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# DoD MWR Customer Satisfaction Results - Marine Corps

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2011

# Key Findings

- MWR Satisfaction is up 2 points from 65 in 2009 to 67.
- Readiness is up 5 points from 2009.
  - Of the three Desired Outcomes, MWR Satisfaction continues to have the greatest impact on Readiness, as it did in 2009.
- Outdoor Recreation remains unchanged at 69, and Fitness Center is up 1 point to 70.
- Recreation Center is up 4 points to 74. All other programs are up 1 to 2 points.
- Unit participation in MWR Programs has a very positive affect on Program Satisfaction, MWR Satisfaction, and the Desired Outcomes.

\* Swimming Pools was not measured in 2009

# Survey Methodology

## Survey Respondents

- 17,428\* active duty interviews were completed and used for analysis.
  - The resulting confidence interval is +/- 0.3 at 95% level of confidence.
- Interviews were conducted via the web June 15<sup>th</sup> to August 5<sup>th</sup>.

	<b>Responses</b>	<b>Proportions (before weighting)</b>	<b>Proportions (after weighting**)</b>
<b>Air Force</b>	<b>2,616</b>	<b>15%</b>	<b>23%</b>
<b>Army</b>	<b>3,060</b>	<b>18%</b>	<b>40%</b>
<b>Marine Corps</b>	<b>6,032</b>	<b>35%</b>	<b>14%</b>
<b>Navy</b>	<b>5,720</b>	<b>33%</b>	<b>23%</b>
<b>Total Responses</b>	<b>17,428</b>	<b>100%</b>	<b>100%</b>

\*\*Results were weighted based on the Authorized Troop Strength per the National Defense Authorization Act.

\*Excludes BRAC Oversample (n-4120)

# Respondent Profile

## Marine Corps

- 89% CONUS, 11% Overseas
- 89% Male, 11% Female
- 78% White, 11% African American
- 76% Enlisted, 20% Officer
- 66% Married, 28% Single, 6% Joint Service
- 55% Have children under age 20
- 46% Under 30 yrs, 37% 30 to 39 yrs, 16% 40 yrs & over
- 27% Less than 5 yrs Active Duty, 21% 5 to 9 yrs, 38% 10 to 19 yrs, 14% 20 & over
- 5% Currently Deployed, 65% Previously Deployed, 30% Never Deployed
- 62% live off-installation – Of this segment, 29% live less than 10 miles away from base, 45% are 10-24 miles away, 25% are 25 or more miles away

# DoD MWR Programs Measured

Program	Category	Programs Provided
Fitness Center	A	Fitness facilities, equipment, and programs. (Excludes: indoor or outdoor swimming pools and unit-directed PT)
Library	A	Books, magazines, online databases, eBooks, audio books, children's story times, teen activities, book clubs, research and reference, Internet access, etc.
Community/Rec Center	A	Provides individual and group activities such as video games, entertainment, and social events. (Excludes: BOSS, Liberty, or Single Marine Program)
Single Service Member	A	BOSS, Liberty, or the Single Marine Program. Includes: recreation programs, trips, community involvement, and other social programs
Outdoor Recreation	B	Structured activities: paint ball, hunting, fishing, rappelling, biking, etc. Outdoor recreation equipment rental: tents, coolers, sleeping bags, etc.
Leisure Travel	B	Travel information, value-priced tickets, travel advice, and commercial hotel and resort reservations.
Automotive Skills	B	Automotive facility, equipment, and classes the provide formal and informal instruction on such things as car maintenance, repair, and customization.
Swimming Pools	B	Includes facilities, equipment, and programs (e.g., water aerobics, unit PTs, swim lessons, lifeguard training, water safety instructor training) for recreational purposes. Does not include water parks or private pools.

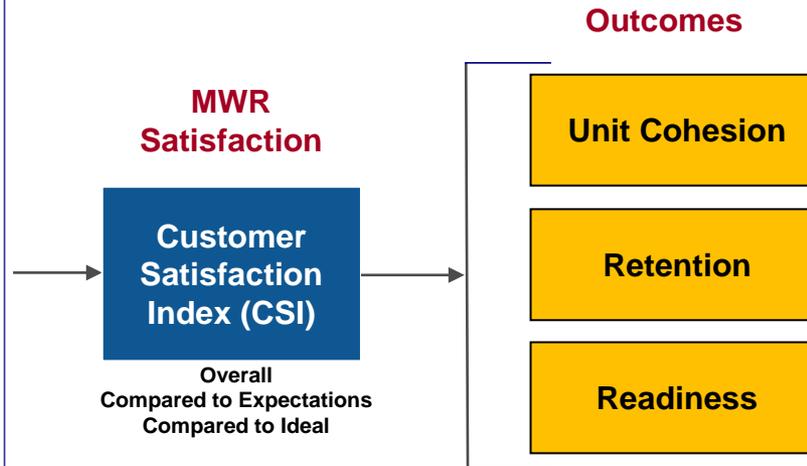
# DoD MWR CSI Model

## Marine Corps

### Program Satisfaction



When setting priorities for improvement initiatives, scores, impacts and the percentage of personnel who participate in each program (i.e., percentage of respondents) should all be considered.



**Scores**

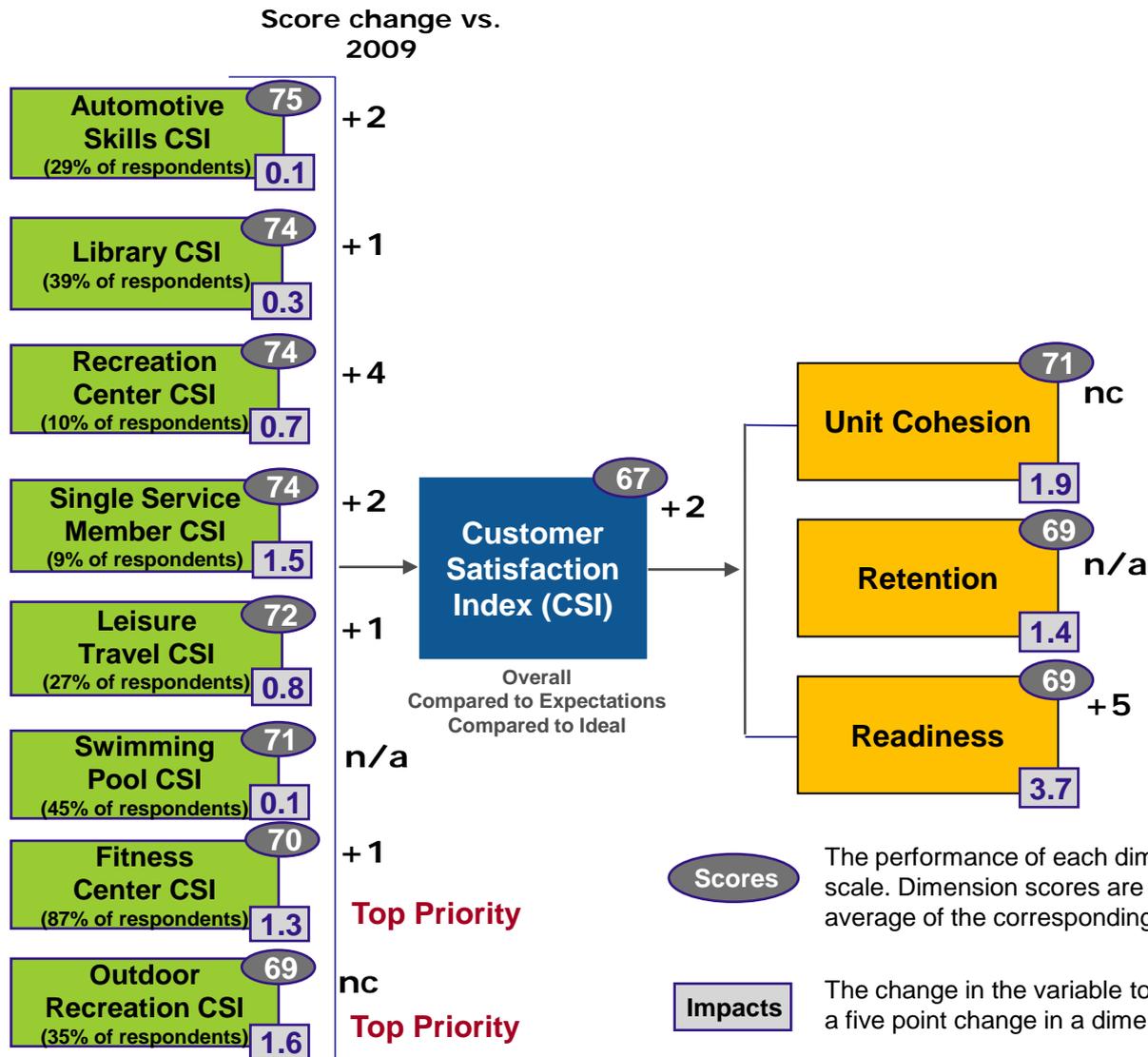
The performance of each dimension on a 0 to 100 scale. Dimension scores are made up of the weighted average of the corresponding survey questions.

**Impacts**

The change in the variable to the right that results from a five point change in a dimension score.

# DoD MWR CSI Model

## Marine Corps



Within the context of this study, scores in the 60s are characterized as "fine but could use work," the 70s as "good job but keep working on it" and the 80s as "excellent - keep it up."

At the program level, as well as MWR CSI, scores in the mid-70s are expected.

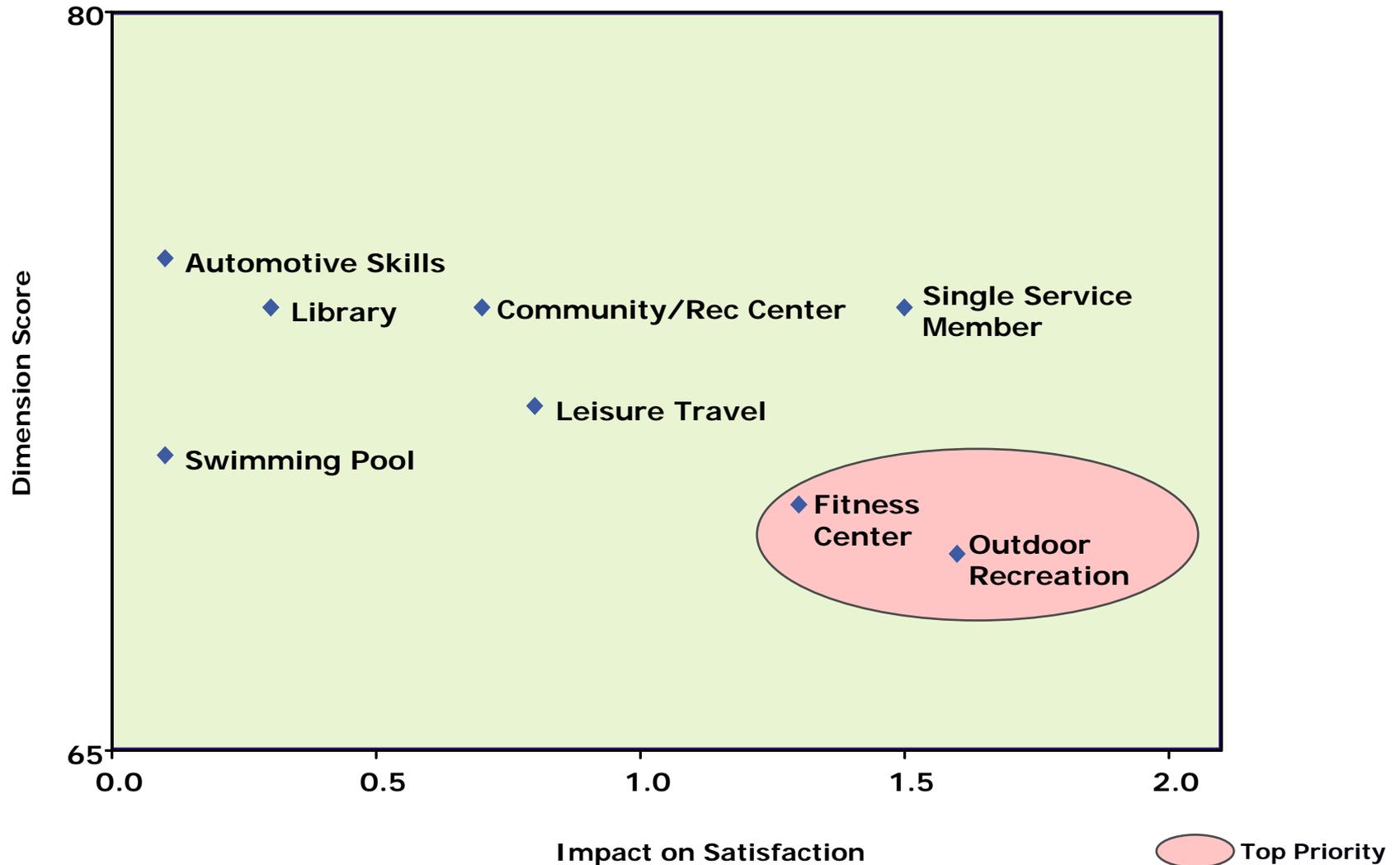
It is unlikely that any program will or should achieve a score greater than 85.

The performance of each dimension on a 0 to 100 scale. Dimension scores are made up of the weighted average of the corresponding survey questions.

The change in the variable to the right that results from a five point change in a dimension score.

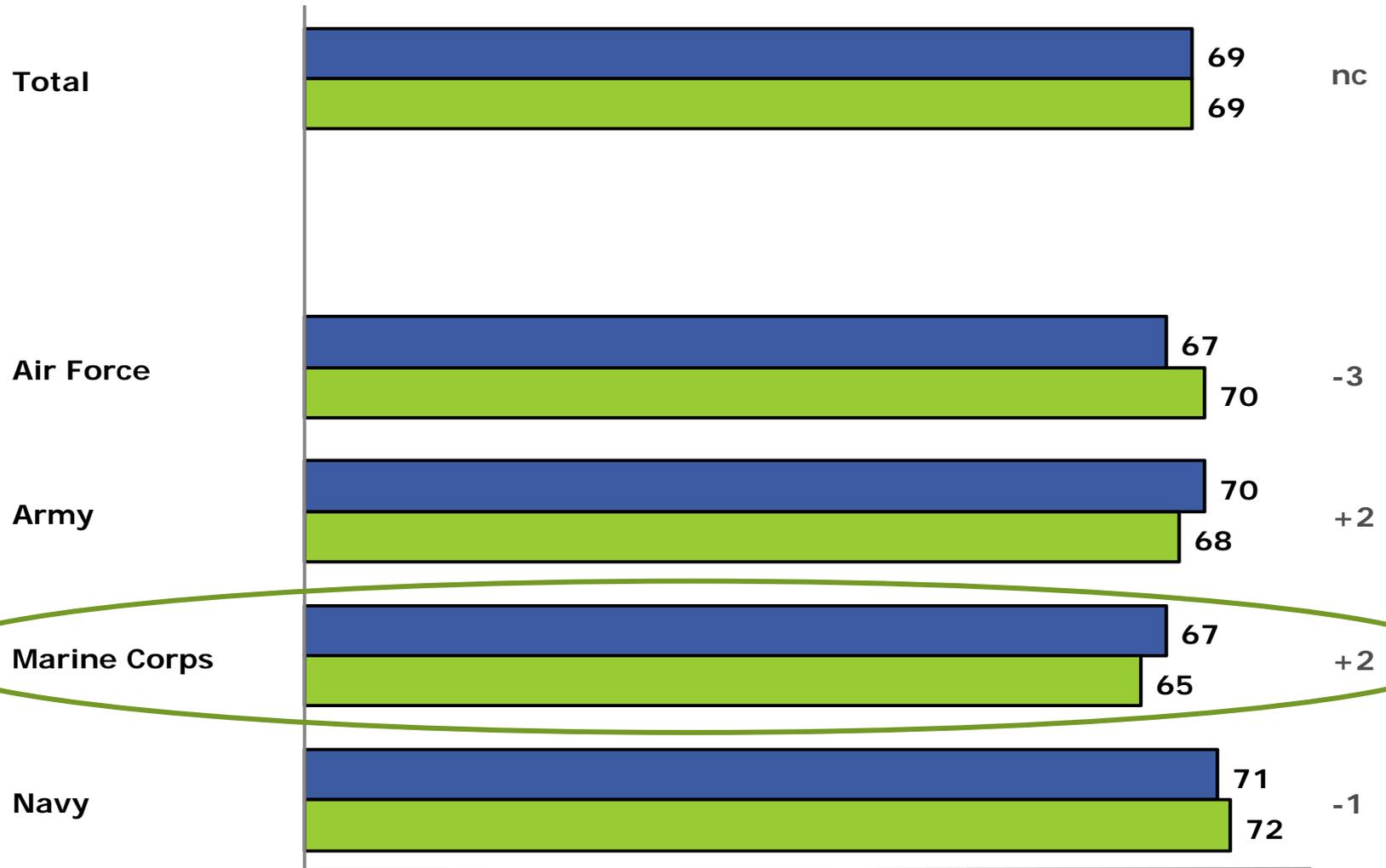
# DoD MWR Priority Matrix

## Marine Corps



# DoD MWR Active Duty CSI Services Comparison

■ 2011  
■ 2009

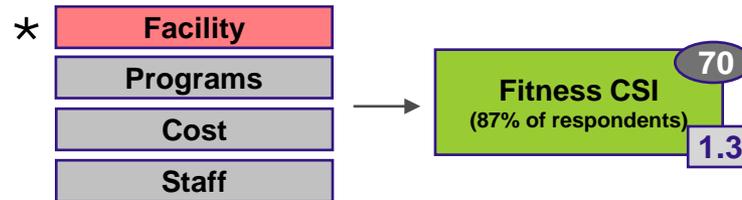


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# Fitness Center

## Top Priority

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# Fitness Center Usage

## Marine Corps

Top  
Priority

Usage	Fitness Center (2009)	Fitness Center (2011)	Average Across All Programs (2011)
Never use	15%	13%	65%
Used in past 12 months	4%	0%	4%
Currently use	81%	86%	31%

Frequency of Use	Fitness Center (2009)	Fitness Center (2011)	Average Across All Programs (2011)
Occasionally	20%	14%	40%
Several times a year	9%	6%	28%
Several times a month	18%	20%	18%
Several times a week	36%	42%	11%
Daily	16%	18%	3%

Characteristics of current Fitness Center users are very similar to the total survey population

# Fitness Center

## Themes from Verbatim Comments

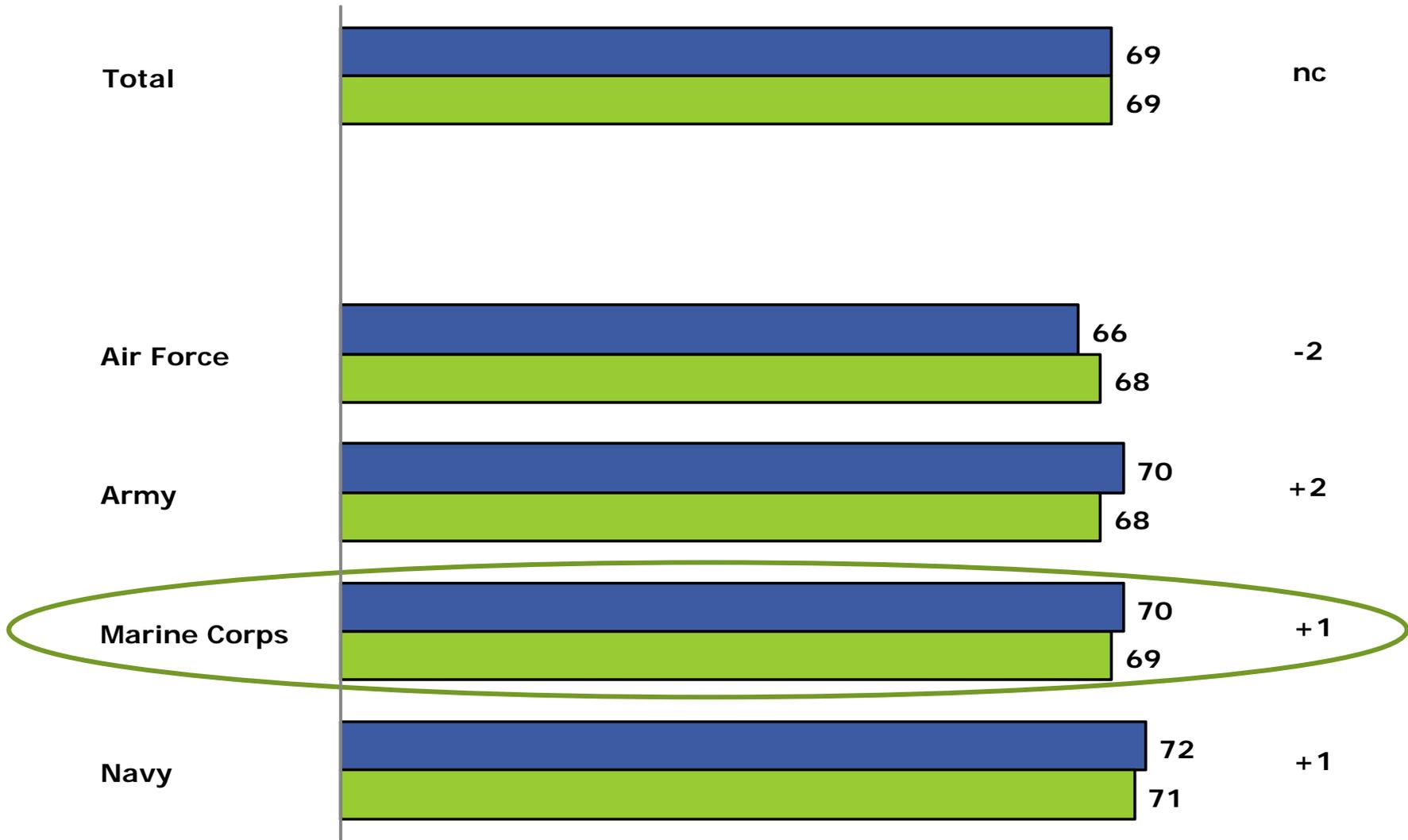
The following are the most frequently mentioned areas of concern, similar to what was expressed in 2009.

- **Availability of facilities** (e.g., not too crowded or too small, open according to schedule, convenience)
- **Hours of operation** (e.g., times swimming and classes are available, seasonal availability)
- **Quality of facilities** (e.g., appearance, cleanliness, maintenance)
- **Availability of equipment** (e.g., enough equipment for number of users, selection)
- **Variety of classes and activities** (e.g., Martial Arts, Aerobics, Triathlon)
- **Staff** (e.g., attitude, helpfulness, knowledge)
- **Quality of equipment** (e.g., meets fitness needs, functions properly, general condition)

# Fitness Center CSI Services Comparison

**Top Priority**

■ 2011  
■ 2009

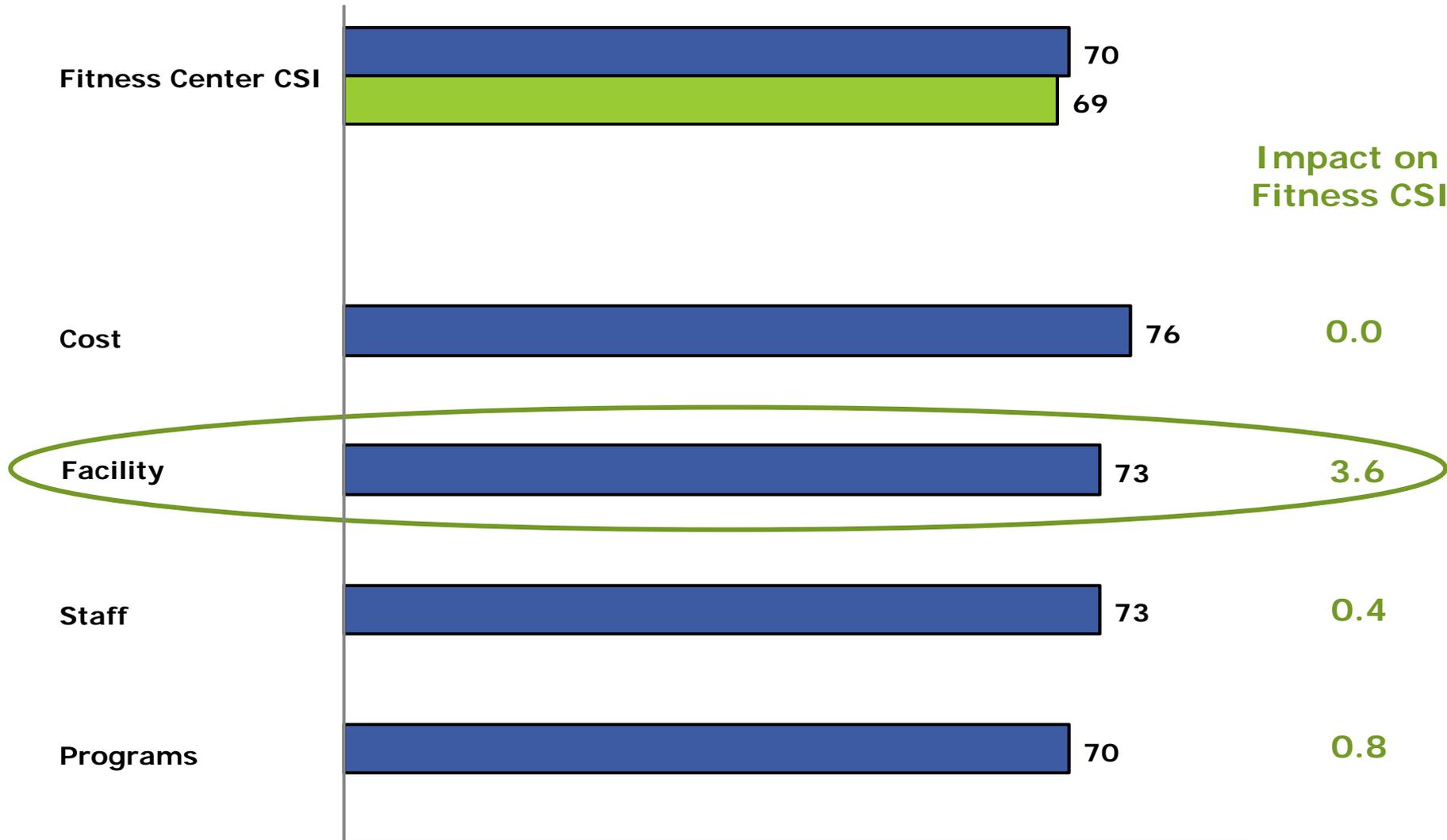


# Fitness Center CSI

## Marine Corps

**Top Priority**

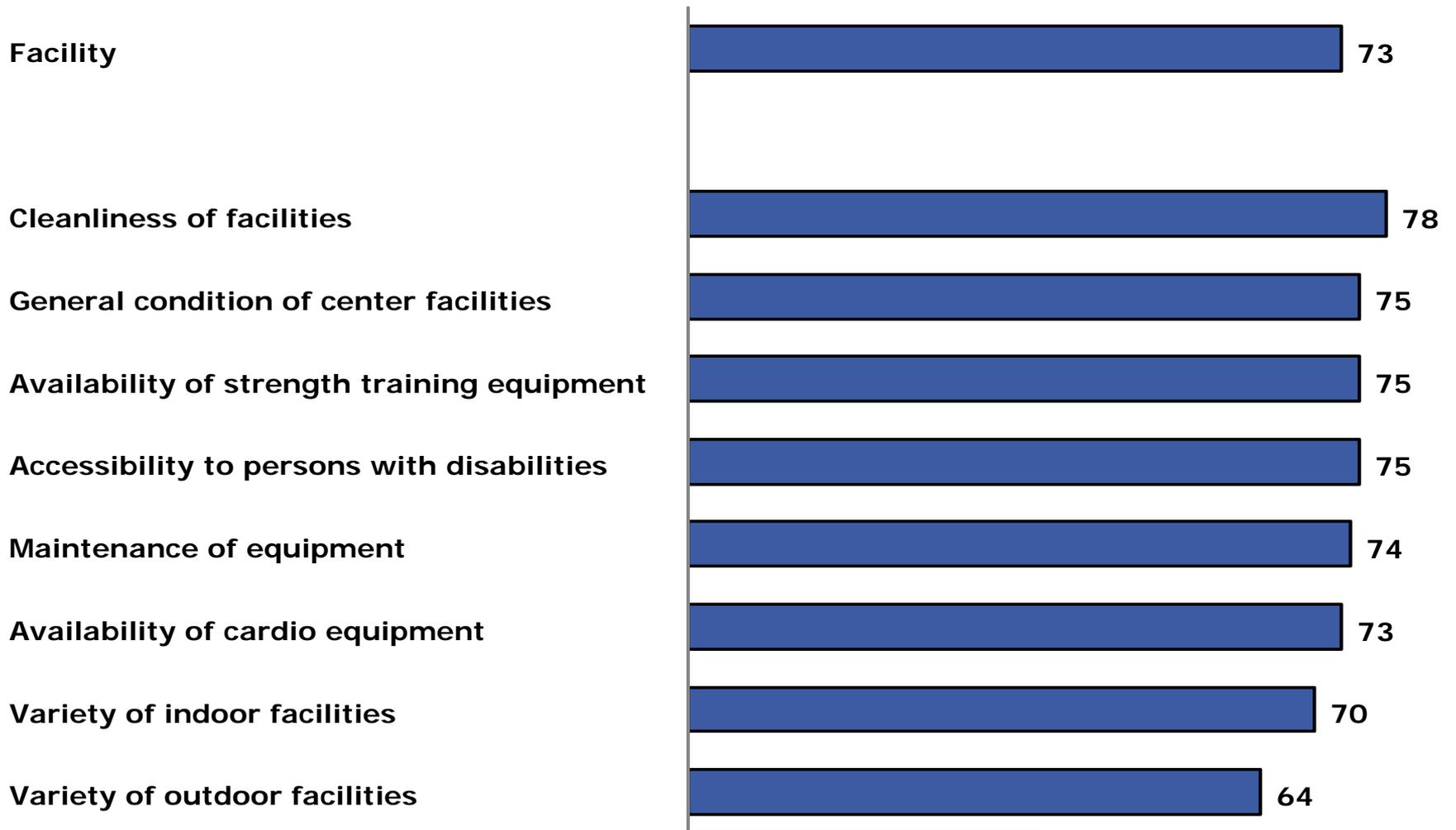
■ 2011  
■ 2009



# Fitness Center – Facility

## Marine Corps

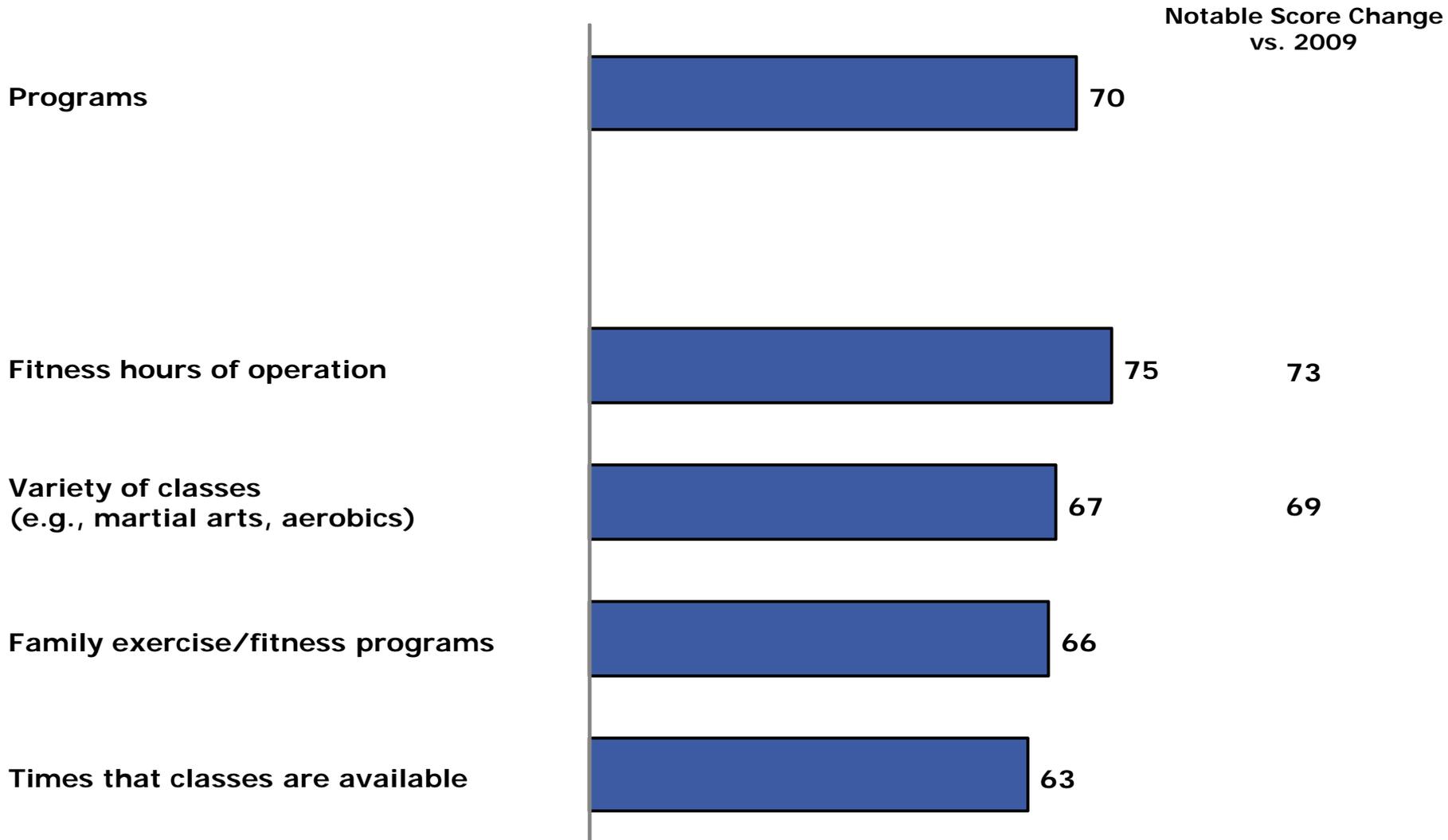
Top  
Priority



# Fitness Center - Programs

## Marine Corps

Top  
Priority



# Fitness Center

## Marine Corps Segment Score Differences

Top  
Priority

### Fitness Program CSI: 70

Lower Scoring Segments	
Deployed	63
Previously married	67
Deployed 1-3 mo. in last year	67
0-4 miles away from installation	68
Masters and/or Doctorate	68
Served at installation 6-10 installations	68

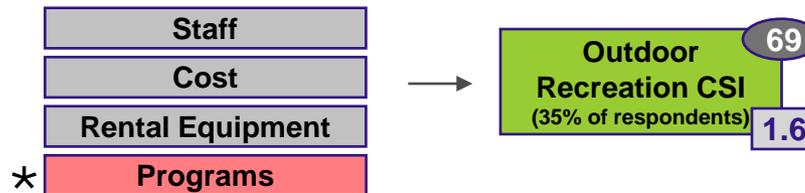
Higher Scoring Segments	
Less than 3 mo. at installation	75
African American	74
Some College	73
5-9 miles away from installation	72
3 or more children	72

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# Outdoor Recreation

## Top Priority

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# Outdoor Recreation Usage

## Marine Corps

Top  
Priority

Usage	Outdoor Recreation (2009)	Outdoor Recreation (2011)	Average Across All Programs (2011)
Never use	69%	65%	65%
Used in past 12 months	2%	4%	4%
Currently use	29%	31%	31%

Frequency of Use	Outdoor Recreation (2009)	Outdoor Recreation (2011)	Average Across All Programs (2011)
Occasionally	41%	47%	40%
Several times a year	40%	36%	28%
Several times a month	16%	14%	18%
Several times a week	3%	3%	11%
Daily	1%	1%	3%

# Outdoor Recreation

## Themes from Verbatim Comments

The following are the most frequently mentioned areas of concern, similar to what was expressed in 2009. Staff was not mentioned as an area of concern nearly as much as in 2009.

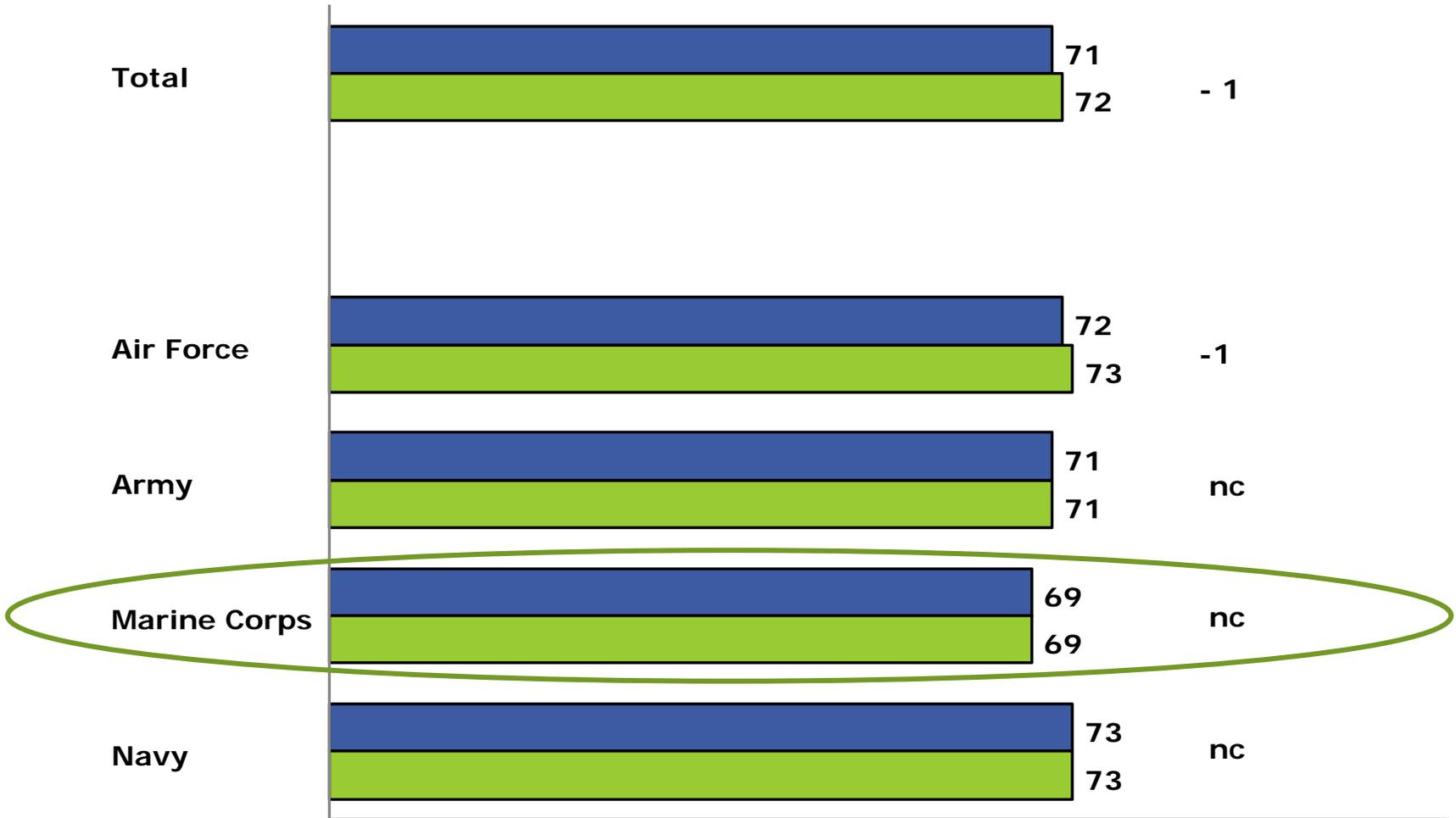
- **Variety of facilities, programs, activities, trips and special events offered**
- **Availability of rental equipment** (e.g., selection)
- **Prices for equipment/storage space rentals**
- **Quality of rental equipment**
- **Services/Facilities not available or minimal offering on installation**
- **Prices for programs, activities, trips and special events**

# Outdoor Recreation CSI

## Marine Corps

**Top Priority**

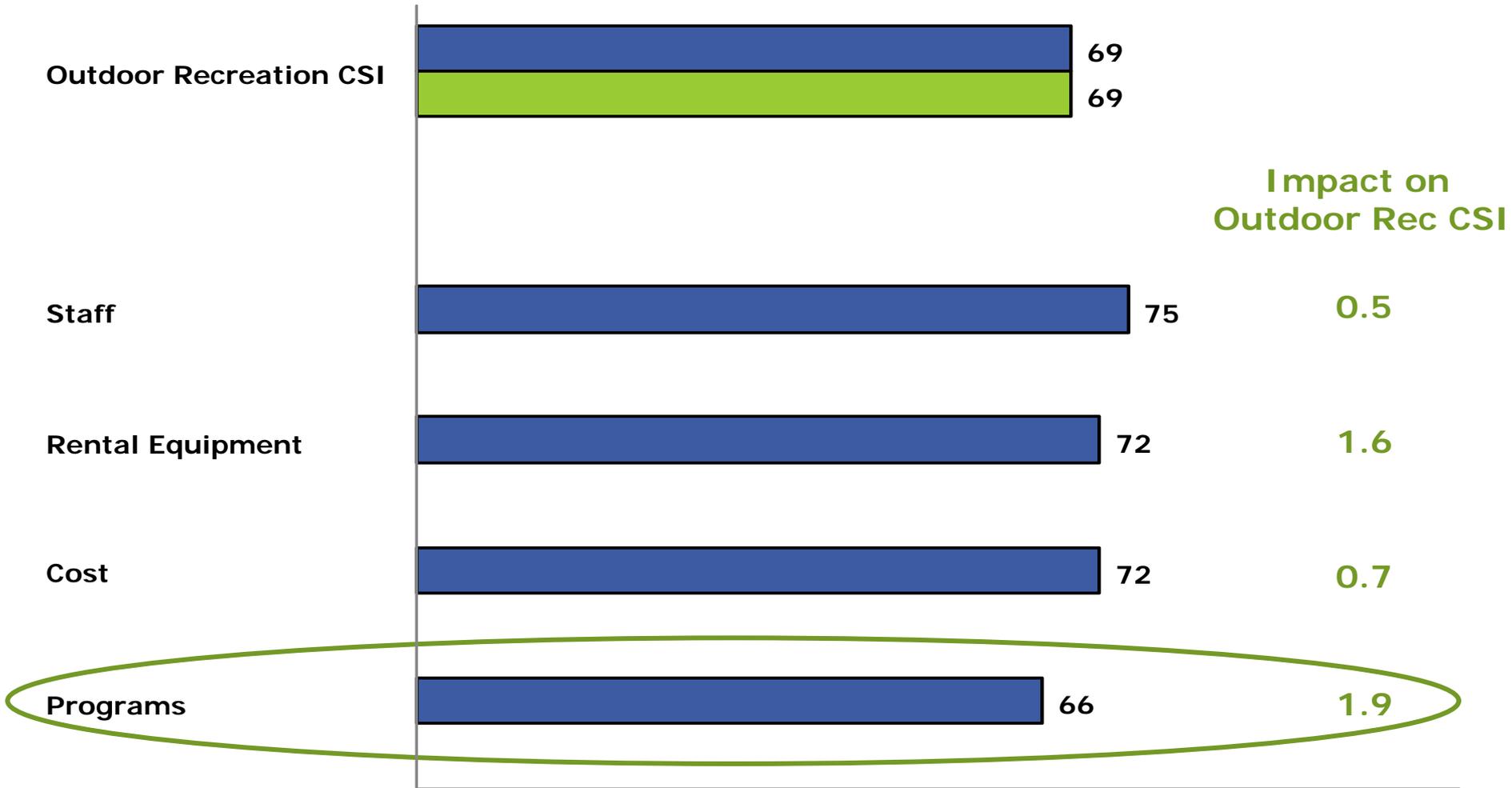
■ 2011  
■ 2009



# Outdoor Recreation Marine Corps

**Top  
Priority**

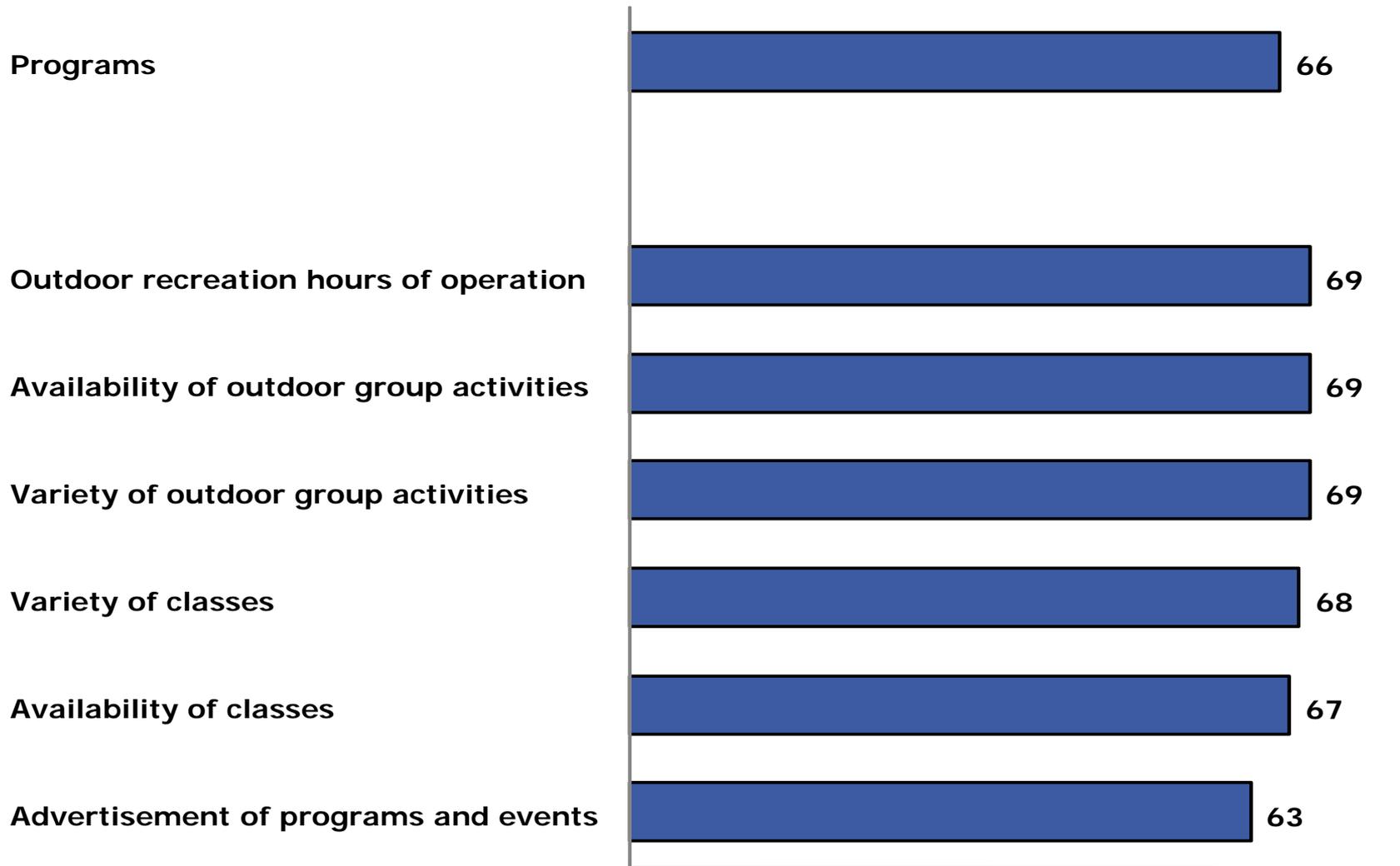
■ 2011  
■ 2009



# Outdoor Recreation – Programs

## Marine Corps

Top  
Priority

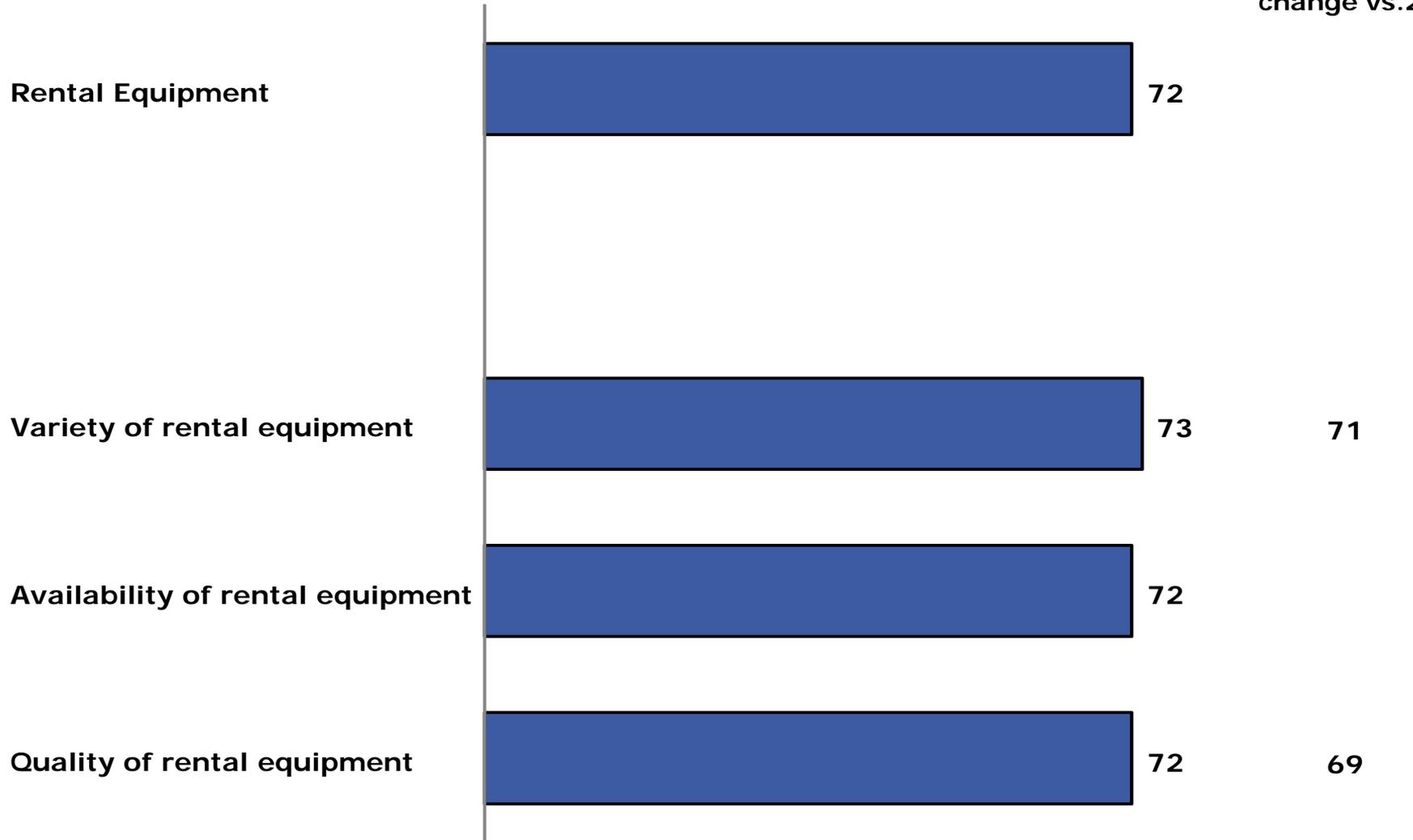


# Outdoor Recreation – Rental Equipment

## Marine Corps

Top  
Priority

Notable Score  
change vs.2009



# Outdoor Recreation

## Marine Corps Segment Score Differences

Top  
Priority

### Outdoor Recreation CSI: 69

Lower Scoring Segments	
Deployed	63
Personally disabled	64
Household member disabled	66
Master and/or Doctorate Degree	66
Overseas	67
Served at 11 or more installations	67
Has children 20 yrs. +	67

Higher Scoring Segments	
Warrant Officer	73
1 <sup>st</sup> installation stationed at	72
African American	72
Some College	74
Less than 3 mo. at installation	74

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# Other Programs

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Category A	Library Single Service Member Community/Rec Center
Category B	Leisure Travel Automotive Skills Swimming Pool

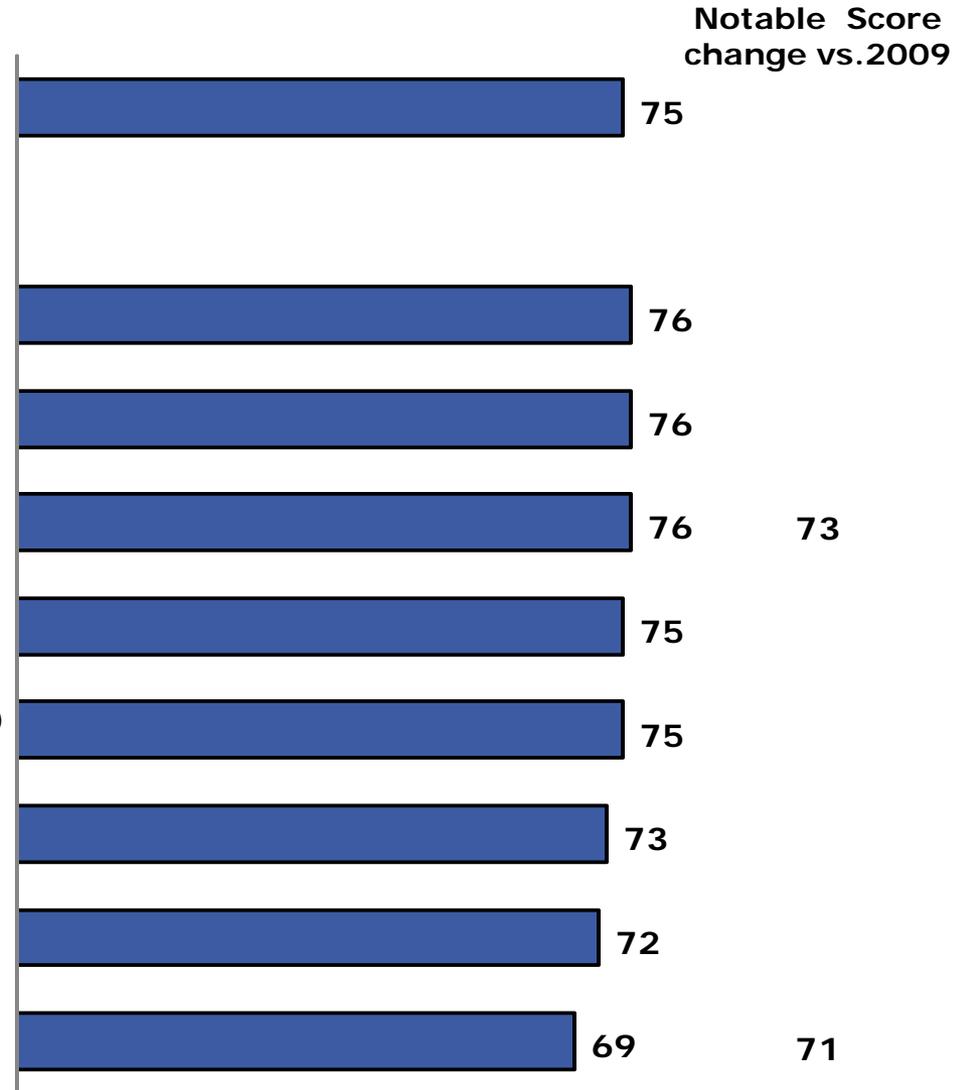
# Library – Resources

## Marine Corps

All Library Users	Current Online Users	Current Onsite Users
39%	17%	38%

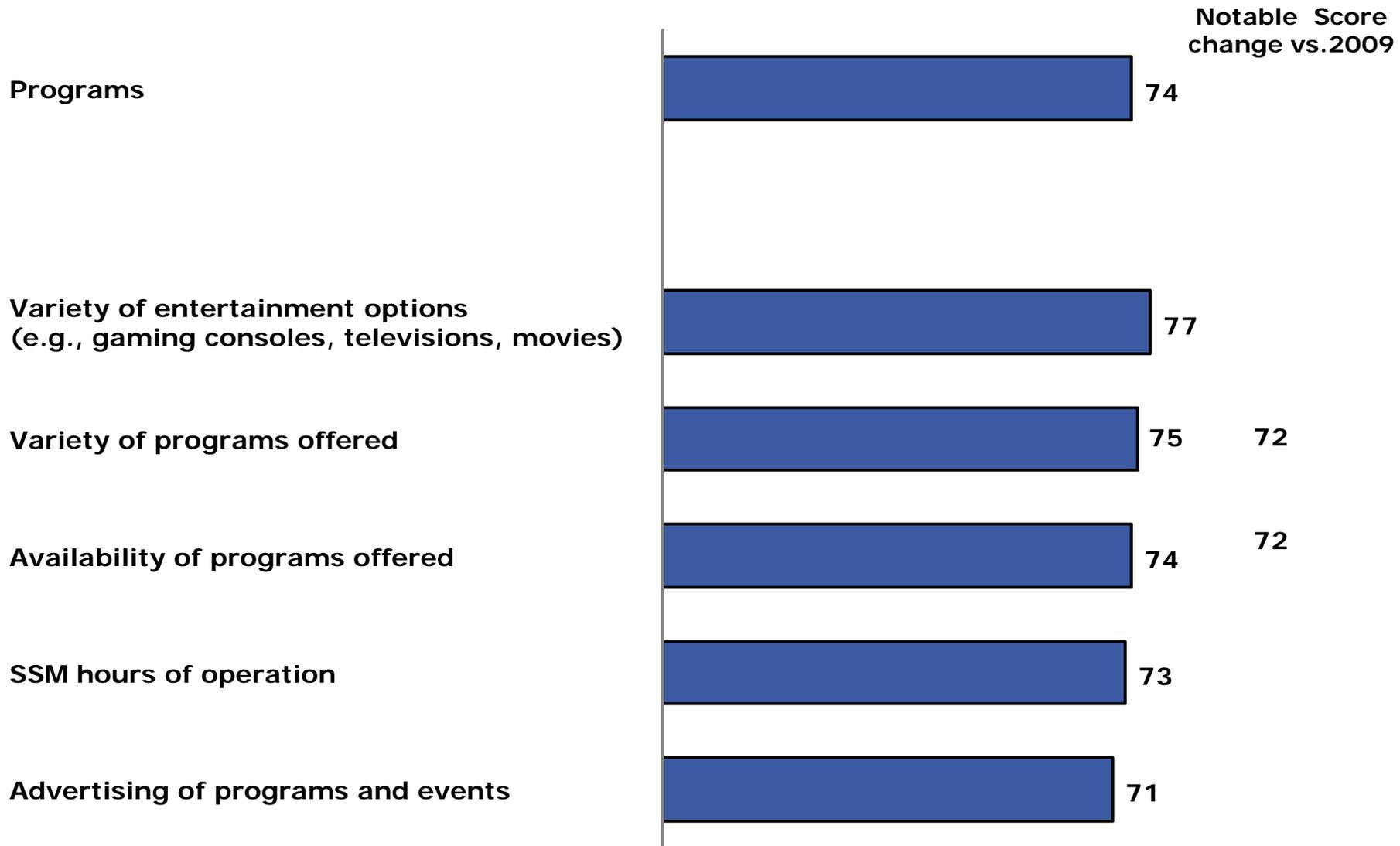
### Resources

- Variety of online resources (e.g., magazines, reference information)
- Adult continuing education materials (e.g., test preparation, study guides)
- Variety of items available (e.g., books, magazines, newspapers, DVDs)
- Inter - library loan programs
- Resources (i.e., reference and research material) that are up to date
- Foreign language learning materials (e.g., books, audio, online)
- Availability of Wi-Fi connection
- Remote access to library resources (from home/office/other location)



# Single Service Member – Programs

## Marine Corps



# Community/Rec Center – Facility

## Marine Corps

Notable Score  
change vs.2009

Facility

76

Accessibility to persons with  
disabilities

80

Convenience of facility locations

78

73

General condition of facilities

77

74

Availability of meeting space

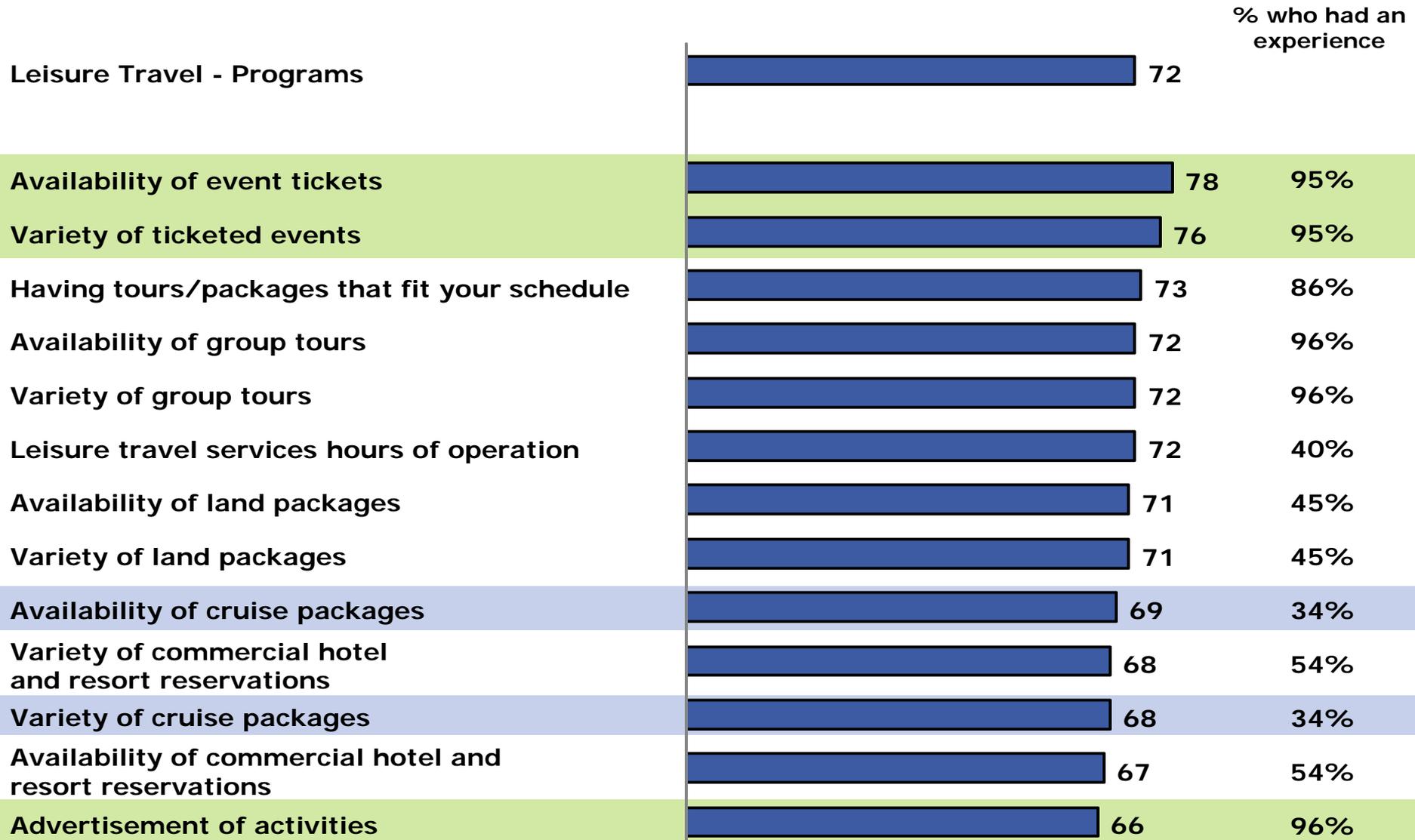
75

Selection of items at retail outlet

70

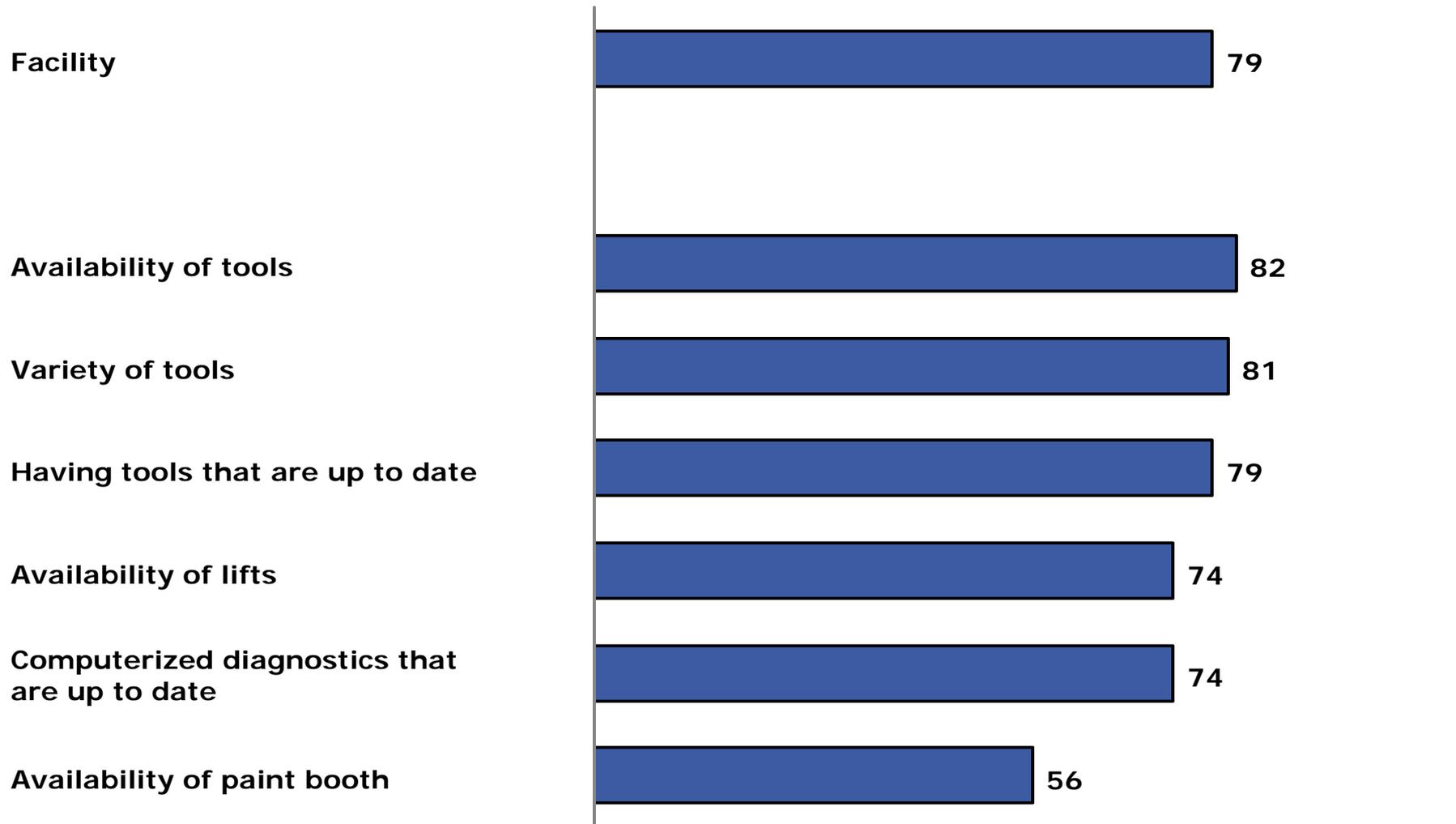
# Leisure Travel – Programs

## Marine Corps



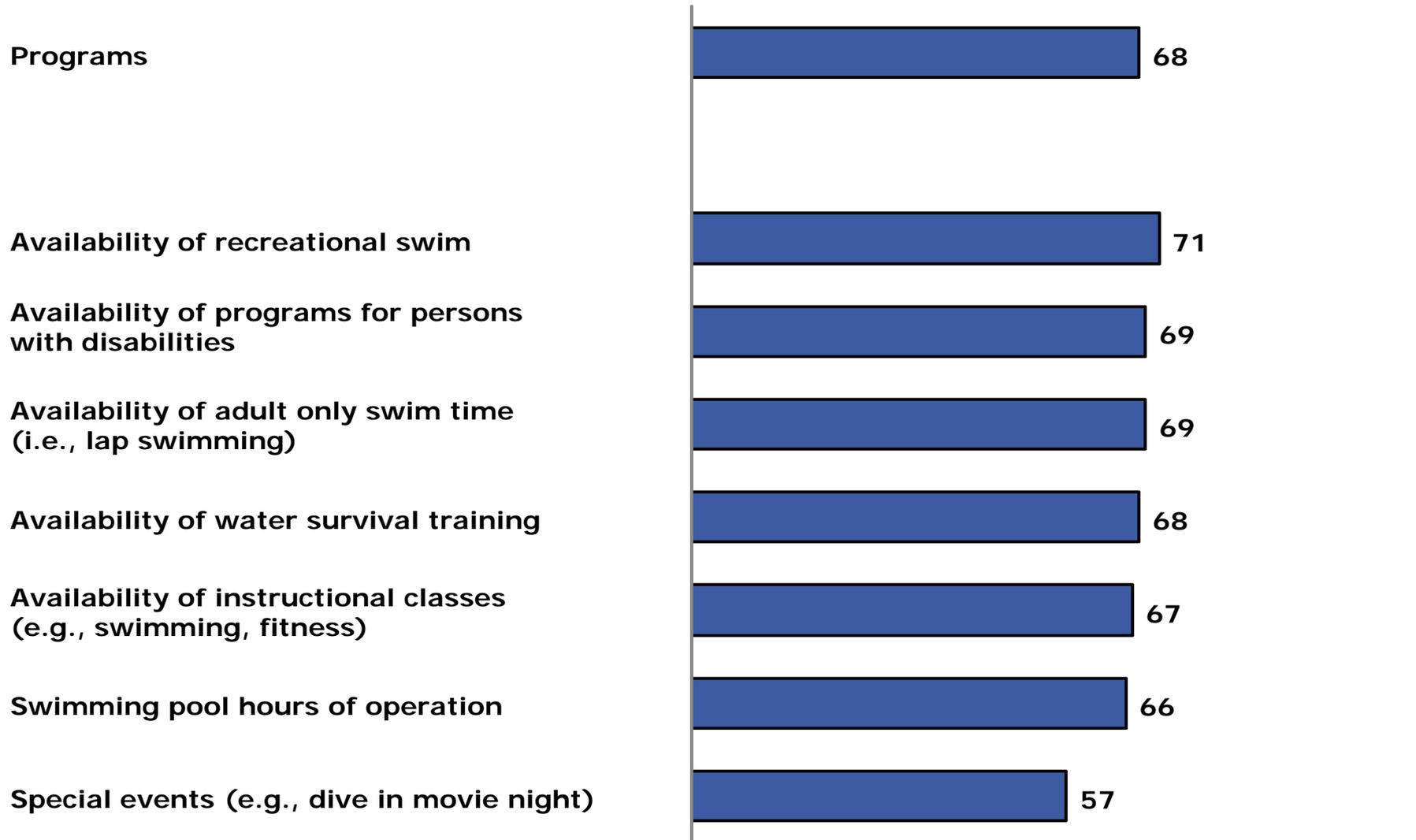
# Automotive Skills – Facility

## Marine Corps



# Swimming Pool – Programs

## Marine Corps



# Program Usage – Distance from Installation

## Marine Corps

	Closest to Installation (<5 Miles)	Farthest from Installation (25+ miles)
	% of Respondents that use program	
<b>Fitness Center</b>	<b>85%</b>	<b>85%</b>
<b>Swimming Pools</b>	<b>45%</b>	<b>31%</b>
<b>Library</b>	<b>40%</b>	<b>30%</b>
<b>Outdoor Recreation</b>	<b>37%</b>	<b>32%</b>
<b>Automotive Skills</b>	<b>31%</b>	<b>25%</b>
<b>Leisure Travel</b>	<b>29%</b>	<b>29%</b>
<b>Community/Rec Centers</b>	<b>10%</b>	<b>7%</b>
<b>Single Service Member</b>	<b>6%</b>	<b>4%</b>

Generally, MWR programs are more likely to be used by those who live close to their installation than by those who live far away.

The difference in usage is greatest for Swimming Pool, Single Program, Community/Rec Centers, and Library.

There is little or no difference in usage between the groups for Leisure Travel, Fitness Center, and Outdoor Recreation.

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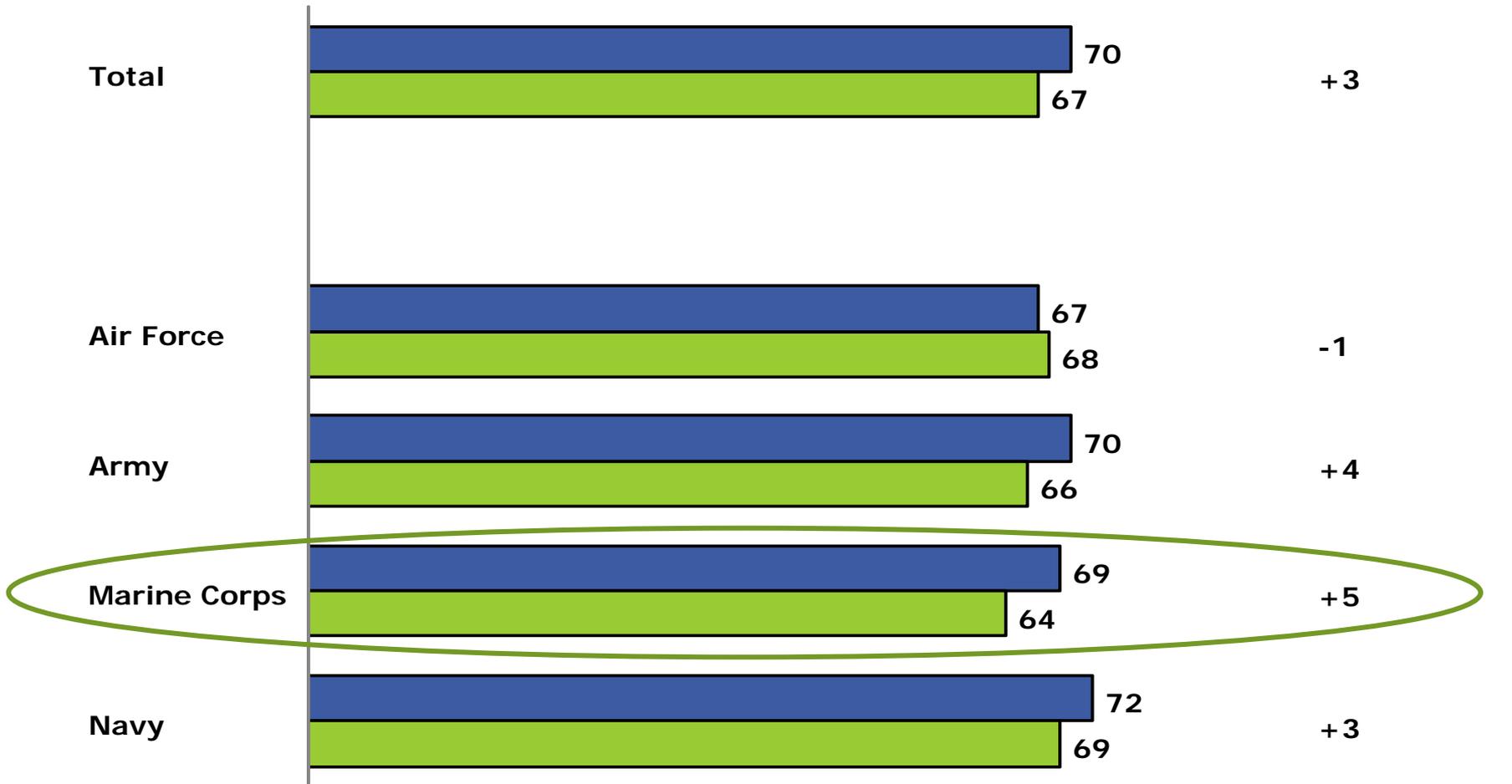
# Desired Outcomes

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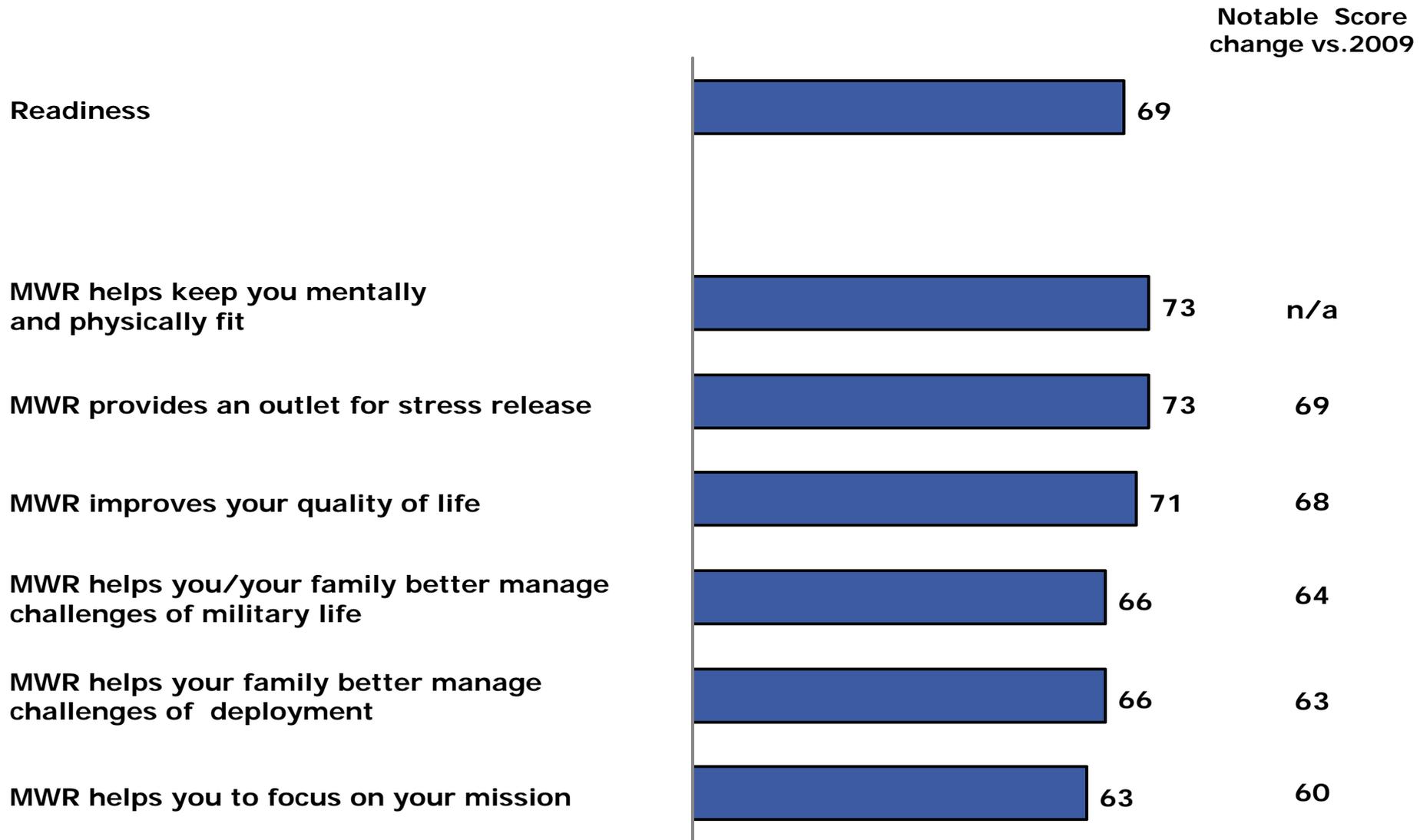
Readiness  
Retention  
Unit Cohesion

# Readiness Services Comparison

2011  
2009



# Readiness Marine Corps



# Readiness

## Marine Corps Segment Score Differences

Readiness: 69

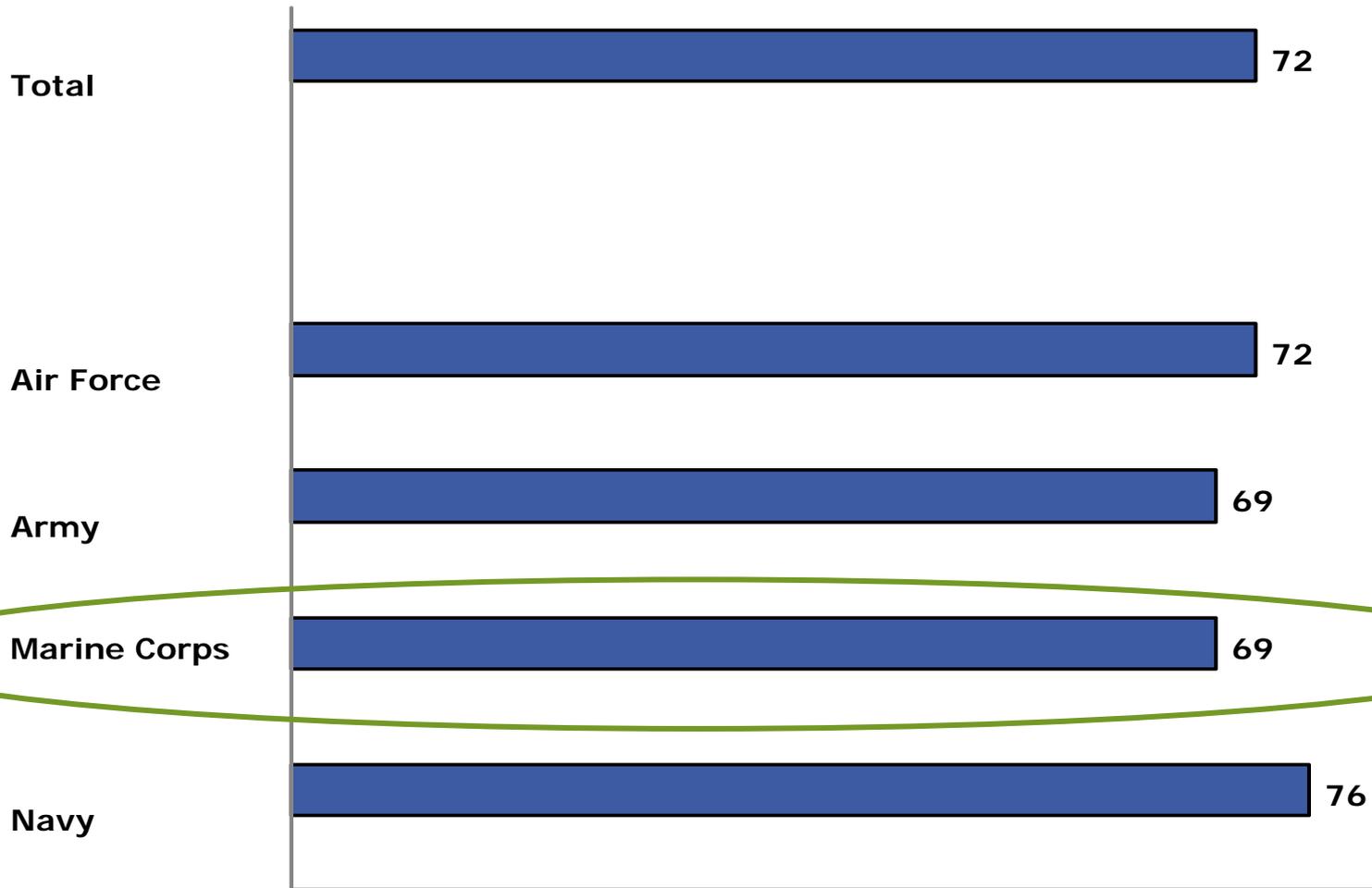
Lower Scoring Segments	
Personally disabled	60
*Participate in less than 3 programs	63
At current installation 3 yrs. Or less	67
25 miles away from installation	67

Higher Scoring Segments	
Less than 3 mo. at current installation	76
African American	73
*Participate in more than 6 programs	73
Served at 11 or more installations	73
Age 40+	72
Some College	72
Active Duty – 20 yrs +	72
Warrant Officer	72
Deployed	71
Has 3 or more children	71

\*From a list of 21 services and programs, respondents were asked to identify those that they use on installation, such as library, veterinary clinic, bowling center, etc.

# Retention

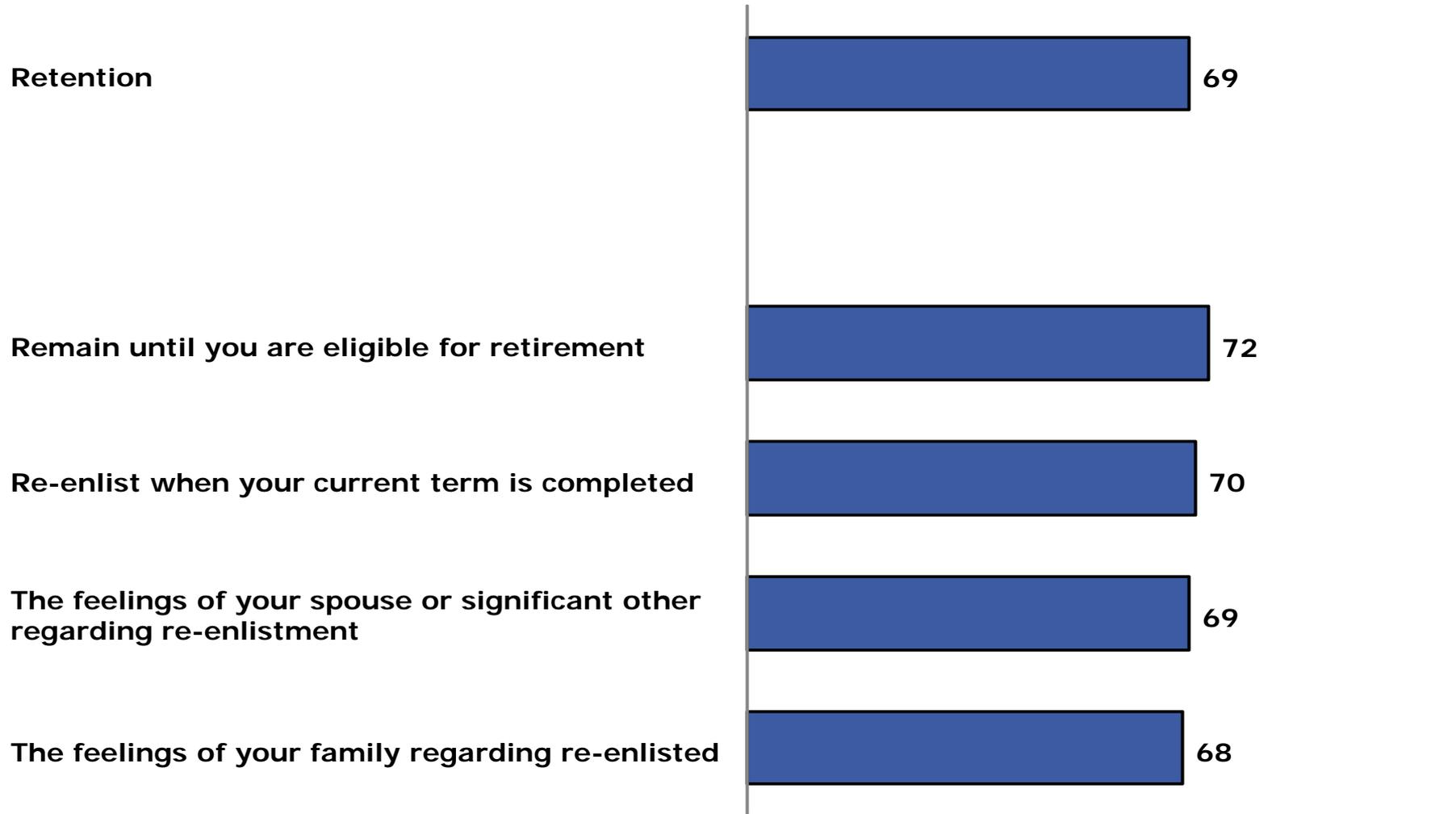
## Services Comparison



Note: As a result of questionnaire changes, Retention scores not comparable to 2009 results

# Retention

## Marine Corps



Note: As a result of questionnaire changes, Retention scores not comparable to 2009 results

# Retention

## Marine Corps Segment Score Differences

Retention: 69

Lower Scoring Segments	
Total Active Duty – Less than 5yrs.	49
Under 25	49
Never married	51
1 <sup>st</sup> installation stationed at	54
Personally disabled	56
No children	57
Female	59
*Participate in less than 4 programs	62
On-installation	66
Enlisted	67

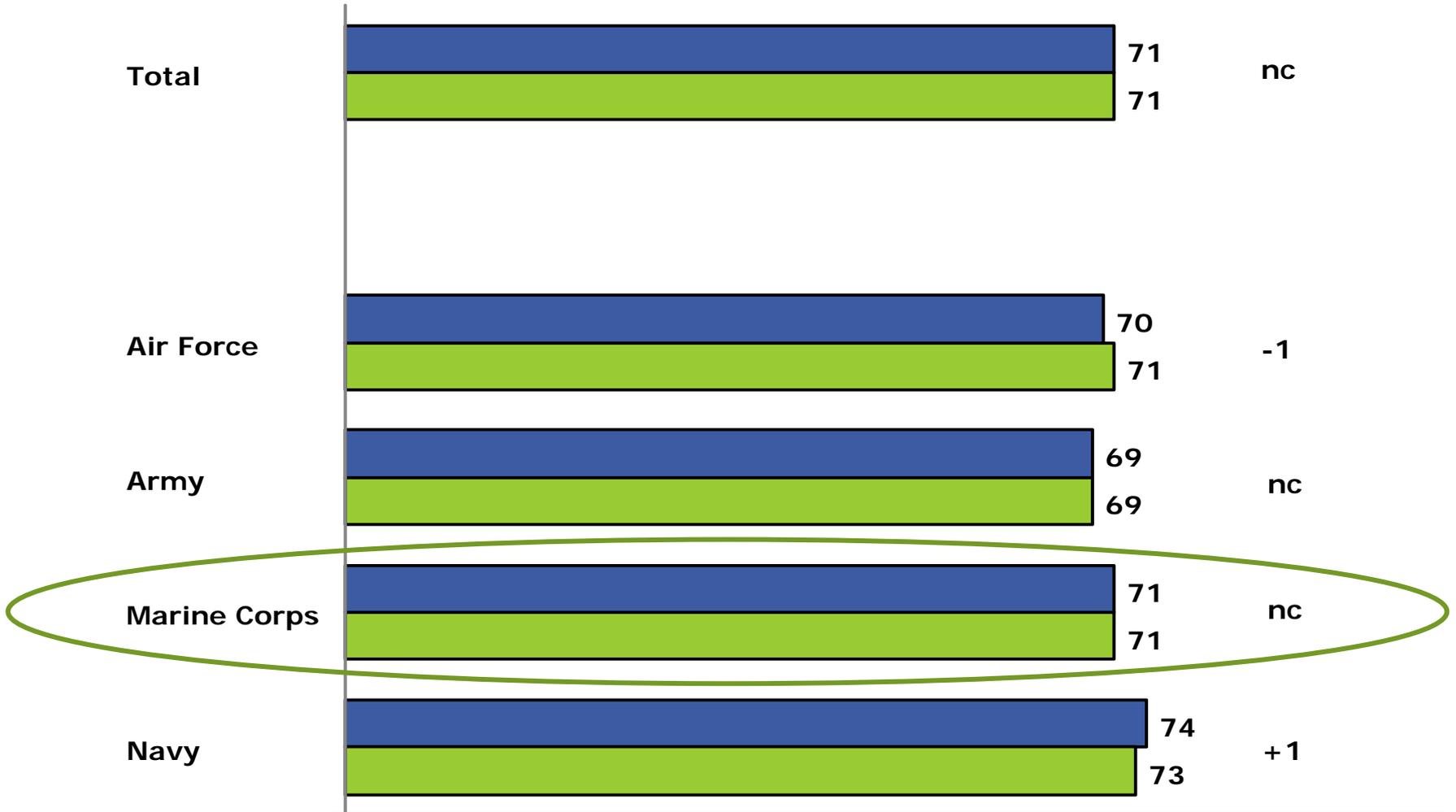
Higher Scoring Segments	
Warrant Officer	92
Total Active Duty – 10-20 yrs.	84
Age 35-39	83
Stationed at 6-10 installations	80
Has children	78
African American	76
Married	76
*Participate in more than 6 programs	75
25 miles or more away from installation	74
Bachelor Degree	74

\*From a list of 21 services and programs, respondents were asked to identify those that they use on installation, such as library, veterinary clinic, bowling center, etc.

# Unit Cohesion

## Services Comparison

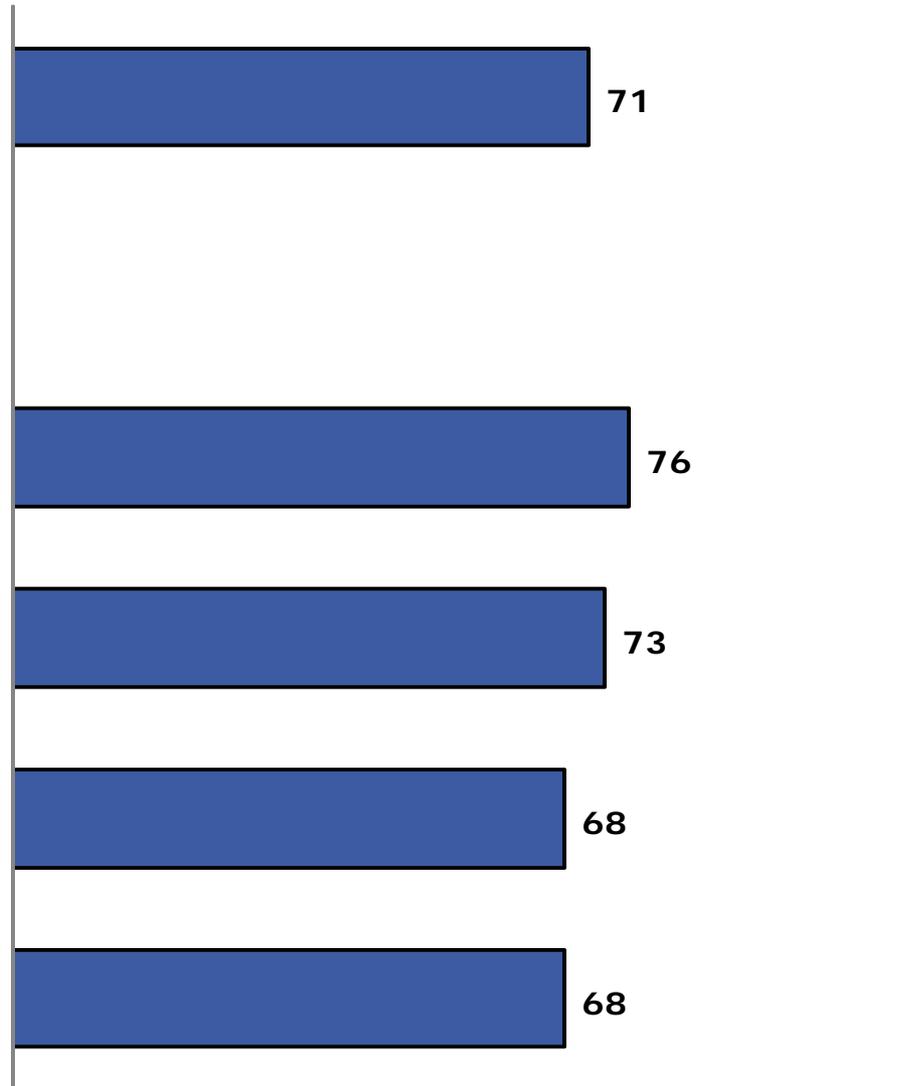
2011  
2009



# Unit Cohesion

## Marine Corps

**Unit Cohesion**



**Service members in your unit pull together to get the job done**

**Service members in your unit work well as a team**

**Service members in your unit really care about each other**

**Service members in your unit trust each other**

# Unit Cohesion

## Marine Corps Segment Score Differences

### Unit Cohesion: 71

Lower Scoring Segments	
Personally disabled	58
Female	62
Under 25	64
Total Active Duty – Less than 5 yrs.	66
1 <sup>st</sup> installation stationed at	66
*Participate in less than 4 programs	67
No children	68
Enlisted	69

Higher Scoring Segments	
Stationed at 11 or more installations	82
Age 40+	81
Officer	80
Total Active Duty – 20 yrs. +	80
Has 3 or more children	75
*Participate in more than 6 programs	75
25 miles or more away from installation	73

\*From a list of 21 services and programs, respondents were asked to identify those that they use on installation, such as library, veterinary clinic, bowling center, etc.

# Unit Participation & Satisfaction

## Service Comparison

**“Does your unit participate as a group in MWR Programs?”**

		Unit Participates in MWR	Unit Does Not Participate in MWR
Service	% Indicate Unit Participates	CSI Score	CSI Score
Total	43%	73	66
Navy	57%	74	68
Marines	49%	71	64
Army	39%	75	68
Air Force	35%	72	65

**Unit participation has a very positive affect on MWR Satisfaction in all 4 services as, on average, those who participate as a unit score MWR 7 points higher than those who don't.**

# Unit Participation & Program Satisfaction

## Marine Corps

**“Does your unit participate as a group in MWR Programs?”**

	<b>Unit Participates in MWR</b>	<b>Unit Does Not Participate in MWR</b>
<b>Program</b>	<b>CSI Score</b>	<b>CSI Score</b>
<b>MWR Satisfaction</b>	<b>71</b>	<b>64</b>
<b>Single Service Member</b>	<b>77</b>	<b>71</b>
<b>Automotive Skills</b>	<b>77</b>	<b>73</b>
<b>Library</b>	<b>76</b>	<b>71</b>
<b>Community/Rec Centers</b>	<b>76</b>	<b>70</b>
<b>Fitness Center</b>	<b>74</b>	<b>67</b>
<b>Leisure Travel</b>	<b>74</b>	<b>69</b>
<b>Swimming Pool</b>	<b>73</b>	<b>68</b>
<b>Outdoor Recreation</b>	<b>72</b>	<b>66</b>

Unit participation also has a very positive affect on Program Satisfaction.

While unit participation in MWR Programs is positively correlated to program scores, this participation appears to have little affect on frequency of use.

# Unit Participation & Desired Outcomes

## Marine Corps

**“Does your unit participate as a group in MWR Programs?”**

	<b>Unit Participates in MWR</b>	<b>Unit Does Not Participate in MWR</b>
<b>Program</b>	<b>CSI Score</b>	<b>CSI Score</b>
<b>MWR CSI</b>	<b>71</b>	<b>64</b>
<b>Readiness</b>	<b>75</b>	<b>64</b>
<b>Retention</b>	<b>76</b>	<b>63</b>
<b>Unit Cohesion</b>	<b>78</b>	<b>65</b>

Unit participation is extremely important as a mechanism to retain, prepare and unify service members.

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# Conclusions

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# Conclusions

The **Top Priority** areas for improvement across are Fitness Centers and Outdoor Recreation, consistent with the findings for the 2009 study.

- **Fitness Center** impacts an estimated 175,000 Marine Corps active duty personnel each year.
- Efforts should be focused on facilities, particularly the variety of facilities.
- **Outdoor Recreation** impacts an estimated 70,000 Marine Corps active duty personnel each year.
- Emphasis should be placed on the programs offered.

# Conclusions

Before embarking on any substantial improvement initiatives pertaining to the priority areas, the following actions should be taken:

- Review detailed results pertaining to Fitness Center and Outdoor Recreation.
- Review verbatim comments and themes.
- Review results of other research conducted in the past two years.
- Where appropriate, conduct follow-up research focusing on Fitness Center and Outdoor Recreation.

# Conclusions

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## Unit Participation

- The positive results of unit participation as a group in MWR activities are substantial.
  - Ensure that these results are well communicated at all levels and that every unit leader understands the value of these activities.
- Every unit should participate in MWR activities as a group at a minimum of twice each year.

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**Thank you!**

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