

it does not affect my life

The time allotted with the amount of tasks to complete without the continued support of any FTS personnel continually limits time for liberty and physical conditioning.

There is enough work to not feel complacent, but enough free time to enjoy meals and relax.

My quality of life is pretty good.

It doesn't have an effect, I'm a drilling reservist.

Majorly.

its fine.

no opinion

There is no balance between work and liberty hours. Our command prefers ideas like "getting off early at 1800 everyday and working a 1/2 day on Saturdays instead of alloweing members to work an extra hour each day M-F if required.

It is a management by crisis organization and there is absolutely not ability to provide feedback that a schedule is unreasonable. The only alternatives are to turn in incomplete work or to turn them in late.

It doesnt

I am good at balancing work and liberty hours. I have most of my bills set up for direct payment. I have schedules prepared to make the most of my time of. It's not hard to do.

This unit stresses working well past the usual end of working hours, which while on active duty is expected and accepted but while in reserve status can lead to burned out sailors and family problems. This can become an area of concern.

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Enclosure (3)

As a reservist liberty no a usual issue. But unit demands on persoanl time is ridiculous. Bad for morale.

i just wish we would get the "word" a little more in advance instead of waiting until the last minute.

Affects it greatly

balanced

fine

it doesnt

Since I'm only a reservist i usually only work the weekends so my liberty is not affected much by working hours.

cant get home enough!

I spend upwards of 15-20 hours a week handling Navy work & issues. This is in addition to my 50-60 hour civilian job. There are serveral occasions where quality home life suffers as a result; however, the additional work hours are necessary to meet mission/Navy requirements.

THERE IS NOT A BALANCE BETWEEN WORK AND LIBERTY HOURS. BY THE TIME THE WORKING HOURS END AND LIBERTY BEGIN THE ONLY THING ONE CAN DO IS GO HOME, TAKE A SHOWER, HOPEFULLY PREPARE/EAT DINNER AND SLEEP.

Sometimes challenging to balance work/family/Navy resulting in higher levels of stress.

As a reservist, this question isn't applicable.

One has to think of the oportunity cost between one or the other. So it depends on what is valued as quality of life. If nice cars and a nice place to live is quality, more work than liberty. If your friends are more important than a new fancy watch that you saw at the store, more liberty over work.

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Enclosure (3)

Really doesn't have an effect on my quality of life, we work well as a team together and when some of us have to stay we all stay

Myself and the majority of the personnel in my boat unit have no working long hours if we have to to get the job done. The problem is when all 3 dets are together and there is still work to be done most of the people in the other dets, with the exception of a few individuals, leave.

Too much non drill time is spent in support of the units mission, Mission requirements are more in line with an active duty units time availability....not a reservists.

Our units Boats/Trailors/Trucks have been moved to another location. This has had an impact on quality of life for the SELRES forced to travel for maintainance.

It should be balanced to avoid undue stress.

all is well

The long hours for training take away from my liberty but assure that my unit is ready for our mobilization.

There is no time for personnel time on drill weekends, since ours working hours extend into the night time hours.

We work way to many hours of our time at home off drill because of the lack of support of FTS particulaly N43. They have horrible work ethic and are never held accountable by the CSO.

The balance seems to be fine so far, its a reserve unit so liberty really isnt a problem until a deployment. in which case not a problem.

I would say that this unit working hours seem to be long but never seem to get in the way of liberty hours.

THIS HAS BEEN THE MOST UNORGANIZED UNIT I HAVE BEEN ATTACHED TO IN MY 13 CAREER YEAR CAREER. THE PLANNING IS HORRIBLE AND DECISIONS MAKE NO SENSE. TOTAL WASTE OF RESOURCES AND NO REGARD FOR THE AMOUNT OF WASTED TIME.

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Enclosure (3)

This unit requires a lot of time. My civilian job requires double my time. So when I have a hundred problems with DTS or trying to put orders in, it takes up my quality time with my family. The senior people in charge always say it's only gonna take 5 min. 5 min. always becomes a hour and 15 min. For example I still haven't been paid for a 5 day drill from 3 months ago. DTS keeps kicking it back telling me to do this and that. I do exactly what it says and got rejected for the 9th time

none. get the job done.

affected negatively. i clearly sense a problem from my higher leadership when it comes to my work time and personal time.

As a reservist it doesn't

I am not currently deployed or on active orders, I do not feel this is a valid question.

Have yet to be deployed with this unit but on extended drills there is USUALLY enough time to deconflict.

They did not interfere in my quality of life

Being that I am a drilling reservist I have plenty of liberty.

Liberty hours to me comes when the job or mission is completed. The leadership in every command I have belonged to has made sure the mission was accomplished and then liberty hours were given. The balance should be fair, but mission is first.

The balance between work and liberty hours doesn't affect my quality of life.

Not really applicable since I'm a drilling reservist.

Past leaders on deployment think if their people get more than one day off out of their working days then they will get into trouble. This not only leads to a lack of trust and leadership, but does not allow your fellow workers to get adequate amount of recuperation. Rest is a very important asset and is needed for our quality of life so we can work to our best and operate fully functional. I'm not asking for a vacation between working days but two days off in a row is nice, especially in hard,

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Enclosure (3)

Both my civilian job and my current position in the Navy Reserve require more time outside of "normal working hours" for each respective position (i.e. - more than 40 hours / week for my job and additional work outside of drill weekends) which ends up reducing the amount of time that I have to spend with my family, friends, etc. It is a challenge to work as a reservist for an organization that has a significant amount of FTS so the work is constant even when my available time for it is not.

There is an expectation of a large quantity of "Navy work" be completed on non-Navy time. This is UNSAT.

If Navy work is not properly planned to be performed during IDT, the member should be paid ATP's for their off-duty work. No exceptions. "Short-fused" tasks are normally "Ill planned" tasks. Proper planning would allow completion during the drill weekend.

Drilling Reservist so I have a good balance between work and liberty.

this does not apply to reservist

We are treated like children. Understandably that there has to be a set limit but all should not suffer for the incident of a couple of individuals. There have been incidents caused by higher-ups that have been "swept under the rug while those of less rank pay the price.

Being a reservist at times can outweigh your full time responsibilities when you are constantly inundated with tasks that must be accomplished throughout the month.

It is ok

it doesn't

it doesn't

N/A

n/a

It doesnt

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Enclosure (3)

it doesn't

There is no effect toward my life that currently deviates me from my current naval duties.

No Comments

That has yet to be seen, have not deployed yet.

With me, fine. I work hard during work hours to get the job done so I can relax during my liberty.

doesn't

it dont

It does not affect my quality of life.

It is wonderful

satisfied

life is good

some times i dont have time to go to my civilian job because im doin work for military and im only an reservist

It affects in a good way. Although I love working with the navy time off helps stay focused in my job

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Enclosure (3)

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None at all.

n/a

Liberty gives a perso time to prepare their mind for another load of work.

This doesn't really concerns me as much since I'm a USNR

It does not affect my quality of life that much just as long as we have enough sleep and work normal hours.

In no way whatsoever

The balance between work and liberty hours is affected because, our work at the moment is training, the training that is done is long and strenuous and takes hours. With that, there is not much time for liberty because during liberty all a person wants to do is eat and sleep. There is no time for other things usually unless a person wants to compromise sleep.

It doesnt

it does not affect my quality of life

Positively

I think the balance between work and liberty does not affect my quality of life in any bad way.

it does not

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Enclosure (3)

The balance between work and liberty hours affect my quality of life in a positive way. It gives you time to do everything you need to do in your personal life.

n/a

The work is demanding, however, I am usually compensated well.

Does not affect.

it does because iam a reservist iam not full time

its not a big affect due to the fact that i dont let the two interact

n/a

the balance is good.

gives it balance

Depending on work schedule we have time to handle personal issues during liberty.

im in the navy i expect to have to work long hours

n/a

no comment

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Enclosure (3)

I am in the reserves. My liberty is only affected on my drill weekends, which tend to be longer than most units drill days, with a lot of it being unorganized and unproductive.

I am in the reserves so this is N/A

it feels as though I have two full time jobs instead of one full and one part-time

n/a

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Enclosure (3)

2. Do you feel that the unit handles discipline issues fairly? Please explain.

Yes, all situations are handled fairly and are not judged on historic situations.

no, one member reported on board that needed assistance in getting a place to stay and the command came through for them but another member reported on board a month later and this member was put on report do their ability not find a place to stay.

No, The unit has had previous issues come up such as DUI and chosen to not proceed with Mast, also anything that may look like it could become a major problem such as a Investigation is usually squashed. instead of processing and separating poor performers we choose to coach them and thier supervision and not file official couseling and DRB to Mast. we keep the personnel and the problem just gets accepted as normal behavior.

I personnaly think it could be handled better at a lower level instead of officers interjecting and not letting the Chiefs be the first to intervene issues.

Usually, but it seems people have figured out that they can get out of being diciplined fairly by simply lashing out at their superiours and challenging their integrity on the basis of race. An individual who should have been disiplined still hasn't, or if they were, not in an equal and fair fashion. And they continue to get away with not doing their share and causing problems for their coworkers, but no one is willing to hold them accountable for fear of them throughing the "race card" again.

ntr

The letter of the Law is not often employed, but the spirit of the Law is almost always adhered to. This leads to a lot of second guessing by the lower chain of command who are not privy to as much information as the upper chain of command and then much is left unsaid.

Hard to answer since there is a balancing act here. If discipline is handed down excessively it negatively affects morale in such a small unit. On the other hand, some individuals take advantage of the intent to keep morale up and in the end get upset when they eventually become the focus of discipline. The unit does discipline fairly but inconsistently.

Yes

If this command does one thing correct, it is holding ALL accountable for their actions. I do feel that the most recent CMEO complaint that was directly sent to MESHG-2, those personnel should be held accountable for their false accusations. They never gave the command a chance to correct the alleged situation which was unsubstantiated. As noted in the OPNAVINST 5354.1F, a complaint should be filed in good faith. Making false official statements is a violation of the UCMJ, Article 107.

- Yes, with the exception of sweeping issues with certain individuals (YN1 Jessie) under the rug. Instead of holding people accountable for their actions and behaviors, the COC moves them to another department instead of TEACHING them the correct behavior and GUIDING them (YN3 Love).

- No, because when certain people mess up they get a slap on the wrist but others get a counseling chit for stupid stuff, like putting the wrong time to go on leave for a christmas palm period. This command really is stressful and someone needs to come here and work with them for a couple of months and see how things are.

Yes

NA

- My squadron has different standards for everyone, fairness is not an option.

discipline problems are always handled fairly, just not in a timely manner.

Yes, more often than not.

Yes.

- I feel that the command is actually very lenient how it handles disciplinary actions. I feel that there is a small minority of members who use the ethnic discrimination card as leverage or even retribution for disciplinary actions against senior members. YN1 Jessie and OS1 Hawkins appear to have significant disciplinary problems. I feel that they are using the system of formal complaints against seniors as retribution for less than quality work in the command. I am not privy to what is going on

Not sure.

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Enclosure (3)

In my particular shop, there have been instances of decision making, leaving out the reservist leadership. This tends to undermine the ability of reserve leadership to be taken seriously by the full time staff. In the future, it would be preferred to have a conversation among AC/RC before making disciplinary or other personnel decisions that impact the entire shop. Lack of communication among leaders can lead to perceptions of unfairness.

Never seen a discipline issue arise in this command.

I don't know if discipline was always handled fairly in the past, but I feel the chain of command is working hard to maintain a high level of fairness when it comes to discipline issues.

No I do not. I believe that discipline issues that should be handled or solved at the middle to upper management positions are removed and micro managed for personal concerns of backlash from disgruntled Sailors. Issues are typically allowed to be taken directly to the top with "OPEN DOOR" policies, removing effectiveness of the Chain of Command. This promotes a Sailor to receive "FAIR," guidance and mentorship, thus removing opportunities to find trust in immediate chain of command.

Yes, I feel the command does a fairly effective job at handling disciplinary issues.

NO

Yes. Unit expectations and Navy regs and policies are clearly articulated. Members who are unable to meet expectations are counseled and given opportunity to improve their performance. Infractions, particularly serious infractions, against Navy policy, regs, or UCMJ are dealt with promptly and fairly.

Yes. I have not seen any unfair disciplinary actions.

Yes

YES

Yes

Yes, but not a lot of experience.

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Enclosure (3)

yes

There have been no known issues which have needed to be handled by the unit so far.

Fair!

Yes

yes from what i see

yes.

Yes

Yes they do handle discipline issues fairly. All the factors are taken into consideration before actions are taken.

Have no problem with the way discipline is enacted so far.

yes, they have a equal opportunity progress.

Yes. it is handled at the lowest level first.

yes

No.

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Enclosure (3)

to the best of my understanding.

We rarely have any issues with discipline in this unit.

yes

yes

yes they are handled fairly

I feel that the command is fair with disciplinary issues, which seem very rare in frequency.

Yes.

Yes it does.

Don't know.

yes.

no opinion

Yes, unit discipline is handled fairly.

Yes! They follow navy procedure, rules, regulations

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Enclosure (3)

Yes. My current command handles discipline fairly as they arise. I have not had a discipline issue but certain things that has arisen with others proved to me that the Command is understanding in certain situation and will guide you along.

Yes. Professionaly and fairly

yes

Yes.

No. I have so many service member late all the time, but nothing has been done.

yes

yes

yes

yes and quickly

fine

Yes. each side is heard before judgment is made

Yes.The chain of command works appropriately and they are dealt with accordingly.

I have not been with this unit that long and I can not recall any incidents at this time.

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Enclosure (3)

not always. sometimes the enforcement of certain policies is ad hoc and lacks substance.

No comment

NO, I HAVE SEEN CERTAIN PEOPLE TREATEN WITH DISCIPLINE ACTION BASED ON HE SAY SHE SAY AND THE COMMAND BE ONESIDED INSTEAD OF HAVING THE FACTS OF BOTH SIDES

yes

yes

Yes. all incidents are not treated the same, case by case and fairly.

Yes. Everyone respects each other. So when someone is wrong about something, they are pulled aside and corrected and the problem is most likely stopped. I havent seen any disciplinary issues, yet.

Yes I feel as though we don't see how the problematic exactly be handled we still do see a great outcome. It always is fair

With the exception of the higher ups in MESRON, who are worried about Equal Opportunity accusations, my boat unit handles discipline issues fairly.

I guess so

Yes

Yes. Situations, if they happen, are handeled fairly.

EVERYTHING IS FINE

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Enclosure (3)

I have not seen anything that would require disciplinary action.

The unit policy is to pretend nothing happened unit time goes by then the excuse will be there is no paper trail. They allow certain people to get away with things because they are afraid to be the subject of a complaint. They are more concerned with there own career that the "good order and discipline of the command"

yes.

Yes I think they do.

N/A

Yes.

with everything in the msrons it is always political.It is who you are and what title you wear.

ive seen great sailors removed from the unit because of family and/or civilian career issues.

Yes. From experience of being involved in several disciplinary issues with junior enlisted.

No. There are still many issues that are unresolved from the previous deployment and in some cases have only been made worse. Unit members that made the deployment and were part of the pe-existing network of favored individuals received undeserved e-vals, awards & ultimately advances in rank. Unit members that remained after deployment & performed accordingly were never noticed; to add insult to injury, certain chief's(IRR) that were directly responsible, are now part of training for deployment.

Maybe a little to relaxed with enforcement of regulations..

I have not been in the unit for a long period of time, I can not answer that at this time.

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Enclosure (3)

No I feel my unit has a lot of favoritism and issues are handled differently depending on the person.

I have been in this unit for less than a year, but it appears that issues have been handled fairly in the few situations I have witnessed.

I feel like the unit is doing a pretty good job on handling discipline issues, we are told to be at muster, command events and other places at a certain time.

I believe the unit does, however, the upper COC tends to put their 2 cents in, which can be disheartening at times. Kind of like a mom and dad disciplining their child. One wants to discipline, the other wants it to be not as harsh.

My unit overall handles discipline fairly. They don't allow race, beliefs, or culture to interfere with their judgment.

Yes - with the caveat that we have not had many significant discipline issues that have required the Unit to respond.

Yes

I feel the unit handles discipline fairly to the best of my knowledge.

yes. Character of the individual and situation are taken into account.

Not always; sometimes there is favoritism amongst certain individuals.

In my opinion, units show favoritism with the people they like and they are less forgiving with people they do not value.

Somewhat

Yes. The Chief's mess is fair and impartial.

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Enclosure (3)

N/A

yes, have not experienced, but am confident that the unit is capable and effective.

Yes I do your held to your actions

yes i do

Yes,MSRON 12DET E handles discipline issues quite fair from what I have seen. No matter what shape, race, color, religion when it comes to disciplinary action everyone is given the same action.

No Comments

yes if there is an issue it typically handled at appropriate levels to resolve issues before they get out of hand i must say.

Absolutely. No matter if you're seaman joe or Chief Joe, rules are enforced throughout.

yes

Yes.

yes

yes

yes very good

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Enclosure (3)

we dont work together every body wants to be in charge. people in our unit are always steping on each others toes

Yes everyone gets the same punishment or counseling for their actions

Yes

Yes

It's fair

Yes

i'm still fairly new to the unit, has not seen much disciplines

Yes, I feel they handle discipline issues fairly just as long as they don't spend too much time chastizing innocent people.

Yes everyone is treated the same for the most part.

Yes. Any serious discipline takes place in private away from the rest of the unit.

Sometimes we are made to do pushups as a disciplinary measure. I guess in doing that particular act it can make us think about the negative action we did or someone did. But in all fairness I think those measures are more so effective on younger adults, such as those in their teens and twenties. Some of us just need to be talked to in order for us to get the point. It all boils down to how well you know a person in your command and treating them accordingly.

Yes

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Enclosure (3)

as far as i know

No comment

Yes I do.

yes

The unit does handle discipline issues fairly because after they discipline you, they let you know their were no hard feelings and it's all love.

yes

Yes. Everyone is treated the same and are well aware of consequences for actions.

No

yes i have faith in my command if it ever happens

yes, simply because everyone in my unit is on equal ground there is no discrimination

yes.

yes i do

Yes

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Enclosure (3)

they are handled fairly.

i dont know

Yes, as i am new to the reserves i see justification for discipline when it is used.

yes

have not seen any discipline issues arise.

no comment

Yes. But they have not had any since I got to the command last year.

Yes

it seems fair so far, but I'm relatively new

Yes

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Enclosure (3)

3. What do you see as the most significant challenge currently facing this unit right now?

Trust.

leadership not being true leaders and mentors to the members within the command. leaders are being reactive instead of active.

Lack of Trust. This command has a leadership group that chooses to unvalidate folks with 1000's of safe operating Hours, multiple deployments and 4 or more Pre Mob Assesment periods over the years and not take thier recommendations when it comes to operating and training.

Instead we leave people like the 3MC in his position even though he has failed his program as an example. you will also not find a single OIC or Enlisted who work well with CSO but it's acceptable.

Less unit cohesion due to stress related work atmosphere that has turned into false accusations making the work atmosphere even harder to work in.

A small group of people with bad attitudes and personal disputes who are willing to lie and manipulate to get their way and undermine others. They act like they are being discriminated against, yet everyone tries to include them. invites them to functions, and tries to make them feel like a part of the team. But they openly exclude themselves and make it clear that they prefer to operate in their own little clique rather than be a part of the whole, yet wish to be seen as victims.

Undermining of the selres wardroom/chiefs mess by certain AC/FTS staff.

Non participation of AC/FTS of command functions during DWE. Us against them attitude.

Stacking the deck so the Selres fails or recieves no support to accomplish task's.

Deflecting responsibilities to place the blame on the selres.

1. Reservists attitude towards the mission. 2. Not enough Staff to handle the daily requirements put out by MESSG2. 3. Not enough funding to keep reservist on long orders to assist with the mission.

The old argument of Not enough bodies to do the job, and then add to that fire the fuel of Reservists who appear to be here for only the money, who do not want to come on orders or are only looking forward to Sunday afternoon, when they can leave drill.

Lack of personnel and more requirements than what is realistically achievable by 25 personnel. Also, lack of dedicated communication from reservists who choose not to check their Navy email accounts (and other systems) on a sufficient basis.

Achieving all the training, qualifications, maintenance, and administration of an active duty unit on weekends and personal time only.

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Enclosure (3)

I think communication within the Chain of Command is lacking. The sense of direction is lacking greatly as well. Sometimes I feel as if it is "the blind leading the blind" around here. Tasks are too short for expected completion and staff is very short and top heavy. 1st classes are not only worker bees we are in a managerial position. It is very exhausting and feel under appreciated alot of times.

Communication. The flow doesn't go up. The flow doesn't go down.

Communications up and down the chain. Also not taking advice from senior enlisted of color, who do have a wealth of knowledge to help change or make things work better, but no information that people of color put out is ever taken.

Time and training.

Deployment

Morale, Organization, Planning. Not being able to keep quality senior enlisted personnel, To many senior officers trying to flesh out their fitreps instead of performing the mission, To many supervisors trying to create positions of value for themselves to mandate their mobilization to an AOR with a high per diem rate.

Manning, funding and lack of leadership.

WORKING WITH THE RESEAVIST ON GETTING THERE WORK DONE IN A TIMELY MATER AS IN PROVIDING INFORMATION FOR UPDATES.

Limited time until mobilization and deployment; increased stress to get work done between active and reserve sailors.

Delivering quality training in an effective manner for the unit to carry out it's mission. The Navy sets an overly-aggressive training schedule for the sailors, which cannot be reasonably accomplished by most of the sailors. The result is sailors who have received instruction in a very broad skill set on paper, but have not retained most of the material.

I feel the most significant challenge facing this command is manning followed by space and facilities. Although this is a reservist command the maintenance and administration remains at the work load of a fully staffed active command with nowhere near the same man power to accomplish it. To top that off the active staff here is a majority E-6 and above, this leaves the command top heavy. There is more maintenance than what can be accomplish 2 days a month the reservist are required to do.

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Enclosure (3)

Communication - being explicit where info is on the portal. There is a significant gap in communication between FTS (in my shop) and SELRES.

I am in the admin shop, so I would have to say managing the administrative nuts and bolts that can bog a unit down. Come up with SOPs and stick to them and hold everyone accountable for those deadlines. Keep things at the lowest possible level and operate more decentralized. Let OICs take charge of dets admin & turn in finished products to HQ (using Det Admin reps who will be supported by HQ Admin).

Proper communication between active duty and selres. There does seem to be some discrimination between them.

Working with people who are located across the Eastern seaboard is our biggest challenge. Also, I feel the senior enlisted could take on more responsibility within the command.

1. Requiring a small percentage of personnel to function as an support system of a requirement 5 times that amount, ultimately to support a reserve component, who is rarely held accountable for their inability to lead their units/detachments. In short, the perception is that leadership of many departments are not held responsible for inability to lead, communicate, and foster an environment of real world conditions, ultimately creating a disgruntled environment between Active and Reserve.

The communication as a whole between the Active duty components and the reserve counterparts. The active duty components end up pulling more or almost all of the weight to keep the command above water.

unorganized, poor communication, no one knows what is going on, taking away a PT day to make up 30 min of work but can not stay past 1700.

This unit is preparing for mobilization and deployment. There will be increased work and added stress as a result of the training and task set necessary to accomplish pre-deployment preparation and certification. In this environment, the most significant challenge will be to maintain the work/life balance and ensure that sailors are afforded the time to spend with family and to maintain a healthy lifestyle.

1) Completing all of our training when we really don't have enough days to do it. We will be expected to work long hours and even complete tasks at home.

Nothing

NONE

Inexperienced personnel

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Enclosure (3)

Mobilization and deployment workups with a material inspection on top of it.

People not giving other peoples suggestions chances.

The biggest challenge facing this unit is the ineffectiveness to maintain personnel within the unit. The workload seems to be too demanding for a lot of individuals who check-in for the first time to the unit and after being introduced, they don't want to stay.

no challenges!

Nothing

We are getting alot of new people in upper chain of command and newbes just finding whst everybody is about

lack of personnel for AT

Organization.

At the moment I do believe a significant challenge would be the new service members that are currently trying to get acimated to the command but with all the training that is done here I am certain that the challenges will be met.

Preparing for ULTRA is a heavy burden and morale will lower because it is a tough challenge. We should come out more cohesive and better coordinated.

moilization

deployment

organization

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they are bullies

communications.

Team organization and unity.

COmmunication and Training

new members have to be more and aggressively proactive.

none

nothing is wrong with my unit

The amount of tasking to be done when not on orders or in a pay status takes a great deal of time away from the quality of life at home and with civilian employers. Consistently changing dates for DWE's and other other orders make it tough for civilian employers to be understanding of the reserves. Too many requirements added to be completed by reserve personnel prior to training when FTS is available. The lack of support from current FTS personnel and due to the removal of prior FTS personnel.

Mobilization.

Ramping up for mobilization.

Manpower and training. Trying to accomplish what active duty units accomplish in just a weekend a month and 2 weeks out of the year.

Communication.

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Enclosure (3)

organization/communication squadron wide

no opinion

Lack of communication coupled with unreasonable expectations. The inability to communicate (and be listened to) up the chain of command results in frustration on both sides. Senior leaders are frustrated that schedules aren't met and junior leaders and/or work force are frustrated that leaders can't develop accurate timelines.

100% readiness

I just transferred to this unit so I really cannot speak on any issues. I received a very warm welcome to my current unit.

Maximizing the efficient use of its time prior to mobilization without burning its people out. Minimizing the red tape part of it. Missions are completed by the people on them, not the papers filled out prior to getting the mission started.

nothing

Priorities are wrong. More time is spent on maintenance, GMT, surveys than on weapons and operational training. Operational training is very low on priorities even though we are about to deploy. I have low confidence in my Leadership's ability to prepare us for deployment. Considering leaving.

Communication. Lack of communication starting from chain of command to seaman.

time

communication to the lower enlisted members and getting information to us fast instead of waiting until the last minute

SELRES tasking outside of normal drill weekends.

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Enclosure (3)

Mission readiness

training

People having pay issues all across the board!!!!

Training

Getting through mobilization.

The communication needs to be better among the active and reserve side of the unit.

communication

The most significant challenge is communication up and down the chain of command. Additionally, there is a lack of work ethic on many levels and it is displayed in the poor quality of products that filter up the chain of command.

COHESIVENESS, TRUST, COMMUNICATION, VALUES.

A lot of new Sailors to the command, it will and has been a challenge to train them and/or for the Sailor to do their part in retaining the given training to be consistently effective.

To have trained Sailors, Time to invest and cultivate job knowledge, and having enough money consistently to be able to execute a safe and effective mission.

trust in each other and better communication.

Dealing with the admin and personel over at the Earle NOSC. They don't answer emails, call you back and lose your paperwork. They are a soup sandwich.

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Enclosure (3)

N/A

I have seen those in leadership positions who will never be around for evolutions then try to bark orders at those of us who have been working all day. Along with this are those who constantly put there 2 cents in for things they dont even know about just because they like to hear themselves talk. They are only there to make rank and not help there junior sailors. Fortunatley, Boat Det Bravo does NOT have these issues and have great leaders.

Poor morale, No trust in leadership, Too much time spent for the sake of "checking of boxes" and not enough time in actual training.

We may look good on paper, but MSRON 12 is woefully unprepared for the upcoming deployment.

NO WATER TIME FOR BOAT DET!!!! We need to get sailors qualified Crewman/Eng/Nav/Cox ASAP. Instead we will be on a glorified campout that has very little to do with the mission we will be doing. Instead leadership will continue with the tradition of destroying unit morale with another Ultra that will provide very little in the way of quality training that is needed enhance the performance of our boat crews in theatre. Training for Customs?? Really?? 15 days of MRE's 8 days before PRT??

Deployment. Workups. Getting equipment and proper structured training.

Preparing for mobilization.

Integrating all three of the boat detachments with out any favoritism and issues. Also the training cycle happening during most of the members that are attending colleges midterm time.

There is a serious lack of urgency when it comes to training. All we do is check boxes. The training that is documented doesn't accurately reflect the ability of the unit and is completely gun decked. Ive been told a hundred ties maintenance is more important than weapons training, security and boat training. At the squadron level they have no idea what they are doing. If we were in Army or Marines the senior enlisted and Officers would surely be relieved for not training their men.

New members to the unit/community are not afforded the hands-on opportunity to prepare them for deployment.

predeployment workups.

Our up coming mobilization.

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Enclosure (3)

Planning is terrible. Been in the unit for over a year and a half and have actually trained on the boats about 6 times. Instead admin functions are more important and we are forced to travel to Williamsburg when our drilling nose is in earle

Very little. Some Det's are a little sharper then others but as a entire unit I think will be ok

Boats being brought back to Virginia instead of them staying with their home unit. How are units supposed to get stick time and experience on the boats when they cant go out on the boats on their drill weekend? The whole squadron goes to VA. and then only about 10% of the units go out on the boats. Waste of our time.

Being un organized. Officers should put a plan together and stick with it. Not change it 15 times. Let the senior khaki's run the show once orders have been recieved, and do not argue with each other at quarters in front of the enlisted. Our work is never enough. It is always go, go, go. How about we do things with a time constraint and get the proper training and stop rushing everything we do. Our last traing session was very un organized. stop the micro management

the force of having to do more time at the base because the shipmates that dont have career jobs or families are able to do more.

Officers have lost sight of the true mission at hand. More emphasis is placed on more and more 3M than with actual real world training in preparing sailors for upcoming missions. Actual mission training has taken a back seat to 3M. To many officers want to put their spin on how things are accomplished whether it's in unit policy or not. It seems we don't matter as a boat unit any more to squadron. Everything has been stripped from us to where we cannot train at all.

Communication!

Getting ready for mobilization.

The ability to use my rate, I have been with the unit under 90 days and only seen the boats 3 timnes. My rating requires the use of boats and boat equipment. I can only learn so much from a book, I need more hands on to accomplish or grow within my rate/unit.

Too much leadership and them not working together so they are all putting out different information.

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Enclosure (3)

Down sizing some to integrate with the Riverene community. I know that there will have to be changes, but everyone needs opportunity to learn and adapt. The missions may be slightly different and personnel need to be given the proper training.

Individuals need to be able to attend specialty schools to better enhance their abilities to bring some expert knowledge back to the units. This would also be good because the ones sent to classes can come back and train others.

I see that our unit has too many enlisted E-5's, and our challenge is to not lead others but continue our collateral duties unless you have a first class unit leader.

Being pulled in two different directions. One direction with what the NOSC wants done and the other direction for Squadron and we only have two days to complete the work on the weekend we have drill. Causes morale issues.

People in my unit need to be able to trust in their higher leadership more.

The challenge of meeting standards of readiness and pre-deployment metrics that are designed for an active duty unit with a majority of Reserve personnel. It often requires getting similar or equal amounts of work done without equal amounts of time available to do so. The same logic applies to individual Sailor's qualifications and readiness.

Communication. There is a disconnect between the leaders and members.

Split MOB. With the bulk of the command deploying, there are "scramble around" and shotgun tasks mindsets. Leadership (Officers) needs to remember that these Sailors, especially those not MOB'ing, have civilian jobs and families that take priority over the Navy during off-duty (non-DWE) hours.

I feel the unit has too many Chiefs who are not on the same page, which causes erodes unit cohesion.

communication and new leadership development.

Communication; and practicality of school assignments for individual detachments rather than the entire squadron.

The most significant challenge is preparing for deployment.

Lack of discipline

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Enclosure (3)

unknown

Deployment

Teamwork, cohesiveness, and bonding

mobilization

A lot of junior personnel understanding the dynamics of the unit and their place in it as well. Having good leadership effects that

this up coming deployment

Communication. There are alot of mishaps/ misunderstanding that evolves from lack of COMMUNICATION

No Comments

prepping for deployment, which for many it will be there first time going over seas.

The time crunch before deployment and the work that we have to get done with so little time.

deployment

i dont know

Preparing for mobilization, and ensuring everyone has proper training.

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Enclosure (3)

yes

My problem is a shaving profile. I understand we are suppose to uphold the regulations and enforce them, but if I have a doctor saying I cannot shave, that is not disobeying the rules. Last month, I was talked to by all the chiefs and senior chiefs and never did they once say, I understand how you feel, being that it hurts my face to put a razor to it, I can shave very close with clippers, but that was not good enough for them...I need to tak to you, sir...

?

every one is not ready for deployment

New members getting use to things

People arriving on time

Undecided, our unit for the most part is a tightly knit group.

Getting everybody on the same page

none

Deployment

Nothing.

communication and willingness to participate

Communication

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Enclosure (3)

Im not sure

Information flow

mobilization

Pre-deployment check

Communication

mobilization

There is no significant challenge concerning the unit.

n/a

Preparation for deployment.

Deployment

not any so far

nothing

Being ready for mobilization. We never have any opportunities to apply what we've learned from the classroom.

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getting ready to deploy.

organization

Preparing for deployment with new members, also uncertain dates of the deployment.

being in the reserves is hard on its own being in a highly deployable unit and holding down a steady job is tough

that it just went tripled in size and there are members that don't want to be there, that need to be replaced with ones who do.

redeployment or get kicked out of unit

It used to be filled with people that volunteered to be a part of this type of unit and knew what that meant in terms of the time it takes and the type of work we do. Now, people didn't volunteer and have no idea what they are getting themselves into, and don't even know how to hold a weapon.

Trying to complete an abundance of work and we are only a reserve unit.

n/A

getting rid of slackers who don't want to get their hands dirty and probably shouldn't be in the Navy at all. we need requirements to join our unit not just grabbing anyone and everyone to fill seats

Not enough time to get everything done.

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Enclosure (3)

4. How well is your day planned and coordinated with jobs/tasks so your time is well utilized?

My work days are full, almost no time for personal development or team building.

very well

Usually overplanned and maximized but never open to readjustment for what can actually be accomplished. Tasks are planned but no one ever looks at actual time management for these tasks and do they really take that long, also squeezing the Sailors 12-16 hours, do you really believe they will retain info and have an interest if we continue to plan and task as such.

Very well....each day is followed by a time line of events.

Well.

poorly, nothing is accomplished during a DWE during normal working hours. All based on meetings that accomplish nothing

The schedule allows for lots of free time, but this free time is filled up with many things that are outside of the workcenter or workgroup, and these things that are outside of the workgroup consume the most time, not allowing for completion of the actual Mission.

My Time is best utilized by being prepared for interruptions, seeing problems well ahead of when they happen, prioritizing for what tasks will get me in the most trouble if not completed and moving forward.

My day is generally well planned to start, but becomes a continuous influx of emails with tasking at various levels with requirements/deadlines that force it into being completed by the active components. Lack of readily available SIPRNET resources also affects the quality of classified product delivery.

Not very well

Tasks are almost always short fused! Expectations of completion of work is also ridiculous. I think the staff here does a great job with prioritizing and managing their everyday tasks.

Not well at all. Last minute training that takes all day along with last minute taskers make it so that my day is usually spent unplannable. All goes back to COMMUNICATION.

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Enclosure (3)

Im normally on my on accord, but sometimes i get blinded sided with other taskers, which can be stuff that should be handled by the reservist personnel. A lot of stuff that the active duty personnel do, should be handled at the reserve component level but our command continues to work us to death and let them get over.

Over planned.

Poorly, too many meetings

My squadron can barely plan two to three days of drill, my own time is spent correcting the micromanagement of my detachment to safely and logically perform our mission. I am fortunate to get sleep or meals during their planned events

From the time I get to work until the time I leave, I'm engaged with work.

Fairly well. No major problems. Pop-up taskers are always a problem.

Well - by necessity. I work 50 hours per week at my civilian job before I start my Navy work.

I feel I do not get all the information from my chief that he is given nor does he pass the information along that I give him. I know there is a personal conflict between my chief and department head and I this effects my chief and I do not recieve all the information that I need to accomplish my work. Nor do i feel tha chain of command shows the appeciation for the work I do.

Fairly well.

Weekends are extremely busy and we all do the best we can over two days. The remaining work must be done at home during the month between DWEs.

It is a little frustrating to hear the AC vs RC rhetoric about who does what. Everyone has to pull their share and I do not think the AC understand what that means for a reservist (I have personally heard comments such as "reservists pretend to be doing all this work, and there is no way they are putting in all the hours they are paid for").poison.

It is better utilized then before but higher chain of command seems to forget that we need tasking while they are in meetings.

It always depends on the meeting schedule. We have to take advantage of the time we are all together during a DWE, which is not always conducive to completing other tasking.

Time management is almost 80% inefficient. Planned days/weeks are often an inefficient tool, due to excessive planning and discussion meetings assigned outside of the department, which could be better utilized individually as department representatives, reporting directly to leadership. Tasking is rarely passed down at the Department Head's discretion, thus not allowing for time utilization. Meetings and tasking is ineffectively distributed and almost always micro-managed.

In the big picture our days are used effectively. Things are planned or if not, dealt with in a case by case basis effectively.

can not plan due to the bull that comes up. All i can do is work around it.

My day is extensively planned. But in my position, the plan must be fluid to be responsive in the accomodation of the emergent tasks and issues that arise in order to support our people.

It is well coordinated, but we have so much to do that our days are very long. There is no wasted effort, but there is just so much to do.

Very well

100%

well

Too much scheduled but that is my fault. I allow it.

well

A set schedule works well however, since there is a shortage of personnel within the department we get bombarded with other tasks throughout the day that seem to appear out of thin air.

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Enclosure (3)

well planned!

Very well.

good we just been doing training nko

pretty well. i get alot accomplished during my two day drill period.

Once there is a plan of action, the unit utilizes there time fairly well.

Very well utilized.

Lots of tasks but scheduling is flexible.

planned well

not bad.

shkay - all over the place

satisfactorily.

I spend more and more time on Navy tasks in my civilian career and homelife.

very well

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Enclosure (3)

well

very well

IT IS NOT.

Very well.

About as well as can be expected in a reserve situation with as many people as we have.

Not planned and coordinated. Too many tasks to complete and not enough time.

N/A

semper gumbly. things are planned, things go wrong and you get over the problem

no opinion

managemnt by crisis. The active duty members - have all the information and the reservists develop the plans. Last minute action items (like this survey!) are well-intentioned but not helpful in mission accomplishment overall.

Somewhat well

I am not a procrastinator. What ever is assigned I willget right to the task at hand.

Most days are well planned and others are planned as if trying to fit 5 gallons of water in a 1 gallon jug.  
Normal operating procedure.

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very well

Squadron events are poorly planned. Either we cannot train for days due to administrative problems, or petty differences between officers, or we are shuffled around from event to event with little or no training value.

Not at all. It's just like we get there and figure out what to do.

kind of

a lot of hurry up and wait

70%

poorly, to many meetings

well. we

reserve duty is a 24 day for 2-3 days during drill every weekend!

Very well always on task and time

Very well.

My day is planned out fairly well according to the plan of the week and the schedule my shop has for all its members.

not very well

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Enclosure (3)

In general for ALL personnel's time management: Too many meetings on a DWE for the upper chain of command taking them out of pocket from the activities within their department. Additionally, too many meetings and training evolutions during the work week for the FTS, taking them out of the shop which causes them to neglect quality and productivity with their deliverables.

NOT WELL! DEPT DOES NOT HAVE AND ORGANIZATION STRUCTURE. TASK OUTSIDE OUR CURRENT JOB IS CONSTANTLY DROP ON US WHICH CAUSES OTHER THINGS TO GET PUT BEHIND. THIS IS DUE TO PEOPLE DO NOT HAVE AN ESTABLISH JOB. WE ARE TREATED AS THE WE HAVE NO KNOWLEDGE BY LEADERSHIP. IF YOU WANT TO RUN AN OFFICE TO BE SUCCESSFUL, GET TO KNOW YOUR PEOPLE AND YOU WILL KNOW WHAT THEY HAVE TO OFFER AND WHAT TYPE OF EXPERTISE THEY HAVE.

planned well

Over tasked and not enough time to complete them.

Nothing to complain about.

It is conducted very well as long as its just our unit, when other units get involved we seem to have more issues but nothing that isn't normal

If 100 people were not trying to run things because they feel they can cause of their collar device, things would run much more smoothly and time would be utilized far better. Also conducting training actually related to our mission. We have spent more training on DTS, SKED, OHMS or GMT's then necessary. How about training on relevant items that could save our lives on deployment. Deadly Force, weapons training etc.

When a particular day is planned by the individual det, the day runs smoother, when an evolution is planeed at the squadron level, too much is squeezed in without regard to quality.

Please stop asking me to take days off of work to travel and stand around for 3-4 days.

There usually isn't enough time to do many assigned tasks.

Some days there are many things to do, and it seems like the day will never end, others there are only a few things to do scattered throughout the day.

All we do is waste time. We haven't had a successful AT since we have become a MSRON. The only accomplishment is we are as poorly trained and lead as the active duty.

Since we dont always have everything the unit needs due to money sometimes planning has to chang at the last min.

For the most part it is organized well but then there are several times that things seem to just be a lot of waiting.

Absolutely horrible. From day one worst planning and leadership I've ever dealt with in my navy career.

view last question!!!! UNORGANIZED

terrible

Mine is planned accordingly. Changes are always made at last minute by upper chain. When those changes are made it isn't relayed in a timely manner causing loss of man hours and excessive down time. Or when mandatory training evolutions are scheduled it all changes when squadron tasks us with required 3M or surprise spot checks. We only have two days a month to get in training of new members. We do not have FTS anymore which use to take care of that during the weekdays.

Coordination of Planed events are a joke.

Not the best. Seems like a circus at times.

There is always something to do, if not there is plenty of leadership to direct.

very well

During training days, the training is dictated by outside influences. Some times I feel better time management skills could be used by everyone involved.

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Enclosure (3)

My day is planned well and the tasks I have to do during that day is met. I will ask for something else to do or look to see if anyone needs a helping hand

not good, always pulled into one meeting right after the other.

The POM is always scheduled but with NOSC requirements and DET requirements, something (job/task) is always pushed to the back burner.

The unit has become extremely better in handling the time of the unit. They have enhanced their planning abilities of that of the past.

Time management is a constant struggle - it is generally easier to plan and coordinate my Navy specific tasks on a Drill Weekend but I frequently struggle to manage my time in between drill weekends so that I can get everything done and I know it is an issue for some of my subordinates as well as it is frequently a struggle to get required deliverables from them or tasks completed outside of drill weekends.

Not enough planning goes into what is due BETWEEN the DWE's, so those tasks can be performed AT the DWE PRIOR to due date.

The unit puts out a Plan of the Month, but the "training" leaves a lot to be desired. The Chiefs are not actively involved in the training, and a lot of the senior members are not motivated to conduct training. Moral in this unit is low in my opinion due to a lack of involvement from senior leadership.

Getting better but not where it should be.

It has been for the most part steadily flow throughout the time allotted.

As far as what is planned and coordinated with the unit schedule, its possible to communicate what you need to do and get permission to take care of it.

?

well

It is hard because lots of people are being pulled for medical or other things and we can never get the whole unit together for actual training. Plus the Chiefs believe the training doesn't apply to them because they are never there for it, they are in the Chiefs office doing other paperwork.

It could be better.

very well given the number of members.

N/A

it is very well

I plan things out accordingly so I have the time I need to handle my duties.

No Comments

i find time and balance between job, family, and military.

It is planned well and equally distributed with work.

not well

good

Good

well

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Enclosure (3)

all is good

its ok i make it work

Very well a schedule is made a week before and that gives us time to utilize the day

Very well managed

Well

very well

great

as part of the USNR. We rarely get enough time to complete all the tasks during the DWE specially as the size of our unit.

Ok.

Roughly 50-60% efficiency. But this is mostly due to last minute changes out of our control.

Day is planned well

I don't believe our drill days are planned where our time is utilized to its full potential.

Not well

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Enclosure (3)

very well

No comment

Very well

very well

great

On most days, very well. There are occasions things are passed down without time for future planning, but I seem to work them in with little or no problem.

it really varies cost have risen and iam just trying to find a way to survive

very well

It is planned well. There are too many orders coming from too many people.

very well.

moderately

The issues of non pay has come up as it is not my primary income it does not effect me as much.

very well

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Enclosure (3)

some days better than others though I attribute the disconnect to the fact that the unit just tripled in size.

well

Not very well. Our unit grew from 13 last July, to 60 or so now and that makes it hard for everyone to be on the same page.

Very well planned

if you're lucky enough to have a plan put out in advance of training you can be pretty sure it will change and then have 20 things thrown at you at once with the demands to have them done yesterday

Not well.

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Enclosure (3)

5. Can you describe an example where leadership has failed you?

There is too much "us versus them" mentality. there is not a one team attitude across the entire command.

no

A valued member of our community died in an accident and no one at the command level or Dets knew about it. almost an entire Det drove down 7 hours to support the Funeral and Family but 1 person from HQ- less than 50 miles away, showed up late & didn't stay to at least present Flag to Family. When asked, almost no one at HQ that day knew about it but the staff leadership did.- Failure. FTS going on deployment even though Selres can support but are bumped off list to accomodate Full Time to deploy

The Chiefs aren't able to be the direct line to the enlisted. Making the Chiefs feel as if their job is unimportant and not beneficial for their sailors and junior officers.

I'll say this, the leadership that is here daily as part of the full-time staff functions great. Their sel-res counterparts, not so much.

Failure to recognize the real issues and problems. Failure to hold some of the AC/FTS staff accountable for their job's

The flow of communication down from the upper chain of command. Most of the highlights come down the pipe, but it is apparent that if a certain piece of information isn't a priority to my upper chain of command then I will not know about it. Later when I find that the rest of the command was aware of it, and that it might have been a priroity to me, it is too late to catch up or be allowed time to persue it.

Leadership has failed to hold reserve personnel responsible for their inattention to requirements tasked of them.

No

In my department, the communication flow is terrible. I feel alot of times I am in the dark with my department specific functions and when I confront my leadership, I am told not to worry about it.

I have spent over a year working in a department not alone but by myself. I answer things at a MUCH higher paygrade than my own but nobody even knows these things even though I CC on e-mails. When something goes wrong, then everyone is quick to jump on the bandwagon instead of supporting me from the beginning. I will say that this has improved over the last 3-4 months though.

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Enclosure (3)

Not allowing senior enlisted personnel the opportunity to show that they can lead without them interfering with operational things that can be handled at the enlisted level. Also not have someone to turn over a major collateral duty to u, so you can have a understanding of the program and the issues that you might encounter. Also not giving enough information, like throwing you in a frying pan with no vegetable oil to get the job done.

No

NA

Not in 500 characters, it would be easier to describe a time where leadership hasn't failed me, if I could think of one.

COMMUNICATION!...this unit should be a active duty command. The reserves do not belong in this community at all.

I AM TRYING TO REQUEST A SCHOOL AND THEY TRY TO TALK ME OUT OF IT.

No one holds reserve leadership accountable for their action/inaction. Active side receives all of the painful tasking, all of the lumps, and is left to clean up.

E-6 Evaluations where late which required us to drive 50 miles to PSD to sign our worksheets and give them our evals to establish PMA. Additionally, priorities are not established with work tasks. Nor is there adiquate compinsation for off duty and after hours work tasks that are required to accomplish the mission.

Plain and simple the work load is more than a small staff can accomplish with adminstration and maintenace.

As a leader, I can find several places I have failed. Trying to be a long-distance leader has been challenging. Staff need to have their leadership near, especially in shops with junior personnel or no senior enlisted leaders.

More support for virtual leaders. Perhaps brother/sister shops so we can partner with AC leadership to support personnel who are working the majority of time without direct supervision.

Virtual supervision training may be helpful for leaders in this position.

Some times the POM is not put out untile the day before a drill weekend which may prevent selres readiness in accomplishing certain tasks.

No.

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Enclosure (3)

I don't believe I have been failed. I believe that the ability of my paygrade is way underestimated and micro managed by schedules, meetings, and tasking which I could much better manage in house. I think the two question/answers preceding this question best describe where most breakdown occurs. It's my belief that this is caused by the accountability, or lack there of, by members of leadership described two questions prior to this. I'm otherwise impressed with efforts of my direct leadership.

No.

communication to E-6 and below!

I can think of no example where this has happened. The chain of command has fully supported me and has fully supported my subordinates in their work/life balance, career, and personal and professional development.

No.

No

NO

Leadership at the group level is chaotic at best primarily due to the lack of a closed loop personell system.

Onboarding me and preparing me for this job. This job requires an AT to explain my expectations and how to use the special NECC tools we work with vs. other reserve commands.

no

There is no example to date where the leadership has failed me personally

no

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Enclosure (3)

No i cannot.

can't say just came to this command

no.

No.

none

When I was PTS's out of Active Duty.

NO I CANNOT.

There is a bit of favoritism, but this favoritism also falls in line with the capabilities of the personnel involved.

can't recall

no

N/A

none as at the moment.

No.

never happen

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Enclosure (3)

no

i had a situation with more than one medical bill. it took me well over a year to get my hospital bills paid by the military and it ended up hurting my credit. although i kept on chasing the matter, barely any attempts of fixing the situation were taken. i was informed and promised every time i approached the problem that it would be taken care of but for some reason it took well over the amount of time for it to go on my credit and harm my score/report. i eventually fixed the problem myself

Changing pre-underway requirements after personnel have arrived delaying / cancelling any training efforts for extended periods of time. Schedules for training have not been put out prior to arrival.

I havent been with the unit long enough for any type of failure from leadership

I can't come up with one at this moment.

By not pushing back on tasks that are almost impossible to complete

Communication.

no thank you

no opinion

I recently took the Chief's exam and even with constant pestering my evaluation was not completed and turned in on time.

communication, communication, communication. Listen and inform. There is a culture across all the units of behind the scenes communication as the only method of getting tasks accomplished. MSRON staff enables and indirectly encourages this by not reaching out to the OIC's, AOIC's and Senior Enlisted.

Communication

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Enclosure (3)

There are past instances but I do not dwell in the past. I like to stay positive. Even leaders have bad days and come off the wrong way. If the leader apologize for coming off the wrong way its understandable.

No.

no

I dont want to be specific, but in general I feel that there is zero loyalty down the chain of command.

I missed my E-5 exam by few points that was because they failed to turn in my correct Eval in. It has been over 5 months they correct eval has not been turned in yet.

to much paper work

i am still waiting to get paid from 4 months ago and i have brought it to their attention. also i am filling this out at the last minute because it was given to us late when we had an entier month to prep...stuff like that

No issues here

No

Nobody can figure out my CAC issue or locate my contract in which im due \$5000.

no

No

I can not recall any incidents at this time.

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Enclosure (3)

not at this time...

No comment.

LEADERSHIP HAS FAILED WITH EVALUATION BEING ON TIME AND BY NOT SUPPORTING ME WITH CERTAIN JOBS AND TASKS WHEN I NEEDED THEM TO EXPLAIN TO OTHERS THE PROPER PROCESS OF DOING CERTAIN THINGS. THEY ARE ALSO SELECTIVE WITH WHO THEY LISTEN TO OR TAKE ADVICE FROM. LEADERSHIP HAS FAILED MY CAREER AS A WHOLE. AS MY CAREER GOALS MAKING THE DECISION TO AFFILIATE MYSELF WITH THIS COMMUNITY OR COMMAND WAS A TOTAL DISSATISFACTION AND FAILURE TO MY CAREER AS A WHOLE.

no

Awards/Evals are not completed on required deadlines or takes too long to route paperwork or paperwork submitted get's misplaced and Sailors would have to redo all paperwork that was misplaced impacting on morale, developing low levels of trust and confidence of leadership from Sailors.

This would be very specific and I do not feel comfortable sharing.

No

Never

When a boat det gets cut loose when were still working, a leader in the other det has failed. When u have a det mustering at 2000 after being out on the range all day to put out useless information and chew their det out is unsat and should never happen. Though is was not part of this muster guys who I was working with for over 12 hours were, and those leaders have failed me because i thought you looked out for your crew.

I do not wish to elaborate.

Getting transfer paper work / evals / awards is a big issue on the Ft Dix base.

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Enclosure (3)

no

WE DO NOT TRAIN AT ALL. WE ARE FAILING OUR SAILORS AND THE LACK OF TRAINING WILL MAKE US COMPLETELY INEPT AT COMPLETING OUR MISSION! All we do is travel up and down the eastern seaboard and sign 3500 and do round robin training. WE ARE NOT HANDING OUT MERTIT BADGES.

equipment issuing

no

Planning, training, organization.

Pay issues. I don't blame leadership for that either. Sometimes things are out of the hands of the unit. They can only do so much.

No I can not because that would point me out. All I have to say is let us do our jobs without micro-management.

My immediate leadership has not failed me personally or professionally.

Every drill

No.

None at this time, not enough time in this unit to be able to answer this.

I had performed work outside of my job and been told by the leadership that I would be awarded a NAM. This occurred by three different commands. On my last deployment, I finally received my first NAM.

Nowhere in my unit leadership has failed, we are learning from each on how they would run the unit and leaning from other a different collateral duty

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Enclosure (3)

Upper COC has no trust in middle management.

I tried for several months to get a school, completed all the requirements needed for the course and no one could ever explain why I didn't get the school.  
Very difficult to understand when I watched other members in my unit request a school and get the school or schools.

Sometimes it seems that just because they have not been in your situation they don't care. They don't understand so they don't relate, or try to understand. Sometimes it seems they are afraid to take things further up the chain of command because it may make them look bad.

"Failed" is probably too strong a word but I do not agree with the change to the upcoming AT period that there will not be a break between field dates to stay in the hotels. I think that time out of the field would be an important opportunity for Sailors to clean-up, do laundry, re-charge, etc. and by keeping everyone in the field, we are increasing the "pain" factor without getting much additional training value.

Every time I've come to them with an issue, they pretty much pushed it aside. I do not trust them, or feel like they have my back. And that's pretty sad.

Too many short-fused tasks for items that are virtually impossible to complete in-between DWE.

I have personally not experienced a failure from leadership, but I feel leadership has failed the unit as a whole by being disengaged.

Micro managing

No comment.

?

no

No I can not

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Enclosure (3)

Communication is still a problem but it has gotten much better over the last couple of months.

no

When leadership doesnt follw up with junior personal

it never has

No Comments

No, so far they have been pretty good at handling issues as they arise.

I don't recall a time where my leadership has failed me.

no

No

yes

no not yet

they were responsible for a job and it didnt get done but we were the ones to blame. the chiefs dont work well together they argue and we dont get any work done because they cant decided as a team what we should do on drill weekends

It has not. Any time I need help their is always someone to go to. Our chain of command works well

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Enclosure (3)

have not yet been failed

Not at this time

No comment

none

No.

No. Not on a professional level.

no

rather not

not really

No comment

Not at this time.

no

I have no example of leadership failure.

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Enclosure (3)

n/a

No.

none so far at this time

no i can not

No.

n/a

supervisors are at times scared to take care of there people as needed

Having individuals in N7-N3 that only care about the numbers being put in to ASM and not training the members with the skills needed to defend themselves.

No, leadership in my unit is to the point as well as direct liberty starts when training and work is complete could be early or late will not know until it comes up.

not as of yet

no comment

I put in for extra duty days and never received a confirmation that they were approved. The only way I knew that they got approved was when I received a call from my superior on the 2nd of 3 days into the duty and I wasn't there. Had I received confirmation that it was good to go, I would have been there, I needed the money.

I am new to the unit. I have not experienced this.

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Enclosure (3)

simplist one is where 5 executive members gave 5 contradictory orders and we had enlisted personnel in different places questioning WTF is going on

n/a

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Enclosure (3)

## Appendix C: Written Comments from Your Organization

NOTE: The comments appear exactly as they were written on the survey:

It's the hope of my peer group, based on our discussion, that we can focus more on the roots of good order and discipline, and allow our middle/upper leadership to carry out that standard, trusting our guidance and leadership capabilities, ultimately constructing a more positive and disciplined, respectful, and productive way ahead. Holding ourselves and others accountable for leadership positions we've been chosen for, will ultimately create a more positive and productive environment.

While challenges exist from the command's upcoming deployment, this is a good place to serve and work. The command has clear guidance from the CO, talented and dedicated people at all levels and a strong, positive attitude in the execution of an interesting and important mission.

None.

Well managed Command with equal opportunity for all

This is a moral place to work. I feel my coworkers are good at heart and here because they have a sense of service and duty.

No Comments.

No other comments.

Good job over all.

none

no comments

i have trusted my unit before when i joined. i have no reason not to trust that what needs to be done will be done in the future as well. although sometimes it seems that there is a bit of confusion, we seem to manage just fine. i have complete and total trust and faith in our leadership for we are the UNITED STATES NAVY.

My unit its just fine. No major changes needed

No Comments

equal opportunity is fine.

no opinion

no issues on EEO

I am entering a new unit and I look forward to any and all opportunity available to be an asset. I am looking to elevating my qualifications.

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Enclosure (3)

my unit encourage and challenge it members

Pay issues

Pleased with my unit with these concerns

- REFERRING TO ANYONE BY FIRST NAME IN THE MILITARY IS INAPPROPRIATE. BEING A JUNIOR SAILOR, LEADERSHIP HAS SHOWN ME THE LACK OF RESPECT WHEN PERFORMING MY JOB. - BEING PART OF THIS ORGANIZATION WAS NOT MY BEST INTEREST - MY WORK TEAM DOES NOT WORK TOGETHER BECAUSE THE LEADERSHIP IS ALWAYS EXCUSING SOMEONE OF SOMETHING THEY DID NOT DO. MY TEAM DOES NOT CARE ABOUT/TRUST EACH OTHER. -DUTIES IN MY DEPT ARE NEVER ASSIGNED FAIRLY.

SINCE MY AFFILIATION WITH THE UNIT, I USE TO GET OUTSTANDING SERVICE IN THE ADMINISTRATIVE DEPARTMENT CONCERNING MANY ISSUES I HAVE HAD. UNTIL THE ARRIVAL OF A NEW MEMBER, "YNI APARICORAMON" I HAVE FELT UNCOMFORTABLE WHEN I ASK QUESTION DUE TO BEING GIVING THE INCORRECT ANSWER PUSHED AWAY OR JUST NO ANSWER AT ALL. I KNOW THAT WE ARE ALL CUSTOMERS TO ONE ANOTHER BUT WHEN YOU HAVE SOMEONE WHO ONLY PREFERS DEALING WITH A PERSON BY EMAIL THAT IS A PROBLEM. COMMUNICATION IS THE KEY. YOU SHOULD ALWAYS BE ABLE TO SERVE THE CUSTOMER AS WE SHOULD BE ABLE TO SERVE YOU. I LOVE COMING TO THE ADMIN SHOP AND SEEING LOVE, JESSIE AND THOMAS THOSE PEOPLE ALWAYS MAKE MY DRILL WEEKEND EXCITING AND I LEARN NEW THINGS THAT IS REQUIRED BY THE UNIT. THERE IS ONE THING I LIKE ABOUT THOSE PEOPLE LOVE AND JESSIE HAVE ALWAYS MADE SURE OUR ADT, AT, AND DTS ISSUES ARE SOLVED.

Organization's equal opportunities = good.

Equal employment opportunity = good.

Organizational Climate = Stressed from many changing timelines/priorities, etc.; Reaching "burn-out" from those 20% personnel creating 80% of the results

From the SELRES viewpoint, attempting to "do 40 hours of work, in 16 hours each drill weekend." with the uncertainty of "will the orders get funded this month" to execute mission.

I feel as if they are right where they should be.

I do not wish to elaborate

I have every confidence in all leadership in our MESRON, to act in good faith in regards to equal opp and to provide a positive org climate. My issues are with the quality, purpose and effectiveness of the training. I hope I am wrong, in that the ULTRA will provide quality Boat Det training, and not be a reason for CTT to feel good about themselves...Because the crews will tune them out, and NOTHING will be gained.

I have been to Williamsburg several times this year. Every time junior sailors complain about the inappropriate relationship between the CSO and the N43 sailors. It is viewed by many of them that no matter how bad they mess up they get to leave early and work-out for hours on job time. Maybe if they spent more time fixing equipment and boats they would pass and we would have to have reservist travel down to do there work for them. There cross fit gym at the compound is bigger than the security det and boat det office space combined. One sailor described the the relationship between the CSO and the N43 Chief as "corrupt". It is obvious that they are held to different standard. Even after they allegedly failed MATE they were still leaving earlier than the rest of FTS and spending

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Enclosure (3)

hours working out. Overall the Command climate is horrible. They should give each Det there FTS back and totally dismantle Squadron . We as reservists are doing way more than should be required.

This is a great and strong unit that works cohesively together but is sometimes looked over by the NAVY as a whole. We dont receive the gear, money or vehicles eventhough we need them.

I believe it to be a total waste of time and resources to have the all boats in Williamsburg when we can be training in earle

I am disatisfied with the amount of knowledge that goes to waste when we are doing training. Upper chain of command tries to pack 25 pounds of stuff in a one pound bag. LETS get organized and let people do training, there jobs, and stop all of the finger pointing. Who said she said he said. Our lives are at stake. With all of the bickering that goes on its ridiclous. You can see why people leave these mson's. Its not rocket science. You get respect when respect is given. Reward the people who do there job's. I do not trust anyone of these officers and certain Chiefs. I feel that we are here to do a job. Not tho get browny points. It is not a GAME. We are getting deployed and we have a job to do. We should have the right amount of qualified personnel. Stop worrying about all the micro-management. Hey sailor, where is your cover? Not get your butt buddy a spot so they can make big perdiem. We have alot of things to get done before November let us do our jobs!!!!!!!!!!

Organizational climate is low. This is my 4th deployment since 2004, 3rd with this particular unit. MSRON12 has stifled our training by commandeering all of our equipment and boats. All that is left is for members to put in orders for out of state to conduct 3M. Squadron has FTS members who are 3M qualified AND going to any and every boat engineer class they can go to but tell us they are not required to do 3M nor will they do 3M on the boats. It isn't their job to do so. Before squadron took our boats to VA from Jersey, it would take members coming in on ATPs to do 3M or we would never have gotten boats underway. Boat unit FTS use to take care of most of that. Squadron FTS says they don't have to do 3M on our boats. Overheard at our last gun shoot "This unit is all about 3M. If you want to get capped, know your 3M. You will get advanced from 3M before doing anything else in this unit."

The mission is about the boats. Without the boats, there is no mission.

Joke

I am currently attached to a unit in Earle NJ (MSRON-12), when I first had my drill weekend we had boats on hand to go over the functions and characteristics, they pulled the boats to move them to VA, I feel we lose more time traveling when we can utilize what we have on hand. I am a Boatswain mate I would like to be able to keep my knowledge fresh versus losing it when I would only be able to see the boats 2-3 times a year if that. I am extremely confident that my Unit in Earle NJ, can do the same training as the command in VA. I feel that if the boats were at our unit we can keep our training fresh and the climate would be higher with positive morale.

none

As reservist, we have full time jobs. Also, we are pulled in two directions with HQ and the NOSC. Our two days a month are jammed packed with things, I believe, if so important, then orders should be made up to get folks up to HQ full time to fill in any gaps. I like this quote, "Your poor lack of planning, is not my emergency." The troops get very "annoyed" with what they consider meaningless items that are thrown on them at the last minute and then threatened with Administrative U's for not completing the task. Unless, it is a life of death situation, some of these things can be done on drill weekend. There is always that fine line between Active Duty and Reservist and someday, I hope one will be able to understand the other.

Every command has its ups and downs. For the most part I think our command functions fairly well. Every command has room for improvement from junior personnel to upper leadership.

My unit treats everyone equally no doubt about it.

I don't have any issues with the command's climate as it relates to equal opportunity, equal employment, etc.

Proper Planning Prevents Piss-Poor Performance.

I have no comment.

There has been a decline in the morale of the command. Our family events are not worth bringing our families because we are ashamed to do so.

N/A

go navy!

No Comments

I love being a part of this unit.

just because i or any body else is an E-4 dont mean we dont know nothing give us a chance to step us and learn, work together and listen

..

No comments at this time

NO comment

N/A

n/a

This organization seems to function well. The only complaint is with training. The demands of my squadron and demands of my NOSC seem to overlap. I often have to choose which side's demands will not be met within a prescribed time frame, which, often creates issues for me.

none

n/a

EVERYTHING WE DO IS BEING DRIVEN BY GROUP TWO'S PAPER WORK TRAIL. THERE HAS NOT BEEN ENOUGH TIME ALLOWED FOR TRAINING THE MEMBERS TO PROTECT THEMSELVES IF SOMETHING WAS TO HAPPEN. I AM AWARE OF WHERE THE UNIT IS HEADED IN THE NEXT FY YEAR AND THE TREAT LEVEL ISNT THAT HIGH, BUT WHAT IS THE COC GOING TO DO IF SOMETHING REALLY DOES HAPPEN, WE ARE SENDIG SEVERAL HUNDRED MEMBERS TO A AREA OF THE WORLD WHERE IT IS VERY POSSIBLE FOR THINGS TO GO WRONG AND ALL WE ARE WORRIED ABOUT IS PAPER WORK AND 3M. LETS GET OUR HEADS OUT OF THE CLOUDS AND

TRAIN OUR TROOPS. THREE MONTHS BEFORE THE DEPLOYMENT IS NOT ENOUGH TIME TO DO THIS. RIGHT KNOW I WOULDNT FEEL SAFE DEPLOYING WITH ANY SINGLE DET WITHIN MSRON 12!!

It is a fair and good chain of command. My unit is a new one, and adjustments will take time. But I have confidence in my chain of command. They will get it all, and us squared away and trained up the way we need to be to put boots on sand.

none

you're so worried about your minority members that you are forgetting the majority members. if you truly want equality, then give everyone the same requirements and expect them to live up to them or be admin seperated. example: women have lower physical standards, but get same pay, promotions and jobs. a man who may be of slight or even "feminine" stature still has to pull his weight with all the other men. a larger more physical woman looks like a supreme specimen compared to the low standards for her gender. bring everything to a happy middle ground so it is really equal and then set the bar higher for everyone to strive to get better jobs, promotions, postings whatever

the Command has been operating well for last 7 years with multiple deployments, Det C's discrepancy could have been avoided considering the Chief that reported it witnessed it and should of stopped the eveloution and informed the OIC, Evals have been sent out extremly Late, Awards, we are constantly looking for them , Our Admin Staff should be the most efficient department but is not. Det A- Having the FTS create a ridiculous Gym in the compound garage even though Det A really needs the space to be a functioning Det. Take a look at the turnover of Chiefs and Enlisted if you want to understand the command climate and wonder why folks who at first would deploy, are now leaving as fast as can be. We are headed to an area that is a Hotspot in the world right now between Iran and Isreal and folks think 8 weeks of active time is good enough for training. send it back to the Dets and let them manage 3M and Training untill 4 weeks prior to deployment and maximize Time between Family and Navy.

The only problem we have at this command concerning equal oppertunity is people using it as an "out". It's simply easier to lie and say your being exploited or discriminated against than do your fair share.

This is honestly the best place I have worked, with the closest and fairest group of people I have worked with. Except for a slect few that for whatever reason want to destroy that. It makes me sad. MSRON12 is a diverse group. But it's a group that respects each other.

For instance, as an atheist, I was specifically asked by others if any traditional winter holiday celebrations would offend me. They don't. But I was asked anyway. That says more about the climate around here than the rest of this survey. People around here care about each other. Except for a few only out for themselves and willing to exploit the intend of the equal oppertunity program to get ahead or avoid consequences of their actions.

I like working here. It is dynamic and challenging. Most of the people that work are top notch Shipmates. Very Organized and thorough. About 1 out of every 25 reservists fits this bill. About 4 out of every 25 reservists are good workers and are here for the right reasons. But some people, Staff and Reservists, can not handle the High Optempo and changing environment here at MSRON 12. The PG-13's, used appropriately and explained appropriately to SELRES will WEED out the bad apples to start with. Now that the Screening(Milsperman) is up and running for Active Staff to come here, hopefully that will weed out the CANCER of some of the Staff that are currently here. Setting the Expectations of Staff and SELRES high right from the start will assist in not allowing MSRON 12 to Lower the Standards. Right now we are lowering our Standards, to allow Mediocrity an Equal Opportunity at Success, and that is the Bad for Business and not the Military Way.

For the most part, with the exception of YNI Jessie who I feel needs to be removed from this command as this is

not the right environment for her, the E6 and below AD staff does a great job with professionalism, work ethic and moral. We have bonded as a family and always are there to support each other. We always seem to get what needs to be done. The PT program is great and it is sad that it has been lessened to three days vice four. The command supports higher education and promotes military training and schools. The Command Moral is one of the best I have experienced since being in for over 12 years. The CMDCM is always willing to listen and takes your opinions into perspective! All of our collateral duties are distributed fairly and equally and affords members the opportunity to volunteer for duties that strike their interest. I do hope that we can receive a compensation day within the month after a drill weekend to take care of our personal life.

There are certain people within the organization who alienate themselves from everyone else because of their race and they think others are racist against them. In return, the behavior from them is actually racist toward everyone else. They do not participate in command functions but quickly say morale is low. They do not participate in command PT but complain about it. Instead of trying to contribute to a positive atmosphere, negativity covers this place like a dark cloud.

I have been at this command 6 months and i'm burnt out already due to not enough time off. The active duty personnel are working from one week to the next, even on weekends with the drilling reservist and that gets old. The command needs to address that issue before someone has an accident or even end up a casualty. Also if the chain of command would take advice from people of color that would be great to, instead of shutting them down. I feel that colored people here are not allowed to provide any help in resolving mission functions. Also there is a lot of the golden boy and favoritism going on at this command. The PT at this command has finally got changed to three times a week but they are still doing that wrong. It should be held on Mon, Wednesday and Friday, currently we are running PT tuesday, Wednesday and Thursday during the worst time of the week. Also the active duty leadership is allowing the reservist to dictate the working hours for drill weekend which is wrong.

NA

This is the most poorly organized navy unit I have ever been attached to, please stop micromanaging my drill weekends to improve the bullets on your fitrep and help me train our sailors to actually deploy and complete our mission.

Happy to be here, proud to serve!

I feel this command supports equal opportunity policies and treats individuals fairly and with respect. There is always room for improvement and I believe this command is open to change.

I think that the selres are under utilized due to the assumptions made by the active duty component that we believe this job is only once a month. Many of us are willing to particapte more often if the need was communicated to us in a timely manner. I would like to see more colleteral duties that can be done via a computer released to the selres so that we may further our careers.

**DEOMI**  
**Organizational Climate Survey**  
**(DEOCS)**

**Organization: MSRON 12 HQ UIC 55853**  
**Commander/Director: CAPT HUNTER**

**Admin Number: 1225697-1**

**Monday, March 26, 2012**

**Defense Equal Opportunity Management Institute**  
**Directorate of Research**  
**Patrick AFB, FL**



**RCS: DD-P&R (AR) 2338**

DEFENSE EQUAL OPPORTUNITY MANAGEMENT INSTITUTE  
ORGANIZATIONAL CLIMATE SURVEY  
(DEOCS)

General Description

The DEOCS questionnaire is intended for organizations of any size, and is suitable for military and/or civilian personnel. The questionnaire measures climate factors associated with the military equal opportunity (EO) program, civilian equal employment opportunity (EEO) program, and organizational effectiveness (OE) issues. The race-ethnic classification system used on DEOCS is consistent with recent Office of Management and Budget (OMB) guidelines for classification of racial groups and multi-racial designations. Approximately half of the questionnaire items address EO/EEO issues, the remainder address organizational and demographic areas. The DEOCS is a climate assessment instrument designed to assess the "shared perceptions" of respondents about formal or informal policies, practices, and procedures likely to occur in the organization. This survey does not collect or use personally identifiable information and is not retrieved by personal identifier. Therefore, the information collected is not subject to the Privacy Act of 1974.

**For the purposes of this survey, the following ethnicity and race definitions are provided** (using standard Federal definitions).

**Per OMB guidance, 1 January 2003, Spanish/Hispanic/Latino is an ethnic category, not a race category.** All race and ethnicity responses are rolled up into minority or majority categories for the final report.

**Spanish/Hispanic/Latino.** A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term, "Spanish origin," can be used in addition to "Hispanic or Latino."

**American Indian or Alaska Native.** A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

**Asian.** A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

**Black or African American.** A person having origins in any of the black racial groups of Africa. Terms such as "Haitian" or "Negro" can be used in addition to "Black or African American."

**Native Hawaiian or Other Pacific Islander.** A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**White.** A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

MORE INSTRUCTIONS ON NEXT PAGE

Please Continue

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Enclosure (3)

**IMPORTANT! Before beginning the survey:**

IN THE AREA MARKED "ADMIN NO." AT THE TOP OF YOUR ANSWER SHEET, WRITE IN THE FOLLOWING NUMBER: **1225697-1**

**PART I**

The information provided below **WILL NOT** be used to identify you. It is used by a computer to identify groups of people (e.g., Male, Female, Officer, Enlisted, Civilian, etc.). If fewer than five responses are given for a particular group, those responses are not reported for that group.

**YOUR ACCURACY IS IMPORTANT IN GETTING AN HONEST ASSESSMENT OF YOUR ORGANIZATION.**

1. I am

1 = Male    2 = Female

2. Are you Spanish/Hispanic/Latino?

1 = No  
2 = Yes

3. What is your race? *Mark one or more races to indicate what you consider yourself to be.*

1 = American Indian or Alaska Native  
2 = Asian (e.g., Asian Indian, Chinese, Filipino, Japanese, Korean, Vietnamese)  
3 = Black or African American  
4 = Native Hawaiian or other Pacific Islander (e.g., Samoan, Guamanian, or Chamorro)  
5 = White  
6 = N/A

4. My age is

1 = 18 - 21  
2 = 22 - 30  
3 = 31 - 40  
4 = 41 - 50  
5 = 51 or over

5. Are you currently deployed?

1 = No, it has been more than 6 months since my last deployment, or I have never deployed  
2 = No, but I returned from combat zone deployment within the past 6 months  
3 = No, but I returned from non-combat zone deployment within the past 6 months  
4 = Yes (CONUS)  
5 = Yes (OCONUS, in a combat zone)  
6 = Yes (OCONUS, in a non-combat zone)

6. I am a(n):

1 = Military officer  
2 = Warrant officer  
3 = Enlisted member  
4 = Federal DoD civilian employee  
5 = Federal non-DoD civilian employee  
6 = Other (e.g., contractor, private civilian, State employee) --> **GO TO QUESTION 14**

Please Continue

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Enclosure (3)

7. If you are a federal civilian employee, in which category are you a member?

- 1 = GS
- 2 = GM
- 3 = WG/WL/WS/WB
- 4 = SES
- 5 = NSPS --> **GO TO QUESTION 9**
- 6 = N/A

8. What is your pay grade (for example; an E3 or O3 would select 1; an E5 or O5 would select 2)? **FOR NSPS CIVILIANS ONLY: Leave #8 BLANK on the bubble sheet.**

- 1 = 1 - 3
- 2 = 4 - 6
- 3 = 7 - 8
- 4 = 9 - 10
- 5 = 11 - 13
- 6 = 14 - 15

9. If you are a Federal civilian employee under NSPS, what is your Career Group?

- 1 = Medical
- 2 = Investigative/Protective
- 3 = Scientific/Engineering
- 4 = Standard
- 5 = N/A

10. If you are a Federal civilian employee under NSPS, what is your Pay Schedule? **FOR MILITARY AND NON-NSPS EMPLOYEE: Leave #10 BLANK on the bubble sheet.**

- 1 = Professional or Investigative
- 2 = Technician/Support
- 3 = Supervisor/Manager
- 4 = Fire Protection or Police/Security Guard
- 5 = Physician/Dentist
- 6 = Student

11. If you are a Federal civilian employee under NSPS, what is your Pay Band? **FOR MILITARY AND NON-NSPS EMPLOYEE: Leave #11 BLANK on the bubble sheet.**

- 1 = 1
- 2 = 2
- 3 = 3
- 4 = 4

12. **MILITARY ONLY:** My branch of service is: **FOR CIVILIAN EMPLOYEES: Leave #12 BLANK on the bubble sheet.**

- 1 = Air Force
- 2 = Army
- 3 = Coast Guard
- 4 = Marine Corps
- 5 = Navy
- 6 = Non U.S. Military Service

13. **MILITARY ONLY:** I am a (n): **FOR CIVILIAN EMPLOYEES: Leave #13 BLANK on the bubble sheet.**

- 1 = Active component member (including Coast Guard)
- 2 = Traditional guardsman (Drilling)
- 3 = Guardsman on active duty
- 4 = Traditional reservist (Drilling)
- 5 = Reservist on active duty
- 6 = N/A

Please Continue

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Enclosure (3)

Part II

**YOU NEED NOT HAVE PERSONALLY SEEN OR EXPERIENCED THE ACTIONS BELOW.**

Use the following scale to rate the *LIKELIHOOD* that the actions listed below *COULD* have happened, even if you have not personally observed or experienced it. *If you are a member of a Reserve or National Guard unit or are a part time employee, "your last 30 work days" refers to the last 30 days you spent at your unit (not necessarily the past consecutive 30 workdays).*

- 1 = There is a *very high chance* that the action occurred.
- 2 = There is a *reasonably high chance* that the action occurred.
- 3 = There is a *moderate chance* that the action occurred.
- 4 = There is a *small chance* that the action occurred.
- 5 = There is *almost no chance* that the action occurred.

**CHECKPOINT: ENSURE YOU ARE AT #14 ON YOUR BUBBLE SHEET BEFORE PROCEEDING.**

**During your last 30 workdays at your duty location:**

- 14. A person told several jokes about a particular race/ethnicity.
- 15. Supervisors of different racial or ethnic backgrounds were seen having lunch together.
- 16. Personnel of different racial or ethnic backgrounds were seen having lunch together.
- 17. A supervisor did not select a qualified subordinate for promotion because of their race/ethnicity.
- 18. A member was assigned less desirable office space because of their race/ethnicity.
- 19. The person in charge of the organization changed the duty assignments when it was discovered that two people of the same race/ethnicity were assigned to the same sensitive area on the same shift.
- 20. While speaking to a group, the person in charge of the organization took more time to answer questions from one race/ethnic group than from another group.
- 21. Members from different racial or ethnic groups were seen socializing together.
- 22. Members joined friends of a different racial or ethnic group at the same table in the cafeteria or designated eating area.
- 23. When a person complained of sexual harassment, the supervisor said, "You're being too sensitive."
- 24. Offensive racial/ethnic names were frequently heard.
- 25. Racial/ethnic jokes were frequently heard.
- 26. A supervisor referred to subordinates of one gender by their first names in public while using titles for subordinates of the other gender.
- 27. Sexist jokes were frequently heard.
- 28. Someone made sexually suggestive remarks about another person.
- 29. A well-qualified person was denied a job because the supervisor did not like the religious beliefs of the person.
- 30. A demeaning comment was made about a certain religious group.
- 31. A supervisor favored a worker who had the same religious beliefs as the supervisor.
- 32. A younger person was selected for a prestigious assignment over an older person who was equally, if not slightly better qualified.
- 33. An older individual did not get the same career opportunities as did a younger individual.
- 34. A worker with a disability was not given the same opportunities as other workers.
- 35. A young supervisor did not recommend promotion for a qualified older worker.
- 36. A career opportunity presentation to a worker with a disability focused on the lack of opportunity elsewhere; to others, it emphasized promotion.
- 37. A supervisor did not appoint a qualified worker with a disability to a new position, but instead appointed another, less qualified worker.

Please Continue

### Part III

In this part of the survey, answer the following questions regarding *how you feel about your organization*, that is the organization led by the individual who requested you complete this survey.

- 1 = *Totally agree* with the statement
- 2 = *Moderately agree* with the statement
- 3 = *Neither agree nor disagree* with the statement
- 4 = *Moderately disagree* with the statement
- 5 = *Totally disagree* with the statement

- 38. I find that my values and the organization's values are very similar.
- 39. I am proud to tell others that I am part of this organization.
- 40. Assuming I could stay until eligible for retirement, I do not see many reasons to do so.
- 41. Often, I find it difficult to agree with the policies of this organization on important matters relating to its people.
- 42. Becoming a part of this organization was definitely not in my best interests.
- 43. The values of this organization reflect the values of its members.
- 44. This organization is loyal to its members.
- 45. This organization is proud of its people.

### Part IV

Respond to the following items regarding the *effectiveness of your work group* (all persons who report to the same supervisor that you do), and top leaders, using the scale below:

- 1 = *Totally agree* with the statement
- 2 = *Moderately agree* with the statement
- 3 = *Neither agree nor disagree* with the statement
- 4 = *Moderately disagree* with the statement
- 5 = *Totally disagree* with the statement

- 46. The amount of output of my work group is very high.
- 47. The quality of output of my work group is very high.
- 48. When high priority work arises, such as short deadlines, crash programs, and schedule changes, the people in my work group do an outstanding job in handling these situations.
- 49. My work group's performance in comparison to similar work groups is very high.
- 50. My work group works well together as a team.
- 51. Members of my work group pull together to get the job done.
- 52. Members of my work group really care about each other.
- 53. Members of my work group trust each other.
- 54. Top leaders in my organization work well together as a team.
- 55. Top leaders in my organization pull together to get the job done.
- 56. Top leaders in my organization really care about each other.
- 57. Top leaders in my organization trust each other.

Please Continue

### Part V

The questions in this section are used to determine *how satisfied you are with job-related issues*. Indicate your degree of satisfaction or dissatisfaction by choosing the most appropriate phrase:

- 1 = *Very* satisfied
- 2 = *Moderately* satisfied
- 3 = *Neither* satisfied nor dissatisfied
- 4 = *Moderately* dissatisfied
- 5 = *Very* dissatisfied

*How satisfied are you with:*

- 58. The chance to help people and improve their welfare through the performance of my job.
- 59. My amount of effort compared to the efforts of my co-workers.
- 60. The recognition and pride my family has in the work I do.
- 61. The chance to acquire valuable skills in my job that prepare me for future opportunities.
- 62. My job as a whole.

### Part VI

63. Within the past 12 months, I have personally experienced an incident of discrimination within my current organization. (Mark all that apply.)

- 1 = YES, racial/national origin/color
- 2 = YES, gender (sex)
- 3 = YES, age
- 4 = YES, disability
- 5 = YES, religion
- 6 = No

64. Within the past 12 months, I have personally experienced an incident of sexual harassment within my current organization.

- 1 = YES    2 = NO

65. Did you report any of the above incidents of discrimination or sexual harassment to someone in your organization?

- 1 = I filed a formal complaint through my organization's EO/EEO representative.
- 2 = I reported the incident through my organization's EO/EEO representative without filing a formal complaint .
- 3 = I reported the incident to my supervisor/superior without filing a formal complaint.
- 4 = I confronted the individual who committed the act without filing a formal complaint.
- 5 = I did not report the incident to anyone.
- 6 = N/A. I did not experience an incident of discrimination or sexual harassment in the past 12 months.

If you did not report the incident to anyone, please explain why.

66. How satisfied are you with how your issue was (or is being) resolved?

- 1 = *Very* satisfied
- 2 = *Moderately* satisfied
- 3 = *Moderately* dissatisfied
- 4 = *Very* dissatisfied
- 5 = N/A

If you were moderately or very dissatisfied with how the issue was (or is being) resolved, please explain why.

\*\*\*\*\* Local Questions for 1225697-1 \*\*\*\*\*

Please use the following scale to answer local questions:

- 1 = *Totally agree* with the statement  
2 = *Moderately agree* with the statement  
3 = *Neither agree nor disagree* with the statement  
4 = *Moderately disagree* with the statement  
5 = *Totally disagree* with the statement

67. I am afforded opportunities to take leave.
68. Additional duties are assigned fairly.
69. I am given adequate time to maintain my physical conditioning.
70. My chain of command encourages sexual assault victims to report sexual assaults.
71. I am encouraged to participate in unit functions.
72. I am satisfied with the communication flow in my unit.
73. Differences among individuals (e.g., gender, race, religion, age, disability) are respected and valued in this organization.
74. In my command, special observances are conducted to enhance cross cultural awareness among all service members, civilians employees, and families.
75. Rules, regulations and policies are enforced in this command.
76. I am encouraged to think of new ways to accomplish my unit's mission.

**\*\*\*\*\* Short Answer Questions for 1225697-1 \*\*\*\*\***

1. How does the balance between work and liberty hours affect your quality of life?
2. Do you feel that the unit handles discipline issues fairly? Please explain.
3. What do you see as the most significant challenge currently facing this unit right now?
4. How well is your day planned and coordinated with jobs/tasks so your time is well utilized?
5. Can you describe an example where leadership has failed you?

Please provide any written comments in the space below. Use additional paper if needed.

ALL COMMENTS WILL BE PROVIDED TO YOUR COMMAND EXACTLY AS THEY ARE WRITTEN.

A large, empty rectangular box intended for handwritten comments.

Thank you for your responses. Please provide your answer sheet and this survey to your survey administrator.

You may send comments regarding this survey directly to:

Directorate of Research  
Defense Equal Opportunity Management Institute  
366 Tuskegee Airman Drive Building 352  
Patrick Air Force Base, Florida 32925-3399  
Email: [support@deoes.net](mailto:support@deoes.net)