

# DEPARTMENT OF DEFENSE

## DEOMI Organizational Climate Survey (DEOCS) Report

Organization: USS BONHOMME RICHARD

Commander/Director: CAPT McCullen

Admin Number: 1804927

Saturday, May 26, 2018

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

Management or disciplinary actions should not be taken based  
solely on the results of this report.

RCS: DD-P&R (AR) 2338

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### PLEASE READ CAREFULLY

Careful deliberation should be taken prior to making any management or disciplinary decisions based solely on the survey results.

The DEOCS report provides valuable information about members' perceptions of the organization's climate. It is important to review all sections in this report. Compare the information presented in *Section III. Overall Unit Summary*, *Section IV. Climate Factor Subgroup Comparisons*, *Section V. DEOCS Summary of Survey Item Responses*, along with *Appendix C. Written Comments from Your Organization*. Doing so can help create a more complete picture and help validate potential areas of concern.

DEOMI recommends organizations use multiple approaches, including individual interviews and/or focus groups, observations, and reviews of records and reports to more comprehensively characterize the command's climate.

For example, the climate factor subgroup comparisons provided in *Section IV* can help identify subgroups with lower favorability ratings, and conducting focus groups and interviews with members of these subgroups can clarify their perceptions regarding a climate factor, and the reasons why these perceptions exist.

For information regarding climate factors, focus group/interview questions, and/or additional materials to assist with action planning, please visit "Assessment to Solutions" at:

<https://www.deomis.net>

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### I. HOW TO INTERPRET YOUR DEOCS

- Start by looking at the demographic breakout in *Section II. Demographic Breakout*. The table displays the number of respondents by their demographic features. Survey respondents can select different options when completing the demographic portion of the survey, so numbers may not match the total personnel assigned. Determine how closely participants in each demographic group represent the overall assigned population. Note: disparities in responses presented in the tables throughout the report are due to missing or erroneous responses.
- Identify areas of concern and strength (both for your overall unit and subgroups) using the color-coded comparisons:
  - Unit**: Examine *Section III. Overall Unit Summary* to compare your unit's favorability\* percentage to units of a similar organization function, and your parent Service branch on each DEOCS factor.
  - Subgroups**: Examine *Section IV. Climate Factor Subgroup Comparisons* to compare perceptions among subgroups. No data are displayed in cases where fewer than five people in any subgroup complete the survey.
- Examine the item-level results using the favorable/unfavorable response rates in *Section V. DEOCS Summary of Survey Item Responses*. This can help identify those items with high levels of unfavorable responses.
- Examine the written comments associated with an area of concern to determine whether any of the comments reflect negative perceptions that may help explain the numerical findings. Comments can be easier to analyze if they are broken into themes.
- Based on the degree of favorability of the item-level responses and written comments, determine if the apparent climate of your unit or any subgroup(s) warrants further action.
- In such cases, use those findings to guide follow-on climate assessment actions (e.g., determine the demographic composition of focus groups and the topics to discuss with them; identify records and reports to analyze to validate perceptions; develop a plan of action to correct validated issues, etc.). For more strategies to create a healthier command climate, refer to *Section VI. Recommendations*.

\* Note: There are seven response options for each item that range from unfavorable to favorable. Because the scale has a 7-point range, three of the response options are categorized as unfavorable (e.g., strongly disagree, disagree, slightly disagree), one response option is considered neutral (neither agree nor disagree), and three response options are categorized as favorable (e.g., slightly agree, agree, strongly agree). Negative worded items noted with an asterisk (\*) have their scales reversed. Therefore, a favorability percentage would be interpreted as the average of your favorable response options summed.

### HOW TO INTERPRET DEOCS COLOR CODING

| Color Coding | Category           | Criteria                                 | General Interpretation  |
|--------------|--------------------|--|---|
| Green        | Excellent          | 90% and above favorable responding       | <ul style="list-style-type: none"><li>+ Almost complete unit endorsement of scale</li><li>+ Area of excellence and maintenance/stability actions recommended</li></ul>  |
| Blue         | Adequate           | Between 70% and 89% favorable responding | <ul style="list-style-type: none"><li>+ Majority of unit endorsed scale and reached recommended endorsement threshold (70%)</li><li>+ Area not of concern but room for improvement</li></ul>                                      |
| Yellow       | Caution            | Between 50% and 69% favorable responding | <ul style="list-style-type: none"><li>+ Majority of unit endorsed scale but did not reach recommended endorsement threshold (70%)</li><li>+ Area flagged for concern. Actions should be considered to boost endorsement</li></ul> |
| Red          | Improvement Needed | Below 50% favorable responding           | <ul style="list-style-type: none"><li>+ Majority of unit did NOT endorse scale</li><li>+ Area of great concern and corrective actions must be taken ASAP</li></ul>  |









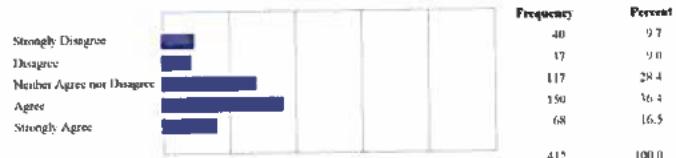




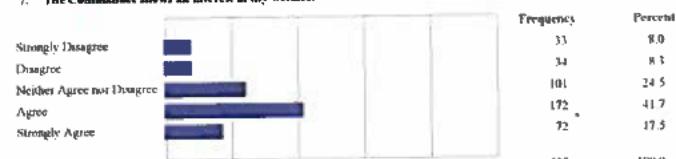
**5. Rules, regulations and policies are enforced in this command.**



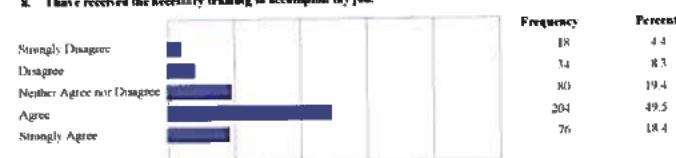
**6. This unit takes an active role in caring for the needs of family members of deployed unit personnel.**



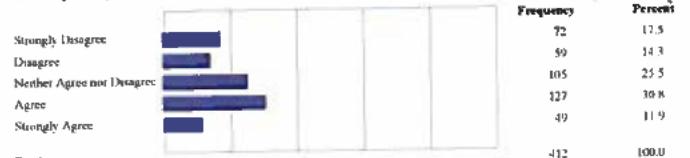
**7. The Commander shows an interest in my welfare.**



**8. I have received the necessary training to accomplish my job.**



**9. People in my work area do not practice favoritism.**



**10. I find the work that I do full of meaning and purpose.**



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**Appendix B: Your Short-Answer Questions**

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

**1. What is the ONE thing that leadership can do for you that they currently don't do?**

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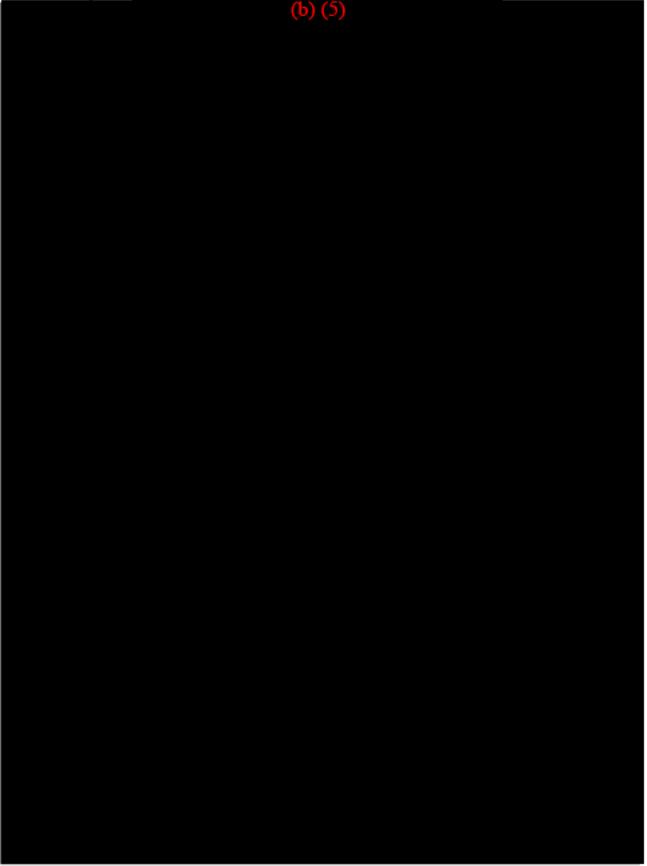
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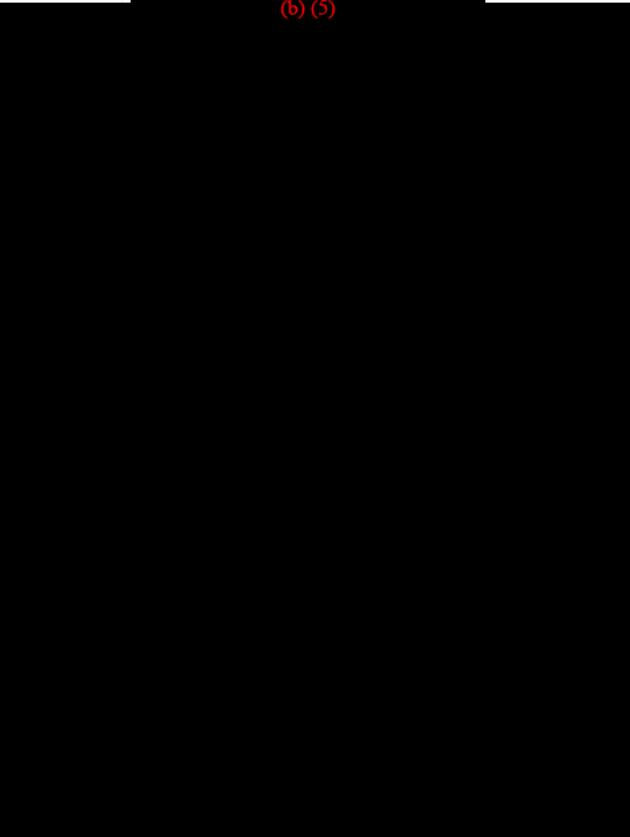


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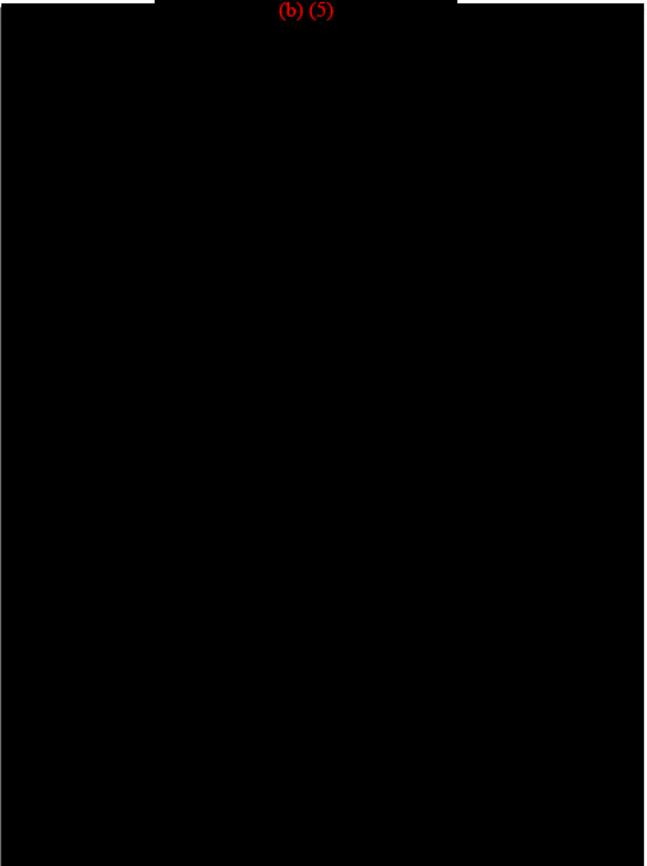


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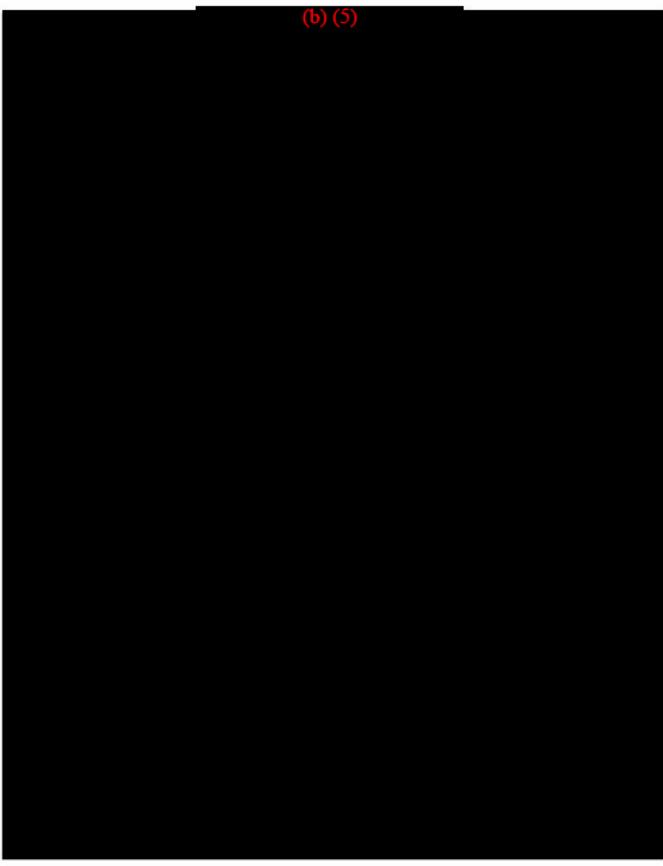


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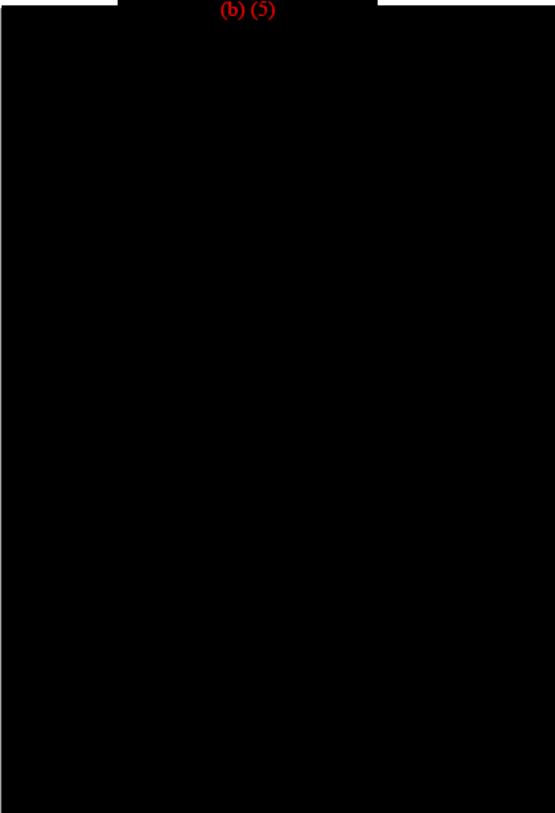


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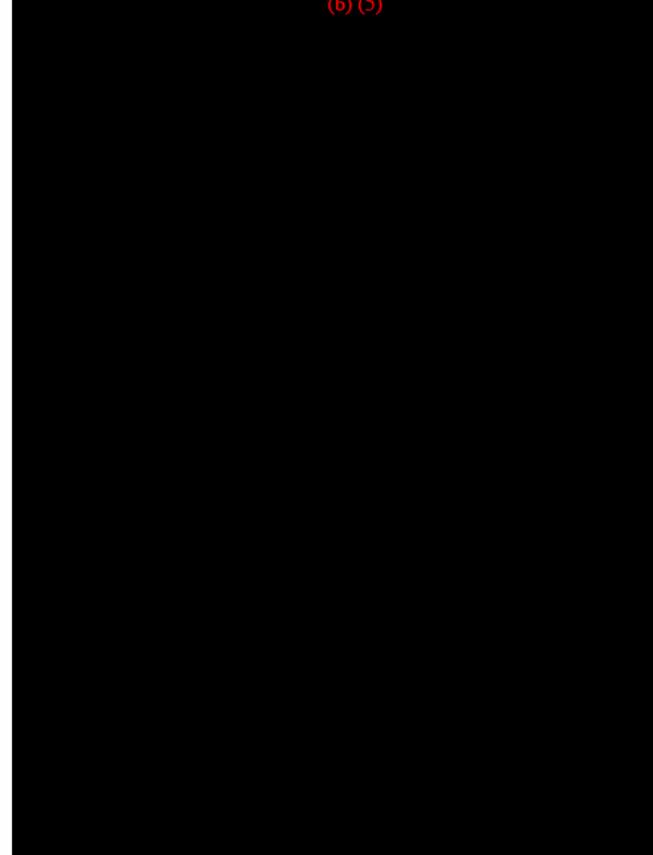
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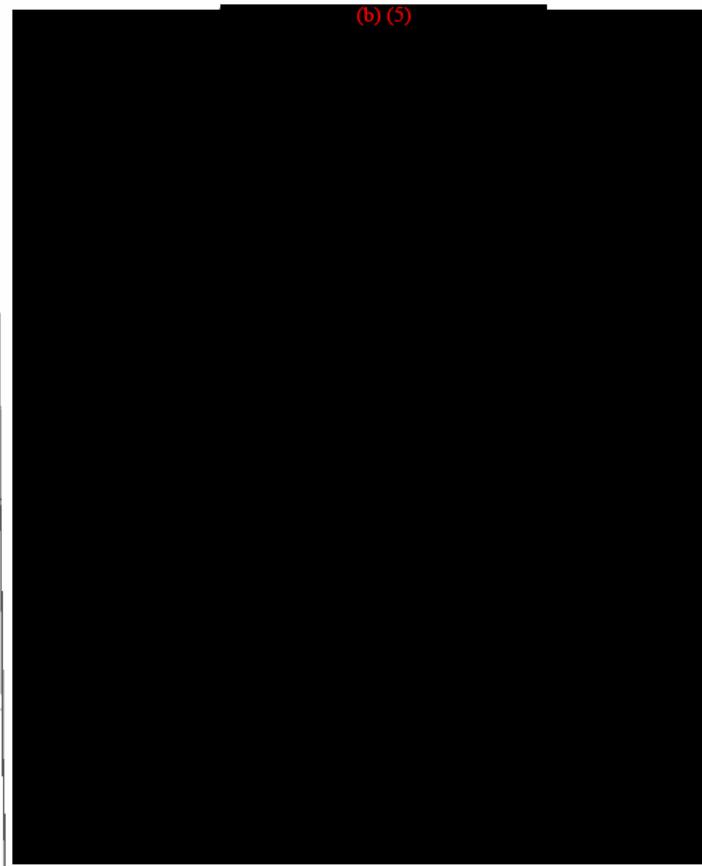


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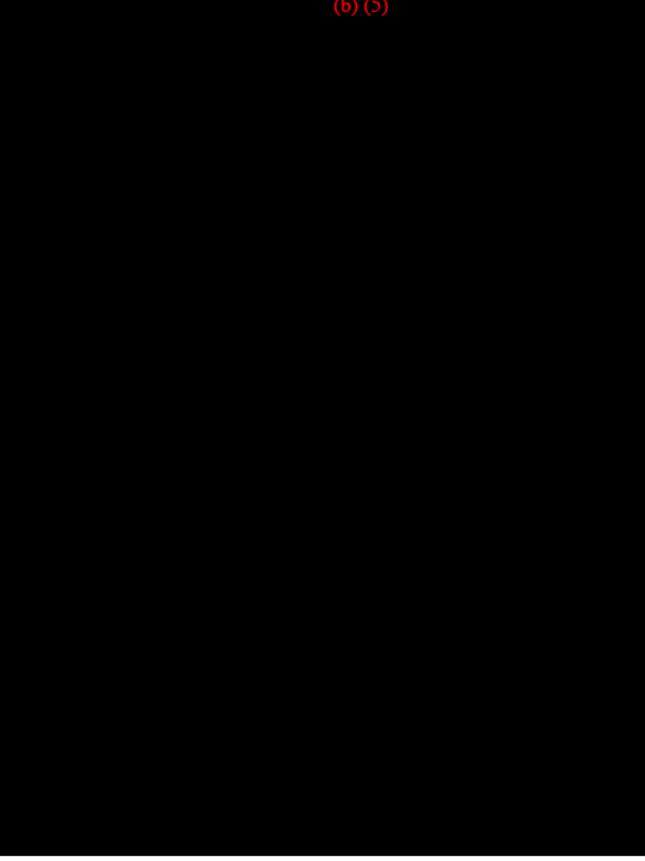


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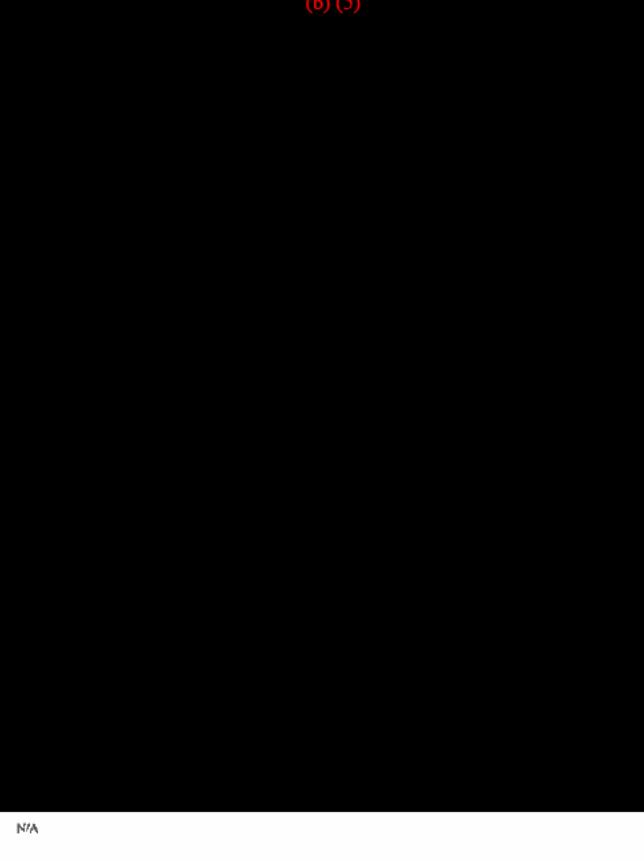


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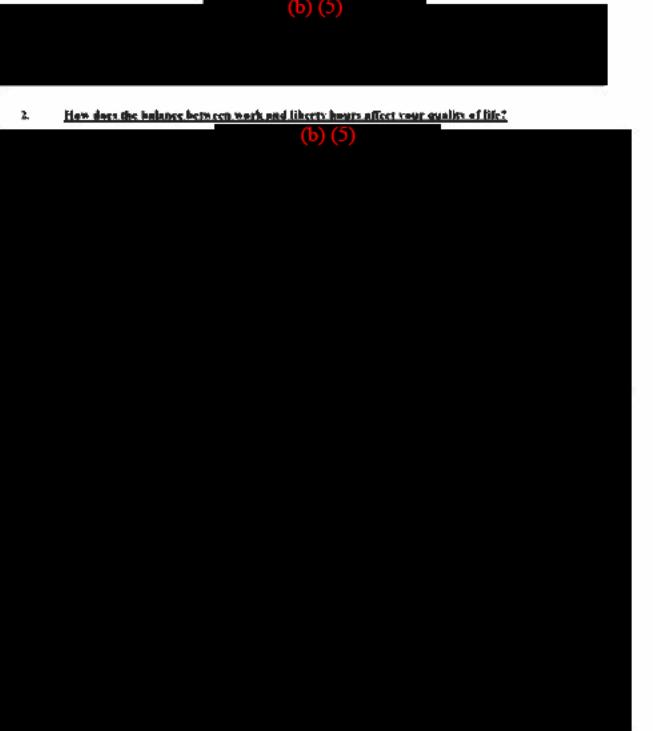
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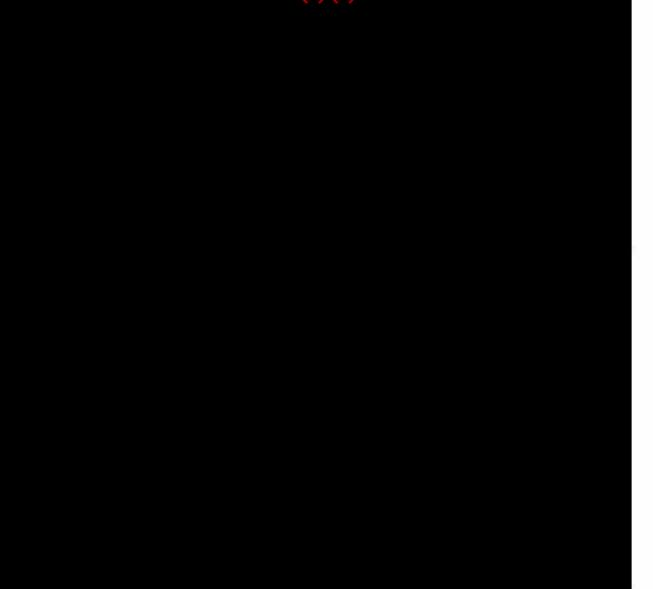
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2. How does the balance between work and leisure hours affect your quality of life?

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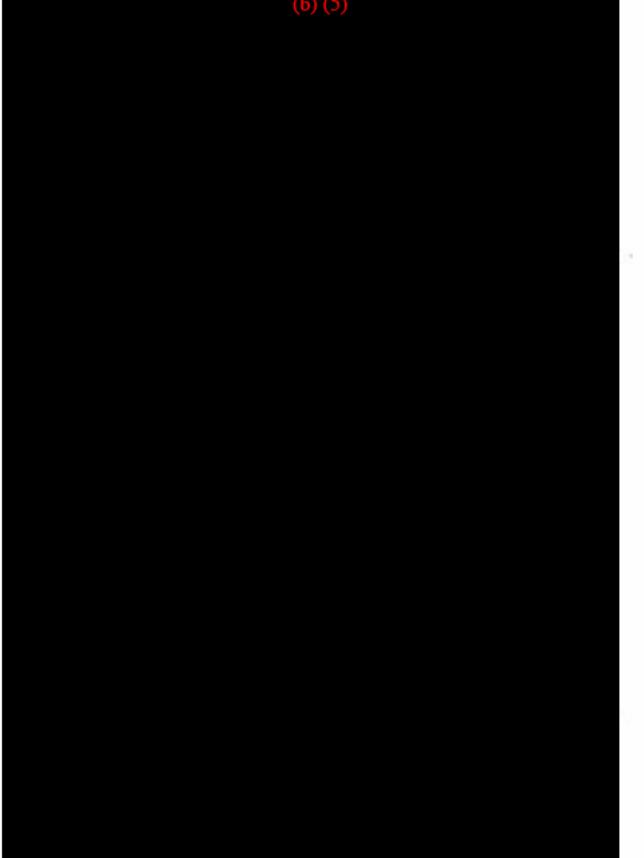


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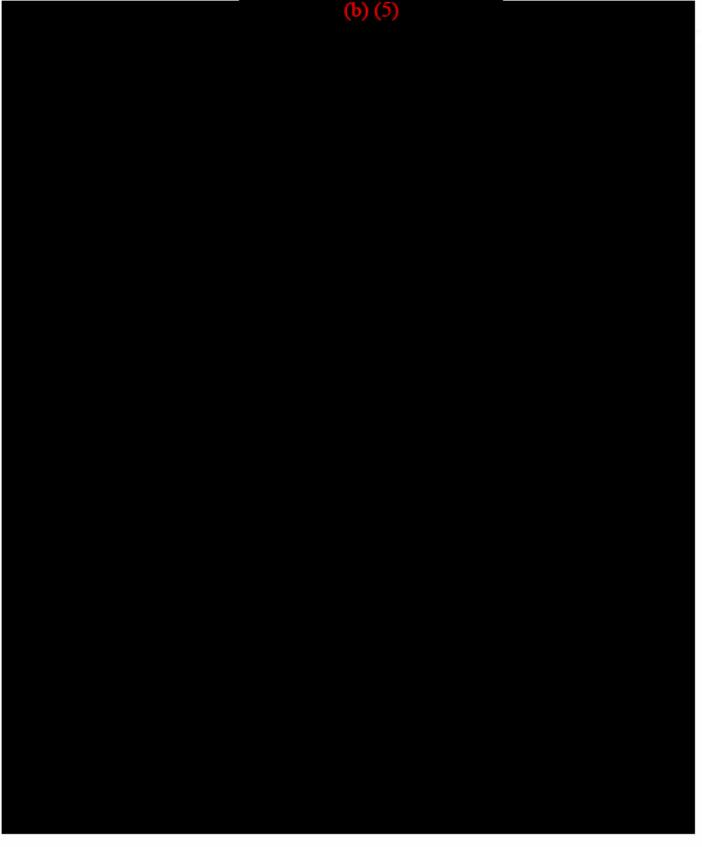


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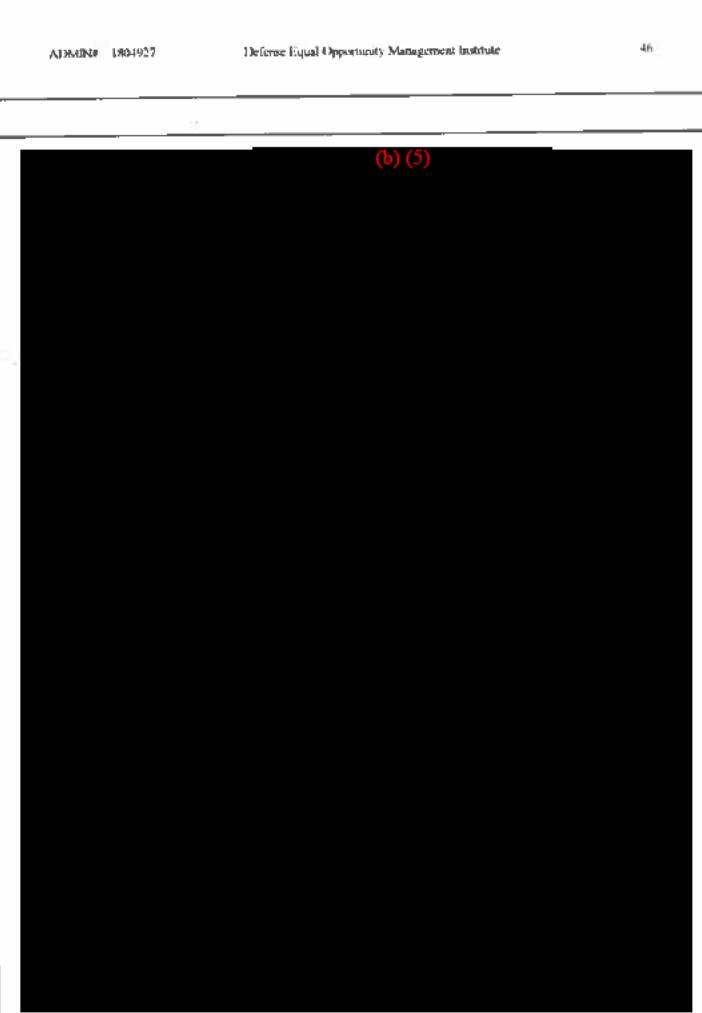


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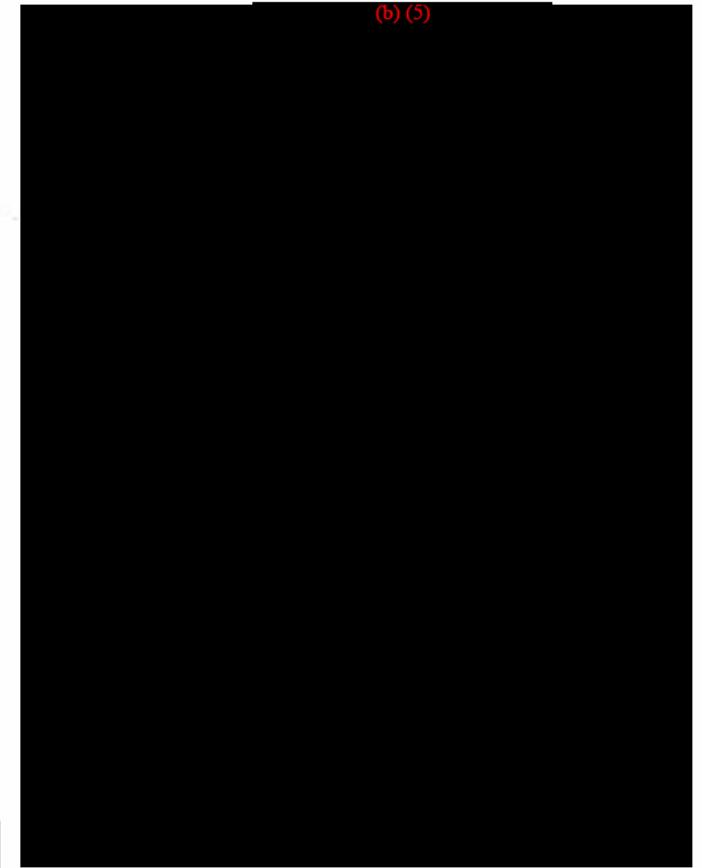


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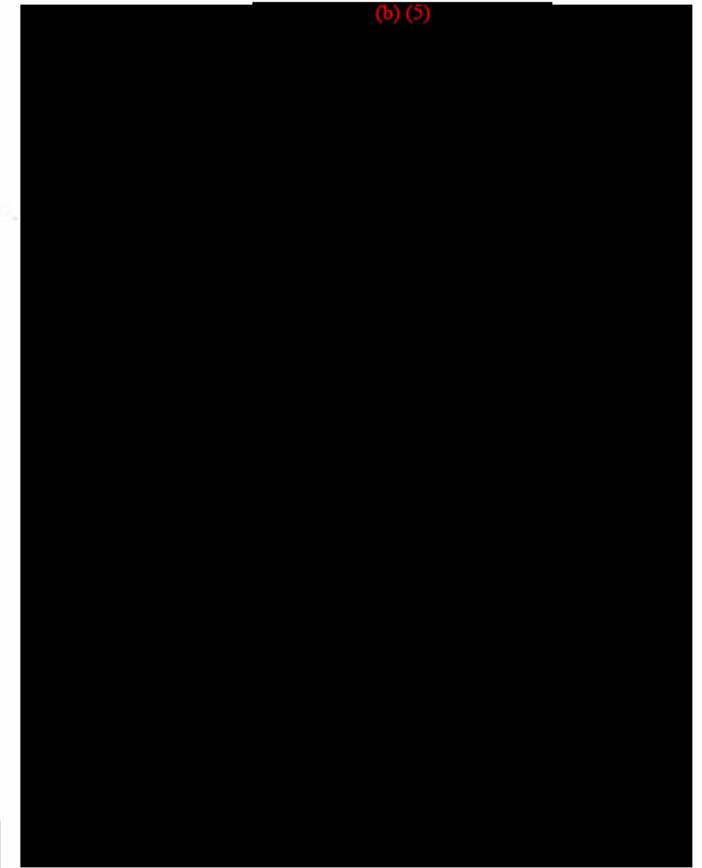


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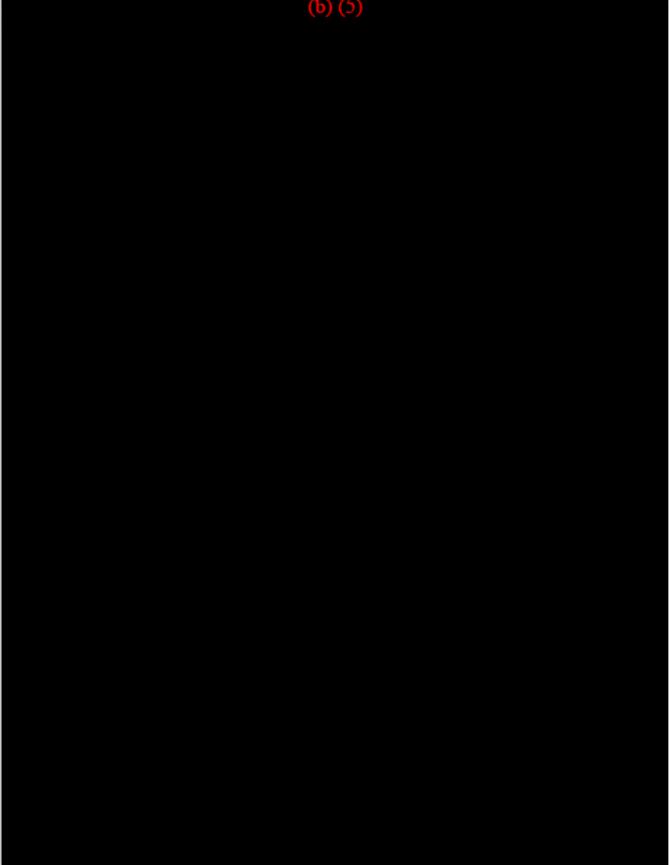


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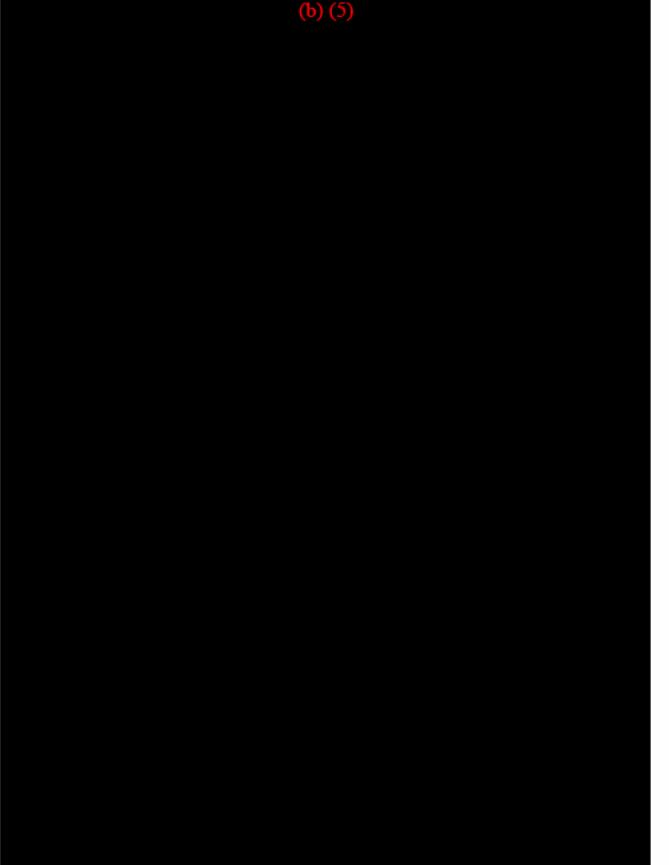
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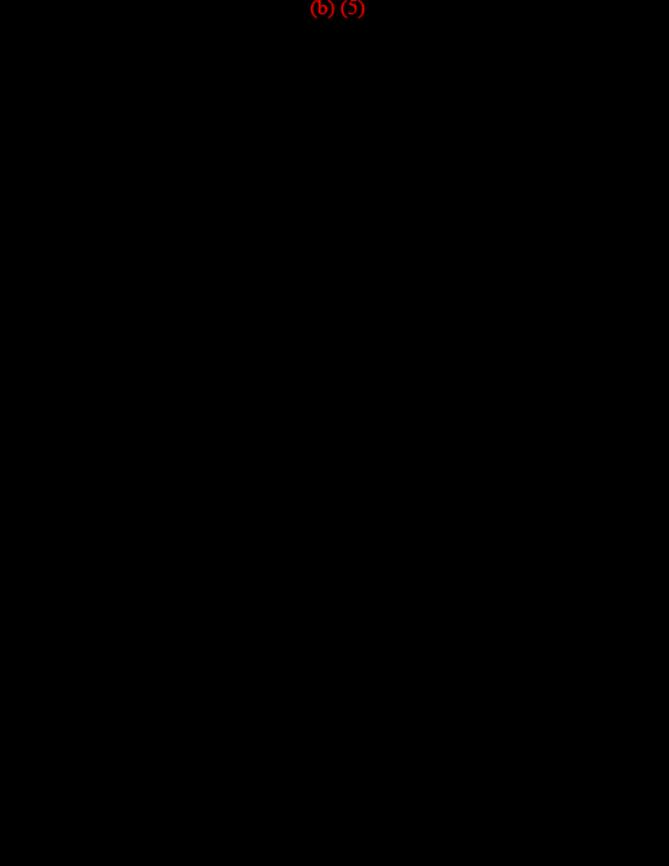
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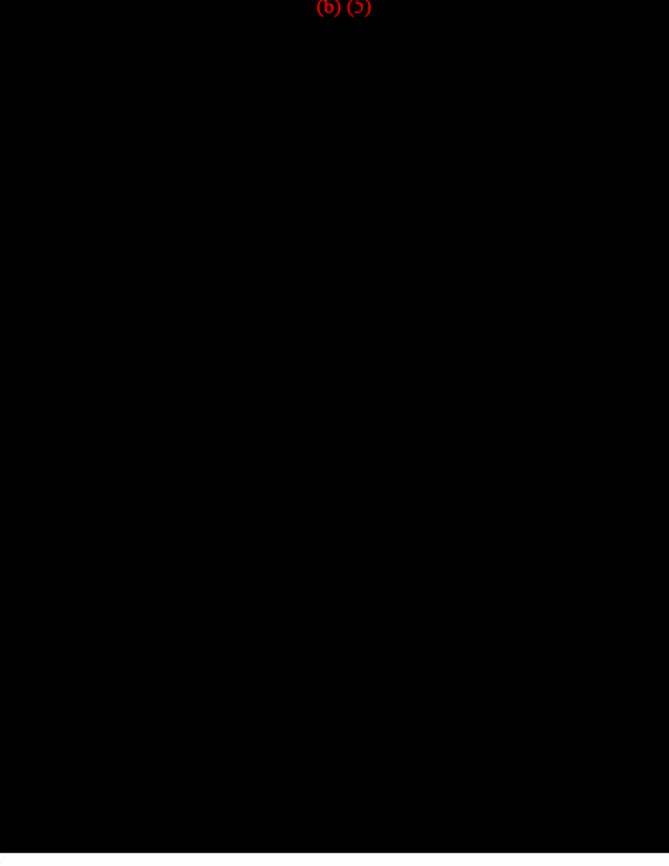
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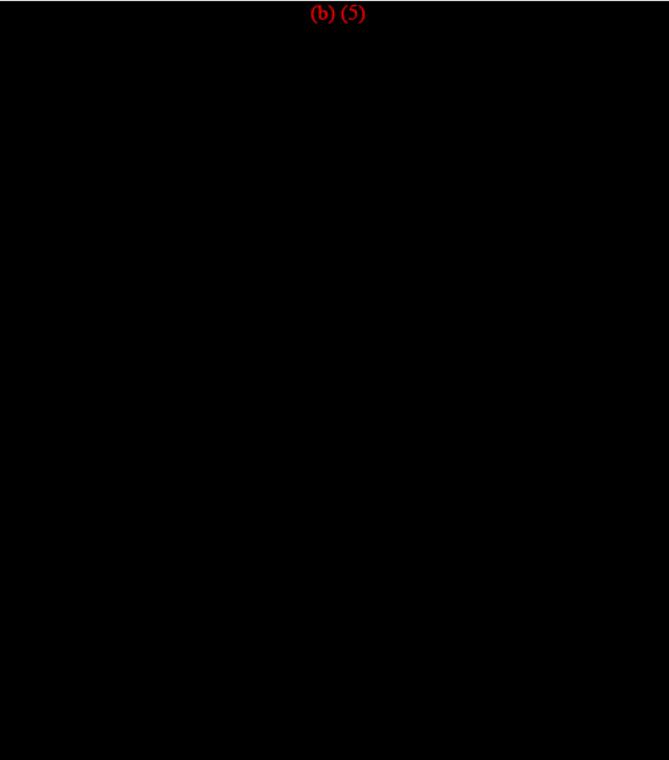
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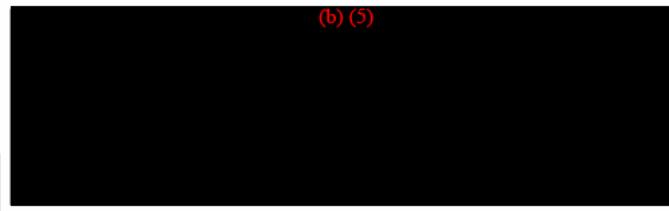


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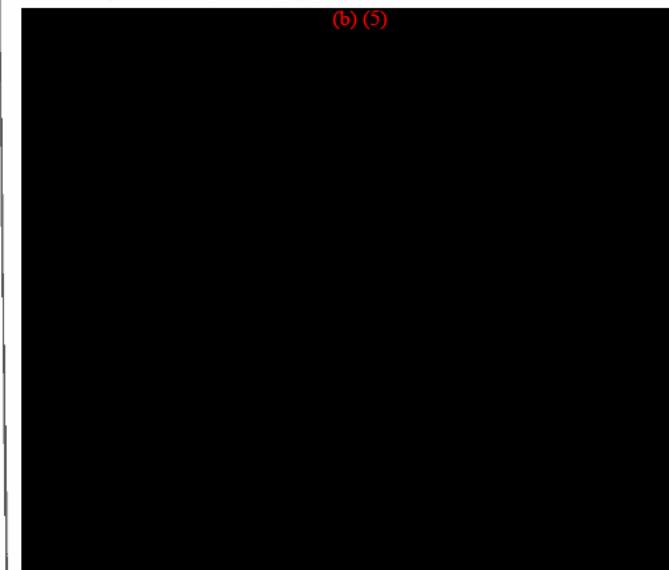
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3. How would you rate your level of job satisfaction (low, average, or high), and why?

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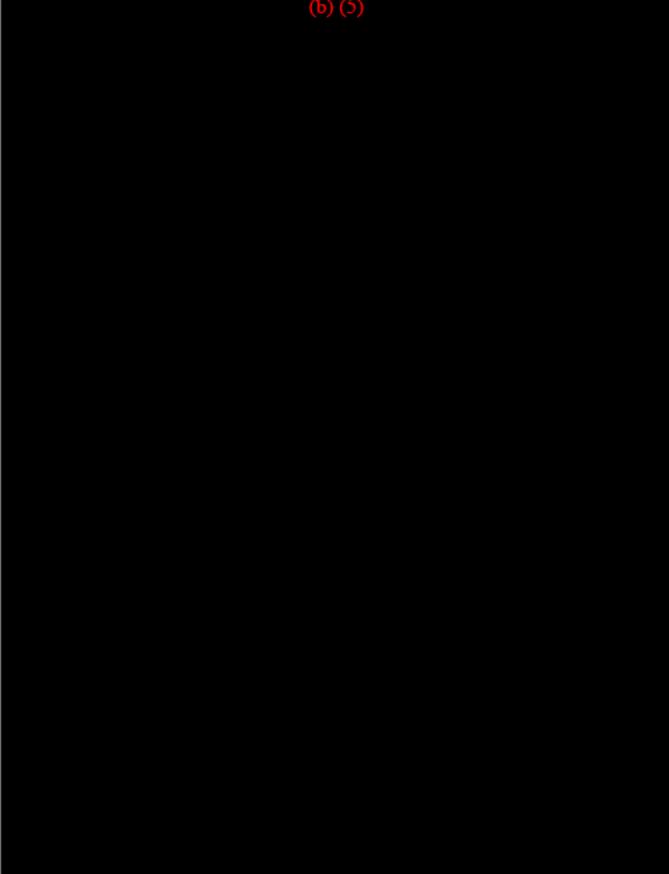


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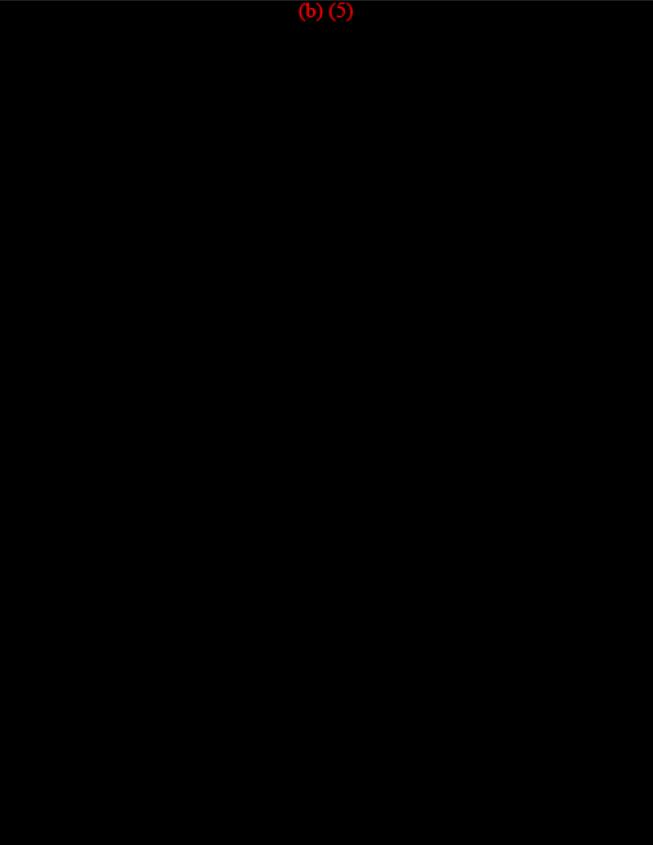


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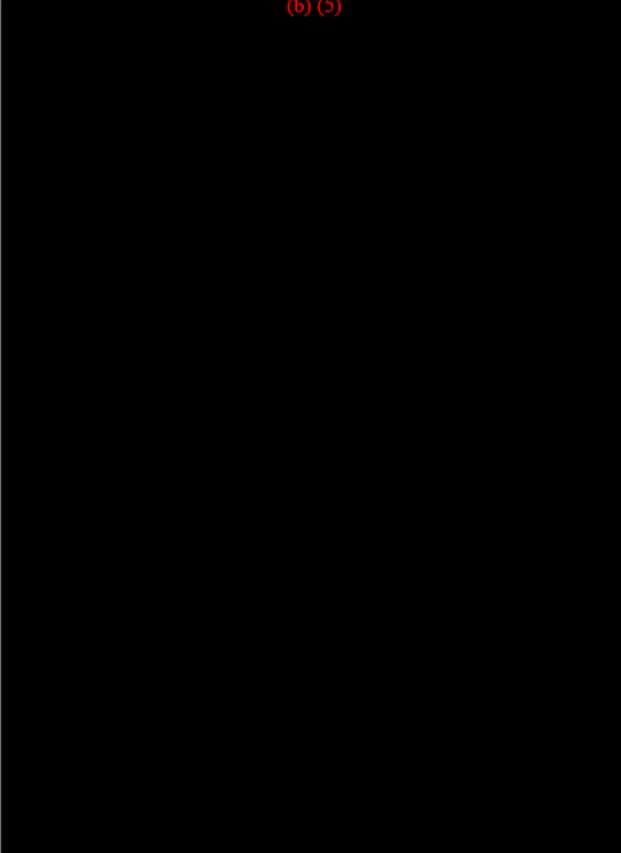


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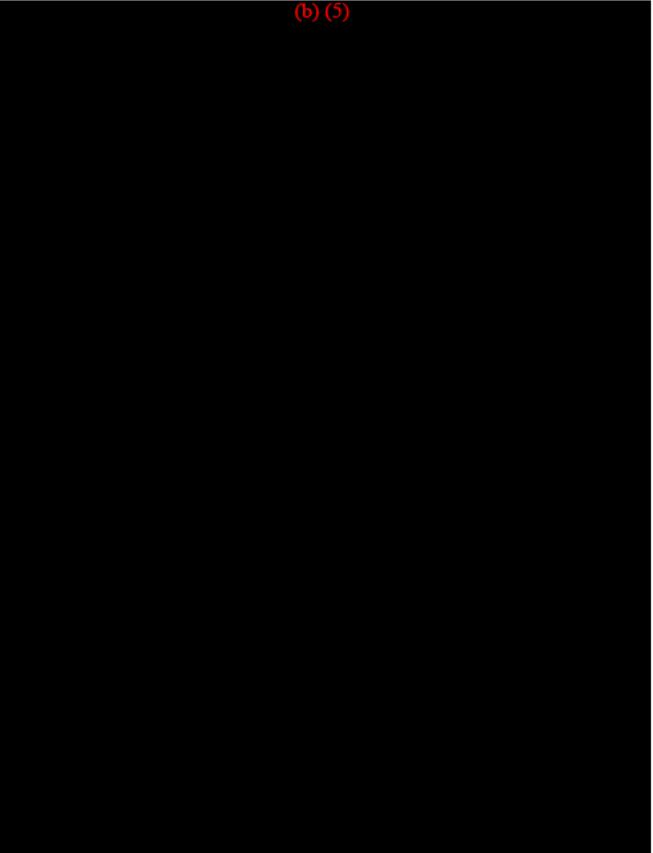


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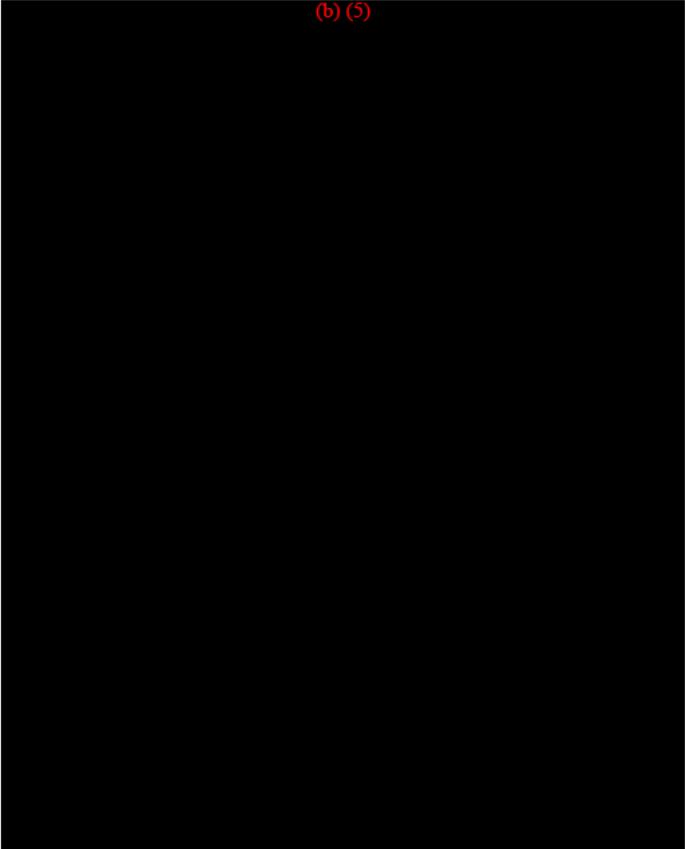


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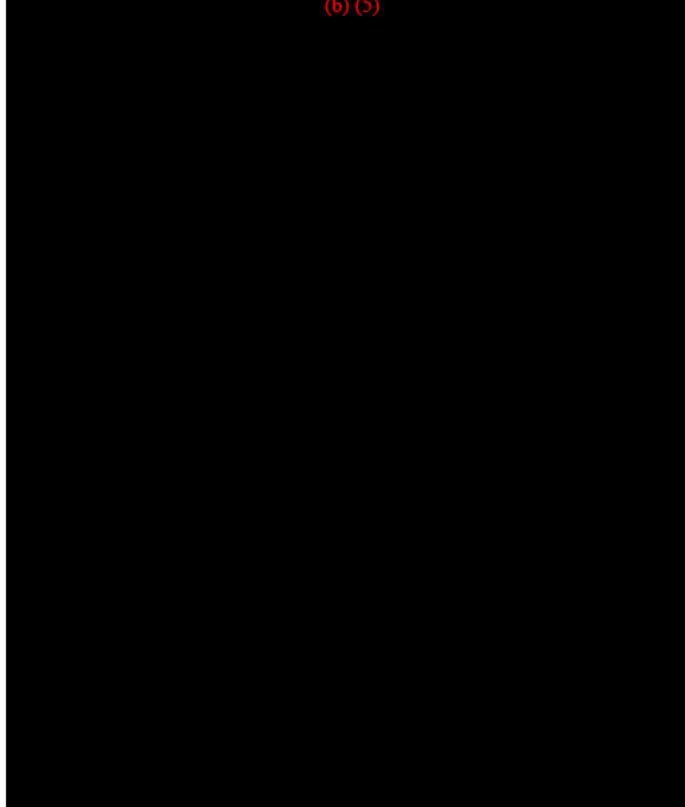


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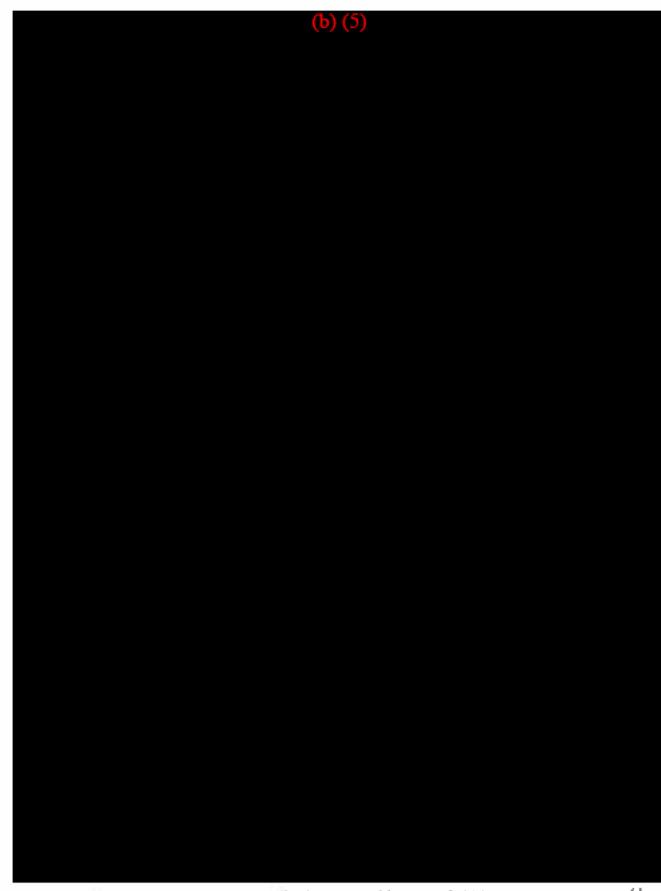


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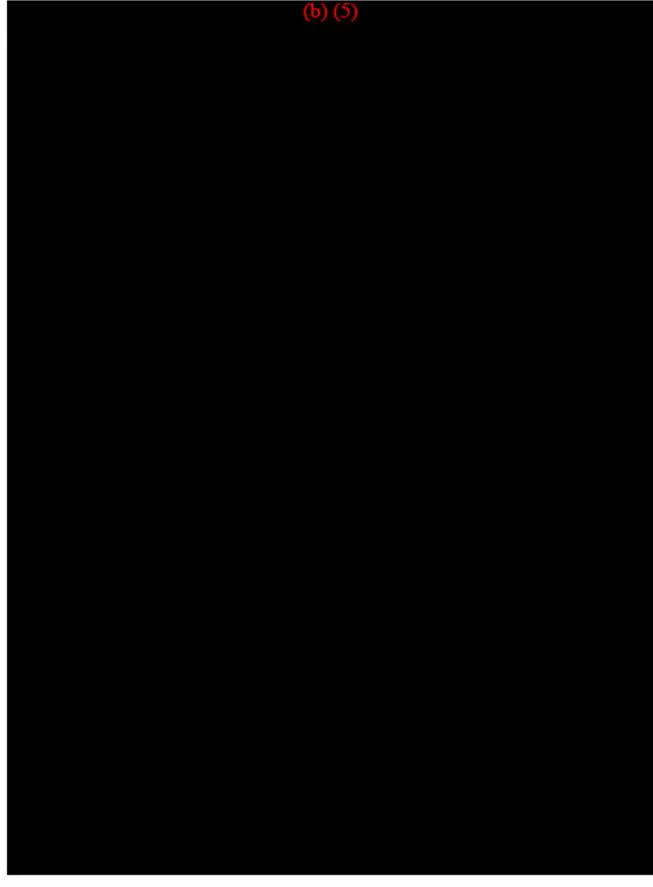


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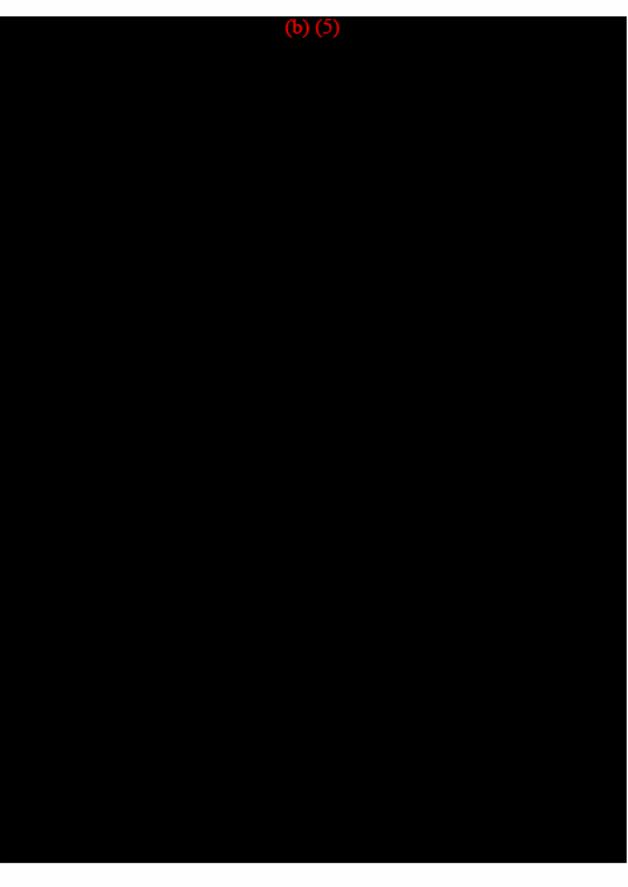


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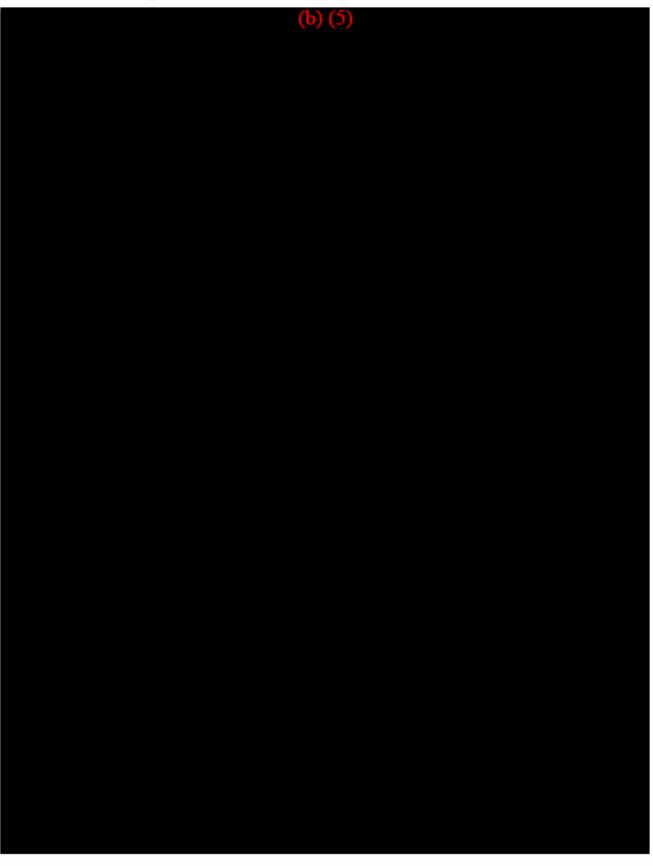


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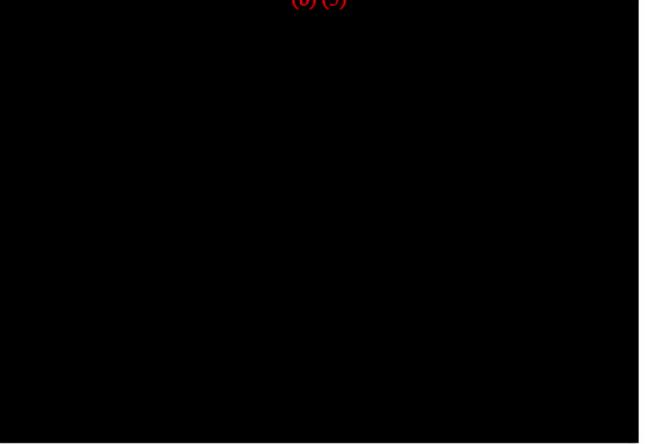
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4. How would you describe the example set by your unit's top leaders? Please explain.

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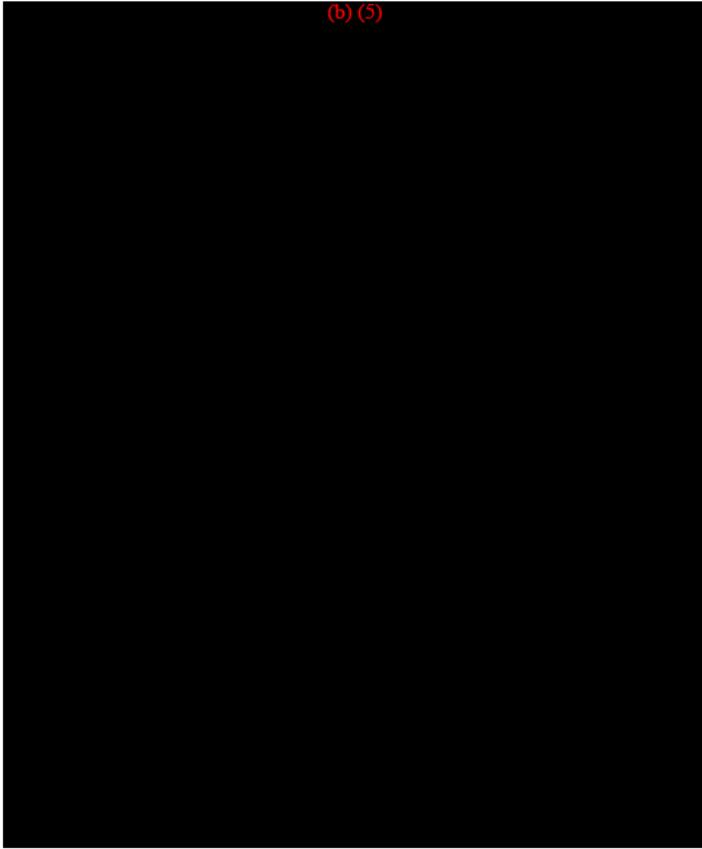


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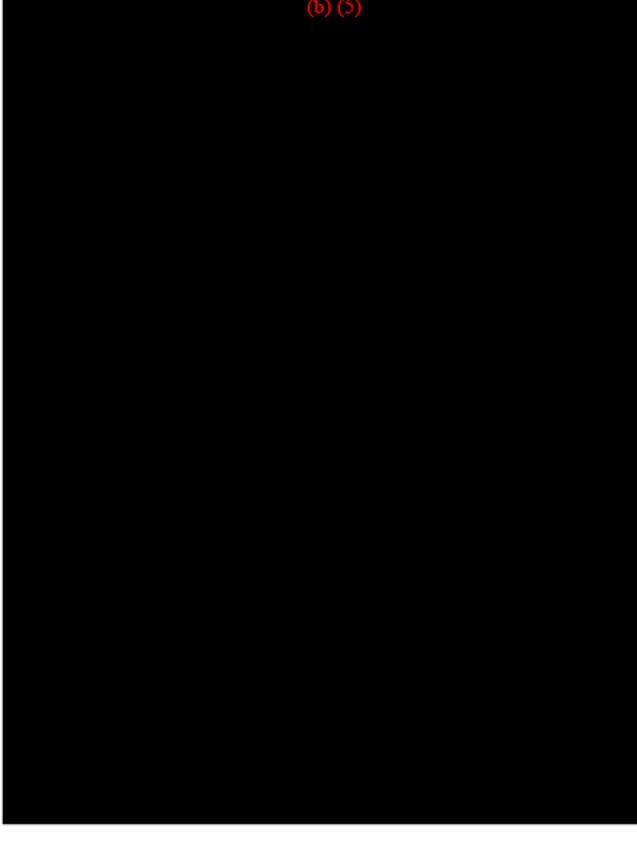


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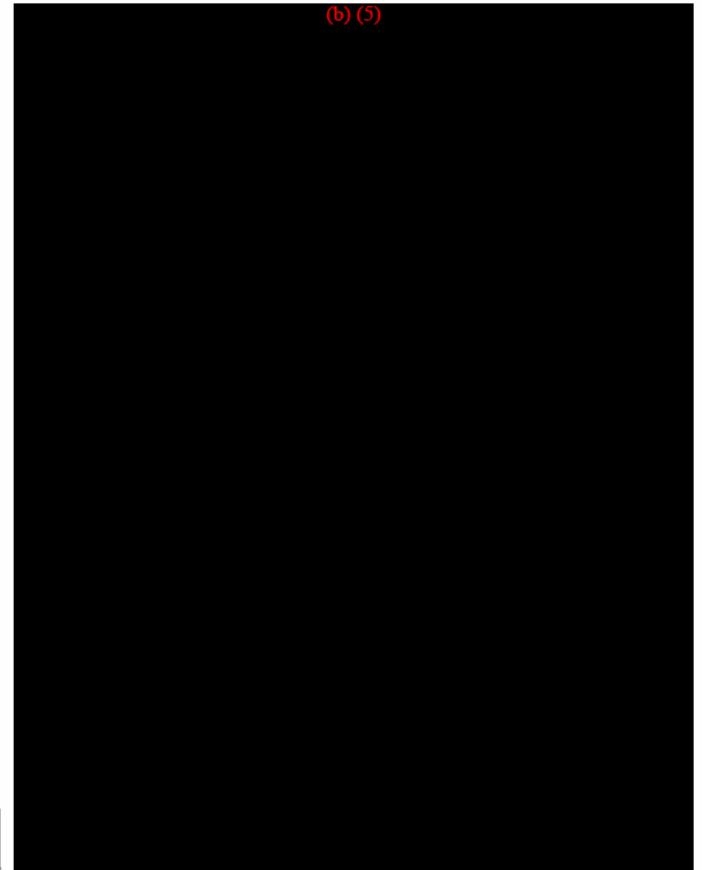


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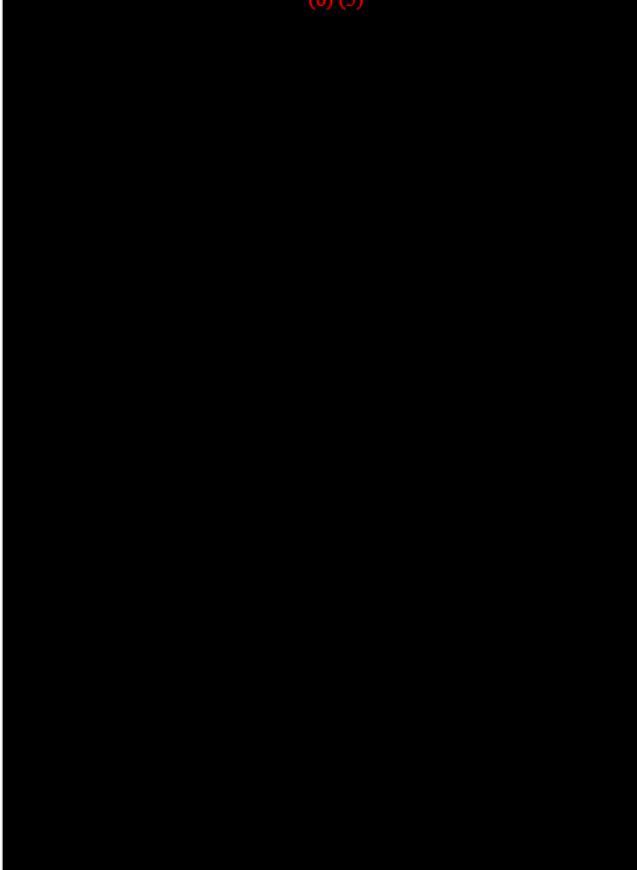


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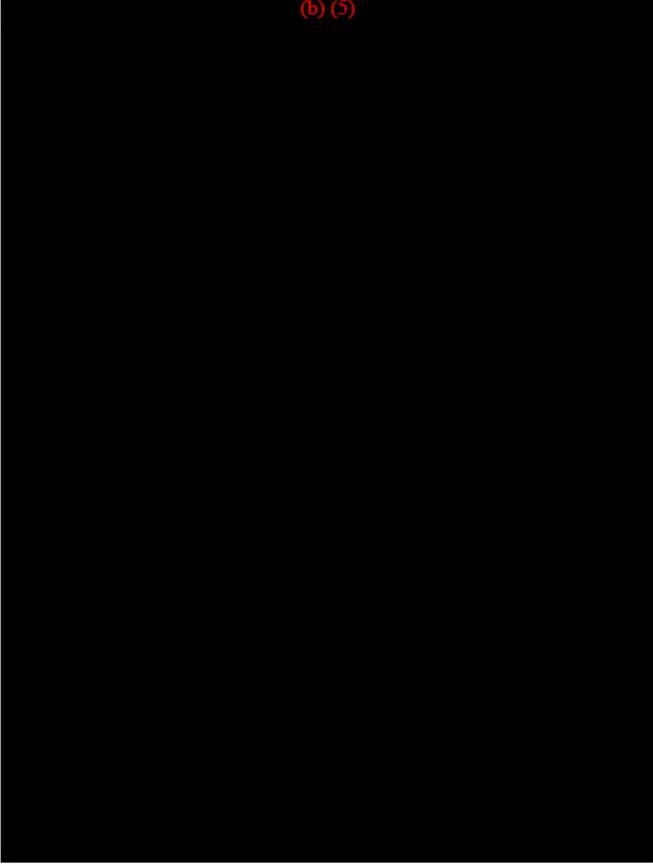


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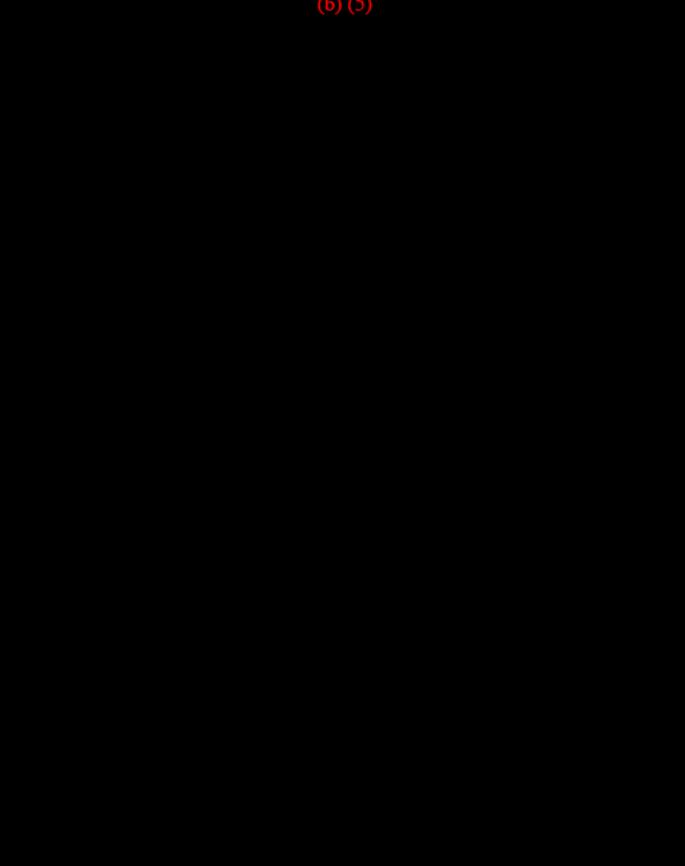


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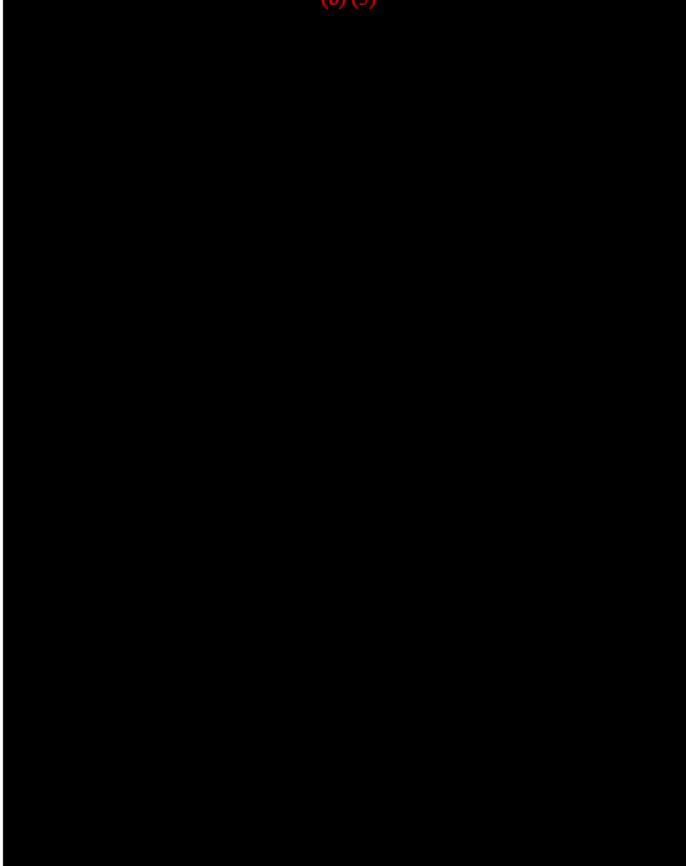


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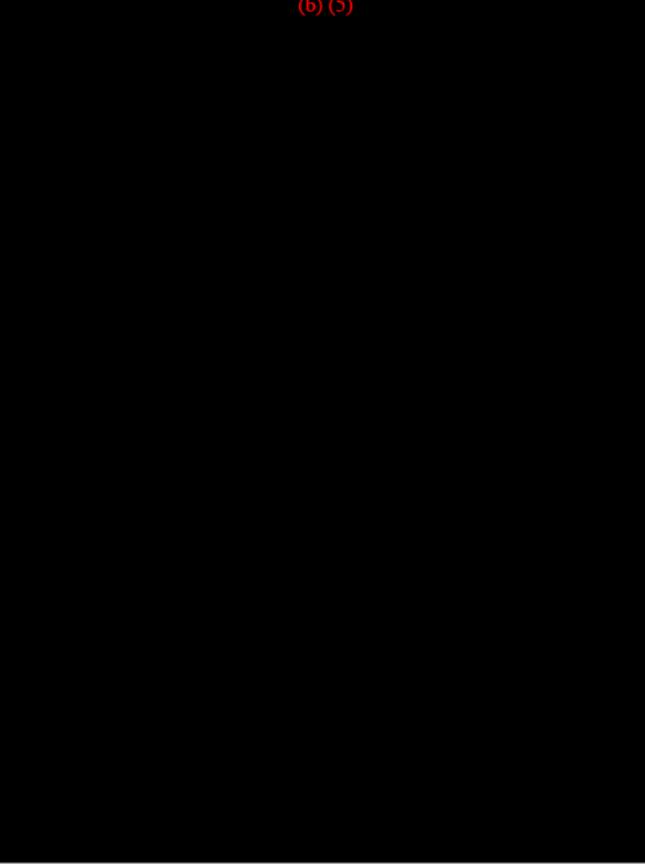


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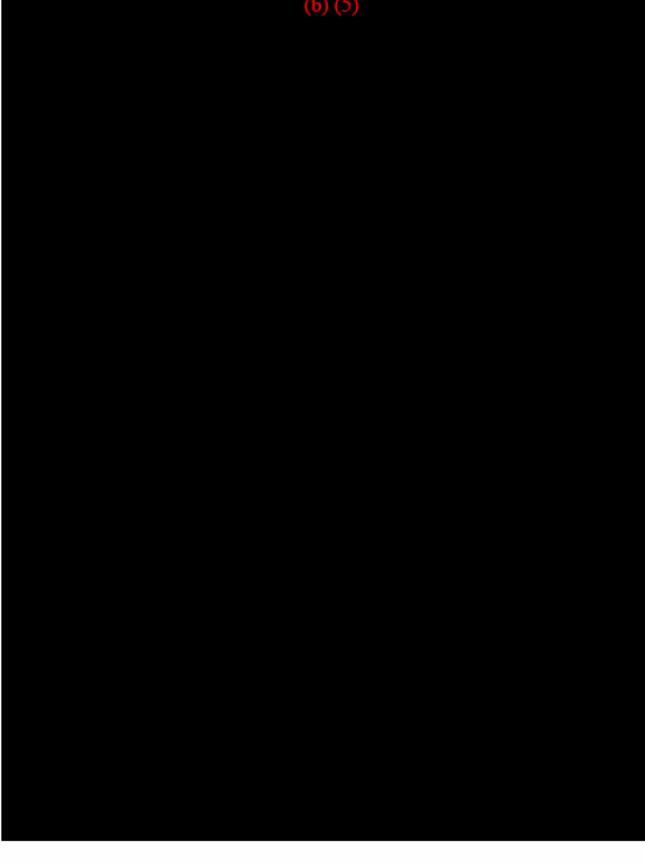


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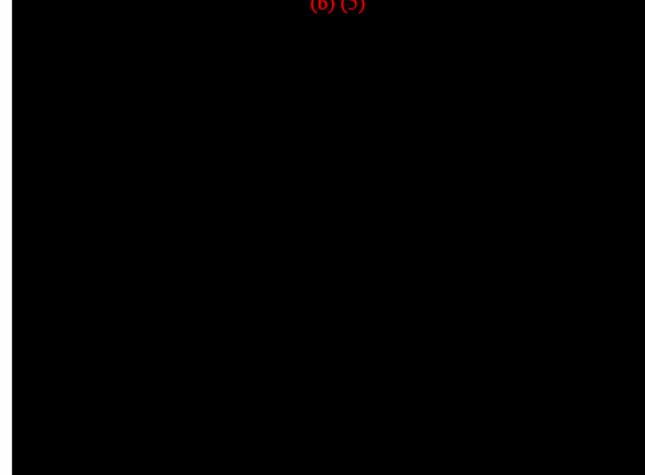


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5. How has the unit's current OPTEMPO impacted you professionally?

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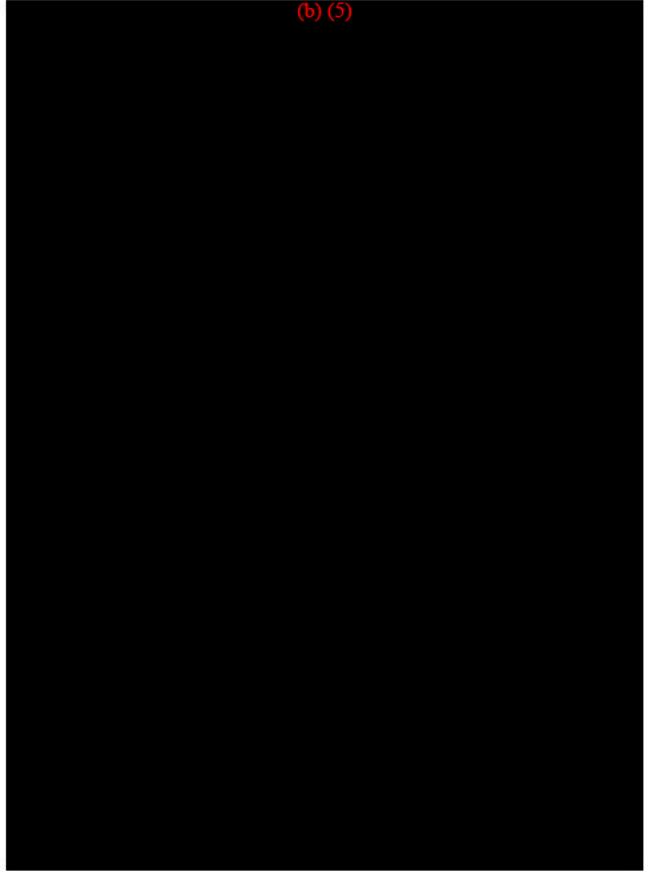


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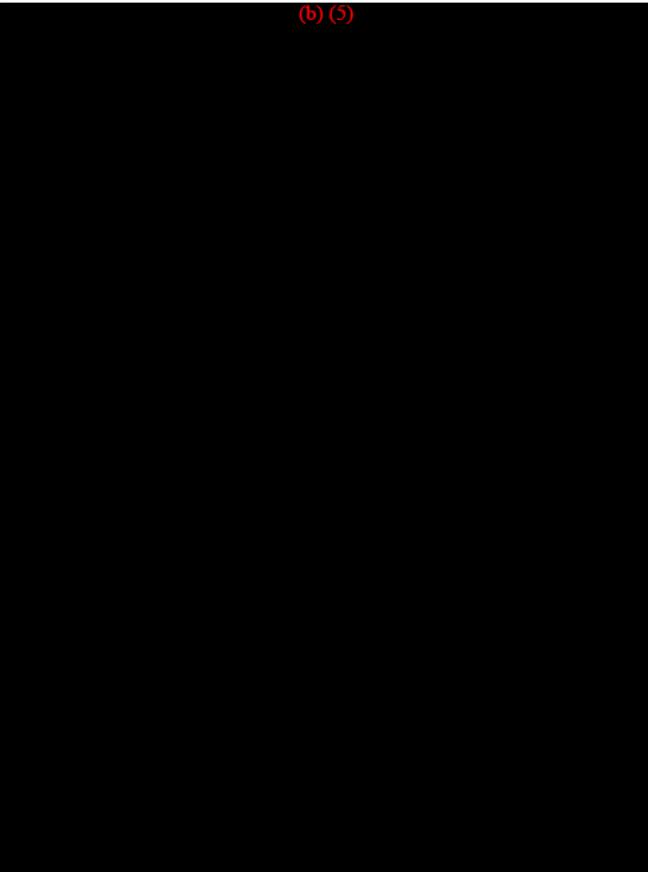


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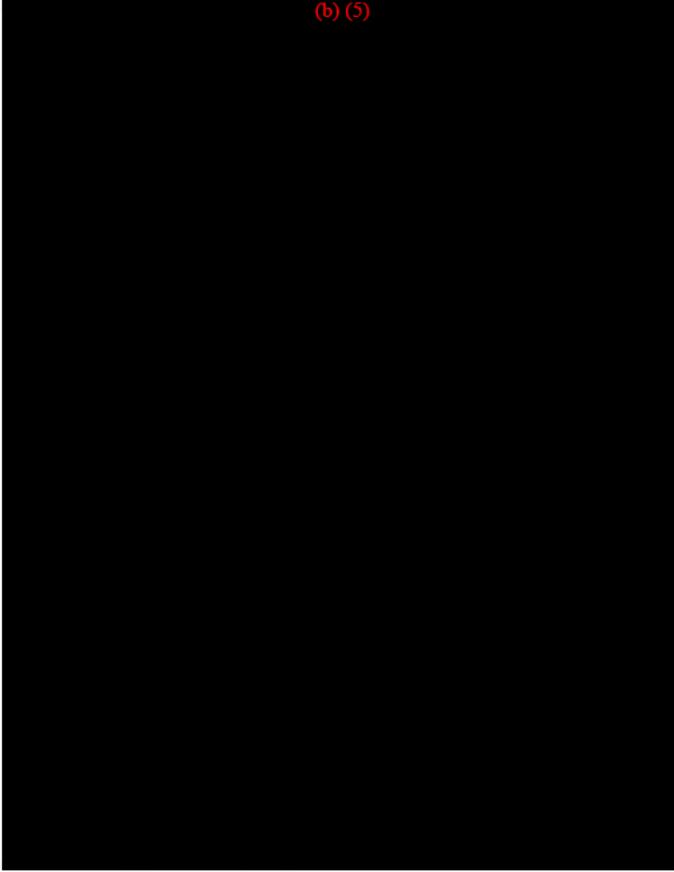


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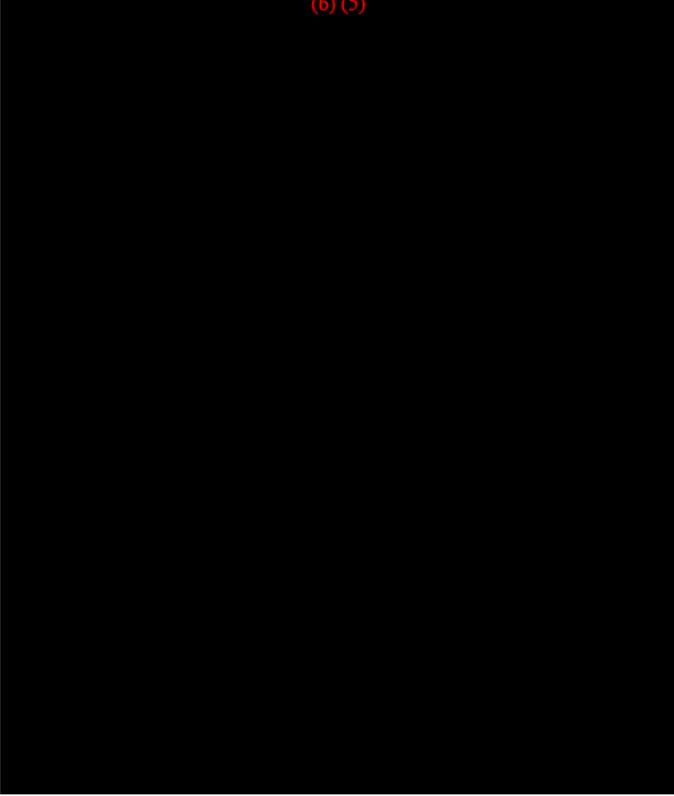


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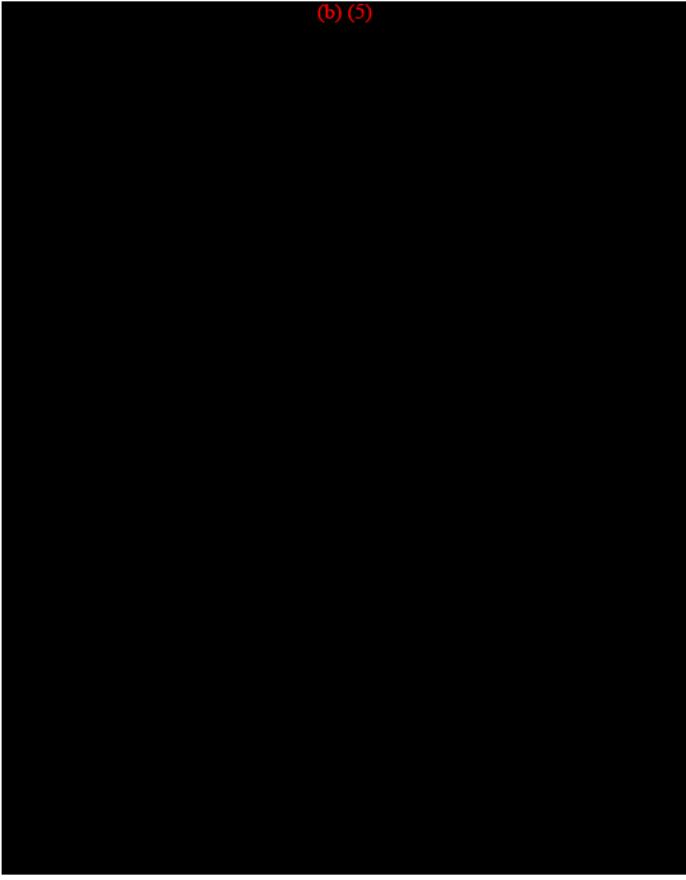


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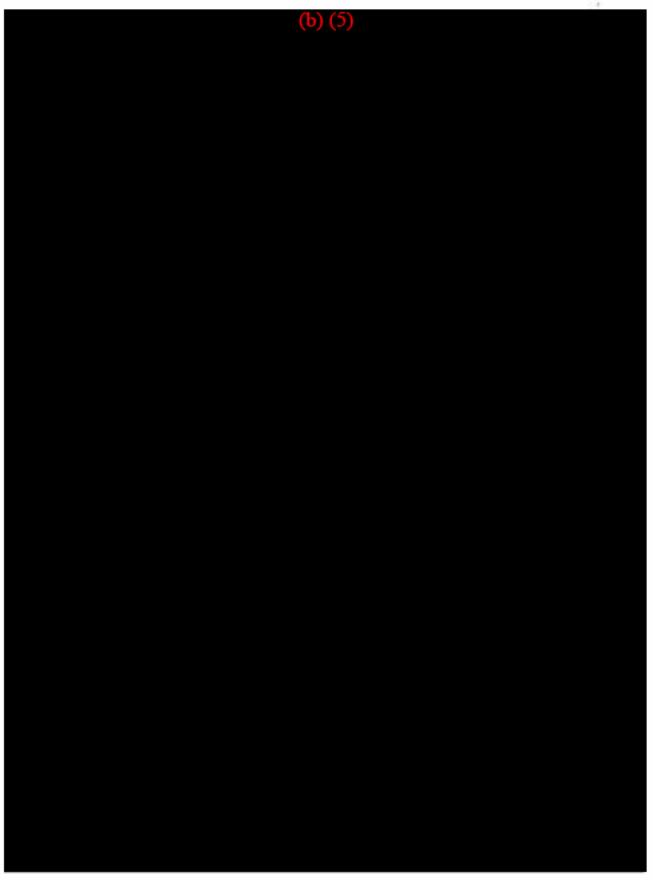


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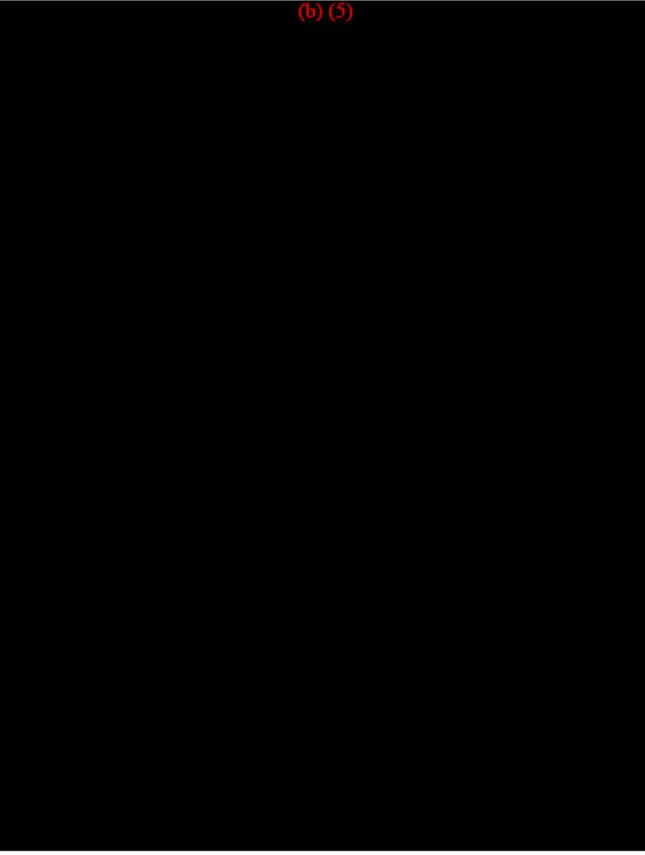


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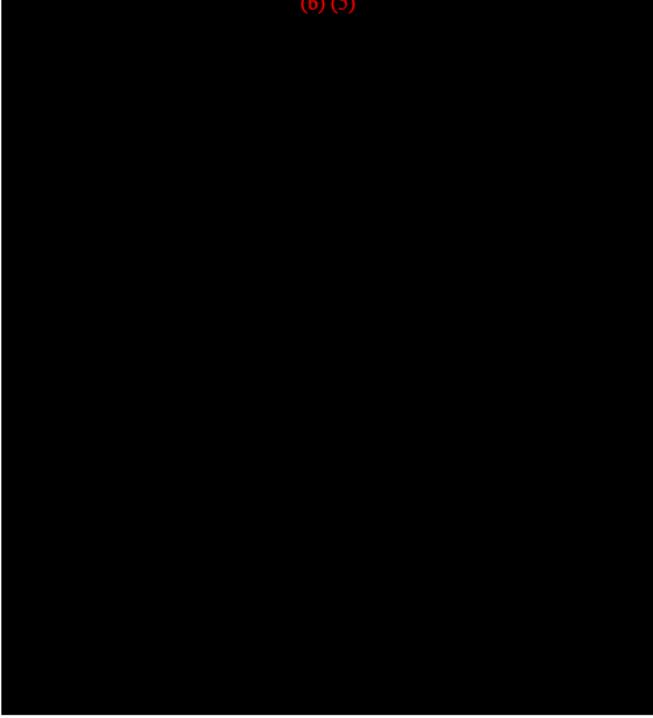


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87

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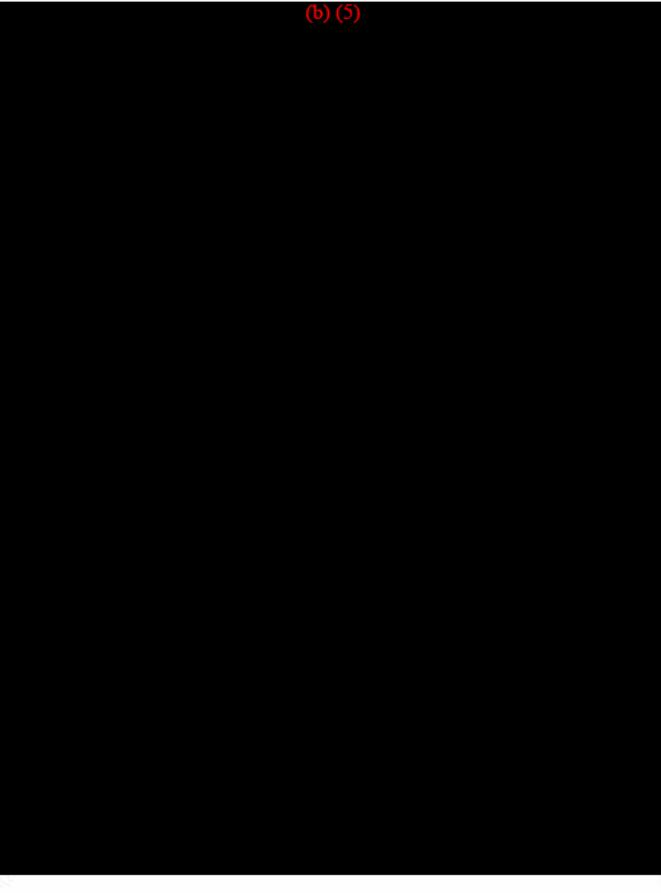


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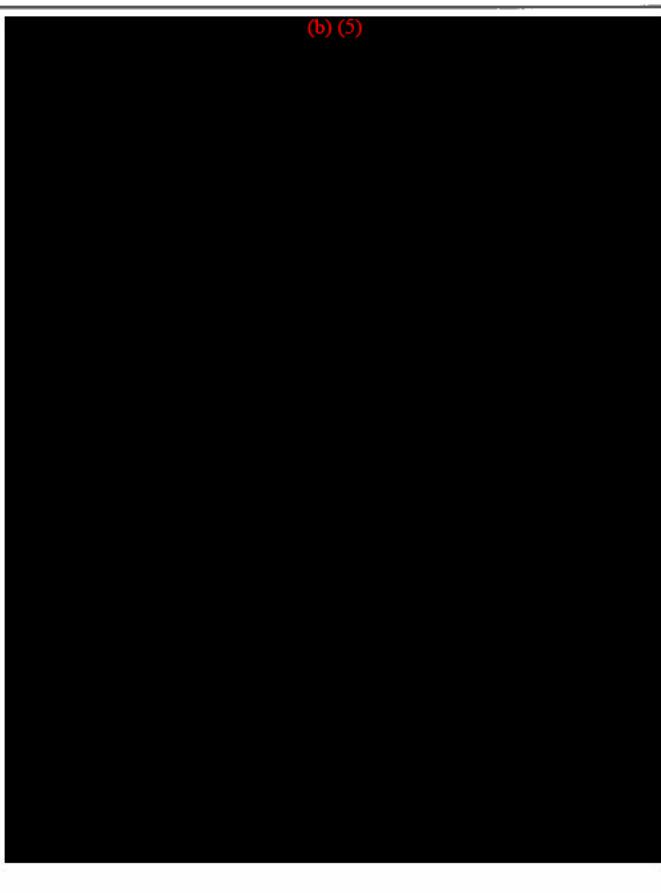
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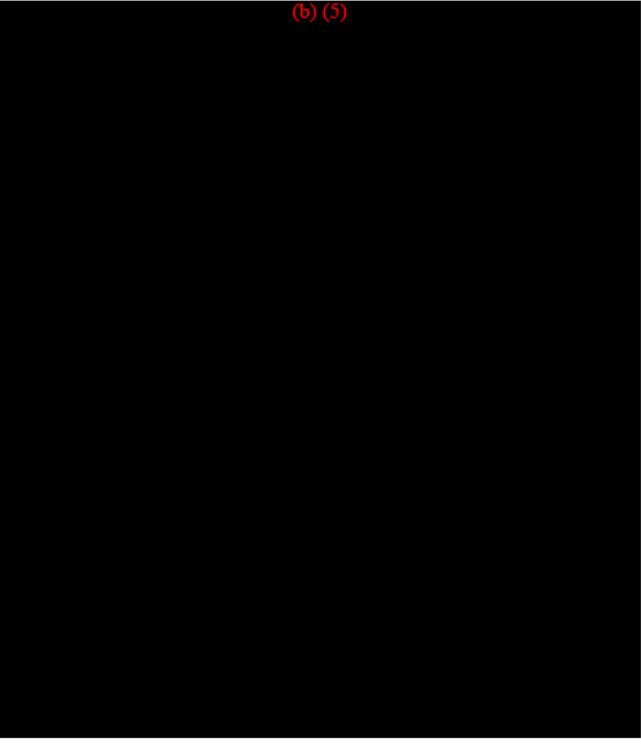
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#### Appendix C: Written Comments from Your Organization

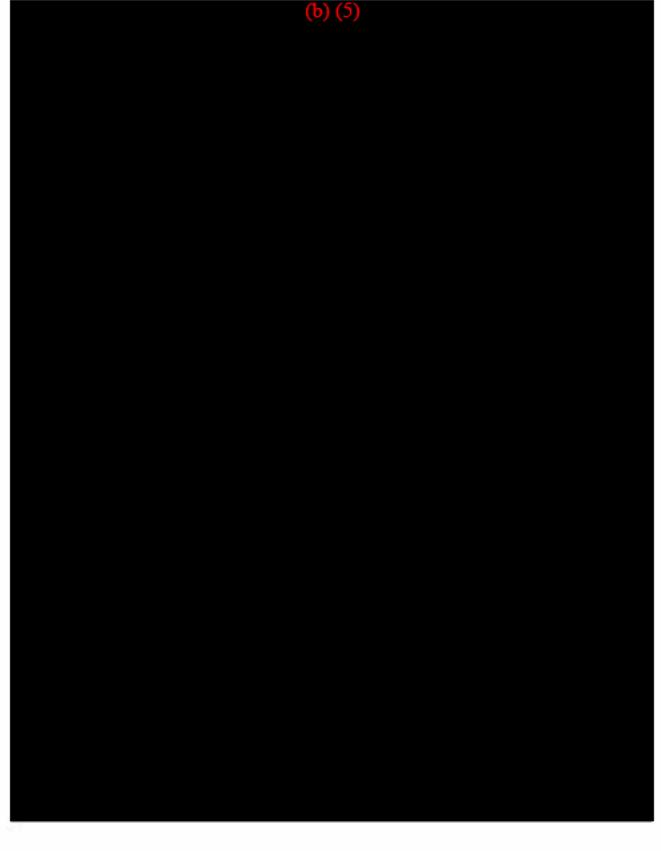
NOTE: The answers appear exactly as they were written on the survey.

##### Organizational Effectiveness Section Comments

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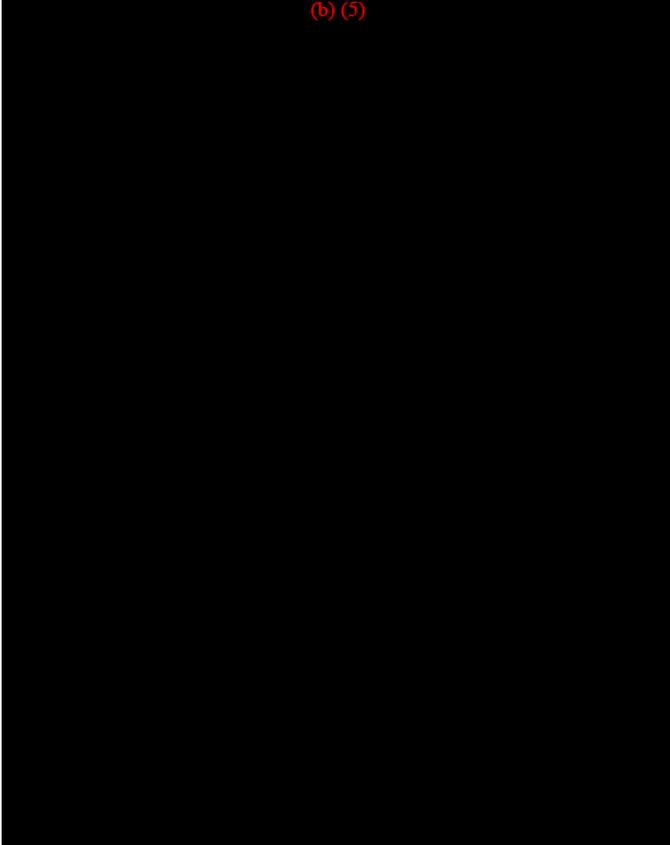
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92

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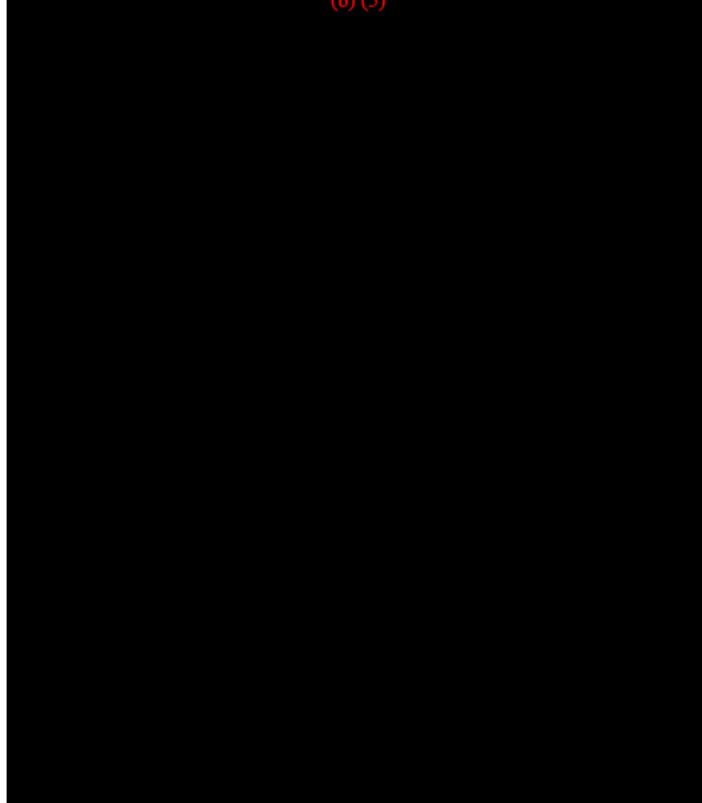


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93

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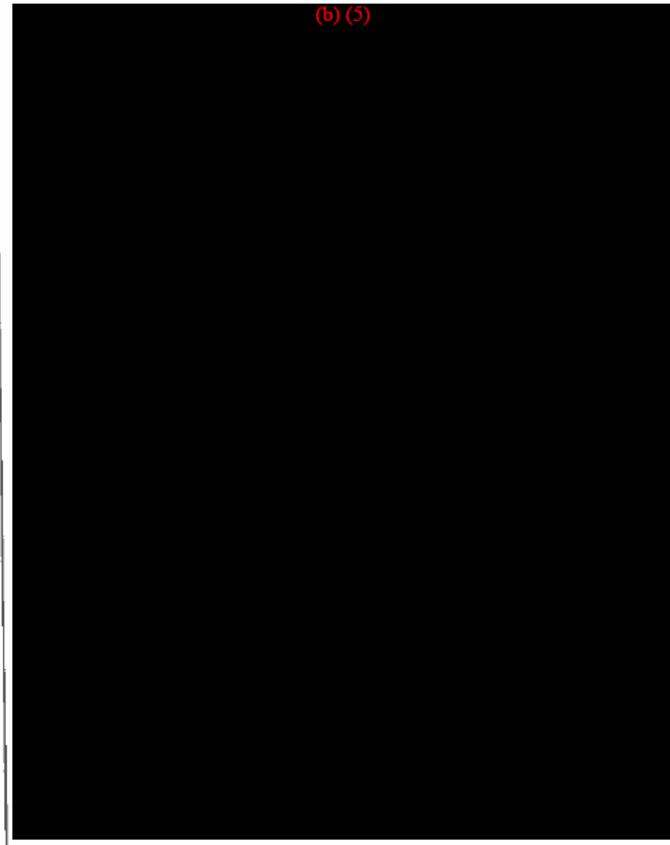


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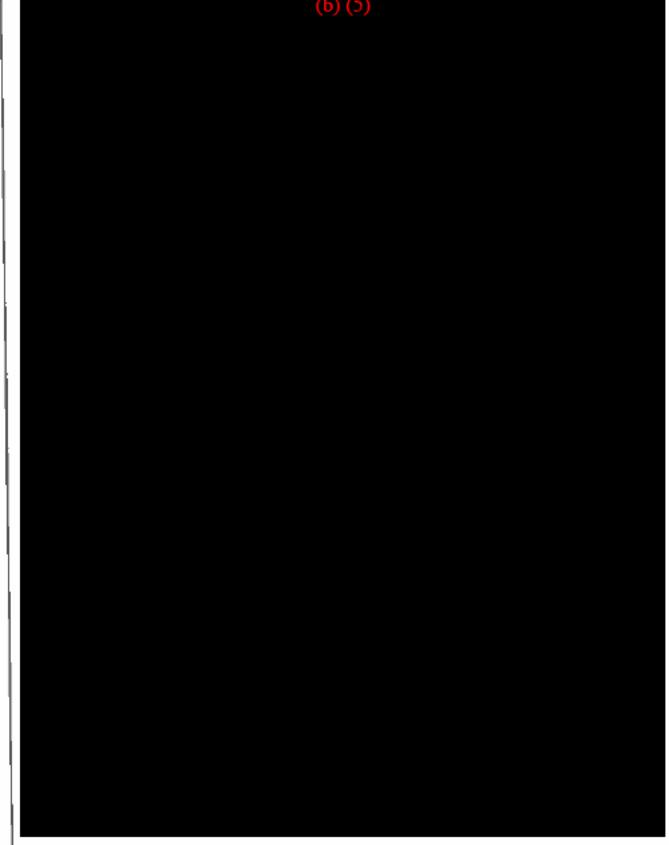


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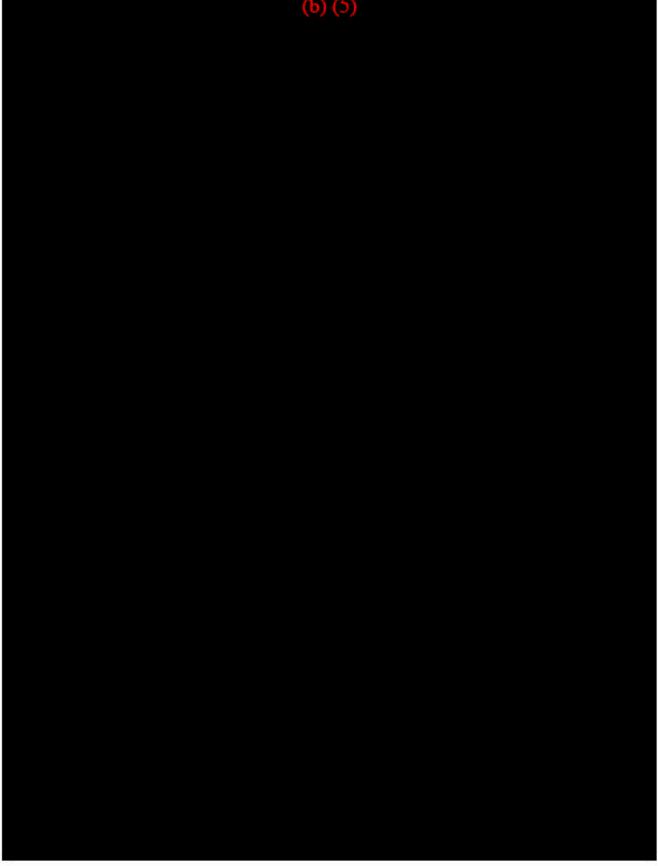


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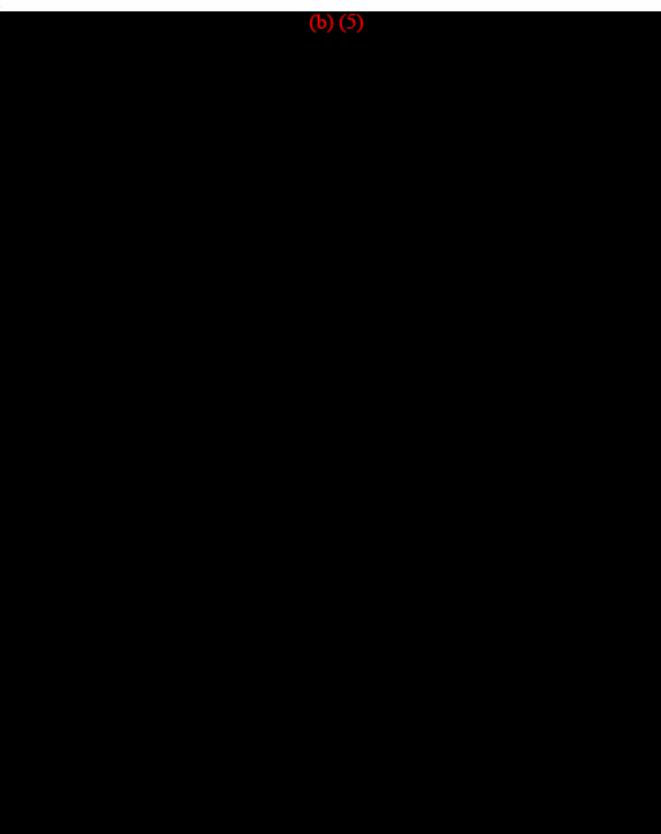


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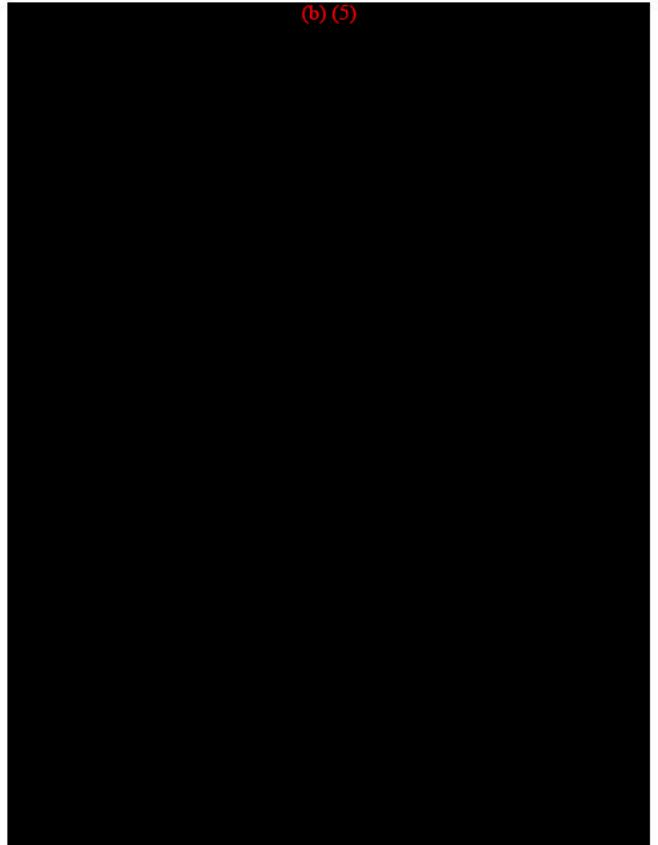


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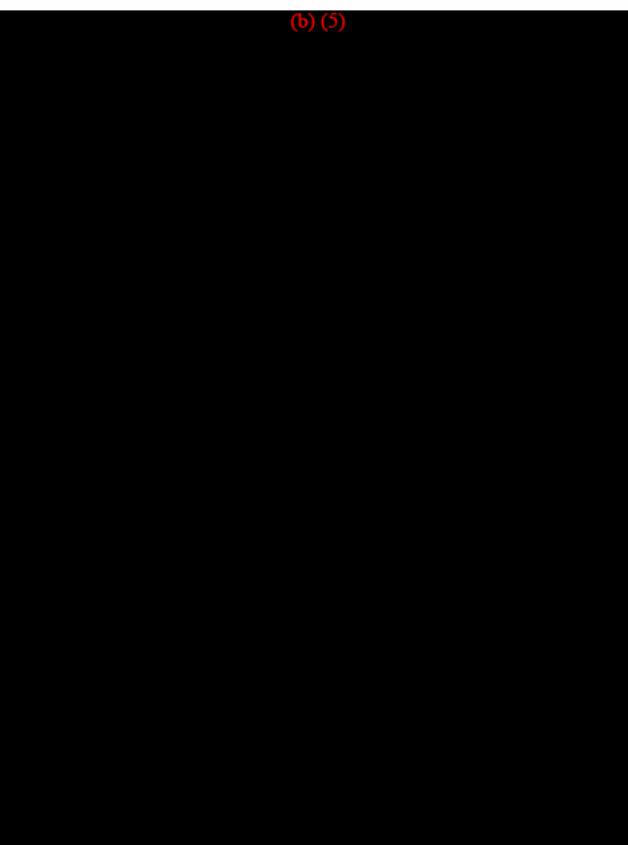


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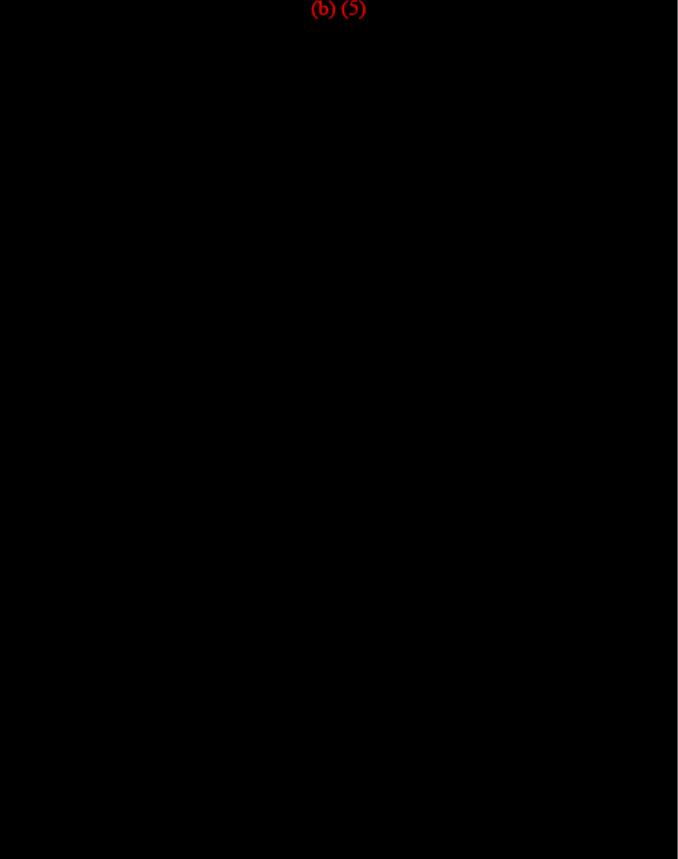


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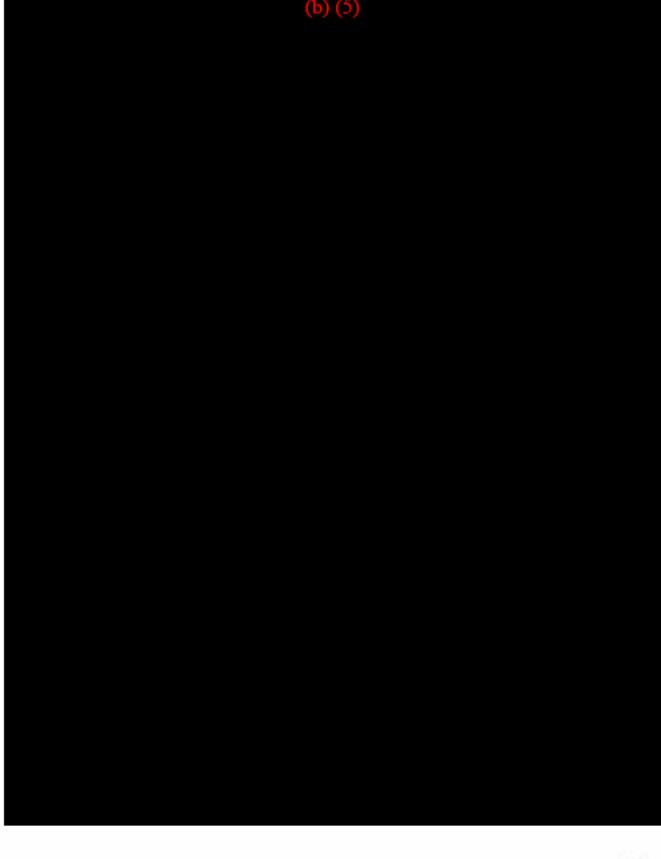


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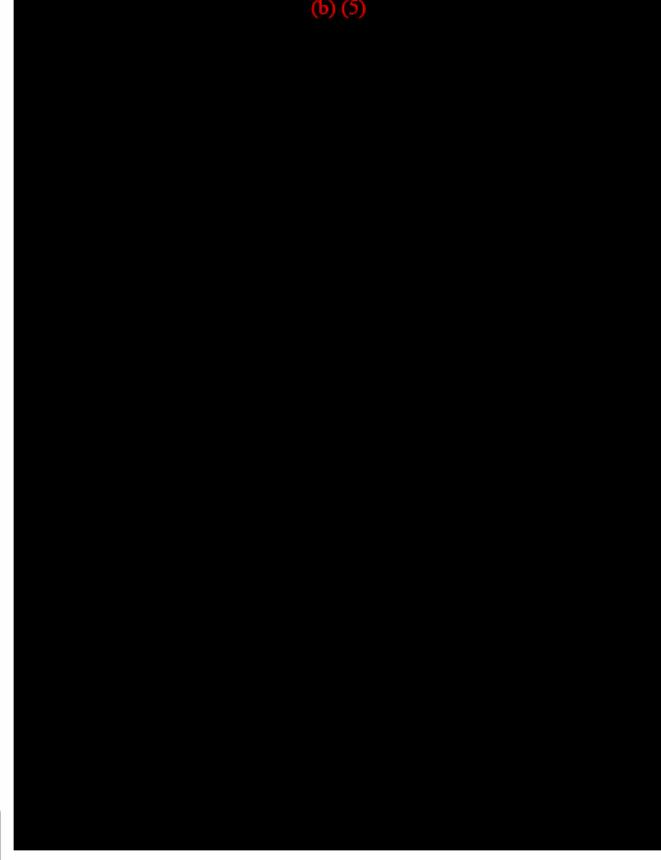


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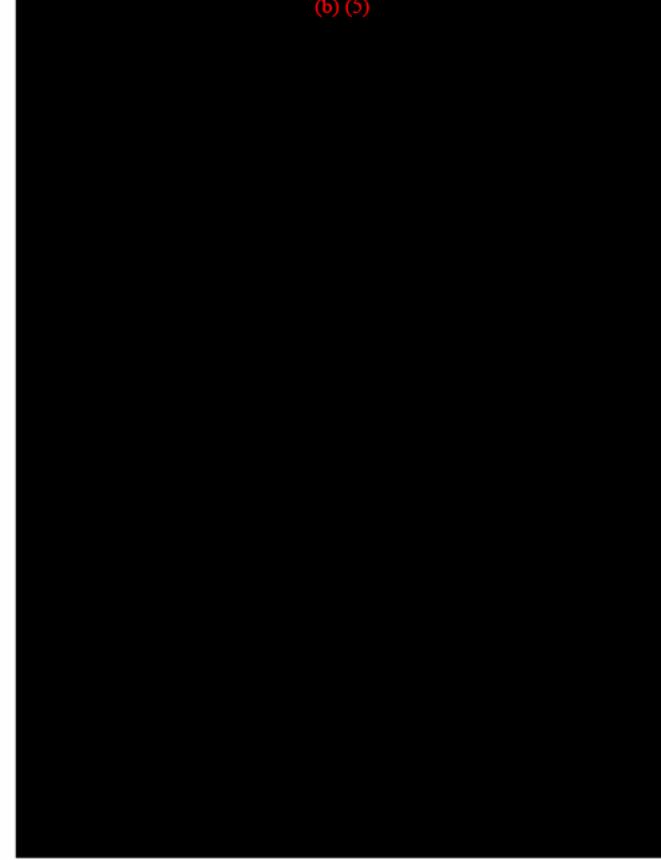


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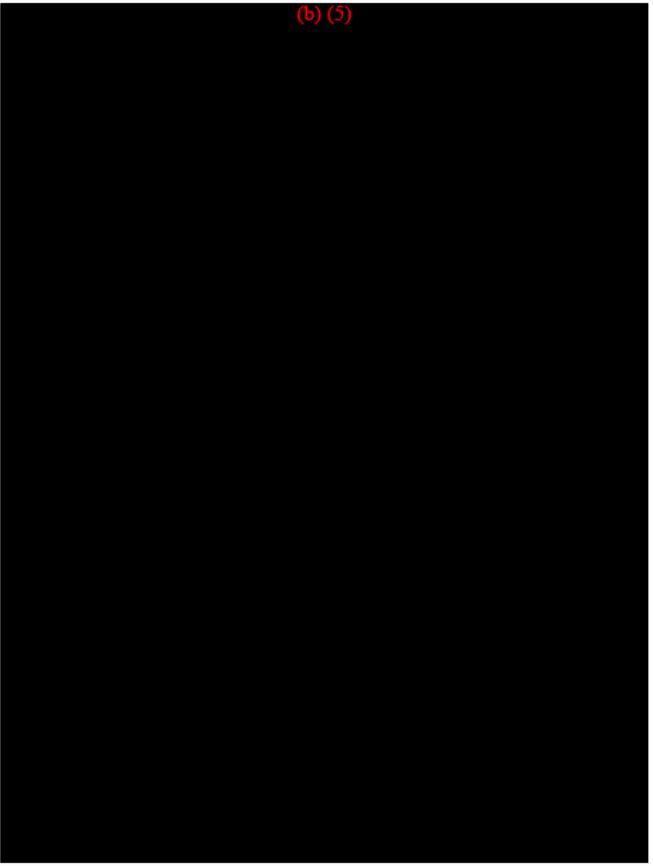


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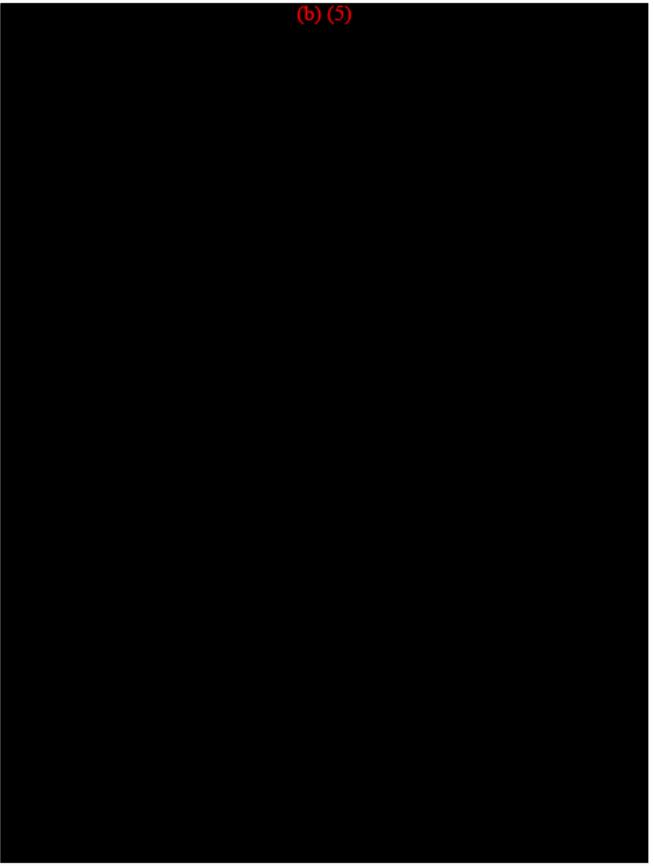


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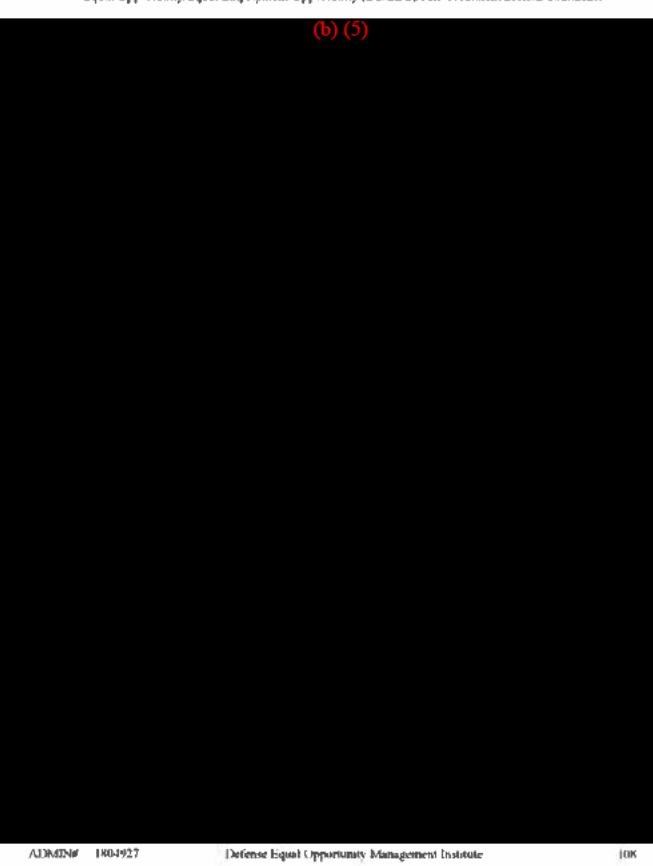


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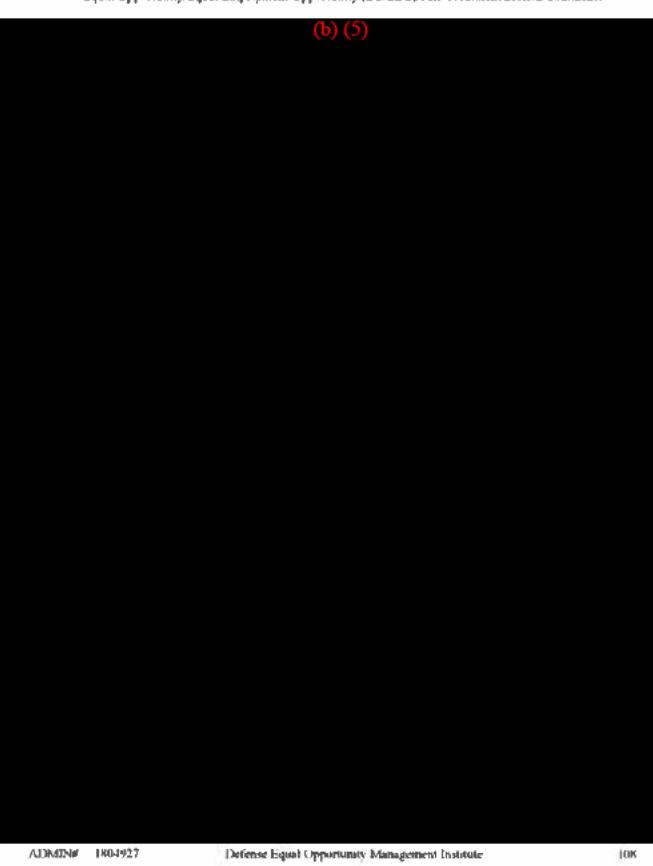
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Equal Opportunity/Equal Employment Opportunity (EO/EEO)/Fair Treatment Section Comments

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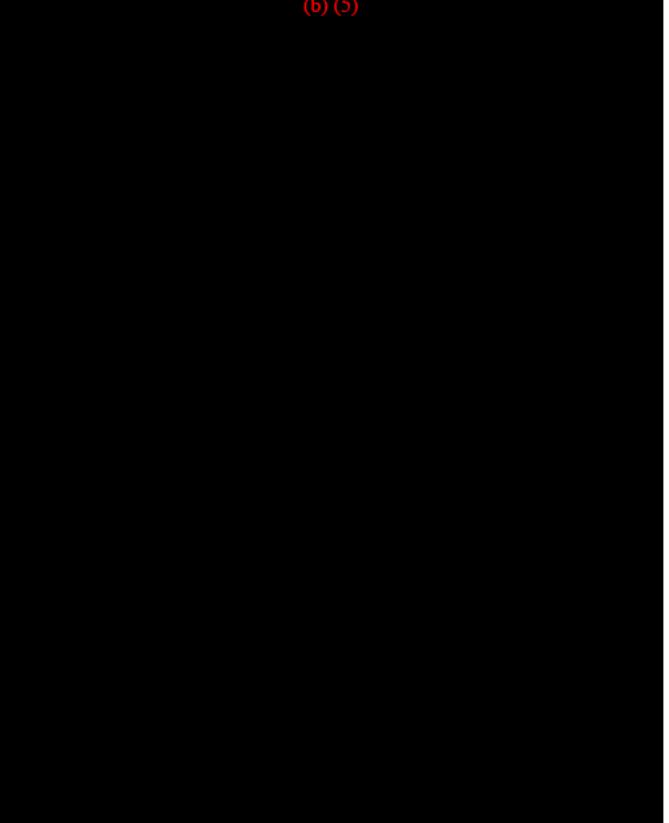


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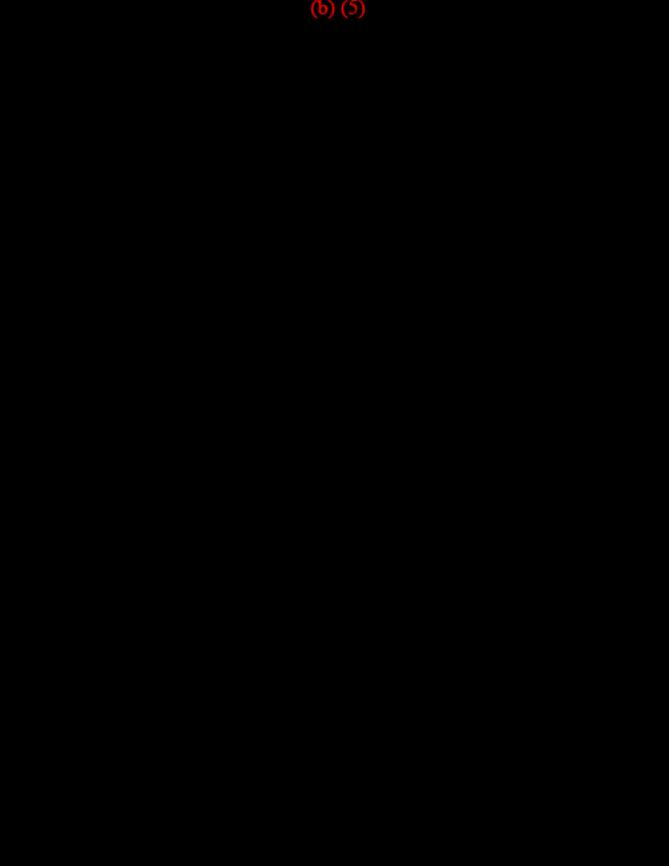


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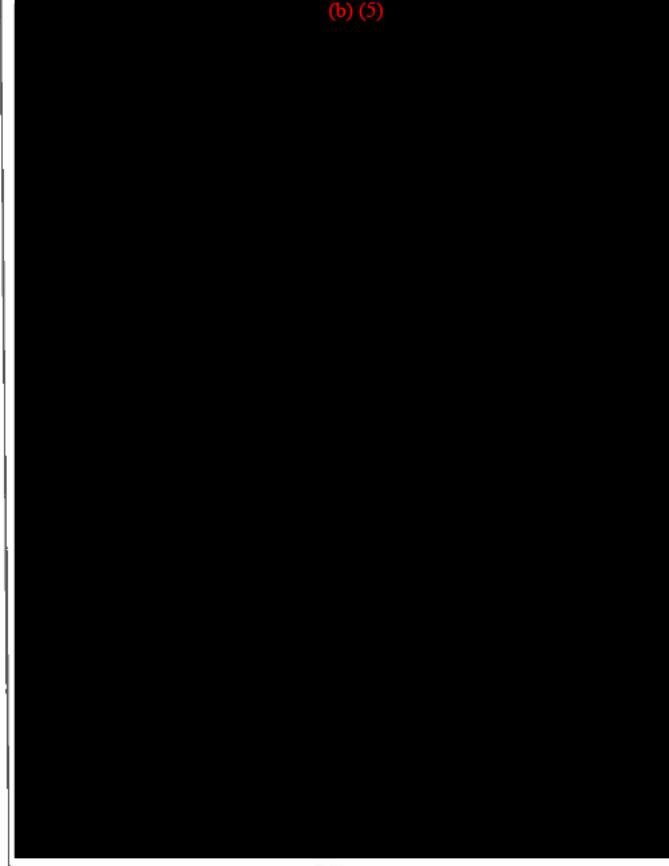


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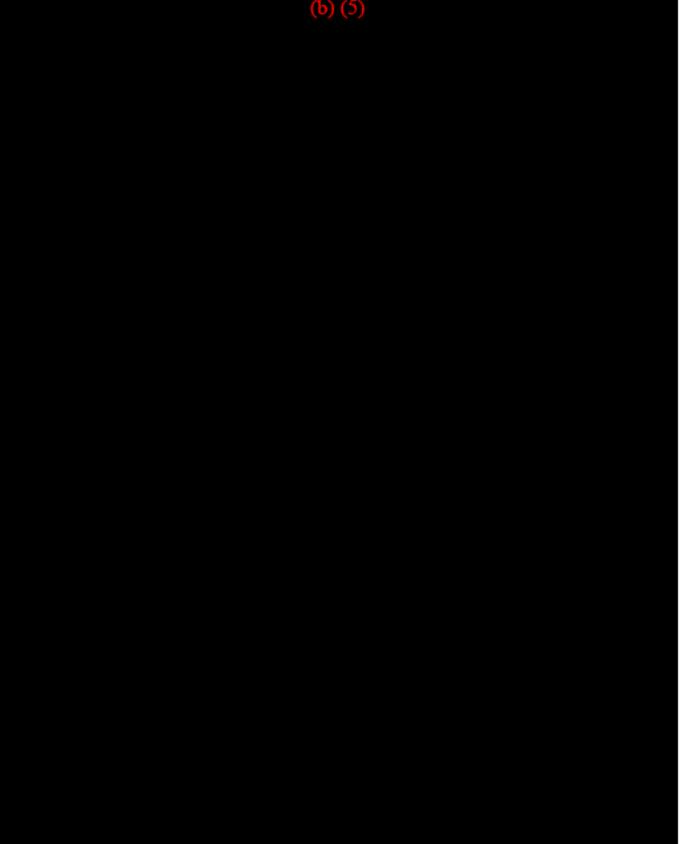


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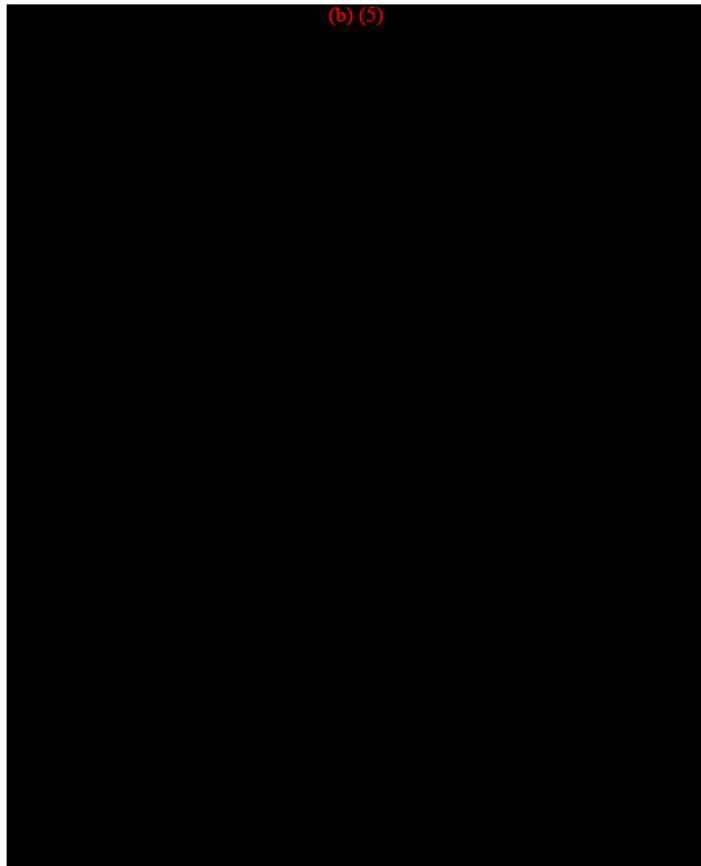


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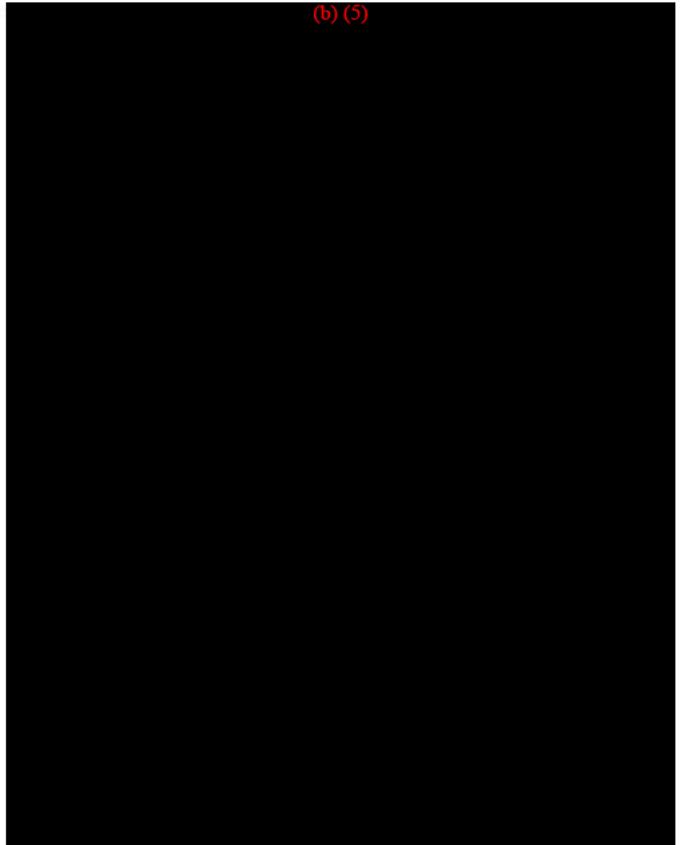


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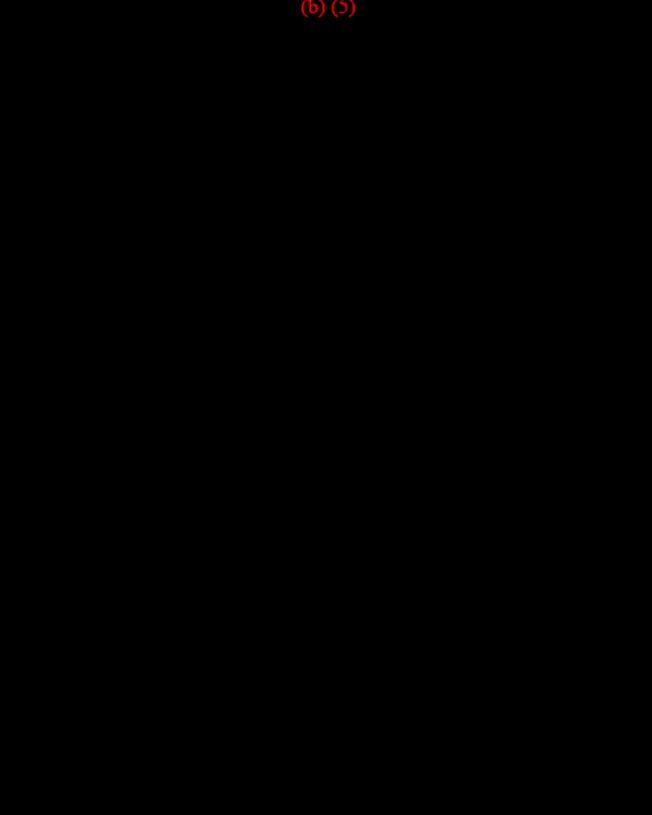


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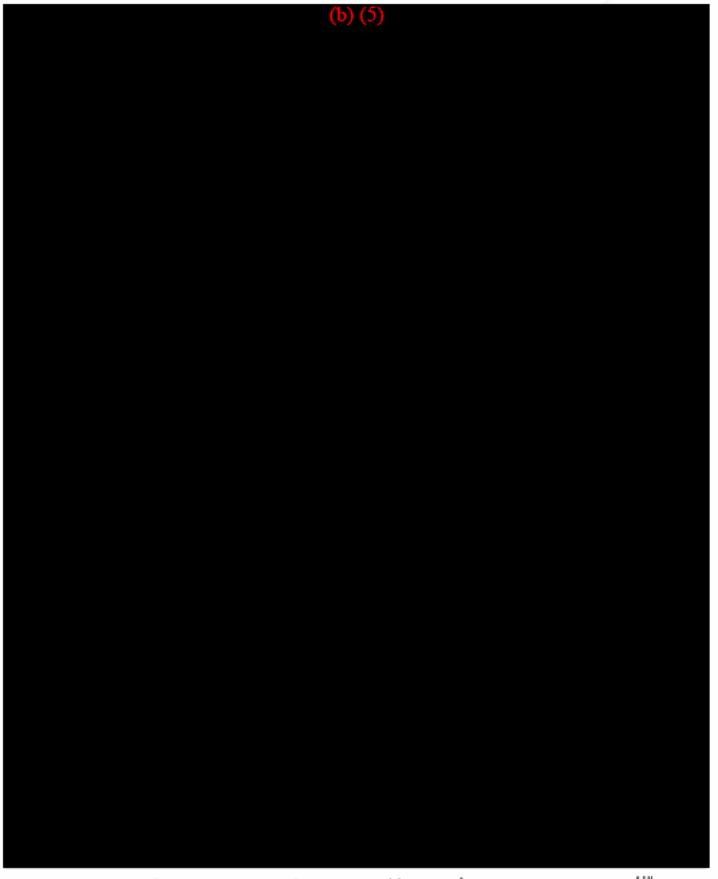


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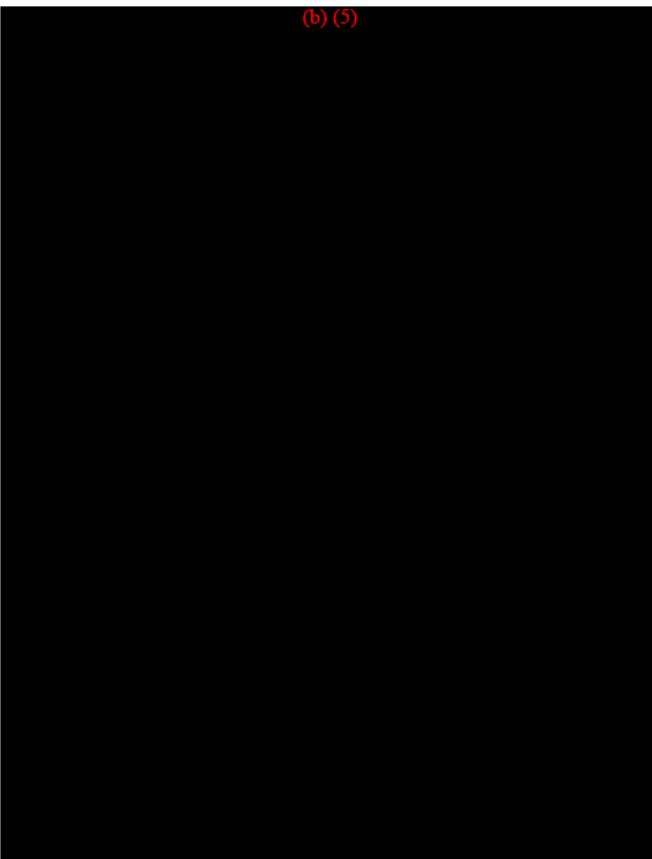


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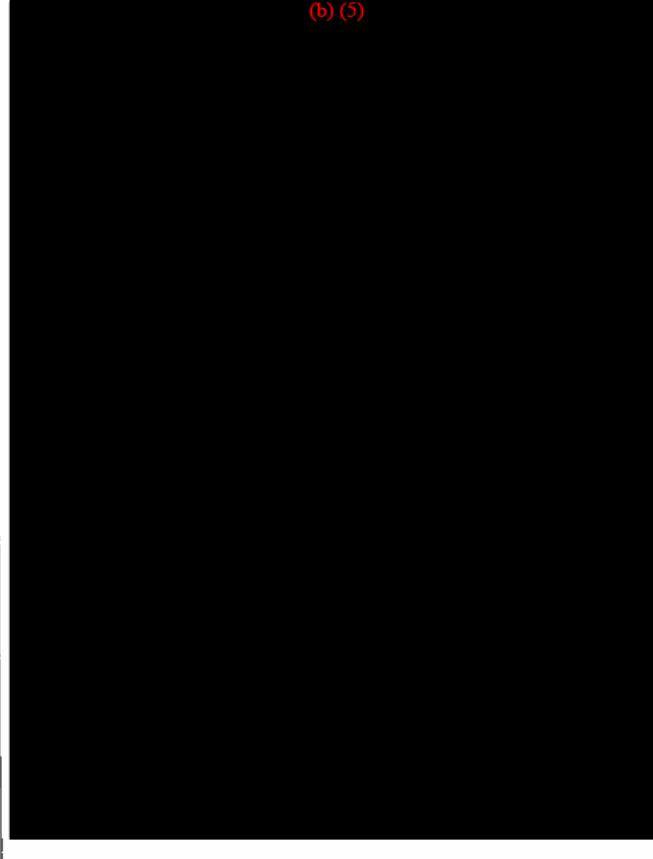


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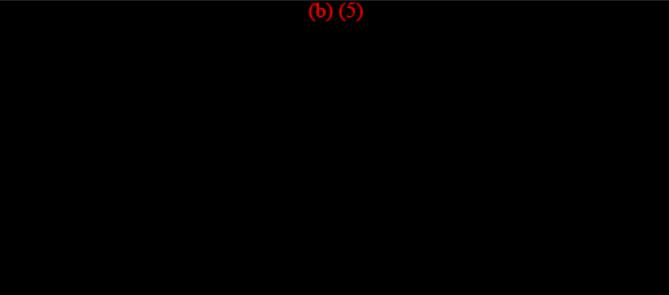


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120

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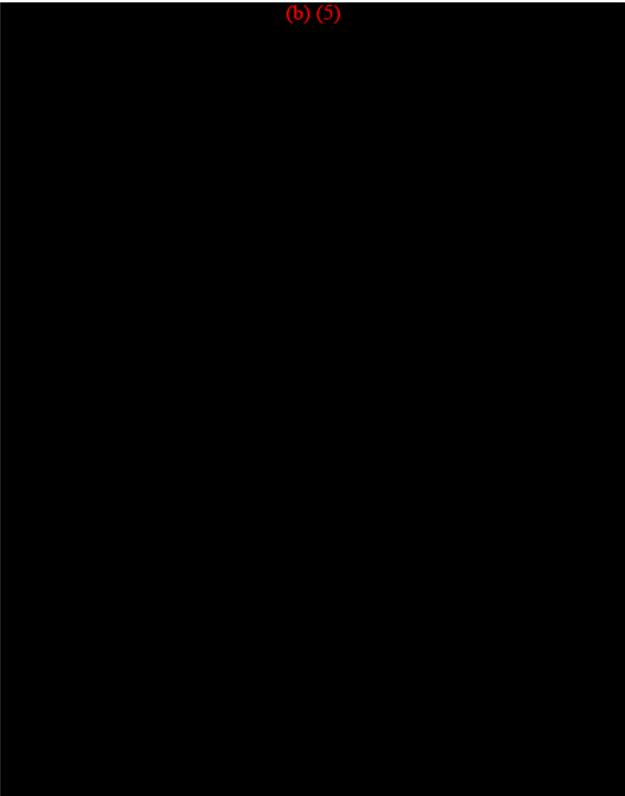
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General Written Comments

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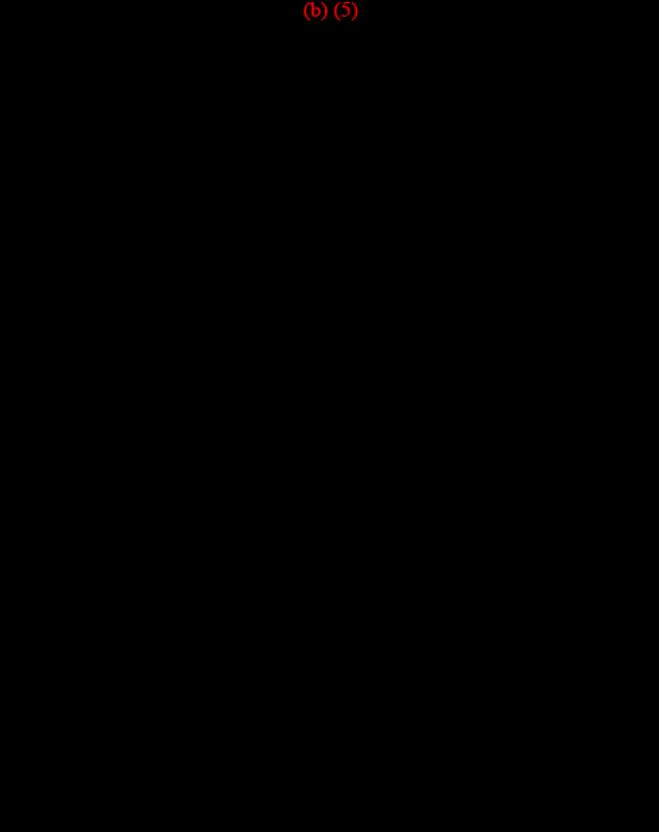


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122

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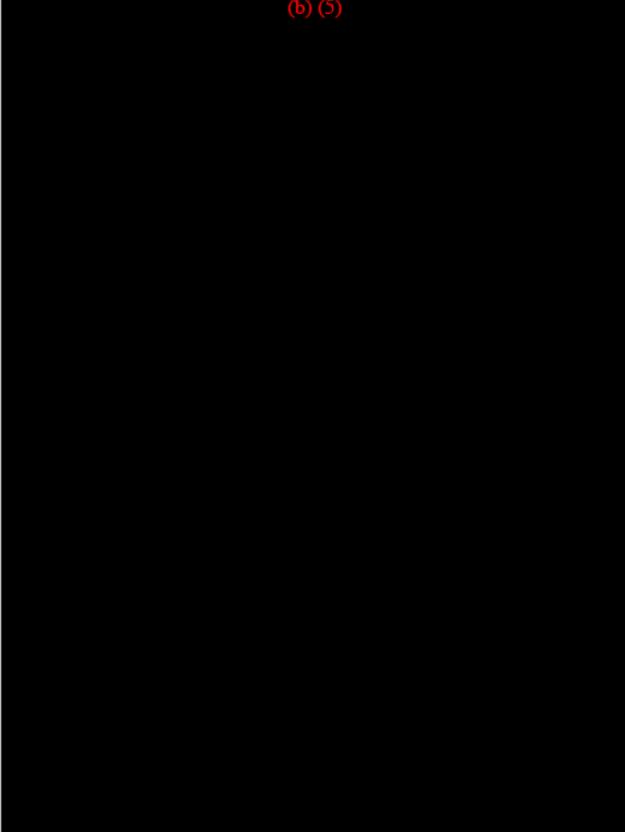


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123

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124

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125

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#### Appendix D: Operational Stress Control (OSC) Report

The Navy Operational Stress Control program works to help build resilient Sailors, families, and commands. Some stress is good because it can push a Sailor to do his/her personal best. However too much stress can harm both Sailors and commands and negatively impact mission effectiveness. This report gives you, the Commander/Commanding Officer, insight into the level of stress within your command and what some of the perceived reasons for that stress may be. We also offer you the chance to see how your command compares to the rest of the Navy by community. While it is impossible to remove every stressor faced in Navy life, we offer some recommendations for actions you can take to mitigate stress as well as strengthen or build command resilience. On the last page of this report, you will find a complete copy of the Stress Continuum, which describes each of the stress zones and actions that individuals, leaders, and family members can take to return to the Ready 'green' zone. Please take a few minutes to review the chart and refer to it during your review of your command report. If you have any questions or would like additional information about OSC, please visit our website [www.navyoscstress.com](http://www.navyoscstress.com). If you have questions concerning the OSC survey or report, please call (901) 874-2256 (DNN 882).

#### PART I: Overall Stress Assessment

##### A. Stress Continuum Model

###### I. How familiar are you with the Stress Continuum Model?

|                   | Frequency | Percent (%) |
|-------------------|-----------|-------------|
| Confident         | 107       | 28.23       |
| Can Apply         | 136       | 33.33       |
| Understand        | 98        | 24.02       |
| Slightly familiar | 36        | 8.82        |
| Not at all        | 31        | 7.60        |
| Total             | 406       | 100.00      |

###### 2. During the PAST 30 DAYS, which stress zone most accurately describes your command?

|             | Frequency | Percent (%) |
|-------------|-----------|-------------|
| Green       | 44        | 10.78       |
| Yellow      | 160       | 39.22       |
| Orange      | 111       | 27.21       |
| Red         | 31        | 7.60        |
| Do Not Know | 62        | 15.20       |
| Total       | 406       | 100.00      |

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###### 3. During the PAST 30 DAYS, which stress zone most accurately describes yourself?

|             | Frequency | Percent (%) |
|-------------|-----------|-------------|
| Green       | 69        | 16.91       |
| Yellow      | 150       | 36.76       |
| Orange      | 102       | 25.00       |
| Red         | 28        | 6.86        |
| Do Not Know | 59        | 14.46       |
| Total       | 406       | 100.00      |

###### B. Work Stress

###### 4. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience at work or while carrying out your professional duties?

|            | Frequency | Percent (%) |
|------------|-----------|-------------|
| A lot      | 162       | 39.71       |
| Some       | 145       | 35.54       |
| A little   | 69        | 16.91       |
| Not at all | 32        | 7.84        |
| Total      | 406       | 100.00      |

###### C. Outside Stress

###### 5. During the PAST 12 MONTHS, (or since you reported to current command), how much stress did you experience outside of work (in your family or social life)?

|            | Frequency | Percent (%) |
|------------|-----------|-------------|
| A lot      | 62        | 15.20       |
| Some       | 115       | 28.19       |
| A little   | 144       | 35.29       |
| Not at all | 87        | 21.32       |
| Total      | 406       | 100.00      |

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**D. Individual Stress - Past 30 Days**

NOTE: "Individual Stress" is made up of the following four items.

## In the PAST 30 DAYS...

- How often have you felt unable to control important things in your life
- How often have you felt difficulties were piling up so high that you could not overcome them
- How often have you felt confident about your ability to handle your personal problems
- How often have you felt things were going your way

(HIGHER AVERAGE = HIGHER STRESS).

If the "Unit" average is higher than the "Navy" average, then your unit is displaying a higher level of individual stress. Equally, if the "Unit" average is lower than the "Navy" average, then your unit is displaying a lower level of individual stress. Navy and Unit averages are based on Navy DECKS respondents. Asterisk (\*) = five or less respondents.

|                     | <b>Navy Average</b> | <b>Unit Average</b> |
|---------------------|---------------------|---------------------|
| Aviation            | 9.63                | 10.77               |
| Expeditionary       | 9.26                | 9.43                |
| Information Warfare | 9.25                | 12.00               |
| Mechanics           | 9.14                | 10.67               |
| Special Operations  | 8.83                | 12.50               |
| Submarine           | 9.51                | 14.00               |
| Surface             | 10.15               | 10.99               |
| Other               | 9.18                | 9.39                |
| <b>TOTAL</b>        | <b>9.56</b>         | <b>10.00</b>        |

**E. Navy Work Week**

## 7. On average, how many hours did you sleep per night in the PAST 30 days?

|                      | <b>Frequency</b> | <b>Percent (%)</b> |
|----------------------|------------------|--------------------|
| 3 hours or less      | 22               | 5.39               |
| 4 hours              | 47               | 11.52              |
| 5 hours              | 101              | 24.75              |
| 6 hours              | 132              | 32.35              |
| 7 hours              | 59               | 14.46              |
| 8 hours              | 34               | 8.33               |
| 9 hours              | 3                | 0.74               |
| 10 or more hours     | 10               | 2.45               |
| <b>Total/Average</b> | <b>408</b>       | <b>5.79</b>        |

**F. Types of Stress**

## 8. Unpredictability of operations or job duties.

|              | <b>Frequency</b> | <b>Percent (%)</b> |
|--------------|------------------|--------------------|
| A lot        | 115              | 28.82              |
| Some         | 116              | 29.07              |
| A little     | 112              | 28.07              |
| Not at all   | 56               | 14.04              |
| <b>Total</b> | <b>399</b>       | <b>100.00</b>      |

## 9. Communication within my organization.

|              | <b>Frequency</b> | <b>Percent (%)</b> |
|--------------|------------------|--------------------|
| A lot        | 74               | 18.55              |
| Some         | 138              | 34.59              |
| A little     | 120              | 30.08              |
| Not at all   | 67               | 16.79              |
| <b>Total</b> | <b>399</b>       | <b>100.00</b>      |

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## 10. Lack of personnel in my working group to get the job done.

|              | <b>Frequency</b> | <b>Percent (%)</b> |
|--------------|------------------|--------------------|
| A lot        | 84               | 21.05              |
| None         | 98               | 24.56              |
| A little     | 126              | 31.58              |
| Not at all   | 91               | 22.81              |
| <b>Total</b> | <b>399</b>       | <b>100.00</b>      |

## 11. Increase in my work load.

|              | <b>Frequency</b> | <b>Percent (%)</b> |
|--------------|------------------|--------------------|
| A lot        | 72               | 18.05              |
| Some         | 125              | 31.33              |
| A little     | 112              | 28.07              |
| Not at all   | 90               | 22.56              |
| <b>Total</b> | <b>399</b>       | <b>100.00</b>      |

## 12. Working long hours.

|              | <b>Frequency</b> | <b>Percent (%)</b> |
|--------------|------------------|--------------------|
| A lot        | 98               | 24.56              |
| Some         | 94               | 23.56              |
| A little     | 123              | 30.63              |
| Not at all   | 84               | 21.05              |
| <b>Total</b> | <b>399</b>       | <b>100.00</b>      |

## 13. Conflicts between my professional duties and family responsibilities.

|              | <b>Frequency</b> | <b>Percent (%)</b> |
|--------------|------------------|--------------------|
| A lot        | 68               | 17.04              |
| Some         | 91               | 22.81              |
| A little     | 113              | 28.32              |
| Not at all   | 127              | 31.83              |
| <b>Total</b> | <b>399</b>       | <b>100.00</b>      |

## G. Barriers to Seeking Care

## 14. My shipmates/co-workers will see me as weak if I seek help for stress problems.

|                            | <b>Frequency</b> | <b>Percent (%)</b> |
|----------------------------|------------------|--------------------|
| Strongly agree             | 32               | 8.02               |
| Agree                      | 37               | 9.27               |
| Neither agree nor disagree | 114              | 28.57              |
| Disagree                   | 146              | 36.59              |
| Strongly disagree          | 70               | 17.54              |
| <b>Total</b>               | <b>399</b>       | <b>100.00</b>      |

## 15. Navy attitudes create barriers to seeking help for stress problems.

|                            | <b>Frequency</b> | <b>Percent (%)</b> |
|----------------------------|------------------|--------------------|
| Strongly agree             | 45               | 11.28              |
| Agree                      | 72               | 18.05              |
| Neither agree nor disagree | 153              | 38.35              |
| Disagree                   | 81               | 20.30              |
| Strongly disagree          | 48               | 12.03              |
| <b>Total</b>               | <b>399</b>       | <b>100.00</b>      |

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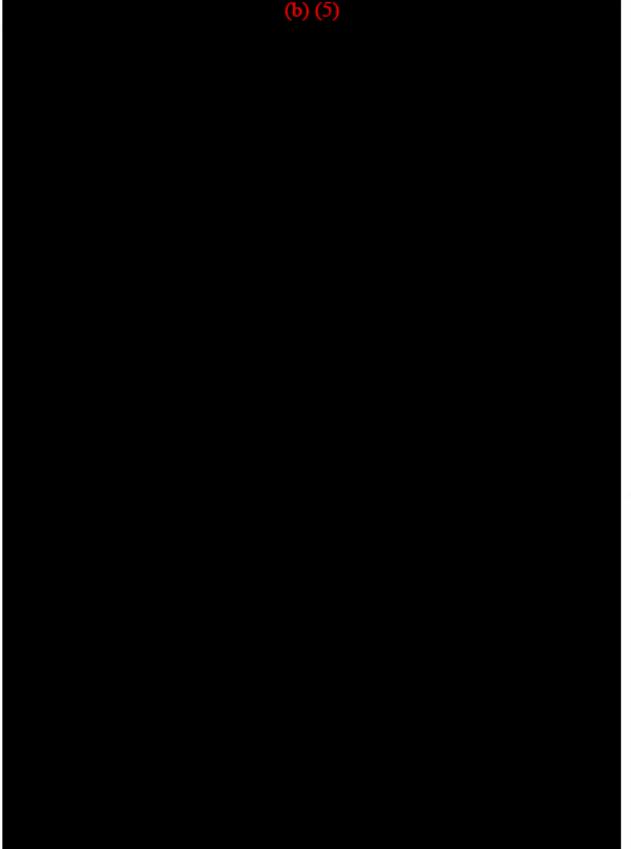
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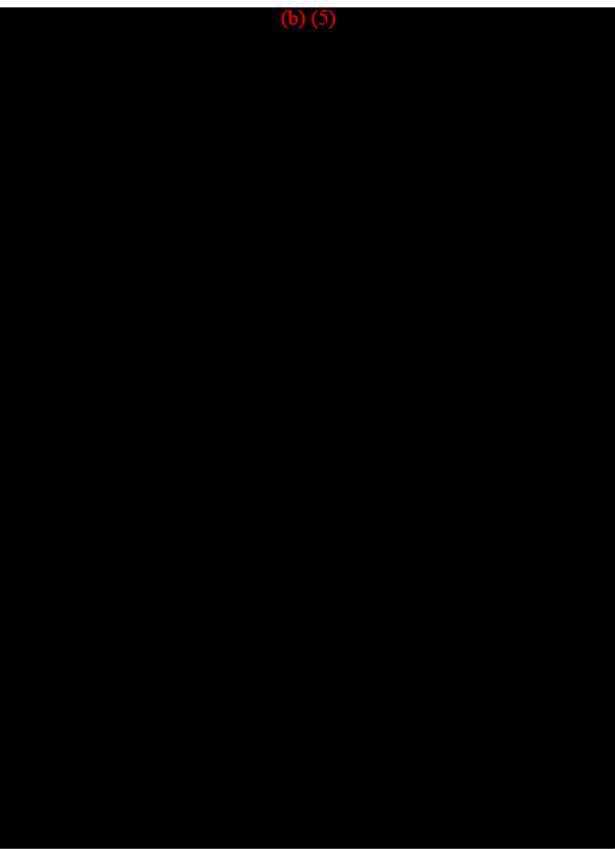
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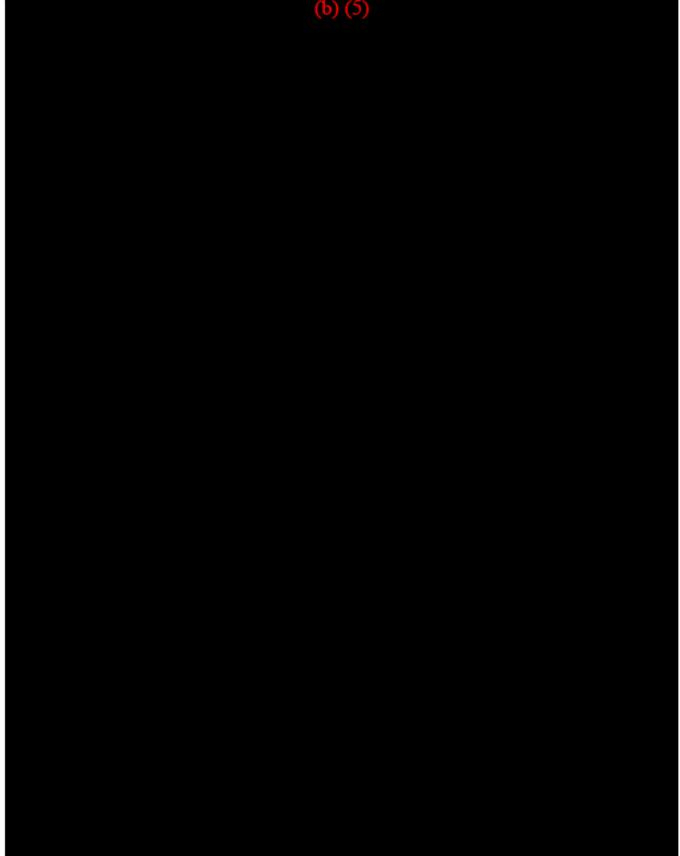
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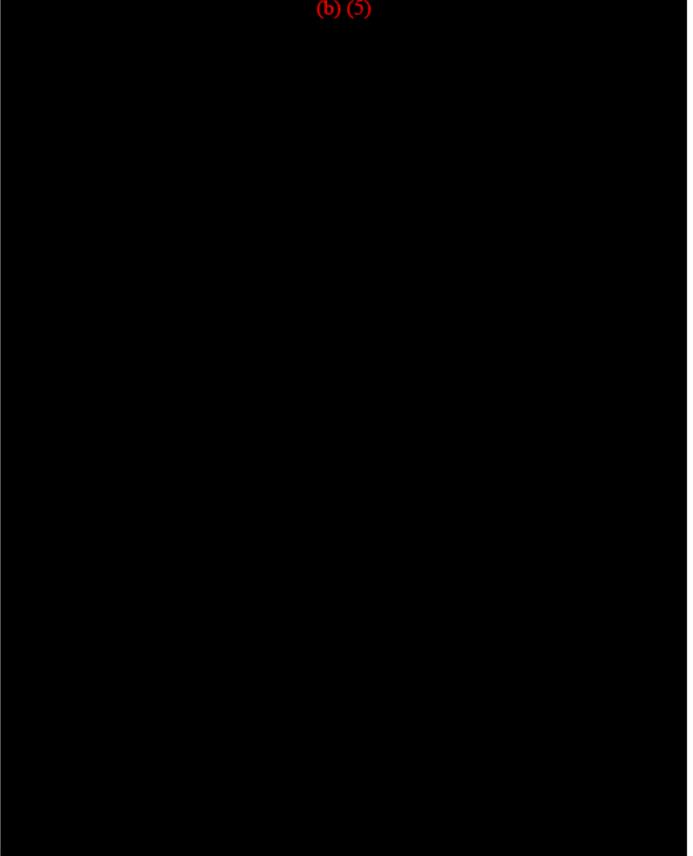
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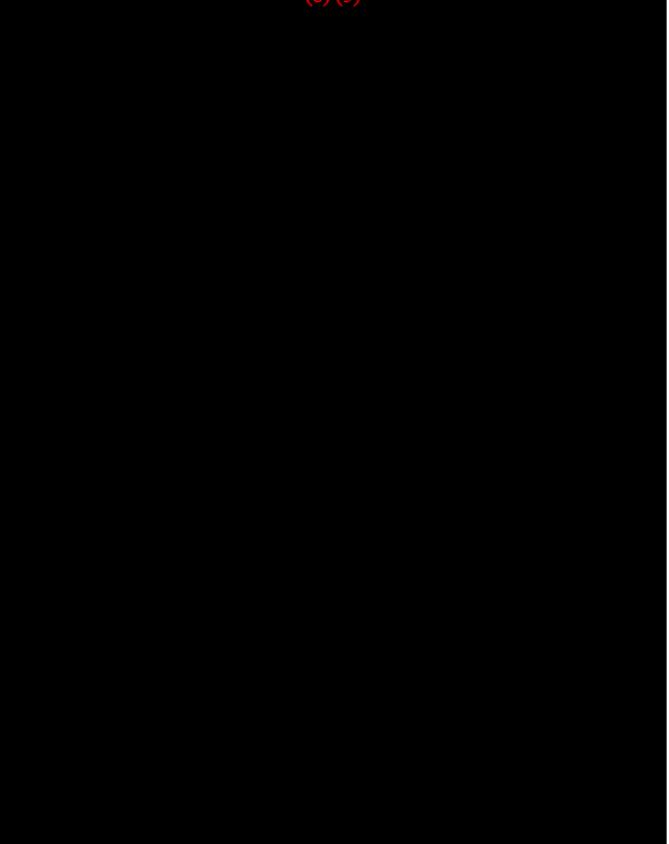
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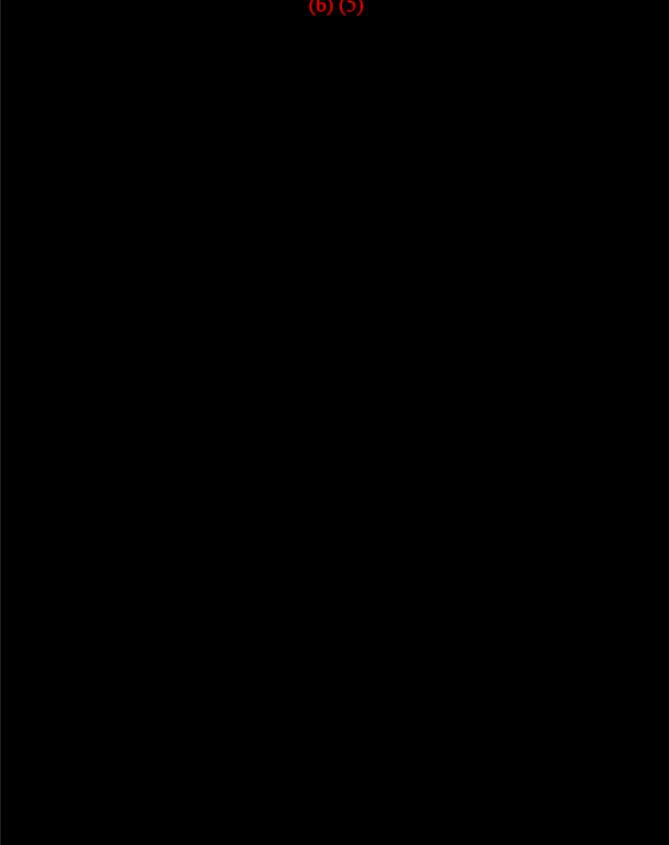
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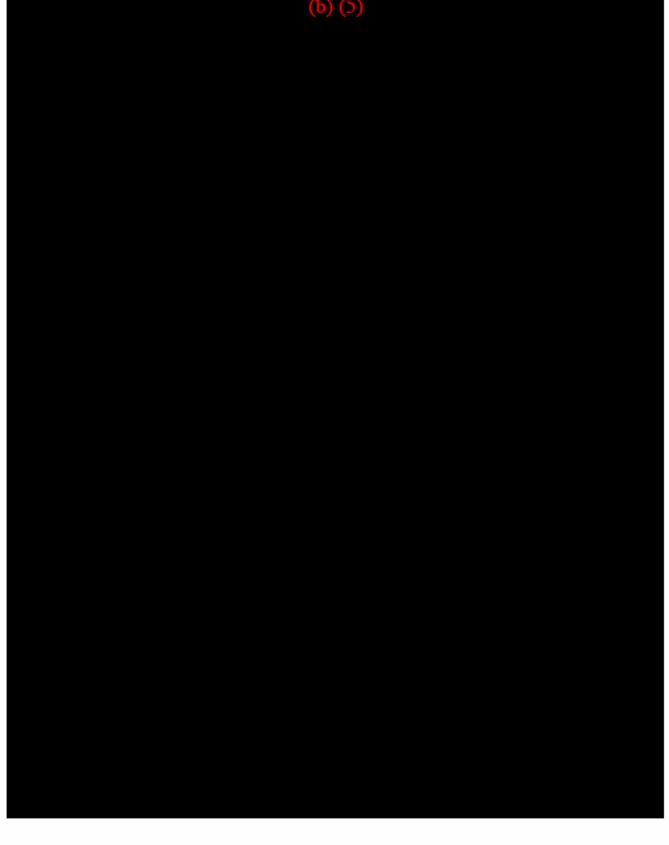
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142

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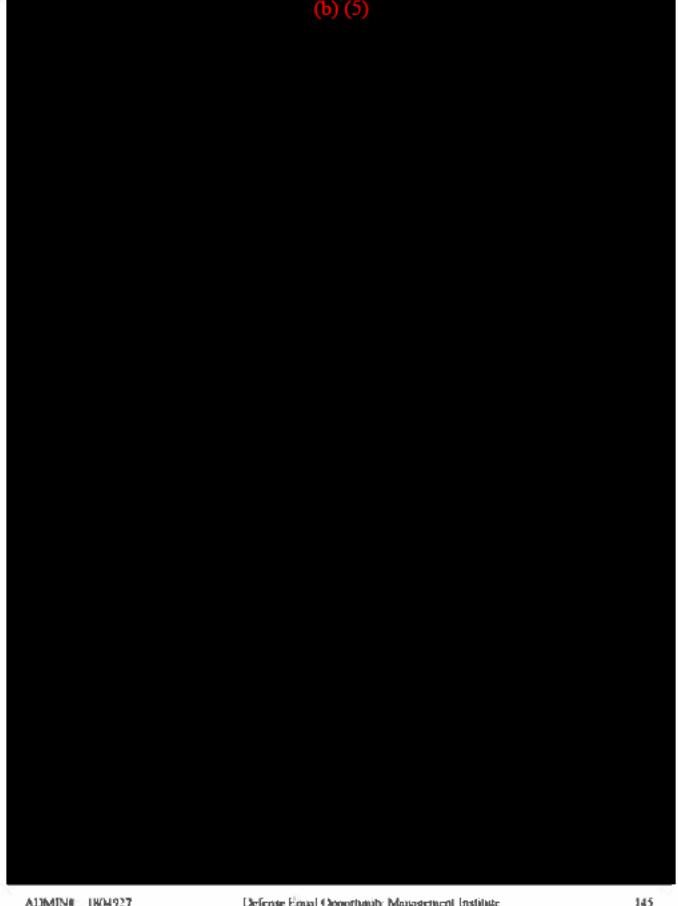
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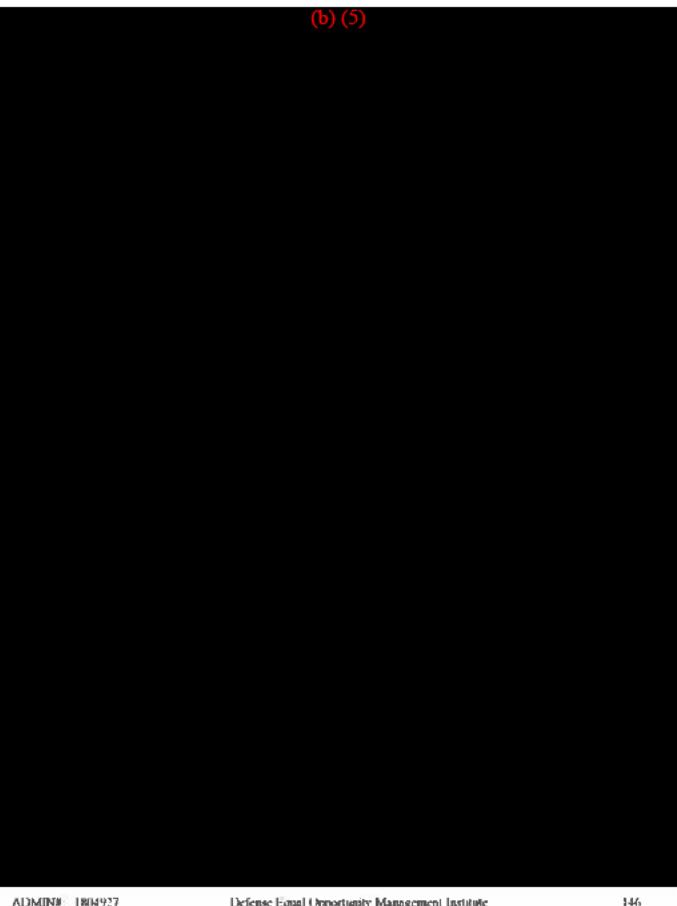


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145

(b) (5)



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146

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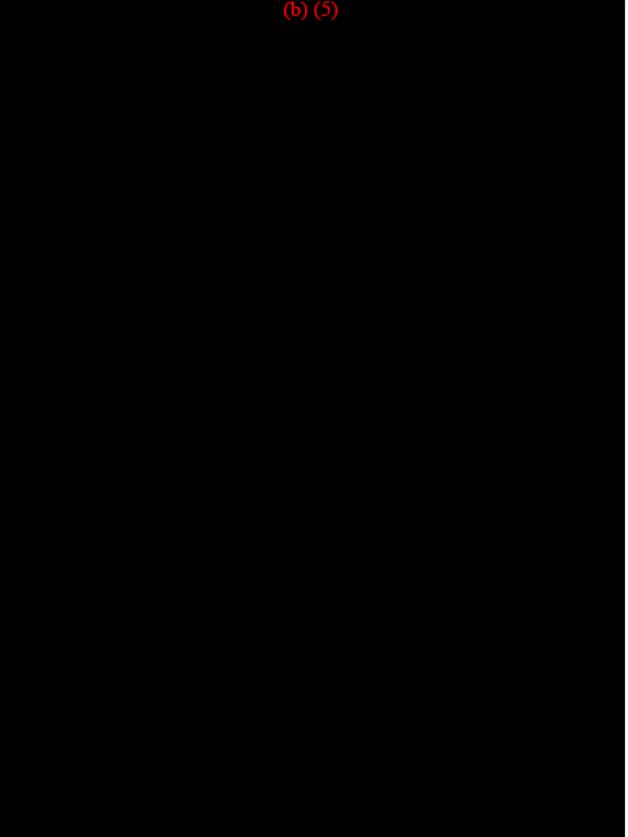


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147

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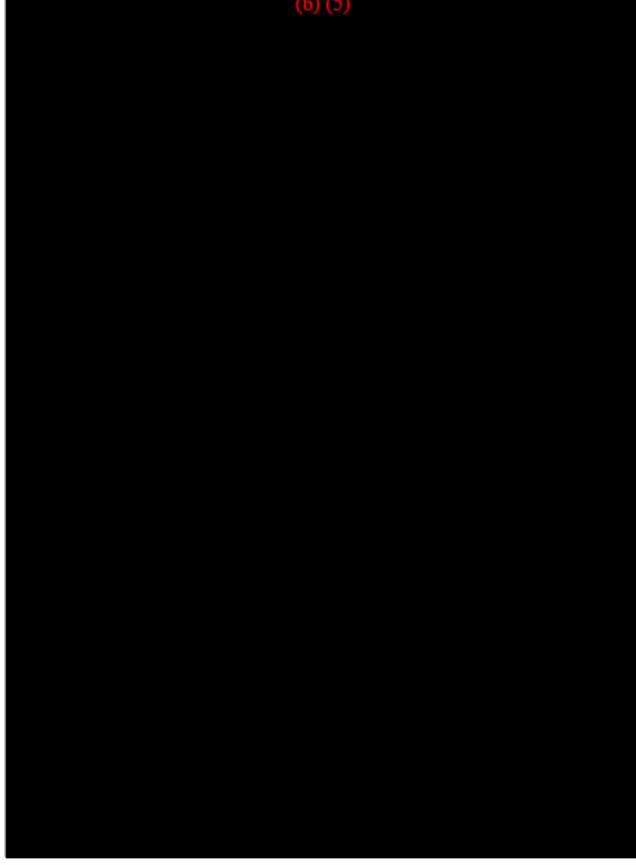


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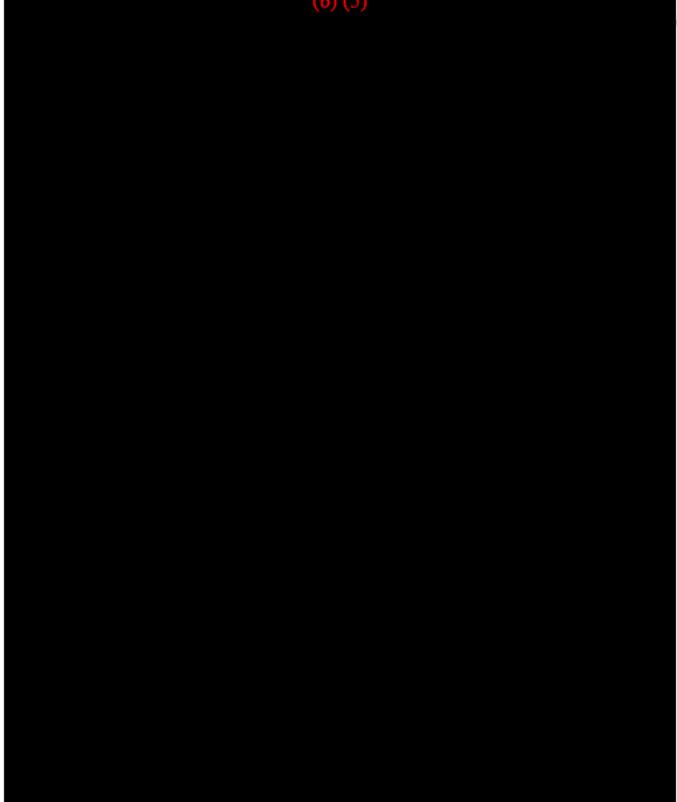
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148

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(b) (5)



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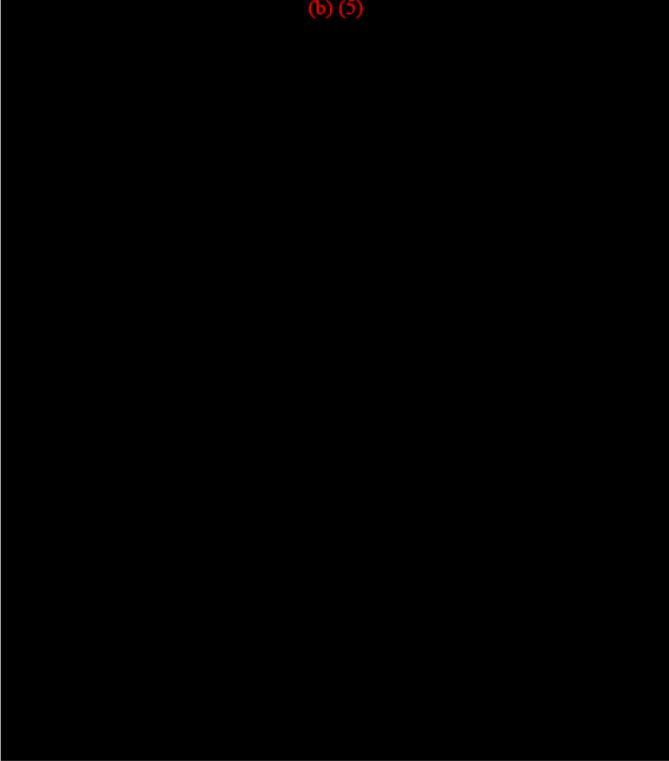
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150

(b) (5)



(b) (5)



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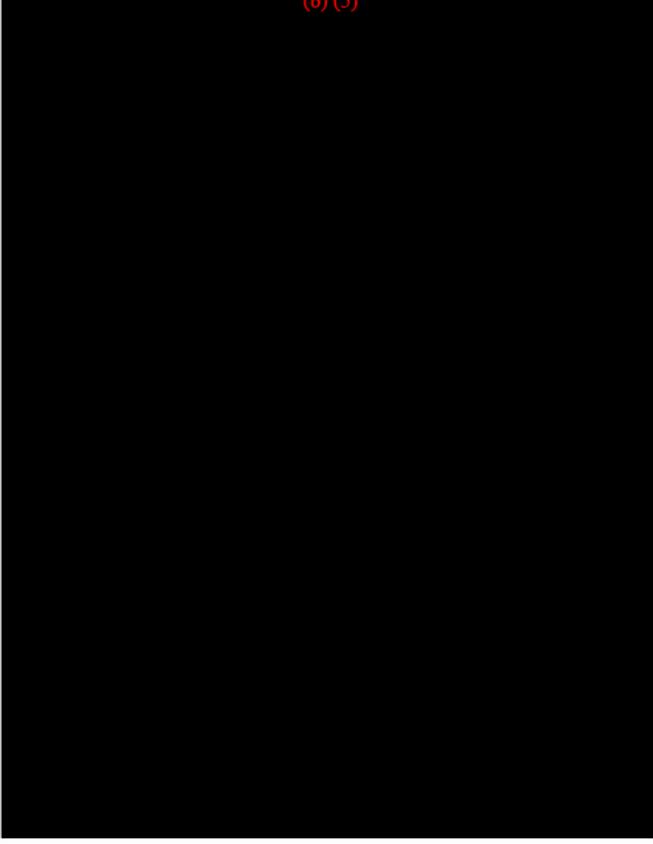
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152

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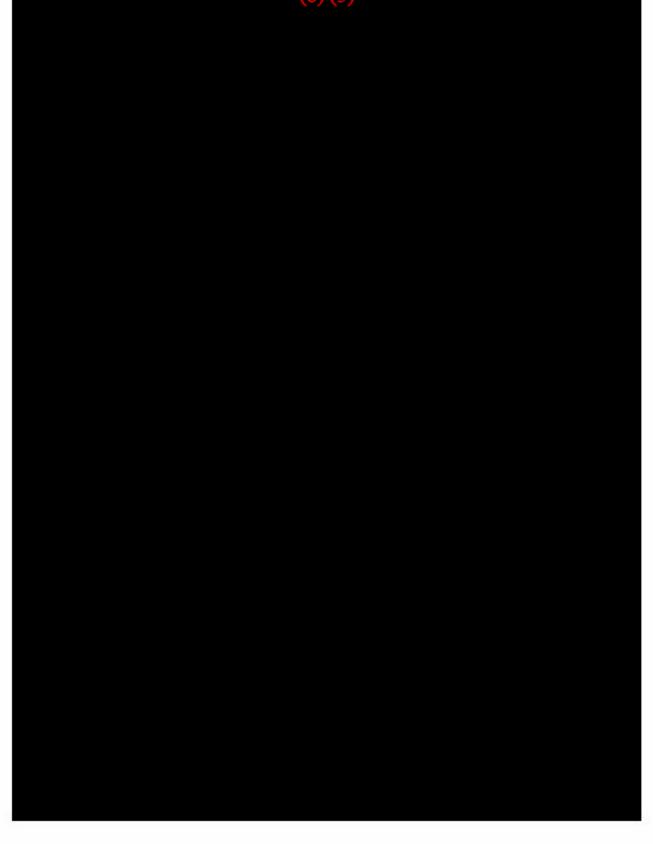


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153

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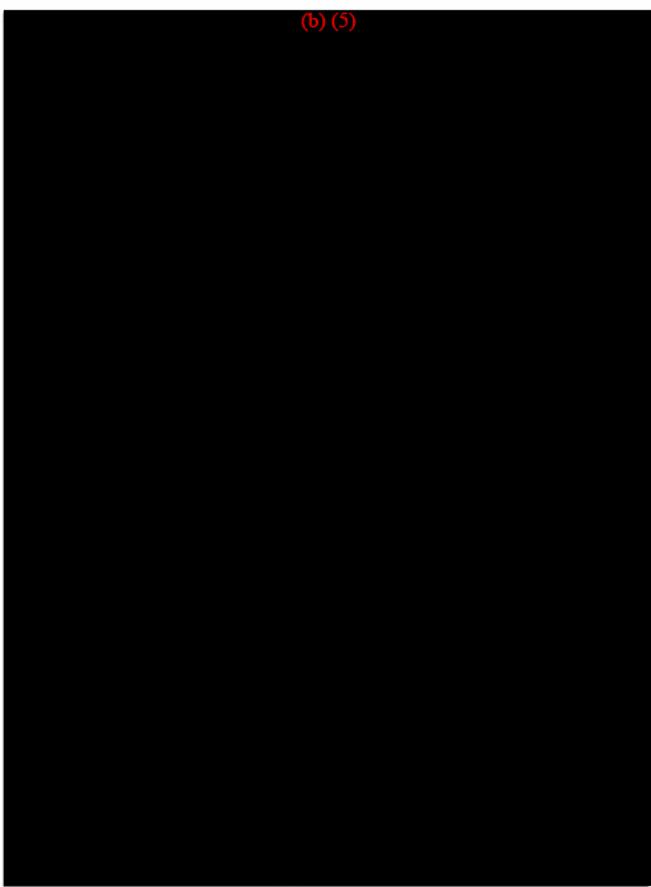


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154

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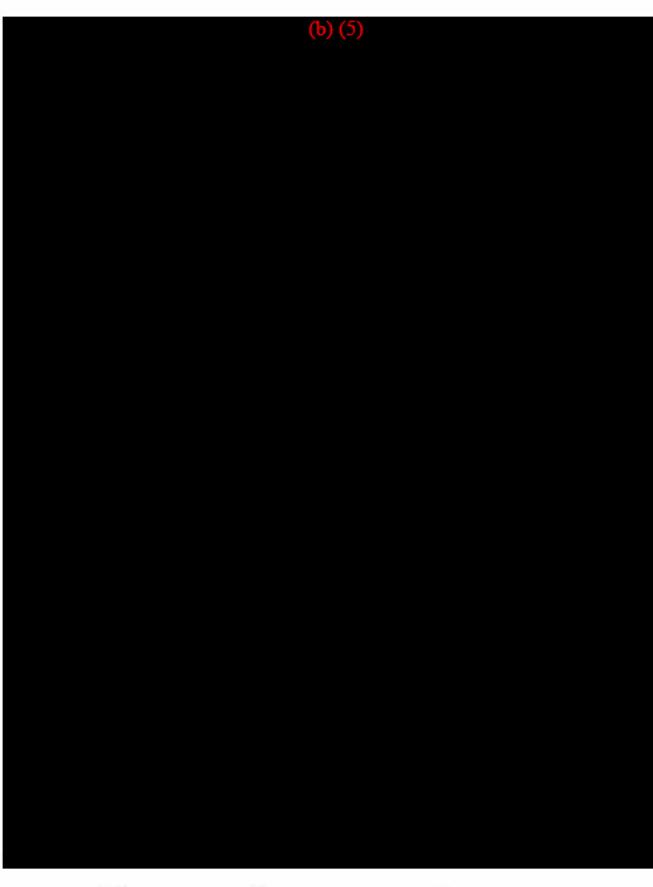


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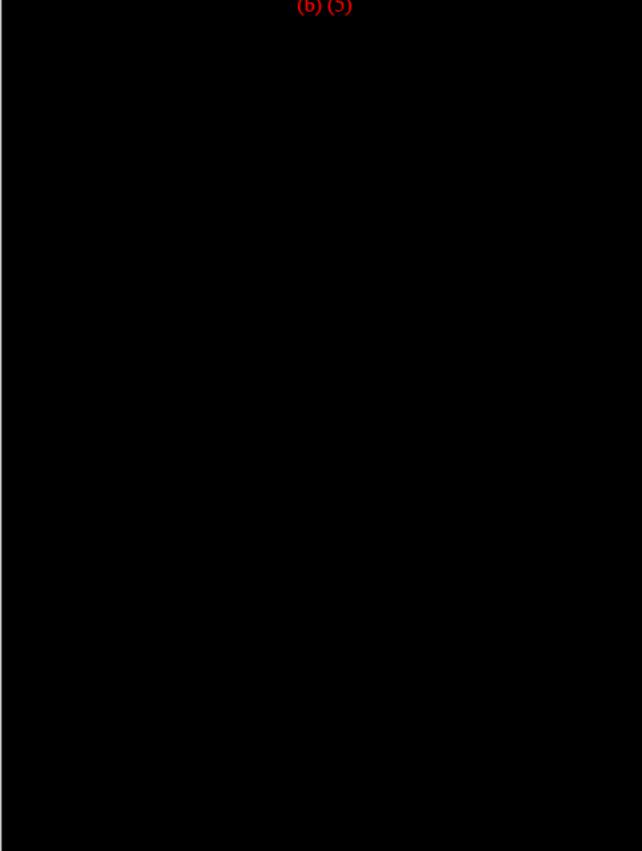


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156

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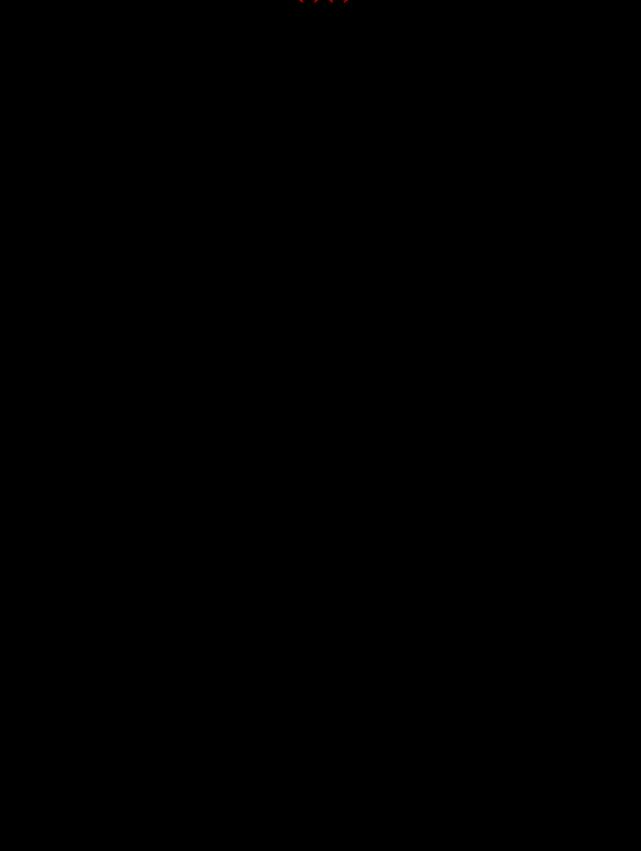


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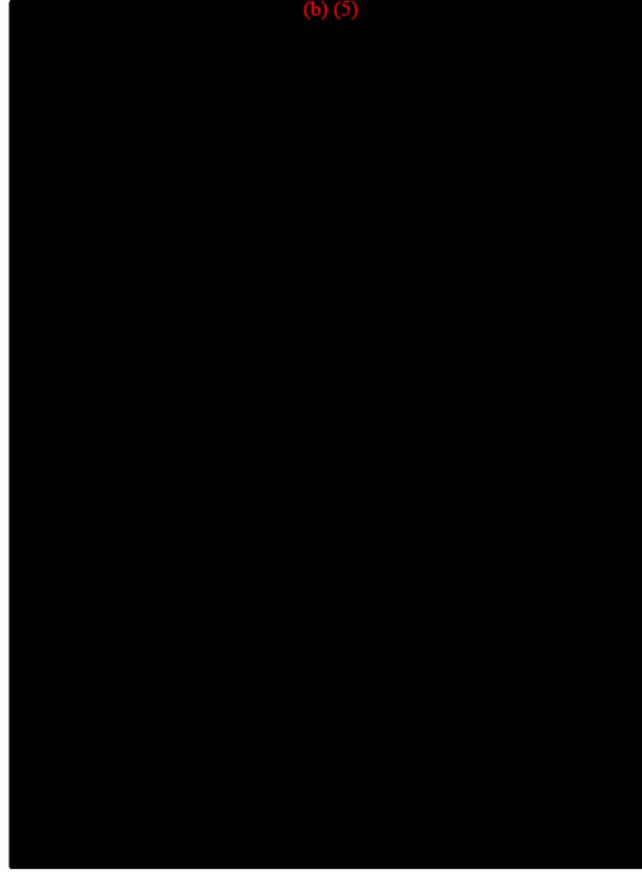


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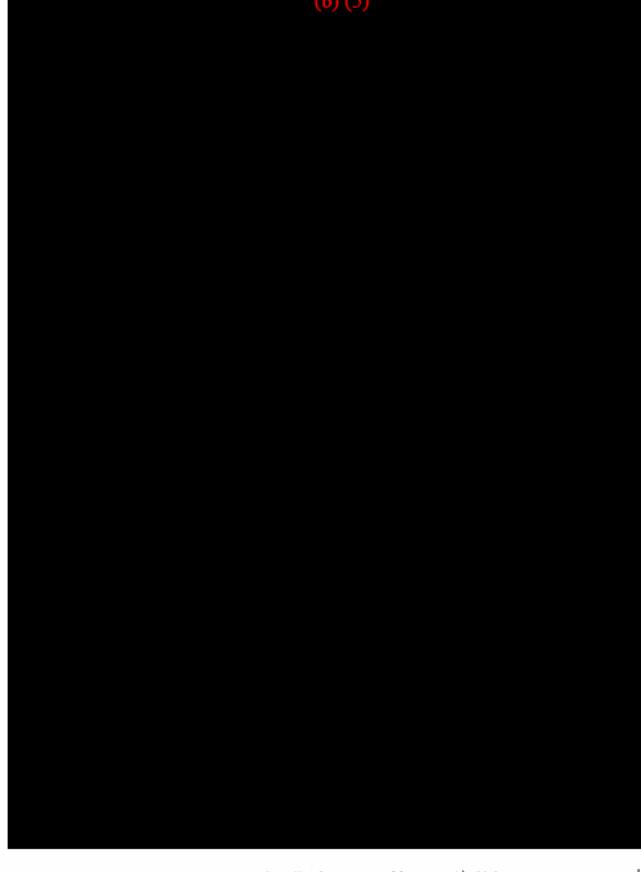


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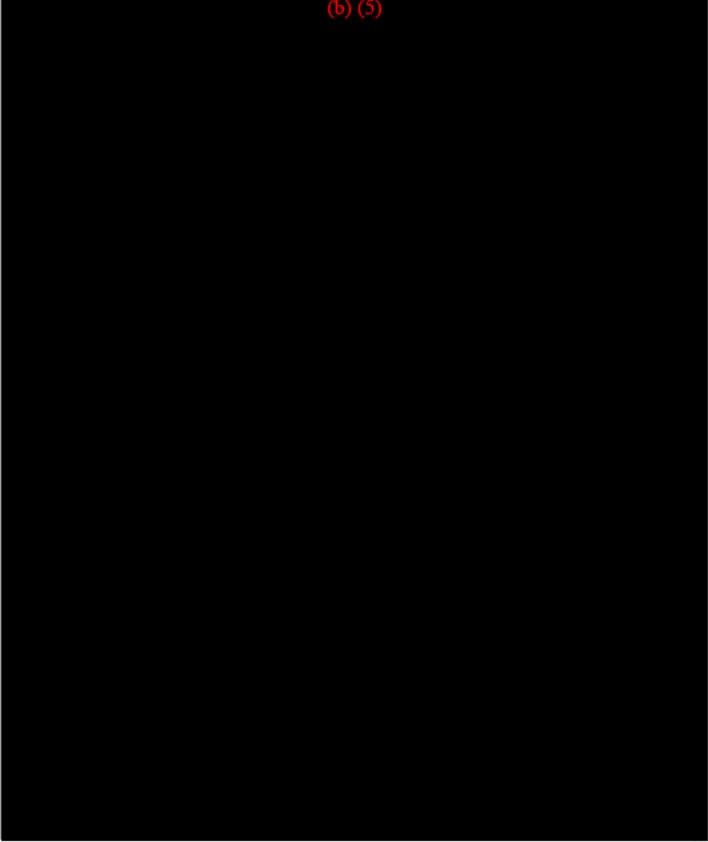


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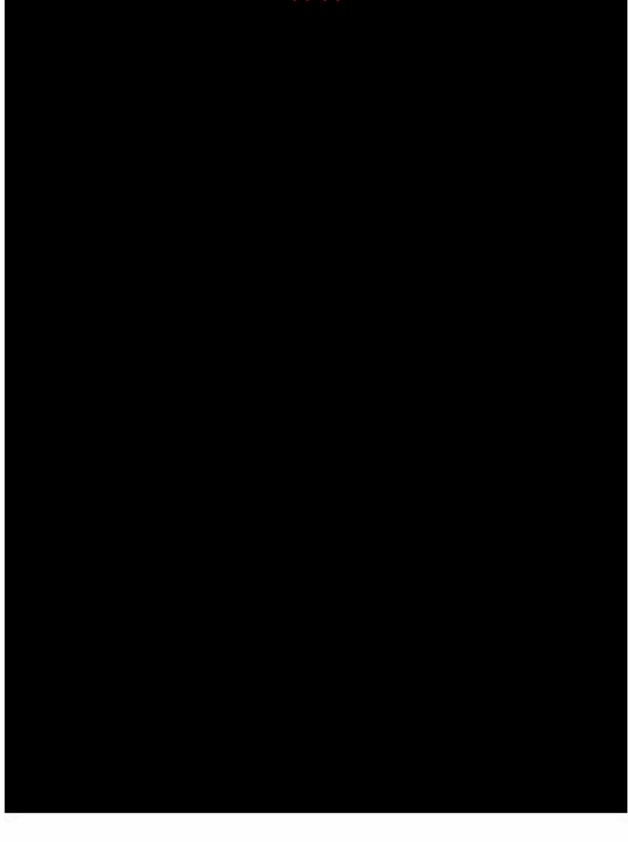


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