	240.00							
O-2	286.00						355.00							O-6	260.00	E-8 4/	240.00							
O-1	176.00						355.00							O-5	260.00	E-7 4/	240.00							
W-1 to W-6	286.00	310.00		366.00										O-4	226.00	E-8 4/	216.00							
E-9	226.00			270.00	286.00	310.00	315.00	330.00	345.00	366.00				O-3	176.00	E-6 4/	190.00							
E-8	226.00			260.00	270.00	286.00	310.00	315.00	330.00	345.00				O-2	160.00	E-4 4/	186.00							
E-7	226.00			260.00	266.00	286.00	275.00	286.00	310.00					O-1	160.00	E-3	160.00							
E-6	166.00	170.00	176.00	216.00	230.00	245.00	255.00	286.00						W-6	260.00	E-2	160.00							
E-5	140.00	155.00		176.00	180.00	186.00								W-4	260.00	E-1	160.00							
E-4	80.00	95.00	100.00	170.00	176.00									Basic Allowance for Subsistence										
E-3	80.00	90.00	100.00	170.00	176.00	80.00								Officers: 158.83 per month										
E-2	76.00	90.00												Enlisted:										
E-1	76.00													Rations in kind are not available										
VARIABLE SPECIAL PAY - DENTAL OFFICERS													Aviation Career Incentive Pay 2, 3, 4, 5				B-1 Under 1 year				All Other			
																	7.30 per day				8.54 per day			
Pay Grade Under 3 3 & Over 8 & Over 13 & Over 18 & Over 23 & Over 28 & Over 33 & Over 38 & Over 43 & Over 48 & Over 53 & Over													Authorized to mess separately				7.00 per day				7.58 per day			
													Partial BAS				.85 per day				.85 per day			
Above O-4 583.33 Thru O-6 583.33 1,000.00 Intern 250.00													Years of Aviation Service				Amount				Hazardous Duty Incentive Pay (Non-Crewmember)			
													2 or less				125.00				Family Separation Allowance			
All Grades 4,000 6,000 15,000													Over 2				156.00				All Grades - 100.00			
													Over 3				188.00				All Grades - 150.00			
All Grades 4,000 6,000 15,000													Over 4				206.00				Hostile Fire and Imminent Danger Pay			
													Over 6				650.00				All Grades -150.00			
All Grades 208.33 291.66 333.33 416.66 500.00													Over 14				840.00				Hardship Duty Pay - Mission Assignment			
													Over 22				585.00				All Grades -150.00			
Level 1 4,000.00 3 Year Agreement 8,000.00 4 Year Agreement 14,000.00													Over 23				495.00				Hardship Duty Pay - Location Assignment			
													Over 24				385.00				All Grades -150.00			
Level 2 3,000.00 3 Year Agreement 6,000.00 4 Year Agreement 12,000.00													Over 25				250.00				Pay Grade Amount Pay Grade Amount			
													All Grades -46,000.00 (Annual Amount)				All Grades -45,000.00				E-7 to E-9 22.50 E-4 13.00			
Level 3 6,000.00 3 Year Agreement 7,000.00 4 Year Agreement 8,000.00													Nurses Incentive Special Pay (CRNA)				All Grades -45,000.00				E-6 20.00 E-3 9.00			
													All Grades -45,000.00				Nurses Accession Bonus (Annual Amount)				E-5 16.00 E-1 & E-2 8.00			
Pay Grade Under 6 6 & Over 8 & Over 13 & Over 18 & Over 23 & Over 28 & Over 33 & Over 38 & Over 43 & Over 48 & Over 53 & Over													Special Pay (Optometry & Veterinary Officers)				All Grades -450.00				Notes: 1. If no amount is under cumulative years of service or no duty, the amount immediately to the left applies. 2. Officers above pay grade O-6 with over 25 years of enlisted service are not authorized ACIP. An O-7 may not be paid grade less than 1200 per month. An O-8 may not be paid grade less than 1200 per month. 3. Warrant officers with over 22 years or more of enlisted service receive added to the over 10 years amount. 4. These rates are effective October 1, 1996. 5. These rates are effective October 15, 1995. 6. Combat Zone Tax Exempt amount is based on the highest basic pay of an E-9 which is \$4,719.00 plus Hostile Fire Pay/Treatment Danger Pay.			
													All Grades 583.33 Thru O-6 416.66 1,000.00 958.33 916.67 833.33 750.00 666.67 583.33				Special Pay (Physicians) - Reserve Medical Officers on Active Duty for less 1 Year							
All Grades 15,000													Diplomate/Board Certified Pay (Non-Physician Health Care Provider and Psychologist)				All Grades 166.66 208.33 250.00 333.33 416.66							
													All Grades 166.66 208.33 250.00 333.33 416.66											

APPENDIX E

Military Pay Rates and Tables

July 1, 2000

BASIC PAY - Effective July 1, 2000													Basic Allowance for Housing (BAH-II & Diff)						
Pay Grade	Cumulative Years of Service												With Dependent	Without Dependent	BAH DIFF				
	Under 2	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 20				Over 22	Over 24	Over 26	
O-10													10,707.80			11,318.40	1,113.60	904.80	215.40
O-9													9,319.50	9,463.00	9,647.70	9,988.40	1,113.60	904.80	215.40
O-8	6,594.90	6,810.30	6,953.10	6,993.30	7,171.80	7,471.50	7,540.80	7,824.60	7,905.20	8,150.10	8,503.80	8,830.20	9,048.00				1,113.60	904.80	215.40
O-7	5,479.50	5,851.80		5,904.40	6,114.60	6,282.00	6,475.80	6,699.60	6,863.10	7,471.50	7,085.40					8,025.60	1,113.60	904.80	215.40
O-6	4,061.10	4,461.60	4,754.40		4,772.40	4,978.70	5,004.00		5,169.30	5,791.20	6,068.10	6,381.30	6,549.00	6,719.10	7,040.10		1,002.60	830.10	178.20
O-5	3,248.40	3,813.90	4,077.90	4,127.7	4,291.8		4,420.80	4,659.30	4,971.90	5,288.00	5,439.00	5,583.60	5,751.90				966.50	799.50	172.50
O-4	2,737.80	3,333.90	3,558.20	3,606.00	3,812.40	3,980.40	4,252.50	4,484.00	4,611.00	4,758.90	4,808.70						852.00	740.70	114.60
O-3	2,544.00	2,884.20	3,112.80	3,384.80	3,525.90	3,702.60	3,850.20	4,040.40	4,139.10								704.70	594.00	114.30
O-2	2,218.80	2,527.20	2,910.90	3,009.00	3,071.10												601.80	471.00	135.00
O-1	1,928.30	2,004.90	2,423.10														538.20	396.90	146.10
O-3E				3,984.80	3,525.90	3,702.60	3,850.20	4,040.40	4,200.30	4,201.80	4,418.90						757.50	641.10	120.00
O-2E				3,000.00	3,071.10	3,188.60	3,333.90	3,461.40	3,568.20								683.40	544.80	143.40
O-1E				2,423.10	2,588.40	2,683.80	2,781.90	2,877.60	3,000.00								631.50	468.90	168.00
W-5													4,475.10	4,628.70	4,782.90	4,937.40	822.30	752.70	71.70
W-4	2,592.00	2,788.50	2,888.8	2,947.50	3,083.40	3,217.20	3,352.80	3,485.10	3,622.20	3,753.60	3,888.00	4,019.40	4,155.90	4,286.70	4,427.10	753.90	668.40	88.20	
W-3	2,355.90	2,555.40		2,588.40	2,694.30	2,814.90	2,974.20	3,071.10	3,177.00	3,288.20	3,418.50	3,539.10	3,669.40	3,780.00	3,900.00	690.90	561.90	133.20	
W-2	2,068.40	2,232.60		2,305.80	2,423.10	2,555.40	2,652.60	2,749.80	2,844.30	2,949.00	3,059.40	3,183.80	3,270.00	3,378.30		635.40	498.60	140.70	
W-1	1,719.00	1,971.00		2,135.70	2,232.60	2,332.80	2,433.30	2,533.20	2,634.00	2,734.80	2,835.00	2,910.90				549.50	417.90	135.90	
E-8							3,015.30	3,085.40	3,169.80	3,271.50	3,373.20	3,473.40	3,609.30	3,744.00	3,915.90	723.60	549.00	180.00	
E-8						2,528.40	2,601.60	2,690.70	2,751.80	2,840.10	2,932.50	3,026.10	3,161.10	3,295.50	3,483.60	667.20	504.00	168.30	
E-7	1,785.80	1,827.80	2,001.00	2,073.00	2,147.70	2,220.90	2,294.10	2,367.30	2,439.30	2,514.00	2,588.10	2,660.40	2,787.60	2,926.20	3,134.40	619.50	430.50	195.00	
E-6	1,518.90	1,678.20	1,752.60	1,824.30	1,899.30	1,973.10	2,047.20	2,118.60	2,191.50	2,244.60	2,283.30		2,285.70			572.40	389.70	188.40	
E-5	1,332.60	1,494.00	1,568.00	1,640.40	1,714.50	1,789.50	1,861.50	1,935.20								514.80	359.40	160.20	
E-4	1,242.90	1,373.10	1,447.20	1,520.10	1,593.60	Notes:										447.30	312.60	138.90	
E-3	1,171.50	1,280.60	1,354.10	1,395.90	1. While serving as JCS/MCS JCS, CNO, CMC, Army/Air Force CS, basic pay is \$12,441.00 (See note 2).										416.40	306.60	113.40		
E-2	1,127.40	2. Basic pay for an O-7 to O-10 is limited by Level III of the Executive Schedule which is \$10,950.10. Basic pay for O-6 and below is limited by Level V of the Executive Schedule which is \$9,541.00.										396.90	249.00	152.40					
E-1 Above	1,005.60	3. Applicable to O-1 to O-3 with at least 4 years & 1 day of active duty as a warrant and/or enlisted member.										396.90	222.30	180.00					
E-1 Below	950.30	4. For the MCPO of the Navy, CMG of the AF, Sergeant Major of the Army or Marine Corps, basic pay is \$4,701.63. Combat Zone Tax Exclusion for O-1 & above is based on this basic pay rate plus the amount of HPPROP.										396.90	222.30	180.00					

MONTHLY CAREER SEA PAY																		
Pay Grade	Cumulative Years of Sea Duty *																	
	1 or Less	Over 1	Over 2	Over 3	Over 4	Over 6	Over 8	Over 7	Over 8	Over 9	Over 10	Over 11	Over 12	Over 13	Over 14	Over 16	Over 20	
O-8				225.00	230.00		240.00	255.00	265.00	280.00	290.00		310.00			325.00	340.00	360.00
O-6				225.00			230.00	245.00	250.00	260.00	265.00				285.00	300.00	340.00	
O-4				185.00	190.00	200.00	205.00	215.00	220.00		225.00		240.00		270.00	280.00	300.00	
O-3				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00		260.00	270.00	290.00	
O-2				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00		260.00	280.00	280.00	
O-1				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00		260.00	260.00	280.00	
W-4 & W-5	150.00				170.00	290.00	310.00			350.00	375.00	400.00			450.00			
W-3	150.00				170.00	270.00	280.00	285.00	290.00	310.00	350.00	375.00	400.00		425.00			
W-2	150.00				170.00	260.00	265.00		270.00	310.00	340.00		375.00		400.00			
W-1	130.00	135.00	140.00	150.00	170.00	175.00	200.00	250.00	270.00	300.00	325.00		340.00		350.00	375.00		
E-8	100.00		120.00	175.00	190.00	350.00		375.00	390.00	400.00		410.00	420.00	450.00	475.00	520.00		
E-7 & E-8	100.00		120.00	175.00	190.00	350.00		375.00	390.00	400.00		410.00	420.00	450.00	475.00	500.00		
E-6	100.00		120.00	150.00	170.00	315.00	325.00	350.00				380.00	395.00	410.00	425.00			
E-5	50.00	60.00	120.00	150.00	170.00	315.00	325.00	350.00										
E-4	50.00	60.00	120.00	150.00	180.00													

Effective: July 1, 2000

SUBMARINE PAY

OTHER PAYS

Cumulative Years of Service													Hazardous Duty Incentive Pay (Crew Member) (Non-AWAC)				
Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 22	Over 26	Pay Grade	Amount	Pay Grade	Amount
O-7	355.00									540.00	535.00	410.00	355.00	O-10	150.00	W-3	175.00
O-6	595.00													O-9	150.00	W-2	150.00
O-5	595.00													O-8	150.00	W-1	150.00
O-4	365.00			405.00	595.00									O-7	150.00	E-3	240.00
O-3	355.00			350.00	595.00									O-6	250.00	E-4	240.00
O-2	235.00						355.00							O-5	250.00	E-7	240.00
O-1	175.00						355.00							O-4	225.00	E-6	215.00
W-4 to W-6	235.00	310.00		355.00										O-3	175.00	E-5	190.00
E-9	225.00			270.00	295.00	310.00	315.00	330.00	345.00	355.00				O-2	150.00	E-4	165.00
E-8	225.00			250.00	270.00	295.00	310.00	315.00	330.00		345.00			O-1	150.00	E-3	150.00
E-7	225.00			250.00	255.00	265.00	275.00	295.00	310.00					W-5	250.00	E-2	150.00
E-6	155.00	170.00	175.00	215.00	230.00	245.00	255.00	265.00						W-4	250.00	E-1	150.00
E-5	140.00	155.00		175.00	190.00	195.00								Basic Allowance for Subsistence			
E-4	80.00	95.00	100.00	170.00	175.00									Officers: 168.88 per month			
E-3	80.00	90.00	100.00	170.00	175.00	30.00								Enlisted:			
E-2	75.00	90.00												Rations in kind are not available 7.89 per day 8.94 per day			
E-1	75.00													Authorized to mess separately 7.00 per day 7.98 per day			
VARIABLE SPECIAL PAY - DENTAL OFFICERS													Partial BAS .85 per day .85 per day				
Pay Grade	Under 3	3 & Over	8 & Over	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over	Aviation Career Incentive Pay								
Above O-4	683.33								Years of Aviation Service								
Thru O-4	683.33	1,000.00			888.33	760.00	688.67		2 or less 125.00								
ADDITIONAL SPECIAL PAY - DENTAL OFFICERS (Annual Amounts)									Over 2 168.00								
All Grades	4,000	8,000	15,000						Over 3 188.00								
BOARD CERTIFIED SPECIAL PAY - DENTAL OFFICERS									Over 4 208.00								
			Under 10	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over	Over 6 660.00								
All Grades			208.33	291.66	333.33	418.66	600.00		Over 14 840.00								
DENTAL OFFICER MULTI-YEAR RETENTION BONUS (DOMRB)									Over 22 686.00								
	2 Year Agreement		3 Year Agreement		4 Year Agreement				Over 23 496.00								
Level 1	4000.00		8,000.00		14,000.00				Over 24 386.00								
Level 2	3000.00		6,000.00		12,000.00				Over 26 260.00								
MEDICAL OFFICER MULTI-YEAR SPECIAL PAY									Nurses Incentive Special Pay (CRNA)								
	2 Year Agreement		3 Year Agreement		4 Year Agreement				All Grades - \$8,000.00 (Annual Amount)								
Level 1	9,000.00		10,000.00		14,000.00				Nurses Accession Bonus (Annual Amount)								
Level 2	8,000.00		9,000.00		10,000.00				All Grades - \$6,000.00								
Level 3	8,000.00		7,000.00		8,000.00				Special Pay (Osteometry & Veterinary Officers)								
	2 Year Agreement		3 Year Agreement		4 Year Agreement				All Grades - \$100.00								
Level 1	8,000.00		10,000.00		14,000.00				Special Pay (Physicians) - Reserve Medical								
Level 2	8,000.00		9,000.00		10,000.00				Officers on Active Duty for less 1 Year								
Level 3	8,000.00		7,000.00		8,000.00				All Grades - \$460.00								
VARIABLE SPECIAL PAY - MEDICAL OFFICERS									DIPLOMATE/BOARD CERTIFIED PAY								
Pay Grade	Under 5	5 & Over	8 & Over	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over	(Non-Health Care Physicians, Veterinarians, and Psychologists)								
Above O-4	683.33								All Grades 198.88 208.33 260.00 333.33 418.88								
Thru O-4	418.88	1,000.00	668.33	918.87	833.33	760.00	688.67	683.33									
ADDITIONAL SPECIAL PAY - MEDICAL OFFICERS (Annual Amounts)																	
All Grades	16,000																

- Notes:**
- If an amount is under cumulative years of service or sea duty, the amount immediately to the left applies.
 - Officers in pay grade O-8 through O-16, subsistence pay is \$355.
 - Officers above pay grade O-4 with over 25 years of aviation service are not authorized ACIP. An O-7 may not be paid greater than \$299 per month. An O-8 may not be paid greater than \$266 per month.
 - Warrant officers with over 22 years or more of aviation service receive retired to the over 14 years amount.
 - These rates are effective October 1, 1998.
 - These rates are effective October 17, 1996.
 - Variable Special Pay Dental for an intern is \$250 and Variable Special Pay Medical for an intern is \$100.

APPENDIX F

Military Pay Rates and Tables

January 1, 2001

BASIC PAY - Effective January 1, 2001															Basic Allowance for Housing (BAH-II & Diff)			
Pay Grade	Cumulative Years of Service														With Dependent	Without Dependent	BAH Diff	
	Under 2	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 20	Over 22	Over 24				Over 26
O-10 ^{1,2,3}	8,518.80	8,818.50				9,156.90		9,664.20		10,356.00		11,049.30	11,103.90	11,334.60	11,737.20	1,152.60	936.60	223.50
O-9 ^{1,2,3}	7,550.10	7,747.80	7,912.80			8,114.10		8,451.60		9,156.90		9,664.20	9,803.40	10,004.70	10,356.00	1,152.60	936.60	223.50
O-8 ²	6,838.20	7,062.30	7,210.50	7,252.20	7,437.30	7,747.80	7,819.80	8,114.10	8,198.70	8,451.60	8,818.50	9,156.90	9,382.80			1,152.60	936.60	223.50
O-7 ²	5,682.30	6,068.40		6,112.50	6,340.80	6,514.50	6,715.50	6,915.90	7,116.90	7,747.80	8,280.90				8,322.60	1,152.60	936.60	223.50
O-6 ²	4,211.40	4,626.60	4,930.20		4,949.10	5,160.90	5,189.10		5,360.70	6,005.40	6,311.40	6,617.40	6,791.40	6,967.80	7,309.80	1,037.70	859.20	184.80
O-5 ²	3,368.70	3,954.90	4,228.80	4,280.40	4,450.50		4,584.30	4,831.80	5,155.80	5,481.60	5,637.00	5,790.30	5,964.60			1,000.50	827.40	178.80
O-4 ²	2,839.20	3,457.20	3,687.90	3,739.50	3,953.40	4,127.70	4,409.70	4,629.30	4,781.70	4,935.00	4,986.60					881.70	766.50	118.80
O-3 ²	2,638.20	2,991.00	3,228.00	3,489.30	3,656.40	3,839.70	3,992.70	4,189.80	4,292.10							729.30	614.70	118.50
O-2 ²	2,301.00	2,620.80	3,018.60	3,120.30	3,184.80											622.80	487.50	140.10
O-1 ²	1,997.70	2,079.00	2,512.80													557.10	410.70	151.50
O-3E ^{2,3,4}				3,489.30	3,656.40	3,839.70	3,992.70	4,189.80	4,355.70	4,450.50	4,580.40					783.90	663.60	124.50
O-2E ^{2,3,4}				3,120.30	3,184.80	3,285.90	3,457.20	3,599.50	3,687.90							707.40	564.00	148.80
O-1E ^{2,3,4}				2,512.80	2,684.10	2,783.10	2,884.20	2,984.10	3,120.30							653.70	485.40	174.30
W-5 ²												4,640.70	4,800.00	4,959.90	5,120.10	851.10	779.10	74.40
W-4 ²	2,688.00	2,891.70	2,974.80	3,056.70	3,197.40	3,336.30	3,477.00	3,614.10	3,756.30	3,892.50	4,032.00	4,168.20	4,309.50	4,448.40	4,590.90	790.30	691.80	91.50
W-3 ²	2,443.20	2,649.90		2,684.10	2,793.90	2,919.00	3,084.30	3,184.80	3,294.60	3,420.30	3,545.10	3,669.90	3,794.70	3,919.80	4,045.20	715.20	581.70	138.00
W-2 ²	2,139.60	2,315.10		2,391.00	2,512.80	2,649.90	2,750.70	2,851.50	2,949.60	3,058.20	3,169.50	3,280.80	3,391.80	3,503.40		657.60	516.00	145.80
W-1 ²	1,782.60	2,043.90		2,214.60	2,315.10	2,419.20	2,523.30	2,626.80	2,731.50	2,835.90	2,940.00	3,018.60				568.80	432.60	141.00
E-9 ^{2,3,4}							3,126.90	3,197.40	3,287.10	3,392.40	3,498.00	3,601.80	3,742.80	3,882.60	4,060.80	748.80	568.20	186.60
E-8 ²						2,622.00	2,697.90	2,768.40	2,853.30	2,945.10	3,041.10	3,138.00	3,278.10	3,417.30	3,612.60	690.60	521.70	174.60
E-7 ²	1,831.20	1,999.20	2,075.10	2,149.80	2,227.20	2,303.10	2,379.00	2,454.90	2,529.60	2,607.00	2,683.80	2,758.80	2,890.80	3,034.50	3,250.50	641.10	445.50	202.20
E-6 ²	1,575.00	1,740.30	1,817.40	1,891.80	1,969.50	2,046.00	2,122.80	2,196.90	2,272.50	2,327.70	2,367.90		2,370.30			592.50	403.20	195.30
E-5 ²	1,381.80	1,549.20	1,623.90	1,701.00	1,777.80	1,855.80	1,930.50	2,007.90								532.80	372.00	166.20
E-4 ²	1,288.80	1,423.80	1,500.60	1,576.20	1,653.00	Notes:										462.90	323.40	144.00
E-3 ²	1,214.70	1,307.10	1,383.60	1,385.40	1. While serving as JCS/Vice JCS, CNO, CMC, Army/Air Force CS, basic pay is \$12,350.70 (See note 2).										431.10	317.40	117.60	
E-2 ²	1,169.10	2. Basic pay for an O-7 to O-10 is limited by Level III of the Executive Schedule which is \$11,141.70. Basic pay for O-6 and below is limited by Level V of the Executive Schedule which is \$9,800.10.										410.70	257.70	158.10				
E-1 4mos+ ²	1,042.80	3. Applicable to O-1 to O-3 with at least 4 years & 1 day of active duty as a warrant and/or enlisted member.										410.70	230.10	186.60				
E-1 <4mos ²	964.80	4. For the MCPO of the Navy, CMSgt of the AF, Sergeant Major of the Army or Marine Corps, basic pay is \$4,893.60. Combat Zone Tax Exclusion for O-1 & above is based on this basic pay rate plus HFP/NDP.										410.70	230.10	186.60				
Cadets/Mic-shipmen	600.00																	

MONTHLY CAREER SEA PAY																		
Pay Grade	Cumulative Years of Sea Duty *																	
	1 or Less	Over 1	Over 2	Over 3	Over 4	Over 5	Over 6	Over 7	Over 8	Over 9	Over 10	Over 11	Over 12	Over 13	Over 14	Over 16	Over 20	
O-6				225.00	230.00		240.00	255.00	265.00	280.00	290.00		310.00			325.00	340.00	380.00
O-5				225.00				230.00	245.00	250.00	260.00	265.00			285.00	300.00	340.00	
O-4				185.00	190.00	200.00	205.00	215.00	220.00		225.00		240.00		270.00	280.00	300.00	
O-3				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00		260.00	270.00	290.00	
O-2				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00		250.00	260.00	280.00	
O-1				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00		250.00	260.00	280.00	
W-4 & W-5	150.00				170.00	290.00	310.00				350.00	375.00	400.00		450.00			
W-3	150.00				170.00	270.00	280.00	285.00	290.00	310.00	350.00	375.00	400.00		425.00			
W-2	150.00				170.00	260.00	265.00		270.00	310.00	340.00		375.00		400.00			
W-1	130.00	135.00	140.00	150.00	170.00	175.00	200.00	250.00	270.00	300.00	325.00		340.00		360.00	375.00		
E-9	100.00			120.00	175.00	190.00	350.00		375.00	390.00	400.00		410.00	420.00	450.00	475.00	520.00	
E-7 & E-8	100.00			120.00	175.00	190.00	350.00		375.00	390.00	400.00		410.00	420.00	450.00	475.00	500.00	
E-6	100.00			120.00	150.00	170.00	315.00	325.00	350.00		365.00		380.00	395.00	410.00	425.00		
E-5	50.00	60.00	120.00	150.00	170.00	315.00	325.00	350.00										
E-4	50.00	60.00	120.00	150.00	160.00													

Effective: January 1, 2001

SUBMARINE PAY^{2/}

OTHER PAYS

Cumulative Years of Service ^{1/}													Hazardous Duty Incentive Pay (Crew Member) (Non-AWAC)				
Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 22	Over 26	Pay Grade	Amount	Pay Grade	Amount
O-7	355.00									540.00	535.00	410.00	355.00	O-10	150.00	W-3	175.00
O-6	595.00													O-9	150.00	W-2	150.00
O-5	595.00													O-8	150.00	W-1	150.00
O-4	365.00			405.00	595.00									O-7	150.00	E-8 ^{4/}	240.00
O-3	355.00			390.00	595.00									O-6	250.00	E-8 ^{4/}	240.00
O-2	235.00							355.00						O-5	250.00	E-7 ^{4/}	240.00
O-1	175.00							355.00						O-4	225.00	E-6 ^{4/}	215.00
W-1 to W-4	235.00	310.00		365.00										O-3	175.00	E-5 ^{4/}	190.00
E-9	225.00			270.00	295.00	310.00	315.00	330.00	345.00	355.00				O-2	150.00	E-4 ^{4/}	165.00
E-8	225.00			250.00	270.00	295.00	310.00	315.00	330.00		345.00			O-1	150.00	E-3	150.00
E-7	225.00			250.00	255.00	265.00	275.00	295.00	310.00					W-5	250.00	E-2	150.00
E-6	155.00	170.00	175.00	215.00	230.00	245.00	255.00	265.00						W-4	250.00	E-1	150.00
E-5	140.00	155.00		175.00	190.00	195.00								Basic Allowance for Subsistence			
E-4	80.00	95.00	100.00	170.00	175.00									Officers: 160.42 per month			
E-3	80.00	90.00	100.00	170.00	175.00	90.00								Enlisted:			
E-2	75.00	90.00												Rations In kind are not available 7.37 per day 8.63 per day			
E-1	75.00													Authorized to mess separately 7.07 per day 7.66 per day			
														Partial BAS .86 per day .86 per day			
VARIABLE SPECIAL PAY - DENTAL OFFICERS^{4/}													Aviation Career Incentive Pay^{5/ 6/ 7/ 8/ 9/}				
Pay Grade	Under 3	3 & Over	8 & Over	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over					Years of Aviation Service				
Above O-8	583.33												Amount				
Thru O-8		583.33	1,000.00		833.33	750.00	666.67						2 or less 125.00				
ADDITIONAL SPECIAL PAY - DENTAL OFFICERS (Annual Amounts)													Over 2 156.00				
All Grades	4,000	6,000		15,000									Over 3 188.00				
BOARD CERTIFIED SPECIAL PAY - DENTAL OFFICERS													Over 4 206.00				
			Under 10	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over					Over 6 650.00				
All Grades				208.33	291.66	333.33	416.66	500.00					Over 14 840.00				
DENTAL OFFICER MULTI-YEAR RETENTION BONUS (DOMRB)													Over 22 585.00				
	2 Year Agreement			3 Year Agreement			4 Year Agreement							Over 23 495.00			
Level 1	4,000.00			8,000.00			14,000.00							Over 24 385.00			
Level 2	3,000.00			6,000.00			12,000.00							Over 25 250.00			
MEDICAL OFFICER MULTI-YEAR SPECIAL PAY																	
	2 Year Agreement			3 Year Agreement			4 Year Agreement										
Level 1	9,000.00			10,000.00			14,000.00										
Level 2	8,000.00			9,000.00			10,000.00										
Level 3	6,000.00			7,000.00			8,000.00										
VARIABLE SPECIAL PAY - MEDICAL OFFICERS^{1/}													Nurses Incentive Special Pay (CRNA)				
Pay Grade	Under 8	8 & Over	8 & Over	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over					All Grades -\$6,000.00 (Annual Amount)				
Above O-8	583.33												Nurses Accrual Bonus (Annual Amount)				
Thru O-8	416.66	1,000.00	958.33	916.67	833.33	750.00	666.67	583.33					All Grades -\$5,000.00				
ADDITIONAL SPECIAL PAY - MEDICAL OFFICERS (Annual Amounts)													Special Pay (Optometry & Veterinary Officers)				
All Grades	15,000												All Grades -\$100.00				
BOARD CERTIFIED SPECIAL PAY - MEDICAL OFFICERS													Special Pay (Physicians) - Reserve Medical				
			Under 10	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over					Officers on Active Duty for less 1 Year				
All Grades				208.33	291.66	333.33	416.66	500.00					All Grades -\$450.00				
DIPLOMATE/BOARD CERTIFIED PAY (Non-Health Care Physician, Veterinarians, and Psychologists)																	
All Grades				166.66	208.33	250.00	333.33	416.66									

- Notes:**
1. If no amount is under cumulative years of service or sea duty, the amount immediately to the left applies.
 2. Officers in pay grade O-8 through O-10, submarine pay is \$355.
 3. Officers above pay grade O-4 with over 15 years of aviation service are not authorized ACIP. An O-7 may not be paid greater than \$200 per month. An O-8 may not be paid greater than \$200 per month.
 4. Warrant officers with over 12 years or more of aviation service remain entitled to the over 14 years amount.
 5. These rates are effective October 1, 1998.
 6. These rates are effective October 17, 1998.
 7. Variable Special Pay Dental for an Intern is \$250 and Variable Special Pay Medical for an Intern is \$100.

APPENDIX G

Military Pay Rates and Tables

July 1, 2001

BASIC PAY - Effective July 1, 2001														Basic Allowance for Housing (BAH-II & Diff)					
Pay Grade	Cumulative Years of Service													With Dependent	Without Dependent	BAH DIFF			
	Under 2	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 20	Over 22				Over 24	Over 26	
O-10 ² & ³	8,518.80	8,818.50				9,156.90		9,664.20		10,356.00		11,049.30	11,103.90	11,334.60	11,737.20	1,152.60	936.60	223.50	
O-9 ² & ³	7,550.10	7,747.80	7,912.80			8,114.10		8,451.60		9,156.90		9,664.20	9,803.40	10,004.70	10,356.00	1,152.60	936.60	223.50	
O-8 ²	6,838.20	7,062.30	7,210.50	7,252.20	7,437.30	7,747.80	7,819.80	8,114.10	8,198.70	8,451.60	8,818.50	9,156.90	9,382.80			1,152.60	936.60	223.50	
O-7 ²	5,682.30	6,068.40		6,112.50	6,340.80	6,514.50	6,715.50	6,915.90	7,116.90	7,747.80	8,280.90				8,322.60	1,152.60	936.60	223.50	
O-6 ²	4,211.40	4,626.60	4,930.20		4,949.10	5,160.90	5,189.10		5,360.70	6,005.40	6,311.40	6,617.40	6,791.40	6,967.80	7,309.80	1,037.70	859.20	184.80	
O-5 ²	3,368.70	3,954.90	4,228.80	4,280.40	4,450.50		4,584.30	4,831.80	5,155.80	5,481.60	5,637.00	5,790.30	5,964.60			1,000.50	827.40	178.80	
O-4 ²	2,839.20	3,457.20	3,687.90	3,739.50	3,953.40	4,127.70	4,409.70	4,629.30	4,781.70	4,935.00	4,986.60					881.70	766.50	118.80	
O-3 ²	2,638.20	2,991.00	3,228.00	3,489.30	3,656.40	3,839.70	3,992.70	4,189.80	4,292.10							729.30	614.70	118.50	
O-2 ²	2,301.00	2,620.80	3,018.60	3,120.30	3,184.80											622.80	487.50	140.10	
O-1 ²	1,997.70	2,079.00	2,512.80													557.10	410.70	151.50	
O-3E ² & ³				3,489.30	3,656.40	3,839.70	3,992.70	4,189.80	4,355.70	4,450.50	4,580.40					783.90	663.60	124.50	
O-2E ² & ³				3,120.30	3,184.80	3,285.90	3,457.20	3,589.50	3,687.90							707.40	564.00	148.80	
O-1E ² & ³				2,512.80	2,684.10	2,783.10	2,884.20	2,984.10	3,120.30							653.70	485.40	174.30	
W-5 ²												4,640.70	4,800.00	4,959.90	5,120.10	851.10	779.10	74.40	
W-4 ²	2,688.00	2,891.70	2,974.80	3,056.70	3,197.40	3,336.30	3,477.00	3,614.10	3,756.30	3,892.50	4,032.00	4,168.20	4,309.50	4,448.40	4,590.90	780.30	691.80	91.50	
W-3 ²	2,443.20	2,649.90		2,684.10	2,793.90	2,919.00	3,084.30	3,184.80	3,294.60	3,420.30	3,545.10	3,669.90	3,794.70	3,919.80	4,045.20	715.20	581.70	138.00	
W-2 ²	2,139.60	2,315.10		2,391.00	2,512.80	2,649.90	2,750.70	2,851.50	2,949.60	3,058.20	3,169.50	3,280.80	3,391.80	3,503.40		657.60	516.00	145.80	
W-1 ²	1,782.60	2,043.90		2,214.60	2,315.10	2,419.20	2,523.30	2,626.80	2,731.50	2,835.90	2,940.00	3,018.60				568.80	432.60	141.00	
E-9 ² & ³ & ⁴							3,126.90	3,197.40	3,287.10	3,392.40	3,498.00	3,601.80	3,742.80	3,882.60	4,060.80	748.80	568.20	186.60	
E-8 ²							2,622.00	2,697.90	2,768.40	2,853.30	2,945.10	3,041.10	3,138.00	3,278.10	3,417.30	3,612.60	690.60	521.70	174.60
E-7 ²	1,831.20	1,999.20	2,075.10	2,149.80	2,228.10	2,362.20	2,437.80	2,512.80	2,588.10	2,666.10	2,742.00	2,817.90	2,949.60	3,034.80	3,250.50	641.10	445.50	202.20	
E-6 ²	1,575.00	1,740.30	1,817.40	1,891.80	1,969.80	2,097.30	2,174.10	2,248.80	2,325.00	2,379.60	2,421.30	[Pay grades E-5 to E-7 received an increase in basic pay inw. P.L. 106-398.]				592.50	403.20	195.30	
E-5 ²	1,381.80	1,549.20	1,623.90	1,701.00	1,779.30	1,888.50	1,962.90	2,040.30								532.80	372.00	166.20	
E-4 ²	1,288.80	1,423.80	1,500.60	1,576.20	1,653.00	Notes:										462.90	323.40	144.00	
E-3 ²	1,214.70	1,307.10	1,383.60	1,385.40	1. While serving as JCS/Vice JCS, CNO, CMC, Army/Air Force CS, basic pay is \$12,950.70 [See note 2].										431.10	317.40	117.60		
E-2 ²	1,169.10				2. Basic pay for an O-7 to O-10 is limited by Level III of the Executive Schedule which is \$11,141.70. Basic pay for O-6 and below is limited by Level V of the Executive Schedule which is \$5,800.10.										410.70	257.70	158.10		
E-1 4mos+ ²	1,042.80				3. Applicable to O-1 to O-3 with at least 4 years & 1 day of active duty as a warrant and/or enlisted member.										410.70	230.10	186.60		
E-1 <4mos ²	964.80				4. For the MCPO of the Navy, CMSgt of the AF, Sergeant Major of the Army or Marine Corps, basic pay is \$4,893.60. Combat Zone Tax Exclusion for O-1 & above is based on this basic pay rate plus HFPIIDP.										410.70	230.10	186.60		
Cadets/Midshipmen	600.00																		

MONTHLY CAREER SEA PAY																	
Pay Grade	Cumulative Years of Sea Duty *																
	1 or Less	Over 1	Over 2	Over 3	Over 4	Over 5	Over 6	Over 7	Over 8	Over 9	Over 10	Over 11	Over 12	Over 13	Over 14	Over 16	Over 20
O-6				225.00	230.00		240.00	255.00	265.00	280.00	290.00		310.00		325.00	340.00	380.00
O-5				225.00				230.00	245.00	250.00	260.00	265.00		285.00	300.00	340.00	
O-4				185.00	190.00	200.00	205.00	215.00	220.00				240.00	270.00	280.00	300.00	
O-3				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00	260.00	270.00	290.00	
O-2				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00	250.00	260.00	280.00	
O-1				150.00	160.00	185.00	190.00	195.00	205.00	215.00	225.00		240.00	250.00	260.00	280.00	
W-4 & W-5	150.00				170.00	290.00	310.00				350.00	375.00	400.00	450.00			
W-3	150.00				170.00	270.00	280.00	285.00	290.00	310.00	350.00	375.00	400.00	425.00			
W-2	150.00				170.00	260.00	265.00		270.00	310.00	340.00		375.00	400.00			
W-1	130.00	135.00	140.00	150.00	170.00	175.00	200.00	250.00	270.00	300.00	325.00		340.00	360.00	375.00		
E-9	100.00		120.00	175.00	190.00	350.00		375.00	390.00	400.00		410.00	420.00	450.00	475.00	520.00	
E-7 & E-8	100.00		120.00	175.00	190.00	350.00		375.00	390.00	400.00		410.00	420.00	450.00	475.00	500.00	
E-6	100.00		120.00	150.00	170.00	315.00	325.00	350.00		365.00			380.00	395.00	410.00	425.00	
E-5	50.00	60.00	120.00	150.00	170.00	315.00	325.00	350.00									
E-4	50.00	60.00	120.00	150.00	160.00												

Effective: July 1, 2001

SUBMARINE PAY ²⁾

OTHER PAYS

Cumulative Years of Service ¹⁾													Hazardous Duty Incentive Pay (Crew Member) (Non-AWAC)									
Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 5	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 22	Over 26	Pay Grade	Amount	Pay Grade	Amount				
O-7	355.00										540.00	535.00	410.00	355.00	O-10	150.00	W-3	175.00				
O-6	595.00														O-9	150.00	W-2	150.00				
O-5	595.00														O-8	150.00	W-1	150.00				
O-4	365.00			405.00	595.00										O-7	150.00	E-9 ⁴⁾	240.00				
O-3	355.00			390.00	595.00										O-6	250.00	E-8 ⁴⁾	240.00				
O-2	235.00							355.00							O-5	250.00	E-7 ⁴⁾	240.00				
O-1	175.00							355.00							O-4	225.00	E-6 ⁴⁾	215.00				
W-1 to W-6	235.00	310.00		355.00											O-3	175.00	E-5 ⁴⁾	190.00				
E-9	225.00			270.00	295.00	310.00	315.00	330.00	345.00	355.00					O-2	150.00	E-4 ⁴⁾	165.00				
E-8	225.00			250.00	270.00	295.00	310.00	315.00	330.00		345.00				O-1	150.00	E-3	150.00				
E-7	225.00			250.00	255.00	265.00	275.00	295.00	310.00						W-5	250.00	E-2	150.00				
E-6	155.00	170.00	175.00	215.00	230.00	245.00	255.00	265.00							W-4	250.00	E-1	150.00				
E-5	140.00	155.00		175.00	190.00	195.00									<u>Basic Allowance for Subsistence</u>							
E-4	80.00	95.00	100.00	170.00	175.00										Officers: 160.42 per month							
E-3	80.00	90.00	100.00	170.00	175.00	90.00									Enlisted: <u>E-1 Under Arms</u> <u>All Others</u>							
E-2	75.00	90.00													Rations in kind are not available 7.37 per day 8.63 per day							
E-1	75.00														Authorized to mess separately 7.07 per day 7.66 per day							
<u>VARIABLE SPECIAL PAY - DENTAL OFFICERS ²⁾</u>																						
Pay Grade	Under 3	3 & Over	8 & Over	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over	<u>Aviation Career Incentive Pay ³⁾ a, d, & g)</u>													
Above O-8	583.33								<u>Years of Aviation Service</u>													
Thru O-8	583.33	1,000.00			833.33	750.00	666.67		2 or less 125.00													
<u>ADDITIONAL SPECIAL PAY - DENTAL OFFICERS (Annual Amounts)</u>																						
All Grades	4,000	6,000		15,000					Over 2 156.00													
<u>BOARD CERTIFIED SPECIAL PAY - DENTAL OFFICERS</u>																						
				Under 10	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over	Over 3 188.00												
All Grades				208.33	291.66	333.33	416.66	500.00		Over 4 206.00												
<u>DENTAL OFFICER MULTI-YEAR RETENTION BONUS (DOMRB)</u>																						
	2 Year Agreement	3 Year Agreement	4 Year Agreement											Over 6 650.00								
Level 1	4000.00	8,000.00	14,000.00											Over 14 840.00								
Level 2	3000.00	6,000.00	12,000.00											Over 22 585.00								
<u>MEDICAL OFFICER MULTI-YEAR SPECIAL PAY</u>																						
	2 Year Agreement	3 Year Agreement	4 Year Agreement											Over 23 495.00								
Level 1	9,000.00	10,000.00	14,000.00											Over 24 385.00								
Level 2	8,000.00	9,000.00	10,000.00											Over 25 250.00								
Level 3	6,000.00	7,000.00	8,000.00																			
<u>VARIABLE SPECIAL PAY - MEDICAL OFFICERS ²⁾</u>																						
Pay Grade	Under 8	8 & Over	8 & Over	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over	<u>Nurses Incentive Special Pay (CRNA)</u>													
Above O-8	583.33								All Grades -\$6,000.00 (Annual Amount)													
Thru O-8	416.66	1,000.00	958.33	916.67	833.33	750.00	666.67	583.33	<u>Nurses Accession Bonus (Annual Amount)</u>													
<u>ADDITIONAL SPECIAL PAY - MEDICAL OFFICERS (Annual Amounts)</u>									All Grades -\$5,000.00													
All Grades	15,000								<u>Special Pay (Optometry & Veterinary Officers)</u>													
<u>BOARD CERTIFIED SPECIAL PAY - MEDICAL OFFICERS</u>									All Grades -\$100.00													
				Under 10	10 & Over	12 & Over	14 & Over	18 & Over	22 & Over	<u>Special Pay (Physicians) - Reserve Medical</u>												
All Grades				208.33	291.66	333.33	416.66	500.00		Officers on Active Duty for less 1 Year												
<u>DIPLOMATE/BOARD CERTIFIED PAY</u>									All Grades -\$450.00													
<u>(Non-Health Care Physician, Veterinarians, and Psychologists)</u>																						
All Grades			166.66	208.33	250.00	333.33	416.66															

- Notes:**
- If no amount is under cumulative years of service or sea duty, the amount immediately to the left applies.
 - Officers in pay grade O-8 through O-10, submarine pay is \$555.
 - Officers above pay grade O-4 with over 15 years of aviation service are not authorized ACDP. An O-7 may not be paid greater than \$200 per month. An O-5 may not be paid greater than \$100 per month.
 - Warrant officers with over 11 years or more of aviation service remain entitled to the over 14 years amount.
 - These rates are effective October 1, 1998.
 - These rates are effective October 17, 1999.
 - Variable Special Pay Dental for an Intern is \$250 and Variable Special Pay Medical for an Intern is \$100.

VITA

Alex Clarence Baker was born in Ypsilanti, Michigan on April 10, 1963. He graduated from Fleming – Neon High School in Fleming, Kentucky in 1981. He earned a Bachelor of Arts degree in Government from Morehead State University in Morehead Kentucky in 1985.

In November 1985, Alex reported to United States Navy Officer Candidate School in Newport, Rhode Island. He graduated in March 1986 and was commissioned as an Ensign in the United States Naval Reserve. Upon completion of follow on training in Surface Warfare and Naval Engineering, he reported in November 1986 for his first tour of duty onboard the aircraft carrier U.S.S. Saratoga (CV-60). He completed a second tour of duty onboard the cruiser U.S.S. Dale (CG-19) before returning to civilian life in June 1992.

After serving three years in the Naval Reserve, Alex was recalled to active duty as the Executive Officer of the Naval and Marine Corps Reserve Center New Orleans Louisiana in January 1997. He has went on to complete tours of duty as the Maintenance & Material Management (3M) Officer onboard the aircraft carrier U.S.S. John F. Kennedy (CV-67) and as the Commanding Officer of the Naval and Marine Corps Reserve Center West Palm Beach Florida. He is currently assigned as the Director of Manpower and Personnel Management for the Commander, Naval Reserve Readiness Command, Region Southeast where he administers the job assignments for the 12,000 Naval Reservists who are affiliated and drill in the 31 Naval Reserve Centers in the Southeastern United States.