

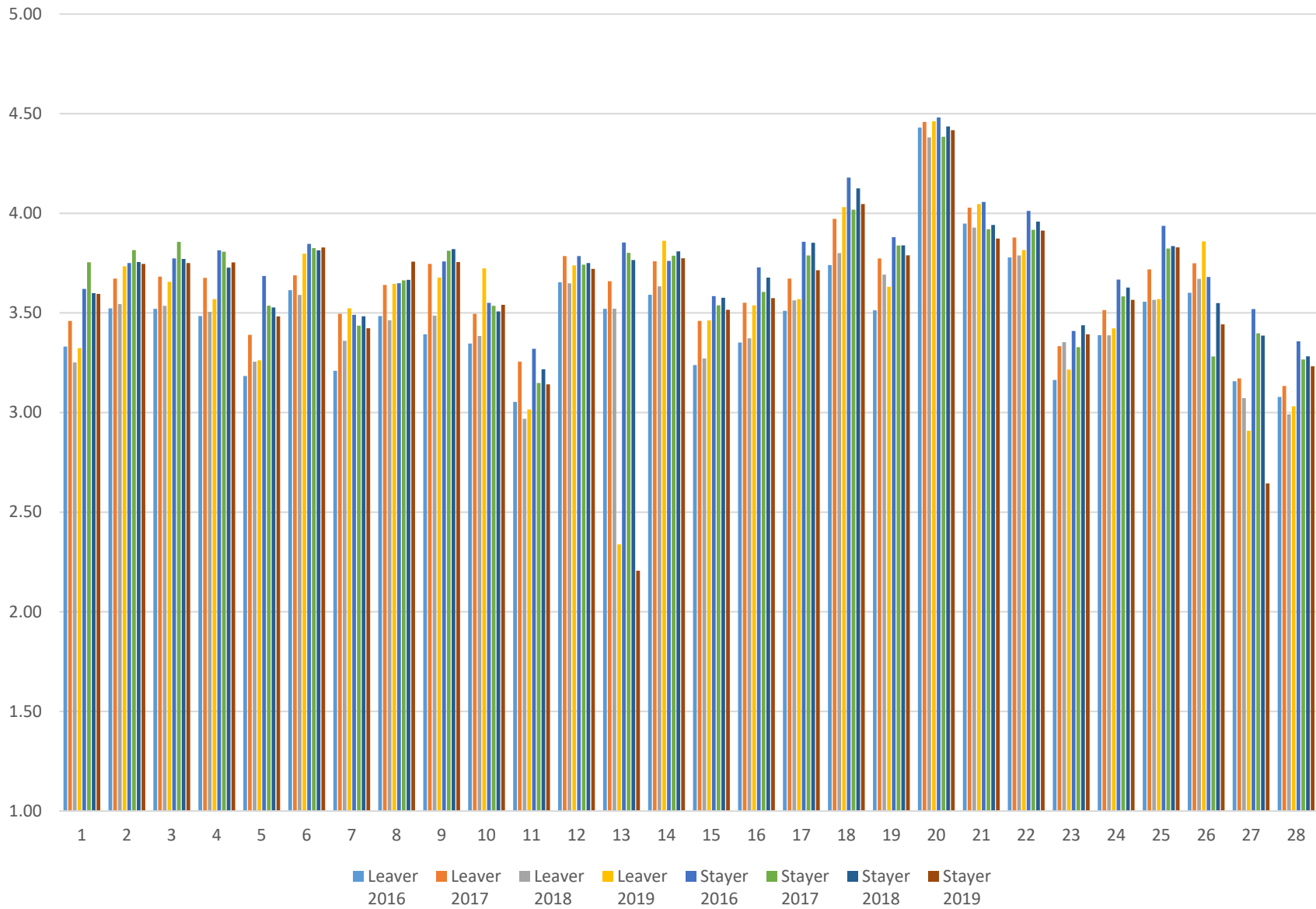
List of CIS Questions

QNUM

Question Text

- 1 I had the right amount of control over my own career and future.
- 2 Job expectations were clearly communicated.
- 3 CG Members/Employees can influence decisions affecting their work.
- 4 Differences among individuals were valued and respected.
- 5 Complaints and problems were resolved fairly.
- 6 My supervisor provided the guidance needed to perform my job.
- 7 I had the materials and equipment needed to do my work right.
- 8 CG Members/Employees were kept informed about issues affecting their job.
- 9 My job effectively used my skills and abilities.
- 10 CG Members/Employees received the training needed to do their jobs.
- 11 Rewards and recognition were linked to performance.
- 12 I have had sufficient training to do a good job.
- 13 I have experienced harassment while in the CG
- 14 The goals of my work group have been clear.
- 15 I had the right amount of control over my job.
- 16 The morale within my work-group was good.
- 17 My job gave me a feeling of personal accomplishment.
- 18 I am treated with dignity and respect at my unit.
- 19 People in my workgroup felt they were involved in the way work gets done.
- 20 The Coast Guard missions are important to me.
- 21 I had the opportunity to work on special projects/programs.
- 22 A spirit of cooperation and teamwork exists within the Coast Guard.
- 23 At my current unit, the workload was distributed fairly.
- 24 Training opportunities were distributed fairly.
- 25 I had adequate opportunity for career advancement.
- 26 My pay was fair compensation for my work.
- 27 I have witnessed harassment while in the CG.
- 28 Evaluations fairly reflected the performance.
- 29 All things considered, was your original choice to join or work for the Coast Guard a good decision?(Yes/No) (Not part of graph or tables in enclosures 2, 4 or 5 because results are in percent rather than mean.)

CIS Questions Mean Results 2016 to March 2019 Graph



CIS Questions Mean Results 2016 to March 2019

By Question [Leavers vs Stayers = LvsS]

	Number of Responses/Response Rate	159/27%	298/20%	456/28%	67/26%	749/54%	682/36%	1624/41%	694/40%				
		Leaver 2016	Leaver 2017	Leaver 2018	Leaver 2019	Stayer 2016	Stayer 2017	Stayer 2018	Stayer 2019	LvsS 2016	LvsS 2017	LvsS 2018	LvsS 2019
	Mean												
1	I had the right amount of control over my own career	3.33	3.46	3.25	3.32	3.62	3.75	3.60	3.60	0.29	0.29	0.35	0.27
2	Job expectations were clearly communicated.	3.52	3.67	3.54	3.73	3.75	3.82	3.76	3.75	0.23	0.14	0.21	0.01
3	CG Members/Employees can influence decisions	3.52	3.68	3.54	3.66	3.77	3.86	3.77	3.75	0.25	0.17	0.24	0.09
4	Differences among individuals were valued and	3.48	3.68	3.51	3.57	3.81	3.81	3.73	3.75	0.33	0.13	0.22	0.18
5	Complaints and problems were resolved fairly.	3.18	3.39	3.26	3.26	3.69	3.54	3.53	3.48	0.50	0.15	0.27	0.22
6	My supervisor provided the guidance needed to	3.61	3.69	3.59	3.80	3.85	3.83	3.81	3.83	0.23	0.14	0.22	0.03
7	I had the materials and equipment needed to do my	3.21	3.50	3.36	3.52	3.49	3.44	3.48	3.42	0.28	-0.06	0.12	-0.10
8	CG Members/Employees were kept informed about issues affecting their job.	3.48	3.64	3.46	3.65	3.65	3.66	3.67	3.76	0.17	0.02	0.20	0.11
9	My job effectively used my skills and abilities.	3.39	3.75	3.49	3.68	3.76	3.81	3.82	3.76	0.37	0.07	0.33	0.08
10	CG Members/Employees received the training	3.35	3.50	3.38	3.72	3.55	3.54	3.51	3.54	0.20	0.04	0.12	-0.18
11	Rewards and recognition were linked to	3.05	3.26	2.97	3.02	3.32	3.15	3.22	3.14	0.27	-0.11	0.25	0.13
12	I have had sufficient training to do a good job.	3.65	3.79	3.65	3.74	3.79	3.74	3.75	3.72	0.13	-0.04	0.10	-0.02
13	I have experienced harassment while in the CG	3.52	3.66	3.52	2.34	3.85	3.80	3.77	2.21	0.33	0.14	0.24	-0.13
14	The goals of my work group have been clear.	3.59	3.76	3.63	3.86	3.76	3.79	3.81	3.77	0.17	0.03	0.18	-0.09
15	I had the right amount of control over my job.	3.24	3.46	3.27	3.46	3.58	3.54	3.58	3.52	0.35	0.08	0.31	0.05
16	The morale within my work-group was good.	3.35	3.55	3.37	3.54	3.73	3.61	3.68	3.57	0.38	0.05	0.31	0.04
17	My job gave me a feeling of personal	3.51	3.67	3.56	3.57	3.86	3.79	3.85	3.71	0.35	0.12	0.29	0.15
18	I am treated with dignity and respect at my unit.	3.74	3.97	3.80	4.03	4.18	4.02	4.13	4.05	0.44	0.05	0.33	0.02
19	the way work gets done.	3.51	3.77	3.69	3.63	3.88	3.84	3.84	3.79	0.37	0.06	0.15	0.16
20	The Coast Guard missions are important to me.	4.43	4.46	4.38	4.46	4.48	4.38	4.44	4.42	0.05	-0.07	0.05	-0.04
21	I had the opportunity to work on special	3.95	4.03	3.93	4.05	4.06	3.92	3.94	3.87	0.11	-0.11	0.01	-0.17
22	A spirit of cooperation and teamwork exists within	3.78	3.88	3.79	3.82	4.01	3.92	3.96	3.91	0.23	0.04	0.17	0.10
23	At my current unit, the workload was distributed	3.16	3.33	3.35	3.22	3.41	3.33	3.44	3.39	0.25	-0.01	0.09	0.18
24	Training opportunities were distributed fairly.	3.39	3.51	3.39	3.42	3.67	3.58	3.63	3.57	0.28	0.07	0.24	0.14
25	I had adequate opportunity for career advancement.	3.56	3.72	3.57	3.57	3.94	3.82	3.84	3.83	0.38	0.11	0.27	0.26
26	My pay was fair compensation for my work.	3.60	3.75	3.67	3.86	3.68	3.28	3.55	3.44	0.08	-0.47	-0.12	-0.42
27	I have witnessed harassment while in the CG.	3.16	3.17	3.07	2.91	3.52	3.40	3.39	2.64	0.36	0.23	0.31	-0.26
28	Evaluations fairly reflected the performance.	3.08	3.13	2.99	3.03	3.36	3.27	3.28	3.23	0.28	0.13	0.29	0.20
29	All things considered, was your original choice to join or work for the Coast Guard a good decision? %Yes	94.1%	95.8%	92.5%	92.3%	97.6%	96.2%	97.2%	96.7%	3.5%	0.4%	4.7%	4.4%

CIS Questions Mean Results 2016 to March 2019
Sorted by Difference Between 2018 Leavers vs Stayers (LvsS)

Number of Responses/Response Rate		159/27%	298/20%	456/28%	67/26%	749/54%	682/36%	1624/41%	694/40%				
Mean		Leaver 2016	Leaver 2017	Leaver 2018	Leaver 2019	Stayer 2016	Stayer 2017	Stayer 2018	Stayer 2019	LvsS 2016	LvsS 2017	LvsS 2018	LvsS 2019
1	I had the right amount of control over my own career	3.33	3.46	3.25	3.32	3.62	3.75	3.60	3.60	0.29	0.29	0.35	0.27
9	My job effectively used my skills and abilities.	3.39	3.75	3.49	3.68	3.76	3.81	3.82	3.76	0.37	0.07	0.33	0.08
18	I am treated with dignity and respect at my unit.	3.74	3.97	3.80	4.03	4.18	4.02	4.13	4.05	0.44	0.05	0.33	0.02
27	I have witnessed harassment while in the CG.	3.16	3.17	3.07	2.91	3.52	3.40	3.39	2.64	0.36	0.23	0.31	-0.26
15	I had the right amount of control over my job.	3.24	3.46	3.27	3.46	3.58	3.54	3.58	3.52	0.35	0.08	0.31	0.05
16	The morale within my work-group was good.	3.35	3.55	3.37	3.54	3.73	3.61	3.68	3.57	0.38	0.05	0.31	0.04
28	Evaluations fairly reflected the performance.	3.08	3.13	2.99	3.03	3.36	3.27	3.28	3.23	0.28	0.13	0.29	0.20
17	My job gave me a feeling of personal accomplishment.	3.51	3.67	3.56	3.57	3.86	3.79	3.85	3.71	0.35	0.12	0.29	0.15
5	Complaints and problems were resolved fairly.	3.18	3.39	3.26	3.26	3.69	3.54	3.53	3.48	0.50	0.15	0.27	0.22
25	I had adequate opportunity for career advancement.	3.56	3.72	3.57	3.57	3.94	3.82	3.84	3.83	0.38	0.11	0.27	0.26
11	Rewards and recognition were linked to	3.05	3.26	2.97	3.02	3.32	3.15	3.22	3.14	0.27	-0.11	0.25	0.13
13	I have experienced harassment while in the CG	3.52	3.66	3.52	2.34	3.85	3.80	3.77	2.21	0.33	0.14	0.24	-0.13
24	Training opportunities were distributed fairly.	3.39	3.51	3.39	3.42	3.67	3.58	3.63	3.57	0.28	0.07	0.24	0.14
3	CG Members/Employees can influence decisions	3.52	3.68	3.54	3.66	3.77	3.86	3.77	3.75	0.25	0.17	0.24	0.09
6	My supervisor provided the guidance needed to	3.61	3.69	3.59	3.80	3.85	3.83	3.81	3.83	0.23	0.14	0.22	0.03
4	Differences among individuals were valued and	3.48	3.68	3.51	3.57	3.81	3.81	3.73	3.75	0.33	0.13	0.22	0.18
2	Job expectations were clearly communicated.	3.52	3.67	3.54	3.73	3.75	3.82	3.76	3.75	0.23	0.14	0.21	0.01
8	CG Members/Employees were kept informed about	3.48	3.64	3.46	3.65	3.65	3.66	3.67	3.76	0.17	0.02	0.20	0.11
14	The goals of my work group have been clear.	3.59	3.76	3.63	3.86	3.76	3.79	3.81	3.77	0.17	0.03	0.18	-0.09
22	A spirit of cooperation and teamwork exists within	3.78	3.88	3.79	3.82	4.01	3.92	3.96	3.91	0.23	0.04	0.17	0.10
19	People in my workgroup felt they were involved in	3.51	3.77	3.69	3.63	3.88	3.84	3.84	3.79	0.37	0.06	0.15	0.16
7	I had the materials and equipment needed to do my	3.21	3.50	3.36	3.52	3.49	3.44	3.48	3.42	0.28	-0.06	0.12	-0.10
10	CG Members/Employees received the training	3.35	3.50	3.38	3.72	3.55	3.54	3.51	3.54	0.20	0.04	0.12	-0.18
12	I have had sufficient training to do a good job.	3.65	3.79	3.65	3.74	3.79	3.74	3.75	3.72	0.13	-0.04	0.10	-0.02
23	At my current unit, the workload was distributed	3.16	3.33	3.35	3.22	3.41	3.33	3.44	3.39	0.25	-0.01	0.09	0.18
20	The Coast Guard missions are important to me.	4.43	4.46	4.38	4.46	4.48	4.38	4.44	4.42	0.05	-0.07	0.05	-0.04
21	I had the opportunity to work on special projects/programs.	3.95	4.03	3.93	4.05	4.06	3.92	3.94	3.87	0.11	-0.11	0.01	-0.17
26	My pay was fair compensation for my work.	3.60	3.75	3.67	3.86	3.68	3.28	3.55	3.44	0.08	-0.47	-0.12	-0.42

CIS Questions: Mean Score Sorted Each Year for Leavers and Stayers
 Questions Sorted by Mean Value in each of the Leaver/Stayer Year Columns.

Q	*The below questions match the numbers under the "Q" columns.	Leaver		Leaver		Leaver		Leaver		Stayer		Stayer		Stayer			
		Q	2016	Q	2017	Q	2018	Q	2019	Q	2016	Q	2017	Q	2018	Q	2019
1	I had the right amount of control over my own career and future.	11	3.05	28	3.13	11	2.97	13	2.34	11	3.32	11	3.15	11	3.22	13	2.21
2	Job expectations were clearly communicated.	28	3.08	27	3.17	28	2.99	27	2.91	28	3.36	28	3.27	28	3.28	27	2.64
3	CG Members/Employees can influence decisions affecting their work.	27	3.16	11	3.26	27	3.07	11	3.02	23	3.41	26	3.28	27	3.39	11	3.14
4	Differences among individuals were valued and respected.	23	3.16	23	3.33	1	3.25	28	3.03	7	3.49	23	3.33	23	3.44	28	3.23
5	Complaints and problems were resolved fairly.	5	3.18	5	3.39	5	3.26	23	3.22	27	3.52	27	3.40	7	3.48	23	3.39
6	My supervisor provided the guidance needed to perform my job.	7	3.21	1	3.46	15	3.27	5	3.26	10	3.55	7	3.44	10	3.51	7	3.42
7	I had the materials and equipment needed to do my work right.	15	3.24	15	3.46	23	3.35	1	3.32	15	3.58	10	3.54	5	3.53	26	3.44
8	CG Members/Employees were kept informed about issues affecting their job.	1	3.33	7	3.50	7	3.36	24	3.42	1	3.62	5	3.54	26	3.55	5	3.48
9	My job effectively used my skills and abilities.	10	3.35	10	3.50	16	3.37	15	3.46	8	3.65	15	3.54	15	3.58	15	3.52
10	CG Members/Employees received the training needed to do their jobs.	16	3.35	24	3.51	10	3.38	7	3.52	24	3.67	24	3.58	1	3.60	10	3.54
11	Rewards and recognition were linked to performance.	24	3.39	16	3.55	24	3.39	16	3.54	26	3.68	16	3.61	24	3.63	24	3.57
12	I have had sufficient training to do a good job.	9	3.39	8	3.64	8	3.46	4	3.57	5	3.69	8	3.66	8	3.67	16	3.57
13	I have experienced harassment while in the CG	4	3.48	13	3.66	9	3.49	17	3.57	16	3.73	12	3.74	16	3.68	1	3.60
14	The goals of my work group have been clear.	8	3.48	2	3.67	4	3.51	25	3.57	2	3.75	1	3.75	4	3.73	17	3.71
15	I had the right amount of control over my job.	17	3.51	17	3.67	13	3.52	19	3.63	9	3.76	14	3.79	12	3.75	12	3.72
16	The morale within my work-group was good.	19	3.51	4	3.68	3	3.54	8	3.65	14	3.76	17	3.79	2	3.76	2	3.75
17	My job gave me a feeling of personal accomplishment.	3	3.52	3	3.68	2	3.54	3	3.66	3	3.77	13	3.80	13	3.77	3	3.75
18	I am treated with dignity and respect at my unit.	13	3.52	6	3.69	17	3.56	9	3.68	12	3.79	4	3.81	3	3.77	4	3.75
19	People in my workgroup felt they were involved in the way work gets done.	2	3.52	25	3.72	25	3.57	10	3.72	4	3.81	9	3.81	14	3.81	9	3.76
20	The Coast Guard missions are important to me.	25	3.56	9	3.75	6	3.59	2	3.73	6	3.85	2	3.82	6	3.81	8	3.76
21	I had the opportunity to work on special projects/programs.	14	3.59	26	3.75	14	3.63	12	3.74	13	3.85	25	3.82	9	3.82	14	3.77
22	A spirit of cooperation and teamwork exists within the Coast Guard.	26	3.60	14	3.76	12	3.65	6	3.80	17	3.86	6	3.83	25	3.84	19	3.79
23	At my current unit, the workload was distributed fairly.	6	3.61	19	3.77	26	3.67	22	3.82	19	3.88	19	3.84	19	3.84	6	3.83
24	Training opportunities were distributed fairly.	12	3.65	12	3.79	19	3.69	26	3.86	25	3.94	3	3.86	17	3.85	25	3.83
25	I had adequate opportunity for career advancement.	18	3.74	22	3.88	22	3.79	14	3.86	22	4.01	22	3.92	21	3.94	21	3.87
26	My pay was fair compensation for my work.	22	3.78	18	3.97	18	3.80	18	4.03	21	4.06	21	3.92	22	3.96	22	3.91
27	I have witnessed harassment while in the CG.	21	3.95	21	4.03	21	3.93	21	4.05	18	4.18	18	4.02	18	4.13	18	4.05
28	Evaluations fairly reflected the performance.	20	4.43	20	4.46	20	4.38	20	4.46	20	4.48	20	4.38	20	4.44	20	4.42



Analysis of the Career Intentions Survey (CIS) CG-1B1 Executive Summary [Updated as of 31 October 2018]

Background

The Career Intentions Survey (CIS) is a survey of active duty officer and enlisted members who are leaving active duty (categorized as “leavers” for the purpose of this report), enlisted members who have recently re-enlisted or extended and officers at five, eleven and seventeen years of service (categorized as “stayers” for the purpose of this report) (Encl 1-5). The CIS monitors opinions associated with retention.

The “Analysis of Career Intentions Survey” from March 2018 provided an examination of Coast Guard retention research from 2016 to March 2018. The Executive Summary of the March 2018 Analysis of the Career Intentions Survey is included (Encl 6). It also looked at attrition data to put the retention research into context.

This executive summary summarizes the principal variances between stayers, leavers and statements which score the lowest for stayers and leavers combined from 2016 to October 2018.

Response Rates

CIS response rates (Encl 3) for the CG appear low, however, they are on par with standard surveys of this type and are the highest of all military services (“leavers” and “stayers”). The CG response rate for 2018 (Jan-Oct) was 27% for leavers up from 20% in 2017. Response rates for stayers was 41% up from 36% in 2017. Command support for this survey is critical to ensure members’ responses are fully captured.

Leavers (respondents / % total)			Stayers (respondents / % total)		
2016	2017	2018 (to date)	2016	2017	2018 (to date)
159 / 27%	298 / 20%	407 / 27%	749 / 54%	682 / 36%	1205 / 41%

The four DOD services only send surveys to departing personnel. Return average rates for respective Services: Army 5%, USMC 6%, USAF 37% and USN 29%.

Questions scoring **highest** for **stayers** in 2018 (Encl 5):

1. The Coast Guard missions are important to me
2. I am treated with dignity and respect at my unit.
3. A spirit of cooperation and teamwork exists within the CG.
4. I had the opportunity to work on special projects/programs.
5. People in my workgroup felt they were involved in the way work gets done.

Questions scoring **lowest** for **stayers** in 2018 (Encl 5):

1. Rewards and recognition were linked to performance.

2. Evaluations fairly reflected the performance.
3. I have witnessed harassment while in the CG.
4. At my current unit, the workload was distributed fairly.
5. I had the materials and equipment to do my work right.

Questions scoring **highest** for **leavers** in 2018 (Encl 5):

1. The Coast Guard missions are important to me.
2. I had the opportunity to work on special projects/programs.
3. A spirit of cooperation and teamwork exists within the CG.
4. I am treated with dignity and respect at my unit.
5. My pay was fair compensation for my work.

Questions scoring **lowest** for **leavers** in 2018 (Encl 5):

1. Evaluations fairly reflected the performance.
2. Rewards and recognition were linked to performance.
3. I have witnessed harassment while in the CG.
4. Complaints and problems were resolved fairly.
5. I had the right amount of control over my job.

Questions with the **largest scoring difference** between **stayers** and **leavers** (Encl 4):

1. I had the right amount of control over my own career and future.
2. I am treated with dignity and respect at my unit.
3. The morale within my work-group was good.
4. I have witnessed harassment while in the CG.
5. I had the right amount of control over my job.
6. Evaluations fairly reflected the performance.
7. My job effectively used my skills and abilities.

Results and Conclusions

- Stayers and leavers see their original choice to join the CG as a good decision and they are committed to the missions.
- The CIS continues to demonstrate that self-determination and unit level issues are key drivers to stay or leave the Service. These drivers are consistent with other organizations and align with lessons learned from research within the industrial and organizational psychology fields.
- Most of our leavers' lowest scores are for concerns at the local level. This only confirms that leadership to our people is of the utmost importance.

Recommendations

Leadership Assessment Survey (LAS) and Resources: The establishment of the LAS (previously ULDP) and Resources is supporting local leadership. The LAS is a unit-driven assessment that will provide the results immediately with a direct linkage to the CG Leadership competencies Leading Self, Leading Others and Leading Performance & Change. Understanding the issues at a local level should assist in the establishment of actions to improve the culture and climate at the unit level and in turn assist in the retention of our members. As the CIS survey results

demonstrate, members depart the Service generally for issues at the unit level. [The DEOCS survey is available to units with a minimum of 25 people (we have roughly 300 units with less than 25 people), however, the LAS is available to units, offices, shops, work teams, departments and divisions with at least 10 people. These are unit level results with no demographic data collected to ensure confidentiality.] The LAS goes hand in hand with the updating of unit and team level leadership resources provided by the Office of Leadership (CG-128) and the Leadership Development Center.

Retention Responsibility: All leaders from Flags/SESs, senior civilians, unit commanders, shop leaders, down to the deckplate level are responsible for fostering an inclusive environment that supports the retention of the workforce. Creating a culture of respect and inclusion in line with the Coast Guard Core Values of Honor, Respect and Devotion to Duty is at the heart of a command climate that supports our people and ensures mission success. The CIS assists the Service in measuring the impact of our actions. It provides us insight into the reasons behind why members may consider staying or leaving the organization. Ensuring the CIS results make it to the broadest audience will assist in educating leaders and followers as they work to cultivate healthy climates at our units, amongst our teams and within the communities where we serve. The goal of this bi-annual report is to continue assisting leaders who are on the “front-lines” of the battle to retain the talented women and men who make up the world’s best Coast Guard.

Your Feedback on this survey, report and observations are greatly appreciated and can be directed to our CIS POC, Mr. Paul Redmond.

How To Use the CIS Results

It is highly encouraged that all departing members take the CIS. Because it’s not solely an exit survey, officers should also take it at the five, 11 and 17 year marks. Enlisted members should take it when recently re-enlisted or extended and they will all be sent the survey from Mr. Paul Redmond, the CG-1 poc.

The CIS is a Service wide review of why members leave the organization or why they stay. As leaders, we can use these results to have a discussion with our members to better understand why he/she is leaving and what we may be able to do to make a unit more inclusive and supportive of remaining members. The core purpose of inclusion and support is to truly see, hear and value our people as individuals and what they bring to our units and the Coast Guard as a whole.

The CIS results, along with the DEOCS, OAS & FEVS (for those with civilian employees), coupled with the LAS provide lines of position to manage and lead our units. As every good navigator knows, the more accurate a line of position, the better the fix. Then we must make the course corrections if we want to change our transit.

People often ask why we typically don’t have open-ended questions on surveys. This is because the scaled questions provide us the general direction of how people view the Coast Guard and their local situation. Backing that up, there is a rich body of leadership, industrial/organizational psychology and social/positive psychology that helps us understand the details of why people leave an organization and it continues to point to local issues as the key to how others are treated. Treatment of our folks refers back to being seen, heard and valued. One LAS item for scoring is “People at my unit are comfortable bringing up controversial issues.” This is critical because, at the local level, if our personnel need a survey to provide input to their chain of command then

studies show there is a deeper issue of trust that would not be addressed well by survey comments. Asking for comments can often have a negative result because they can give the perception that action will be taken to address issues. When no perceived action is taken then trust continues to erode.

People are our #1 priority. Understanding retention is critical and helps shape the World's Best Coast Guard. We are at the forefront doing great things.

- Encl:
- (1) List of CIS Questions
 - (2) Bar Graph of CIS Question with Mean Results
 - (3) CIS Questions with Mean Results of Leavers and Stayers
 - (4) CIS Questions Mean Results Sorted by 2018 Difference Between Leavers and Stayers
 - (5) CIS Questions Responses by Year (sorted low to high)
 - (6) Executive Summary of the March 2018 Analysis of the Career Intentions Survey