



**CFI** Group



# **2016 DoD MWR Customer Satisfaction Survey Army**

# Key Findings

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- MWR Satisfaction is down three points in the 2016 study compared to 2014 and is now 66, a statistically significant decline.
- Scores for several individual MWR Programs decreased significantly.
  - The most notable decreases were Single Service Member Programs and Automotive Skills, which fell eight and five points respectively.
- Single Service Member Programs and Outdoor Recreation have the strongest leverage to drive overall satisfaction with MWR.
- Respondents' ratings for Readiness and Unit Cohesion are consistent with 2014 scores.
- Unit participation in MWR Programs continues to show a very positive effect on Satisfaction, Readiness, Resilience, Retention, and Unit Cohesion.
  - The 2016 results show a six percentage point decrease in MWR program unit participation.

# Survey Methodology

## Survey Respondents

- Respondents were recruited to the survey via invitations sent to their duty email address.
- 5,231 Active Duty online surveys were completed and used for analysis.
  - > The resulting confidence interval is +/- 0.6 at 95% level of confidence.
- Online surveys were completed via the web October 25<sup>th</sup>, 2016 to February 1<sup>st</sup>, 2017.

	<b>Responses</b>	<b>Proportions (before weighting)</b>	<b>Proportions (after weighting<sup>**</sup>)</b>
<b>Air Force</b>	<b>2,044</b>	<b>39%</b>	<b>24%</b>
<b>Army</b>	<b>1,335</b>	<b>26%</b>	<b>37%</b>
<b>Marine Corps</b>	<b>663</b>	<b>13%</b>	<b>14%</b>
<b>Navy</b>	<b>1,189</b>	<b>23%</b>	<b>25%</b>
<b>Total Responses</b>	<b>5,231</b>	<b>100%</b>	<b>100%</b>

<sup>\*\*</sup>Results weighted to population counts for Active Duty and Guard/Reserve components from the ODASD (MC&FP) report "2015 Demographics – Profile of the Military Community."

# Respondent Profile – Army

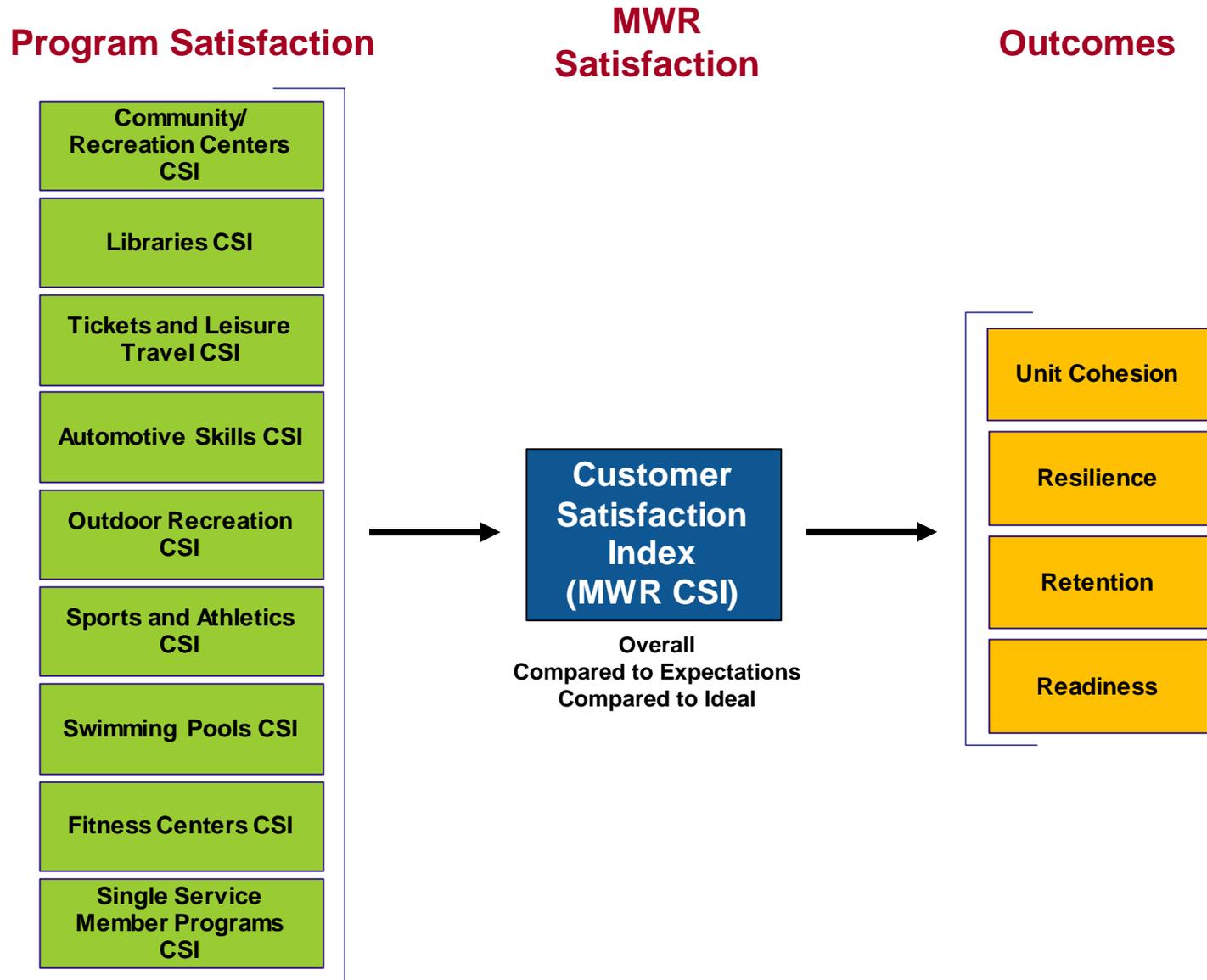
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- 74% In the 48 contiguous United States, 9% in Alaska or Hawaii, 17% outside the 50 United States
- 79% Male, 21% Female
- 17% Never married, 66% married to non-military spouse, 9% married to military spouse, 1% separated, 7% divorced, <1% widowed
- 62% Have dependent children
- 25% Less than 5 years Active Duty, 20% 5 to less than 10 years, 36% 10 to less than 20 years, 19% 20 and over
- 5% Currently deployed, 95% not deployed
- 60% Live off-installation – Of this segment, 40% live less than 10 miles away from installation, 47% are 10-24 miles away, 13% are 25 or more miles away

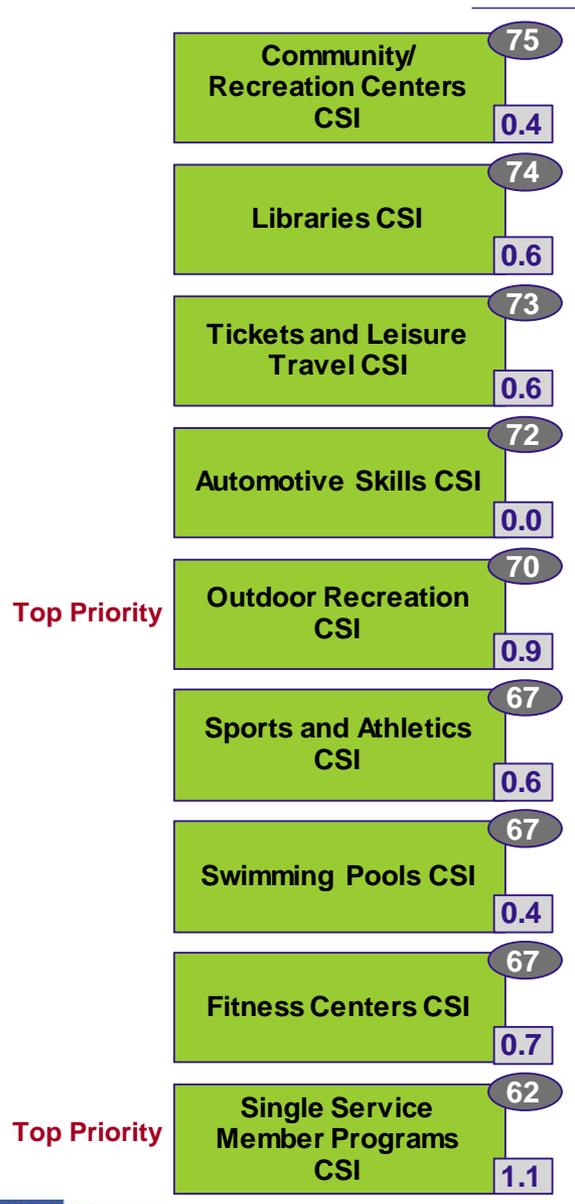
# DoD MWR Programs Measured

Program	Category	Programs Provided
Fitness Centers	A	Fitness facilities, equipment, and programs. (Excludes: indoor or outdoor swimming pools and unit-directed PT)
Libraries	A	Books, magazines, online databases, eBooks, audio books, children's story times, teen activities, book clubs, research and reference, Internet access, etc.
Sports and Athletics	A	Self-directed and/or unit-level programs that support individuals and teams to enhance fitness, promote unit teamwork and readiness.
Single Service Member Programs	A	BOSS, Liberty, Single Marine or Single Airman Programs. Includes recreation programs, trips, community involvement/volunteering, and other social programs.
Community/Recreation Centers	A/B	Provides individual and group activities such as video games, digital entertainment, board games, and social events. Does not include those in privatized housing.
Automotive Skills	B	Automotive facility, equipment, and classes that provide formal and informal instruction on such things as car maintenance, repair, and customization.
Outdoor Recreation	B	Structured activities: paintball, hunting, fishing, rappelling, biking, etc. Outdoor recreation equipment rental: tents, coolers, sleeping bags, etc.
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.
Tickets and Leisure Travel	B	Includes local, regional, and national destination information, value-priced attraction tickets, group tours, cruise and vacation packages, and commercial hotel and resort reservations.

# DoD MWR CSI Modeling Framework



# DoD MWR Army CSI Model – 2016



(Score change vs. 2014)

0

-1

+1

-5

-3

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-4

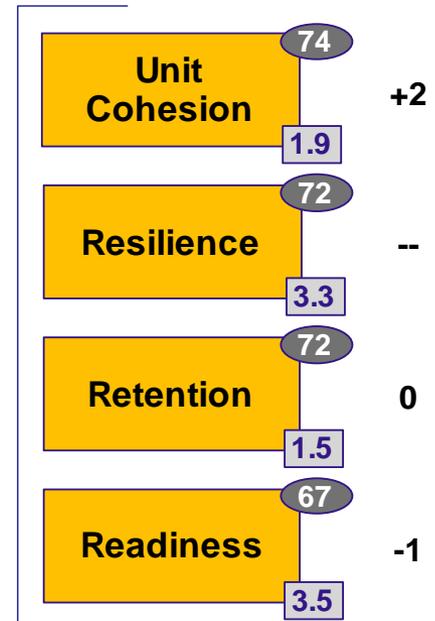
-3

-8



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.



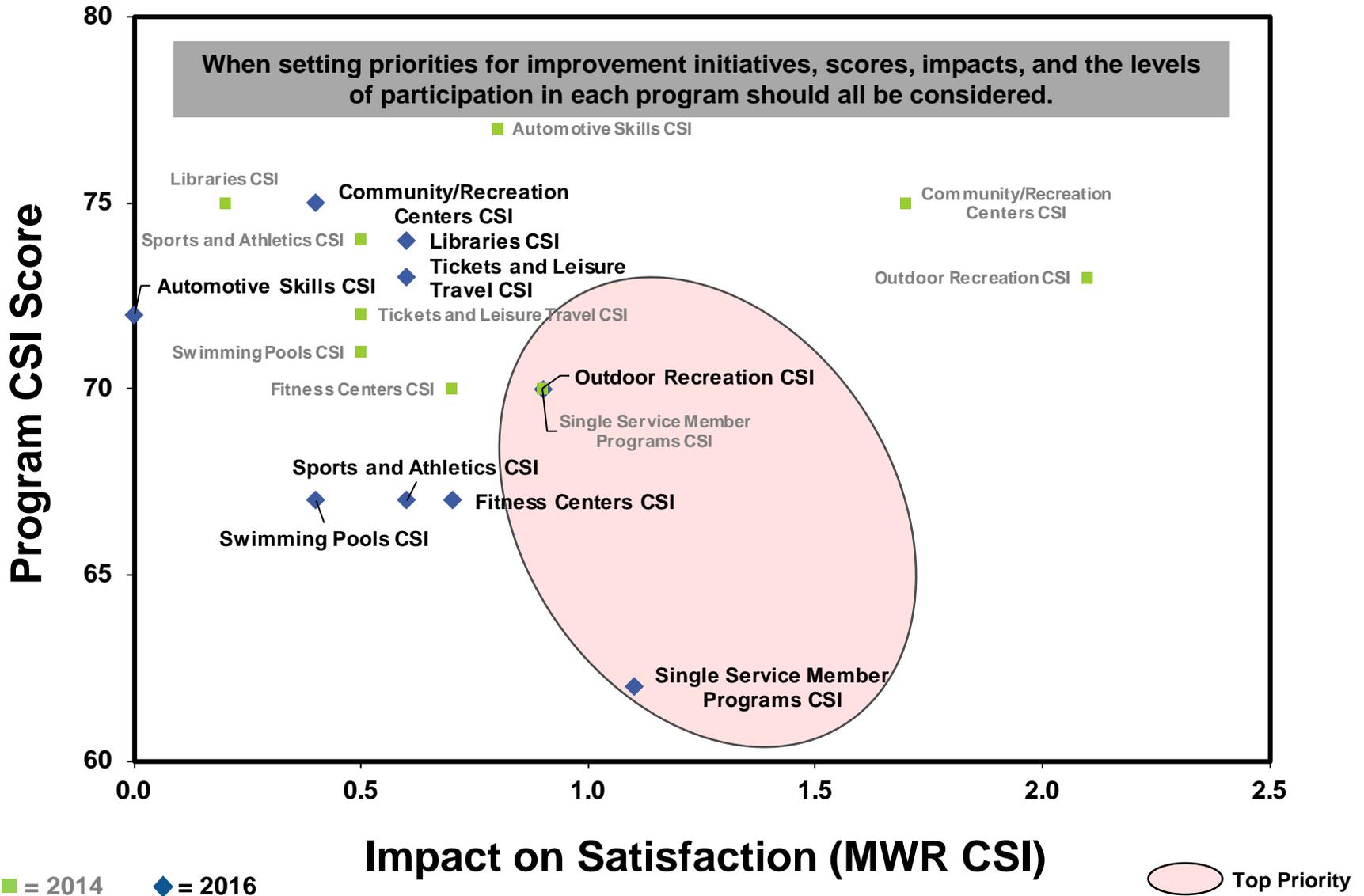
Scores

Impacts

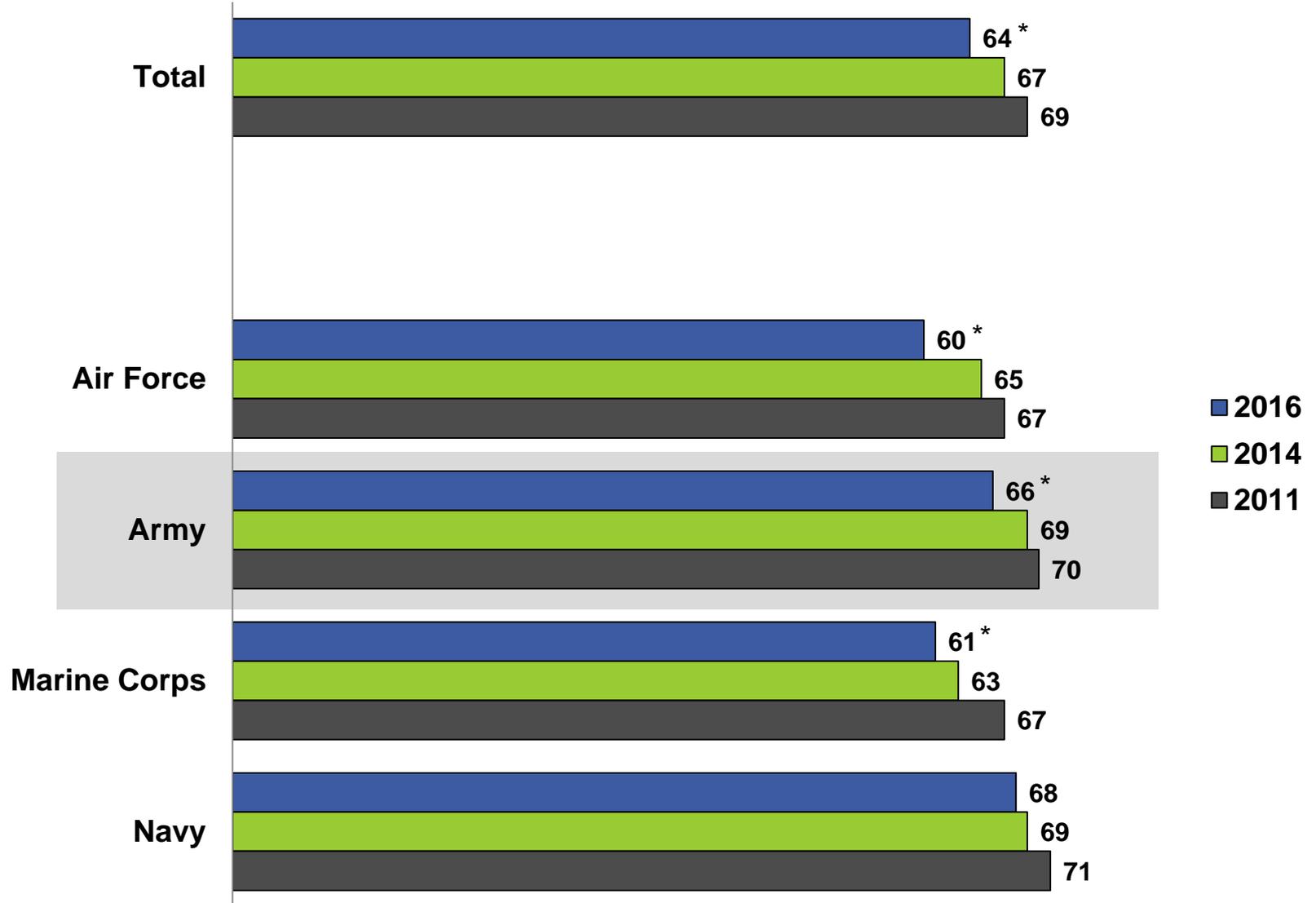
The performance of each dimension on a 0 to 100 scale. Dimension scores are made up of the weighted average of the corresponding survey questions.

The change in MWR CSI or an outcome measure that results from a five-point change in a driver score.

# Program Improvement Priority Matrix

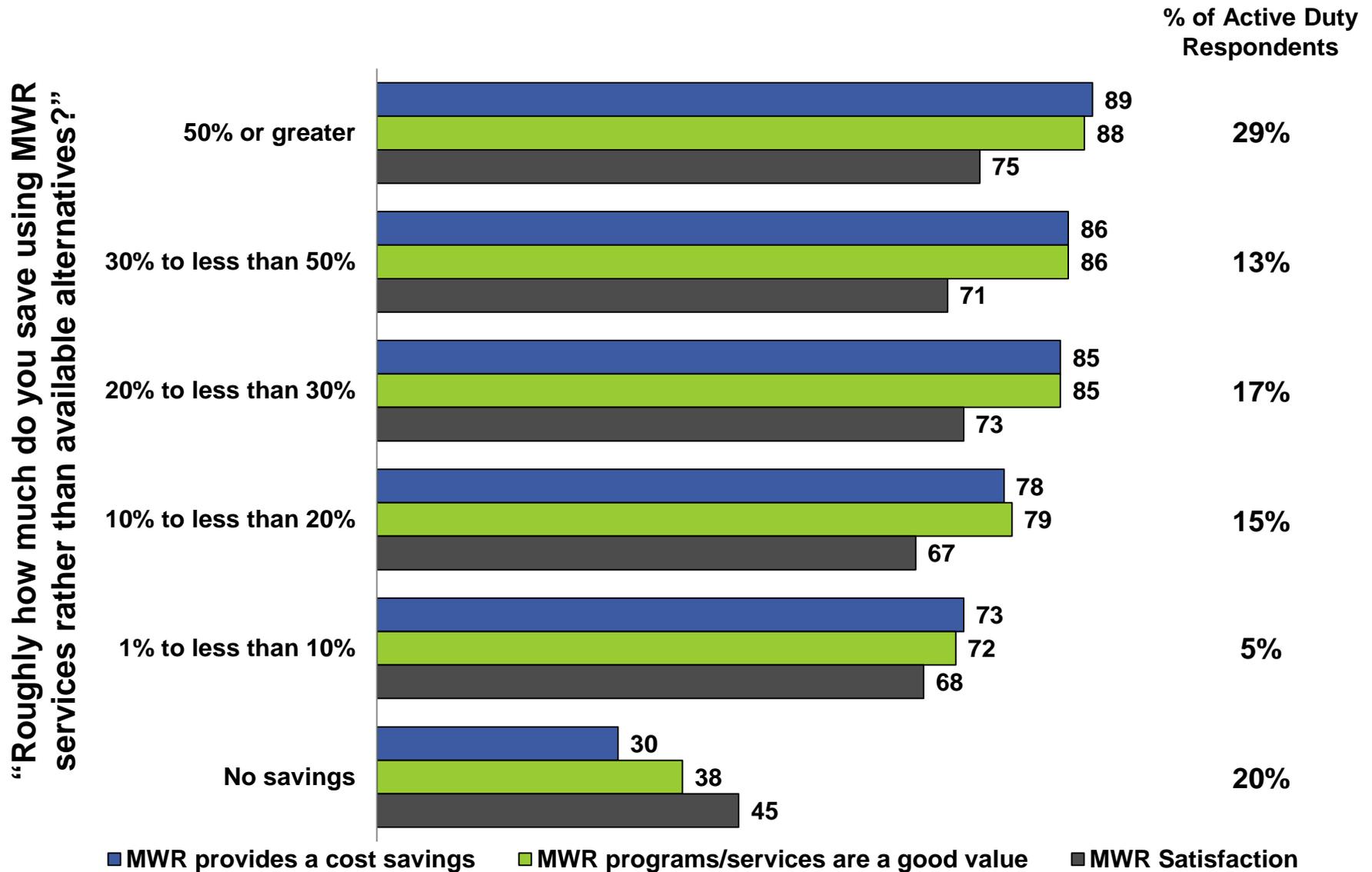


# DoD MWR Active Duty CSI – Service Comparison



\*Statistically significant difference from 2014 score at 90% confidence level

# Perceptions of MWR Cost Savings – Army



No savings category includes respondents who rated: “MWR provides a cost savings to me” less than 6 on the 1 to 10 scale

# Perceptions of MWR Cost Savings – Army

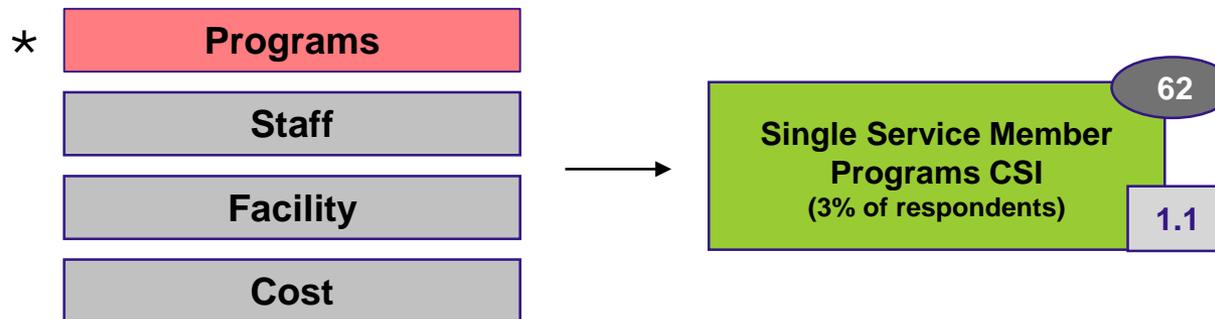
As seen in the previous chart, savings perceptions are associated with significantly higher satisfaction levels.

<b>Cost Savings Value Percentage</b>	<b>Cost Savings %</b>	<b>MWR Satisfaction</b>
<b>0 - 9%</b>	<b>7%</b>	<b>68</b>
<b>10 - 19%</b>	<b>19%</b>	<b>67</b>
<b>20 - 29%</b>	<b>22%</b>	<b>73</b>
<b>30 - 39%</b>	<b>10%</b>	<b>70</b>
<b>40 - 49%</b>	<b>6%</b>	<b>71</b>
<b>50 - 59%</b>	<b>13%</b>	<b>71</b>
<b>60 - 69%</b>	<b>4%</b>	<b>75</b>
<b>70 - 79%</b>	<b>8%</b>	<b>75</b>
<b>80 - 89%</b>	<b>5%</b>	<b>75</b>
<b>90 - 100%</b>	<b>6%</b>	<b>79</b>
<b>Number of Respondents</b>	<b>970</b>	

# Single Service Member Programs

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➤ Top Priority



# Single Service Member Programs Usage

Top  
Priority

Usage – Single Service Member Programs	Single Service Member Programs (2009)	Single Service Member Programs (2011)	Single Service Member Programs (2014)	Single Service Member Programs (2016)
Never	25%	22%	35%	37%
Occasionally	36%	43%	34%	--
Several times a year	19%	20%	15%	37%
Several times a month	14%	9%	10%	18%
Several times a week	4%	4%	4%	5%
Daily	2%	3%	2%	3%

“Occasionally” response removed from 2016 survey

# Single Service Member Programs – Reasons Not Used

A new question was added to the 2016 survey asking respondents the reasons why they did not use MWR programs and services at their current installations. 70% of eligible non-user respondents cited no interest in using Single Service Member Programs.

<b>Single Service Member Programs – Reasons Not Used~</b>	<b>% of Non-Users</b>	<b>% of Eligible Non-Users</b>
<b>Not interested</b>	<b>44%</b>	<b>70%</b>
<b>Not eligible</b>	<b>57%</b>	<b>--</b>
<b>Lack of time</b>	<b>11%</b>	<b>18%</b>
<b>Location not convenient</b>	<b>3%</b>	<b>4%</b>
<b>Do not have transportation</b>	<b>2%</b>	<b>3%</b>
<b>Lack of parking</b>	<b>2%</b>	<b>4%</b>
<b>Hours do not fit schedule</b>	<b>4%</b>	<b>6%</b>
<b>Cost too high</b>	<b>2%</b>	<b>3%</b>
<b>Geographically separated from main installation</b>	<b>6%</b>	<b>9%</b>
<b>Other</b>	<b>7%</b>	<b>11%</b>

~Multiple responses allowed

# Single Service Member Programs Themes from Verbatim Comments

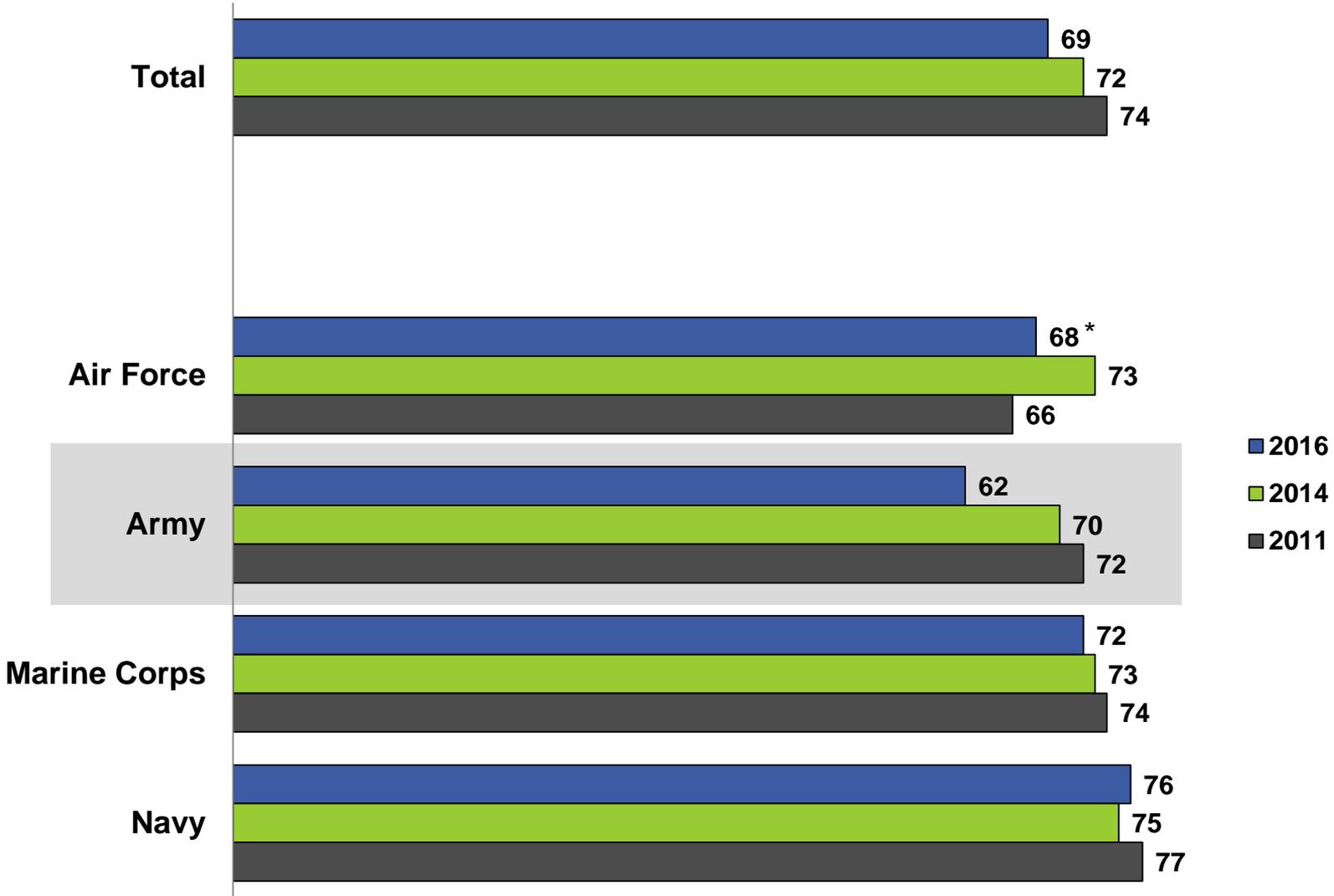
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The following are areas of concern raised regarding the Better Opportunities for Single Soldiers program in open-ended comments.

- **Lack of general awareness of program and activities**
- **Advertising/promotion of programs** (e.g., need for greater/more consistent messaging)
- **Lack of activities/programming for older single soldiers and younger single officers**
- **Uneven/unfair implementation of programs and initiatives**
- **Prices for programs and activities**
- **Perceived budget challenges**

# Single Service Member Programs CSI Service Comparison

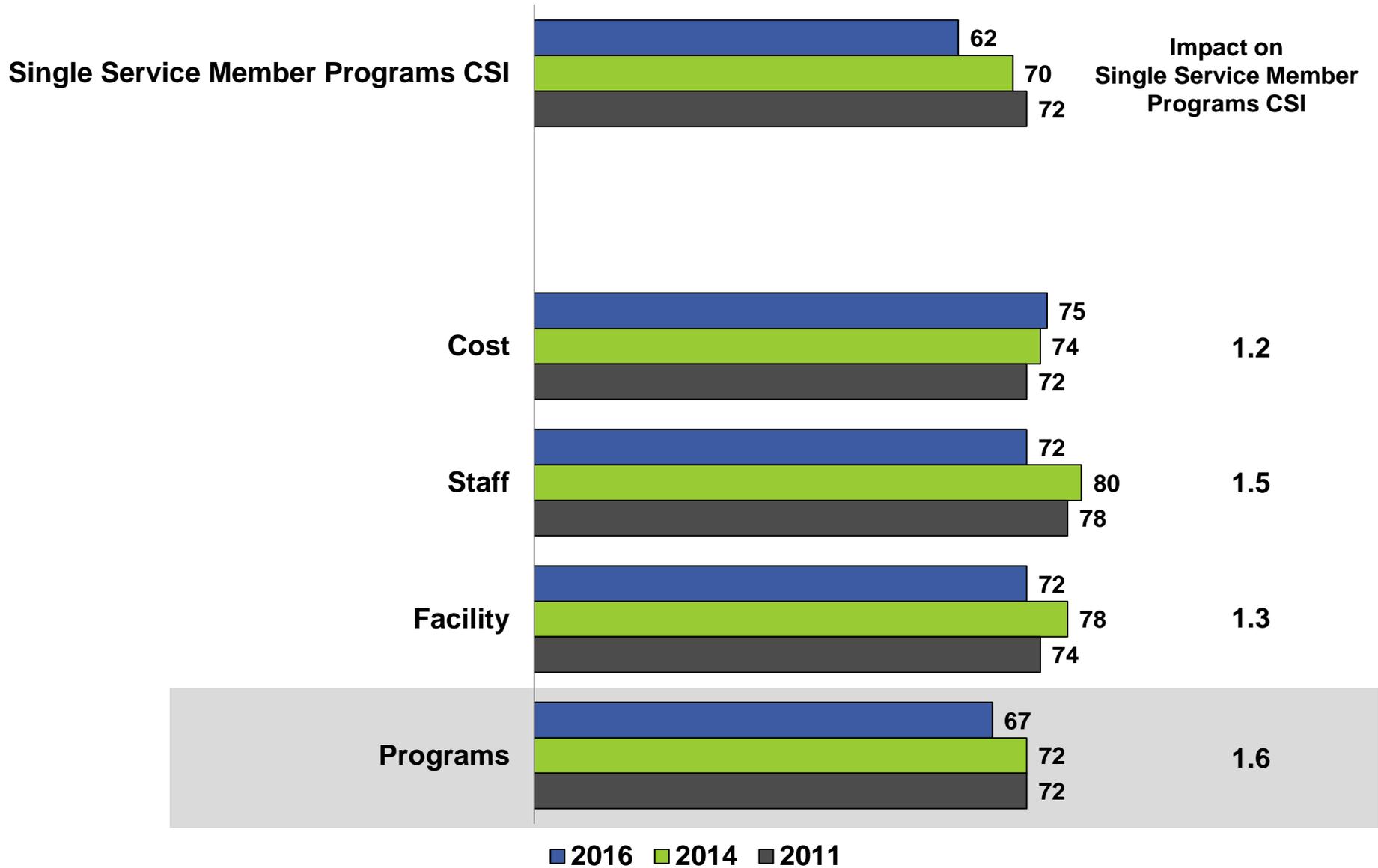
**Top  
Priority**



\*Statistically significant difference from 2014 score at 90% confidence level

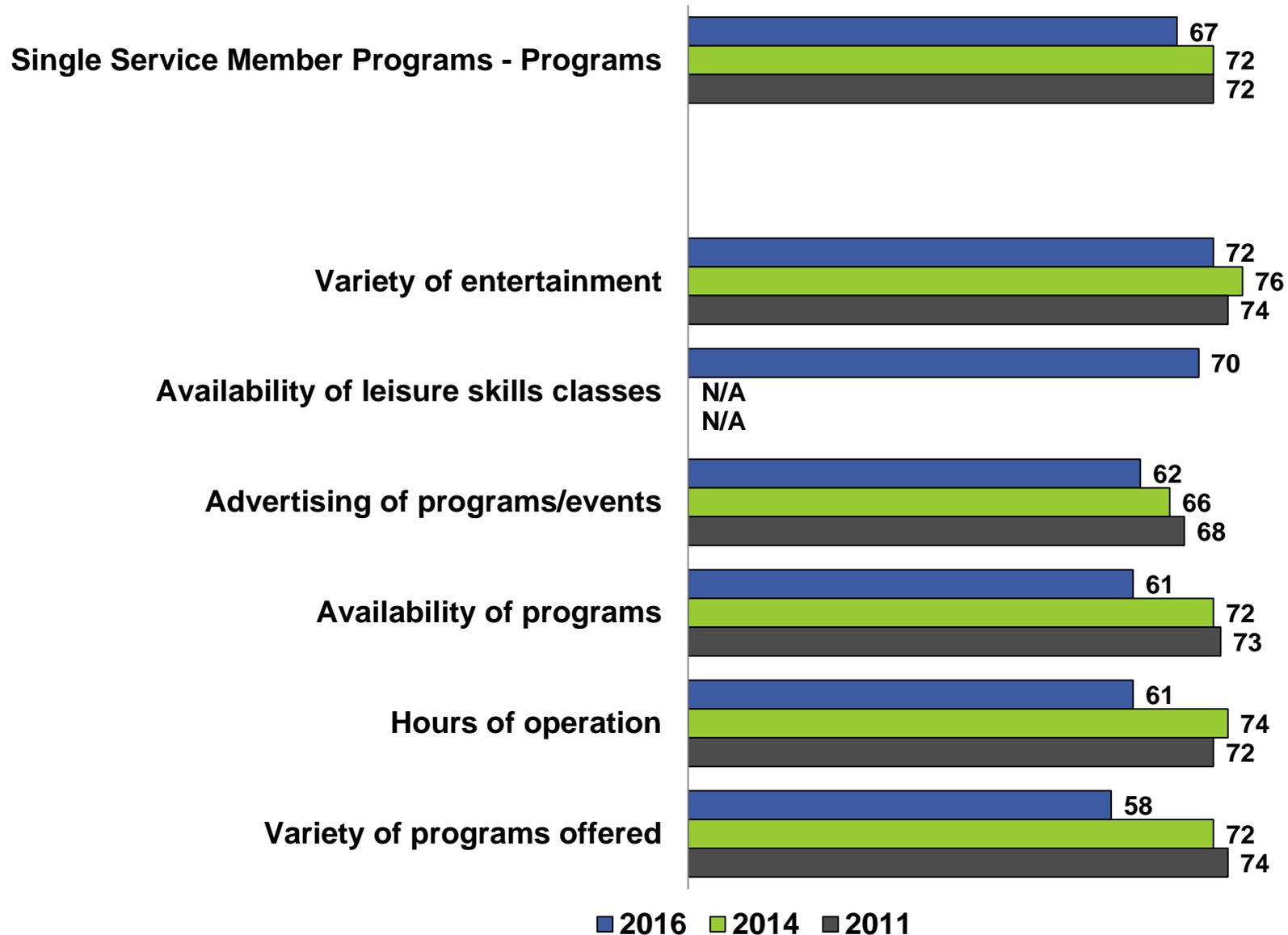
# Single Service Member Programs CSI Drivers

**Top Priority**



# Single Service Member Programs – Programs

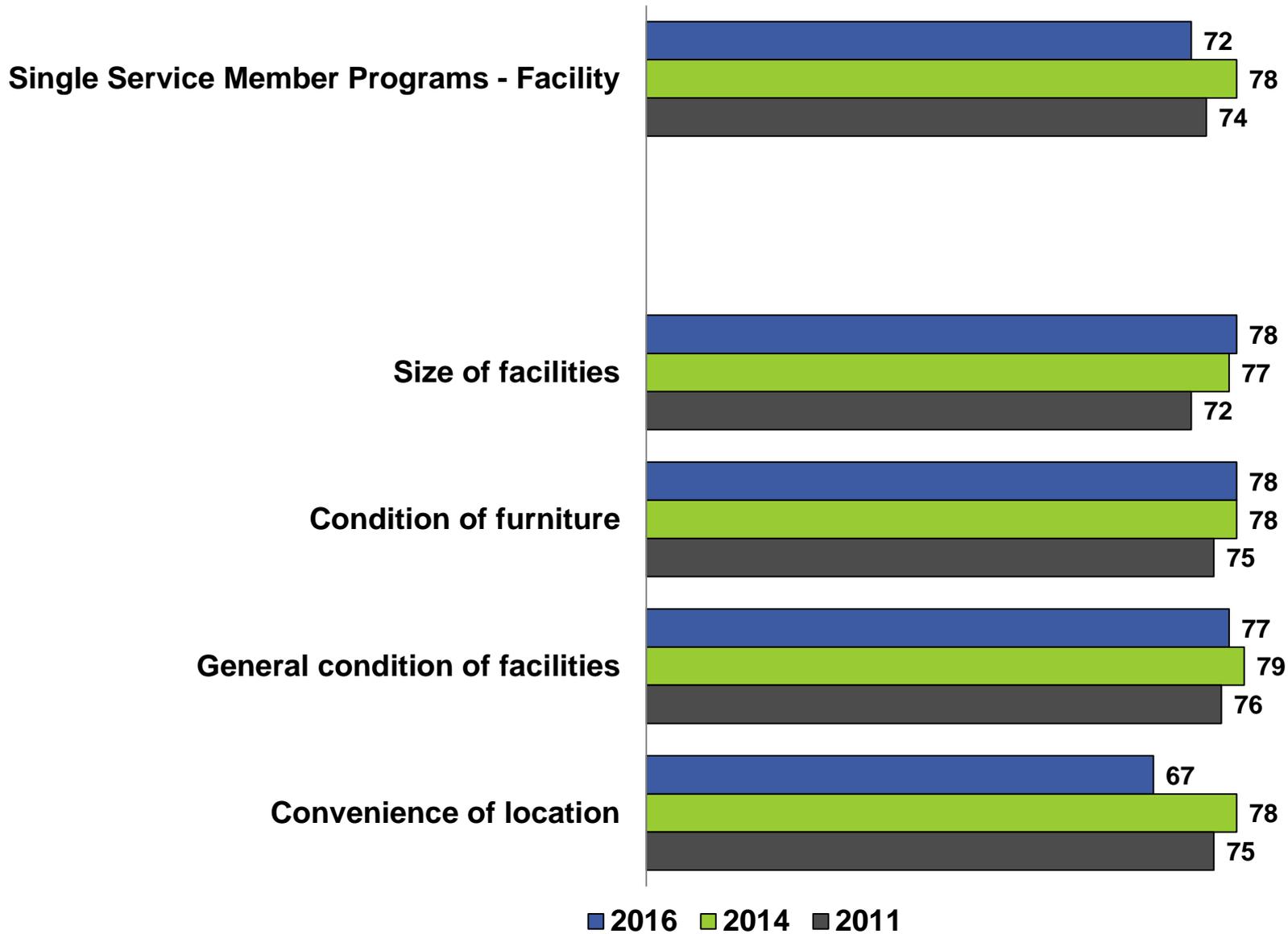
Top Priority





# Single Service Member Programs – Facility

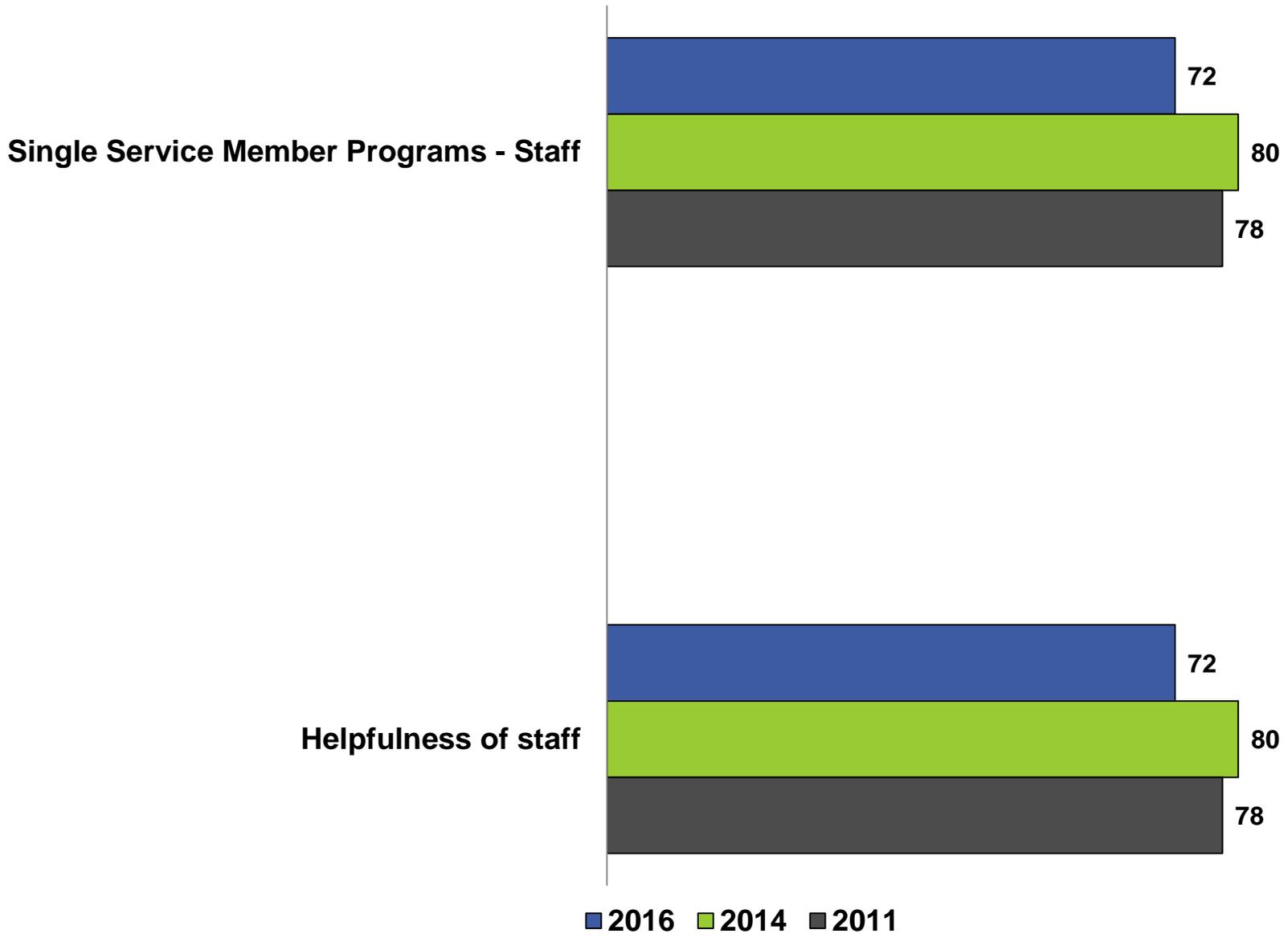
Top Priority





# Single Service Member Programs – Staff

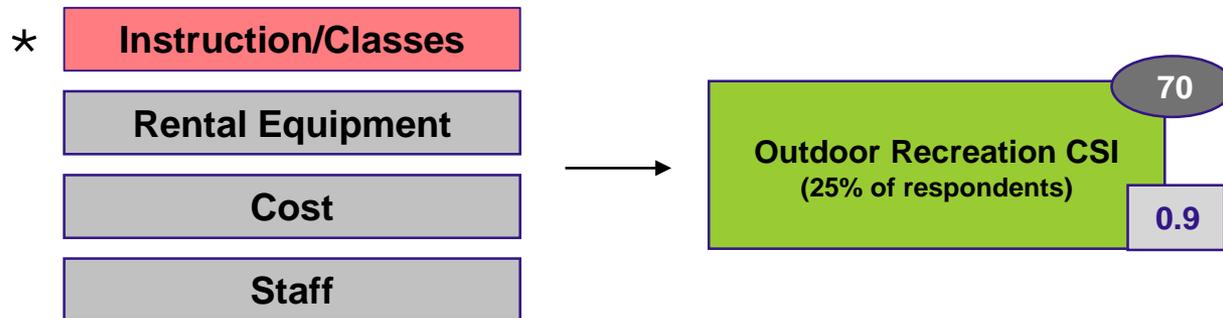
Top Priority



# Outdoor Recreation

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## ➤ Top Priority



# Outdoor Recreation Usage

Top  
Priority

Usage – Outdoor Recreation	Outdoor Recreation (2009)	Outdoor Recreation (2011)	Outdoor Recreation (2014)	Outdoor Recreation (2016)
Never	5%	7%	9%	18%
Occasionally	32%	41%	37%	--
Several times a year	42%	33%	36%	64%
Several times a month	17%	16%	15%	13%
Several times a week	3%	3%	3%	4%
Daily	1%	1%	1%	2%

“Occasionally” response removed from 2016 survey

# Outdoor Recreation – Reasons Not Used

A new question was added to the 2016 survey asking respondents the reasons why they did not use MWR programs and services at their current installations. For Outdoor Recreation, nearly half of non-user respondents cited a lack of time.

<b>Outdoor Recreation - Reasons Not Used~</b>	<b>% of Non-Users</b>
<b>Not interested</b>	<b>26%</b>
<b>Not eligible</b>	<b>1%</b>
<b>Lack of time</b>	<b>48%</b>
<b>Location not convenient</b>	<b>9%</b>
<b>Do not have transportation</b>	<b>2%</b>
<b>Lack of parking</b>	<b>5%</b>
<b>Hours do not fit schedule</b>	<b>12%</b>
<b>Cost too high</b>	<b>8%</b>
<b>Geographically separated from main installation</b>	<b>13%</b>
<b>Other</b>	<b>11%</b>

~Multiple responses allowed

# Outdoor Recreation Themes from Verbatim Comments

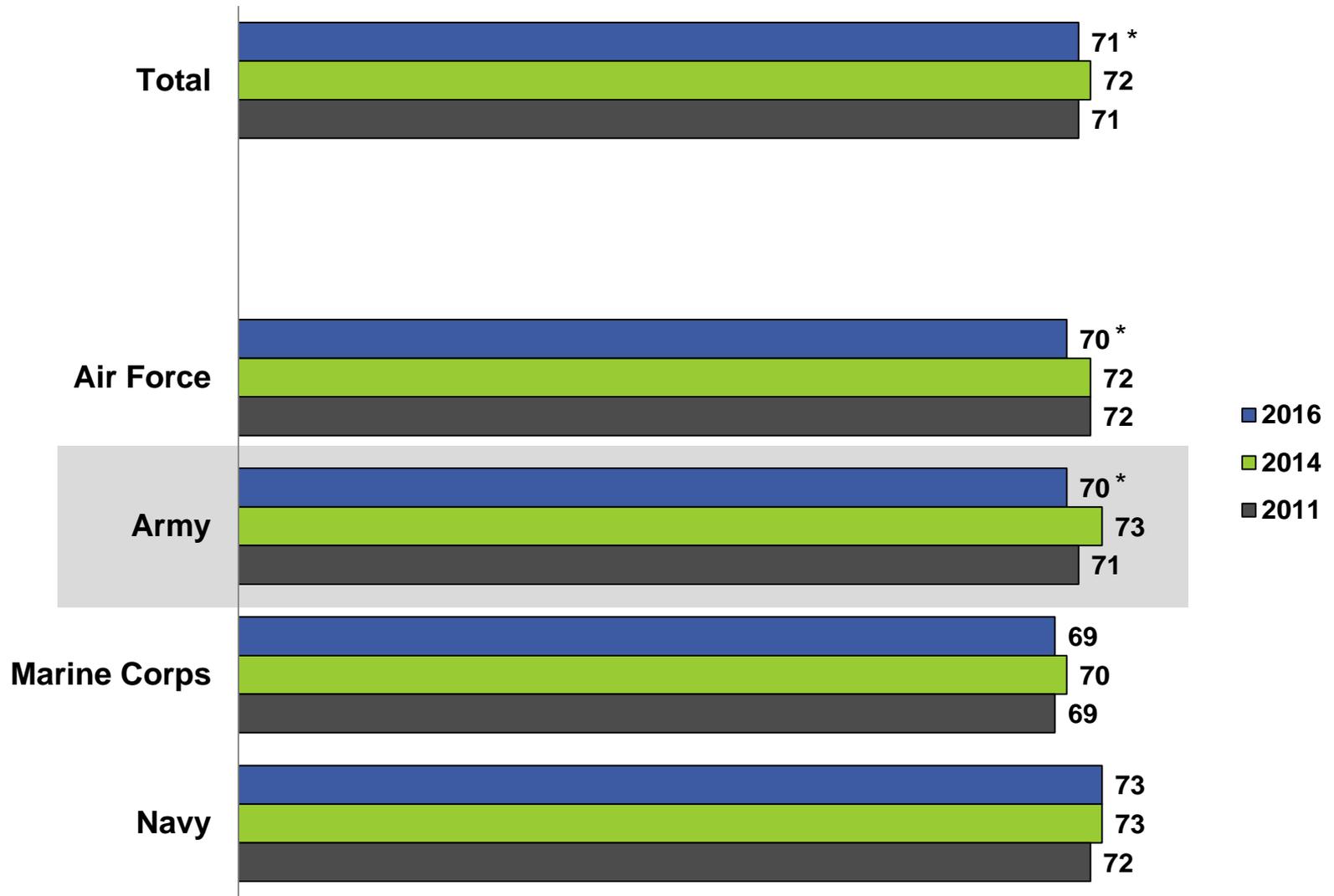
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The following are frequently mentioned areas of concern, many similar to what was expressed in prior waves of the survey.

- **Variety of facilities, programs, activities, trips and special events offered**
- **Availability of rental equipment** (e.g., quantity, selection, ability to reserve in convenient manner/in appropriate timeframe)
- **Quality of rental equipment** (e.g., general condition, age)
- **Prices for programs, activities, trips and special events** (e.g., similar to pricing in civilian economy; recent notable pricing increases)
- **Customer service** (e.g., indifferent service, lack of staff knowledge, helpfulness)
- **Hours of operation of programs and facilities** (e.g., number of hours, compatibility of operating hours with duty day)

# Outdoor Recreation CSI Service Comparison

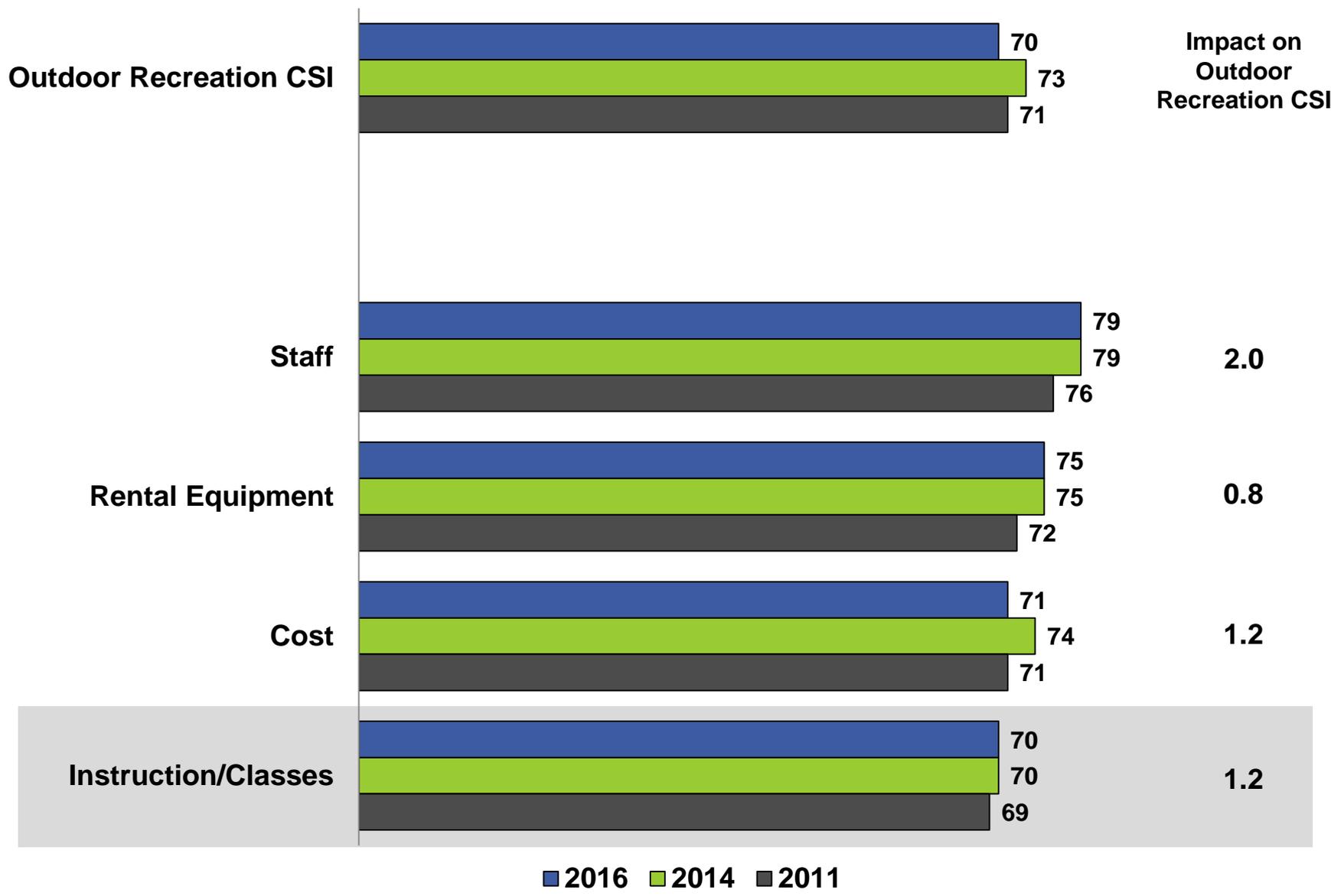
Top Priority



\*Statistically significant difference from 2014 score at 90% confidence level

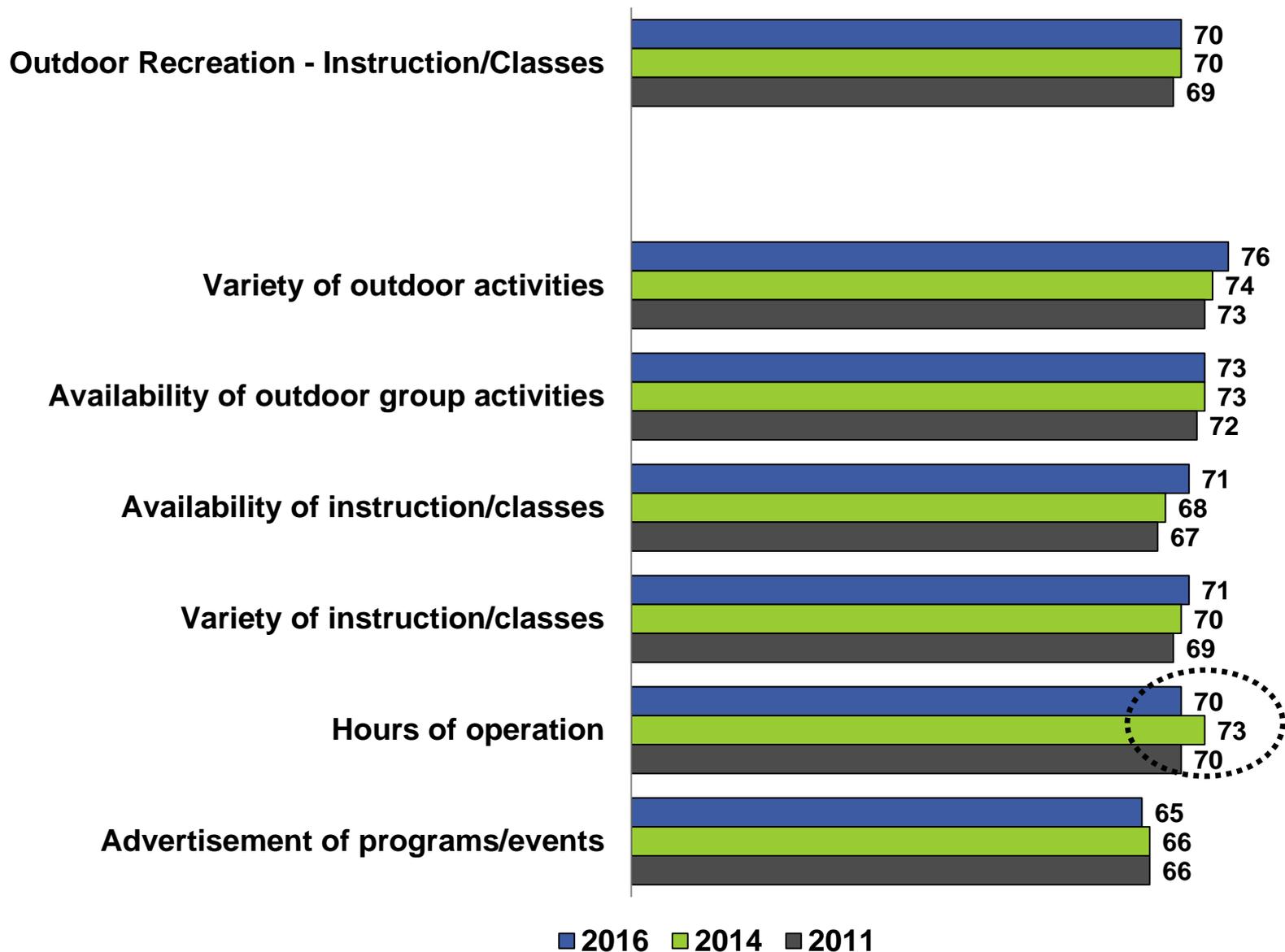
# Outdoor Recreation CSI Drivers

**Top Priority**



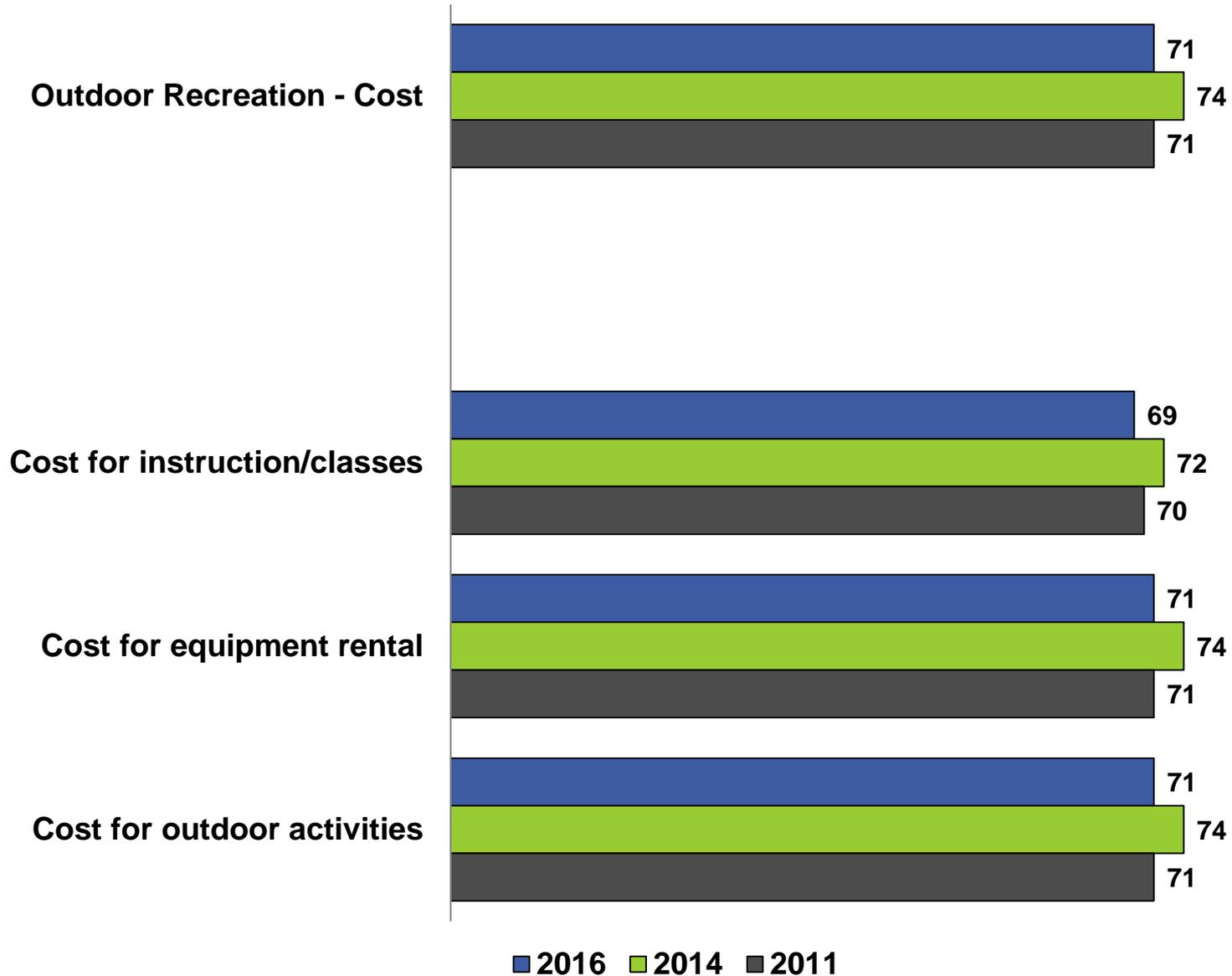
# Outdoor Recreation – Instruction/Classes

Top Priority



# Outdoor Recreation – Cost

Top Priority



# Outdoor Recreation Segment Score Differences

**Outdoor Recreation CSI: 70 (-3)**

<b>Higher Scoring Segments</b>	
<b>Associate's Degree</b>	<b>76</b>
<b>W1 – W5 Pay Grade</b>	<b>73</b>
<b>10 – 24 Miles from Installation</b>	<b>73</b>
<b>10 – 20 Years on Active Duty</b>	<b>72</b>
<b>1 – 2 Years or More at Current Installation</b>	<b>71</b>

<b>Lower Scoring Segments</b>	
<b>Dorm/barracks</b>	<b>69</b>
<b>1 – 2 Years on Active Duty</b>	<b>69</b>
<b>5 Years or More at Current Installation</b>	<b>68</b>
<b>4 – 5 Number of Installations Served</b>	<b>67</b>
<b>30 to 34 Years Old</b>	<b>67</b>

# Other Programs

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- **Category A**

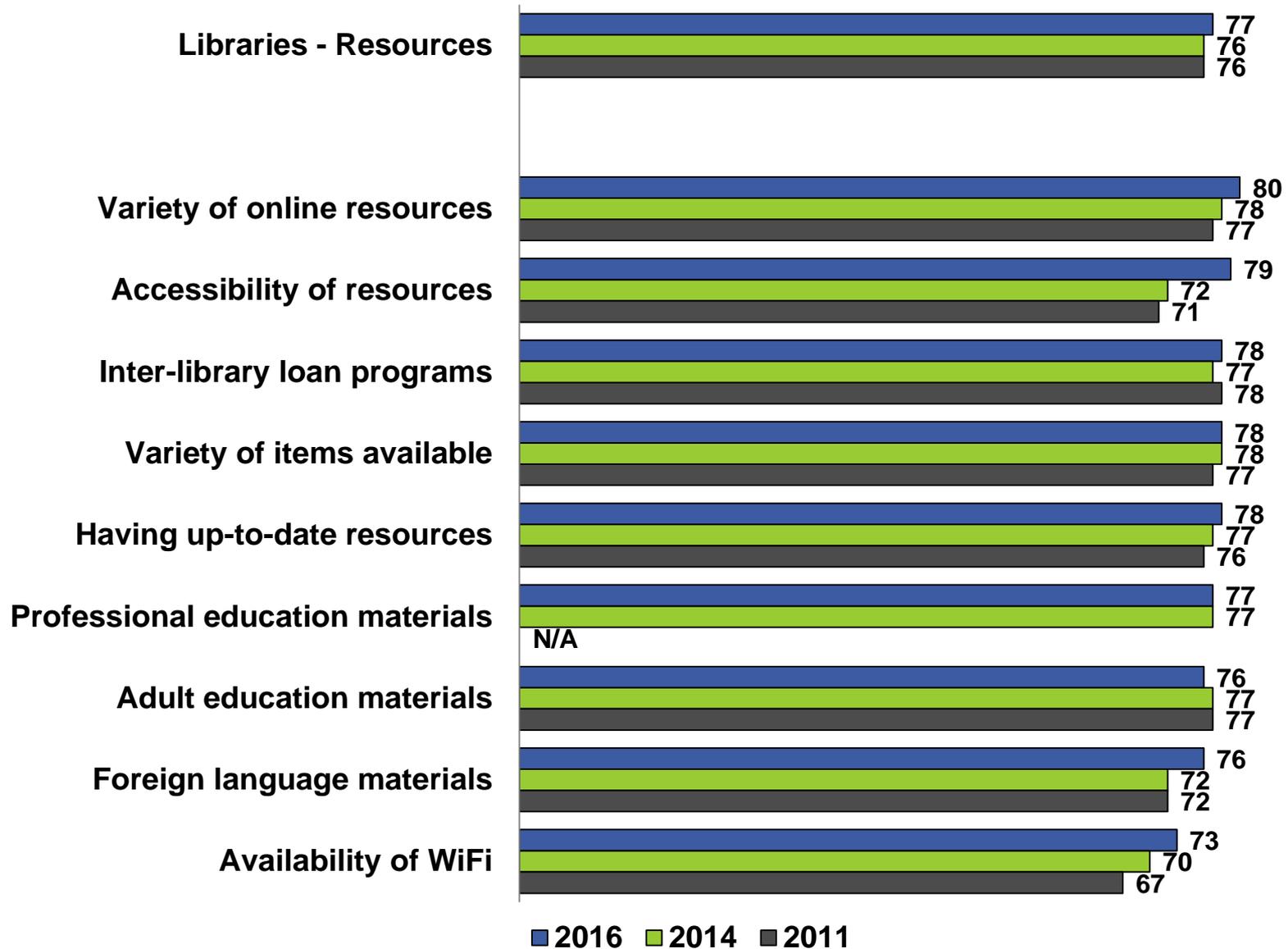
- > Libraries
- > Fitness Centers
- > Sports and Athletics

- **Category B**

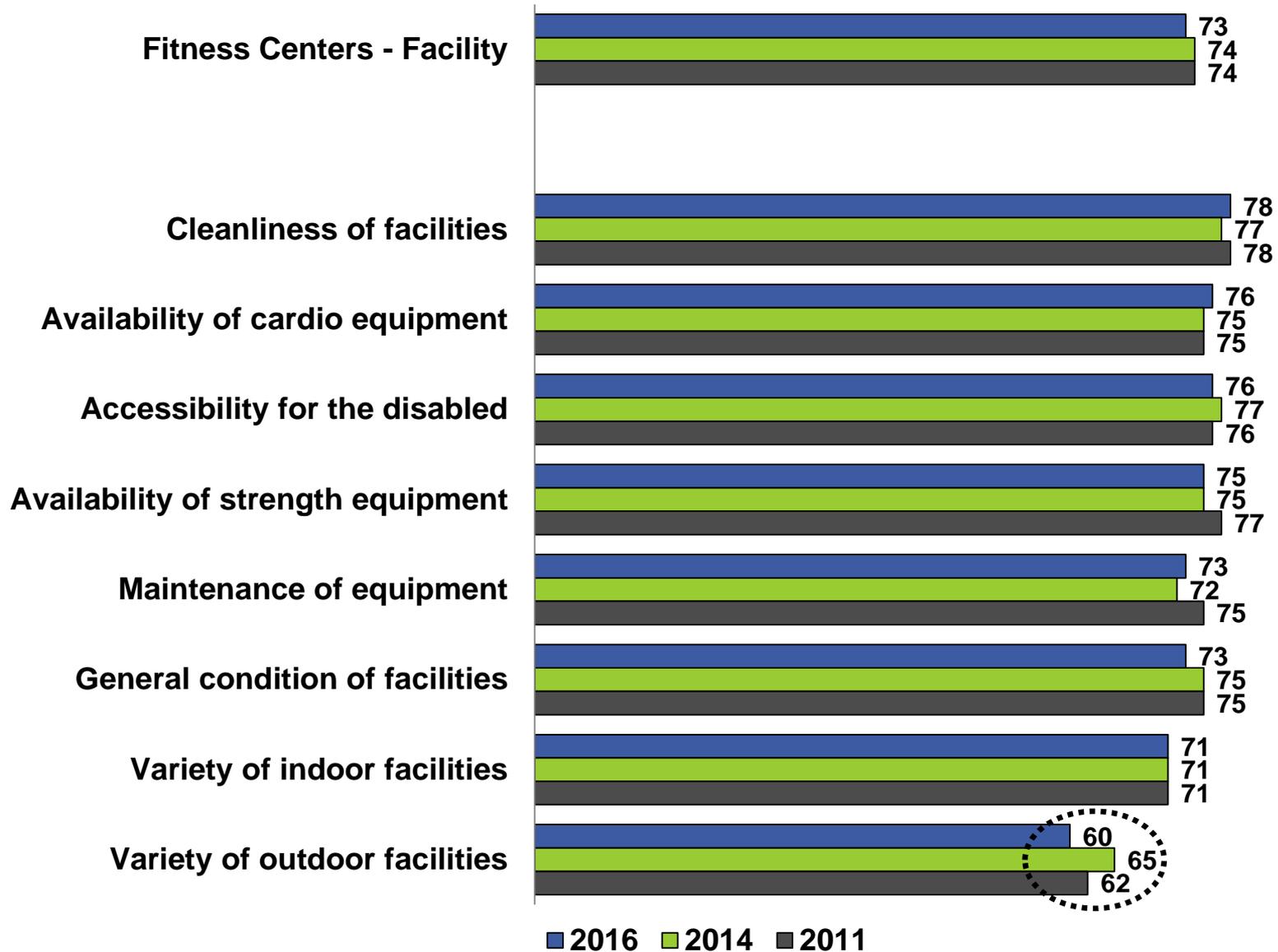
- > Tickets and Leisure Travel
- > Community/Recreation Centers
- > Automotive Skills
- > Swimming Pools

# Libraries – Resources

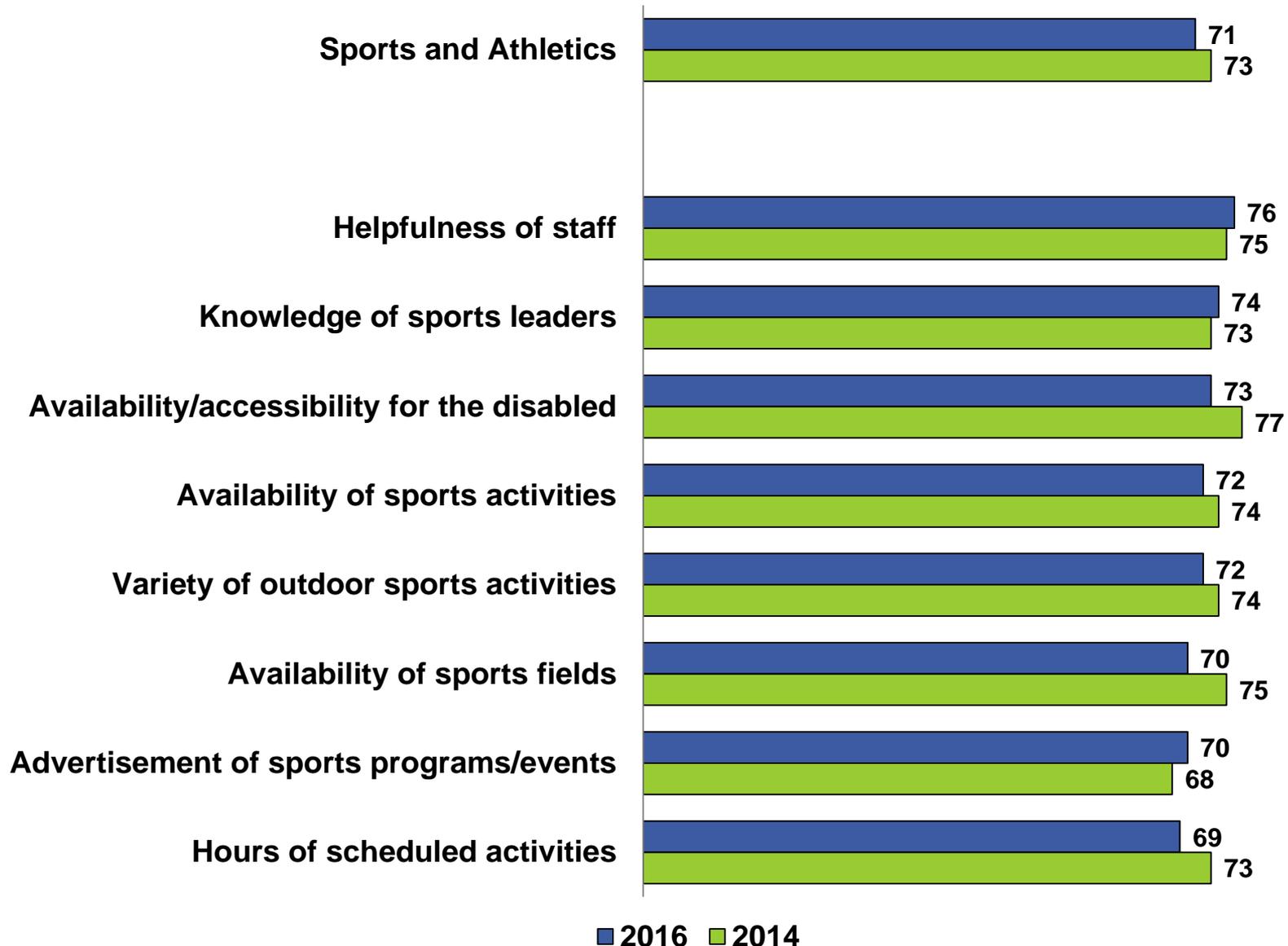
Among users:	Active Onsite Users	Active Online Users
	93%	58%



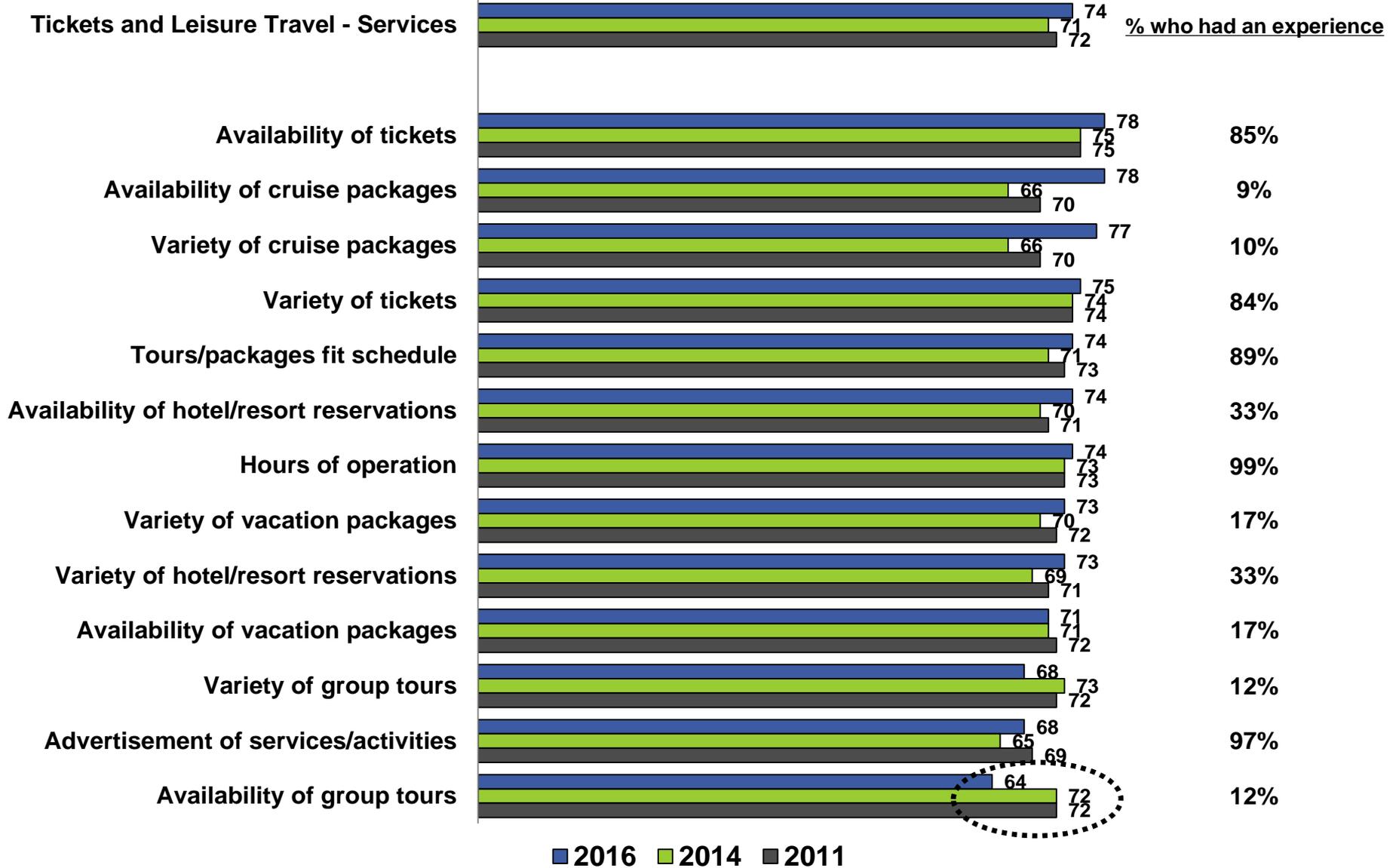
# Fitness Centers – Facility



# Sports and Athletics – Program Attributes



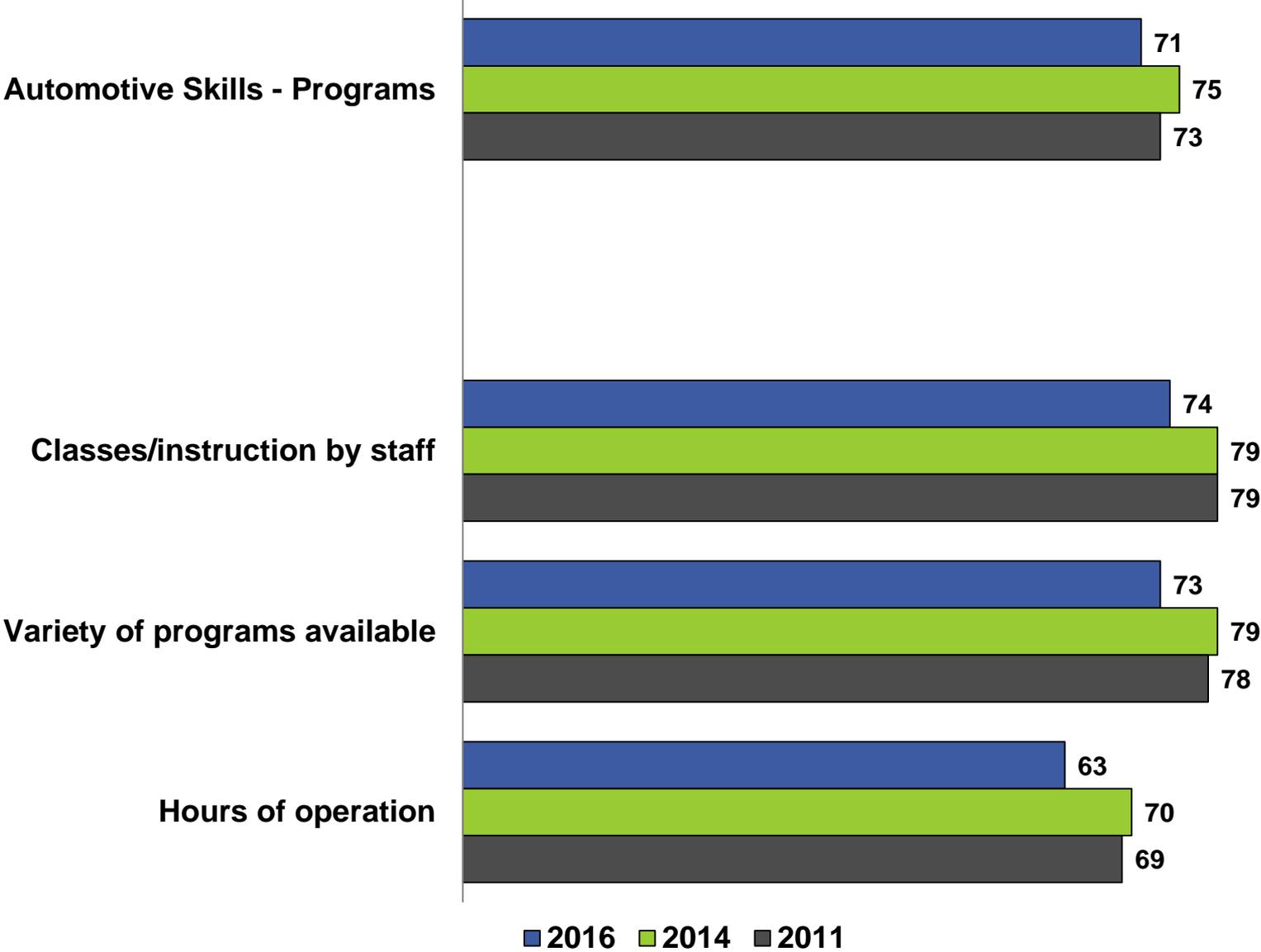
# Tickets and Leisure Travel – Services



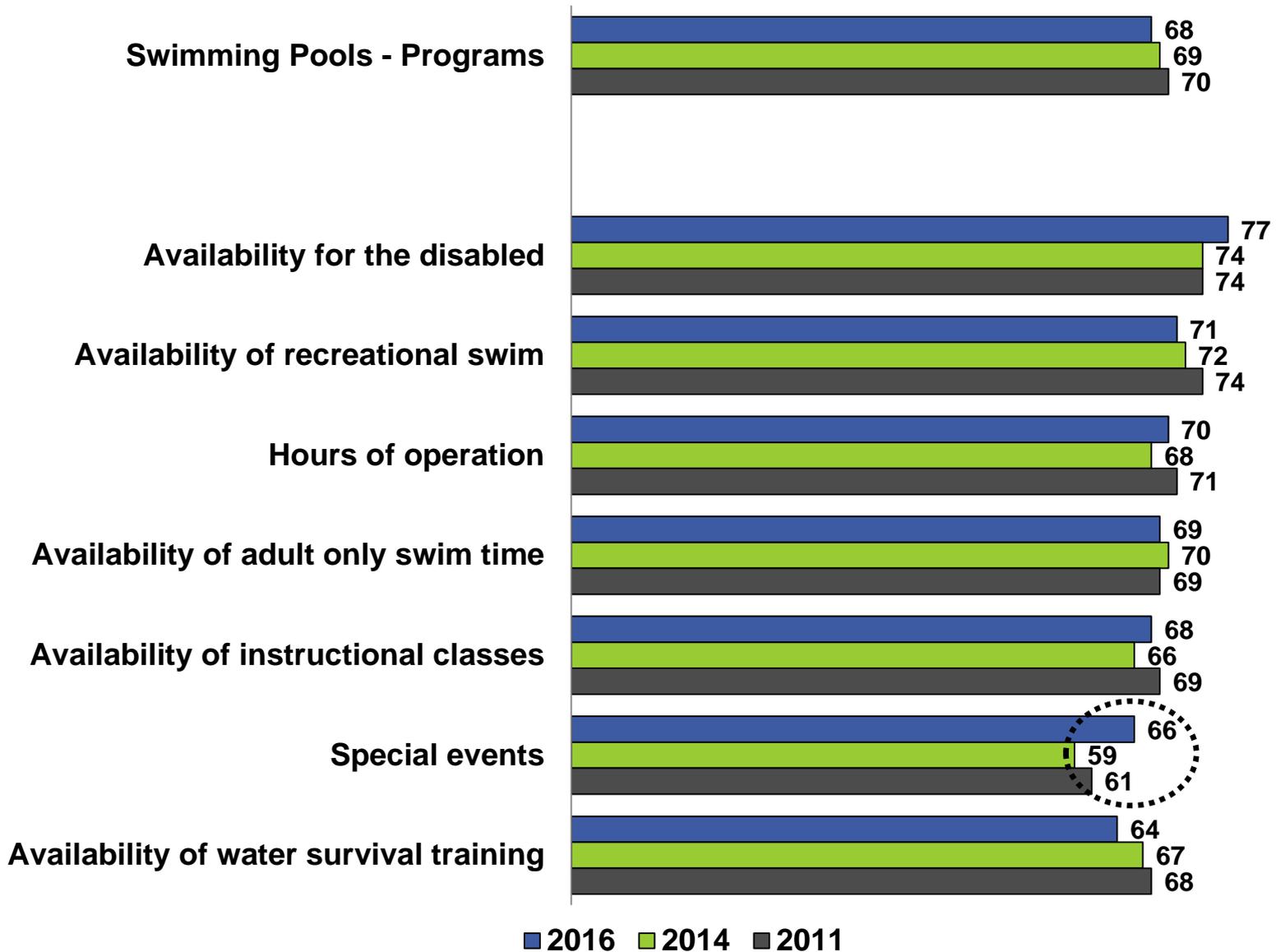
# Community/Recreation Centers – Programs



# Automotive Skills – Programs



# Swimming Pools – Programs

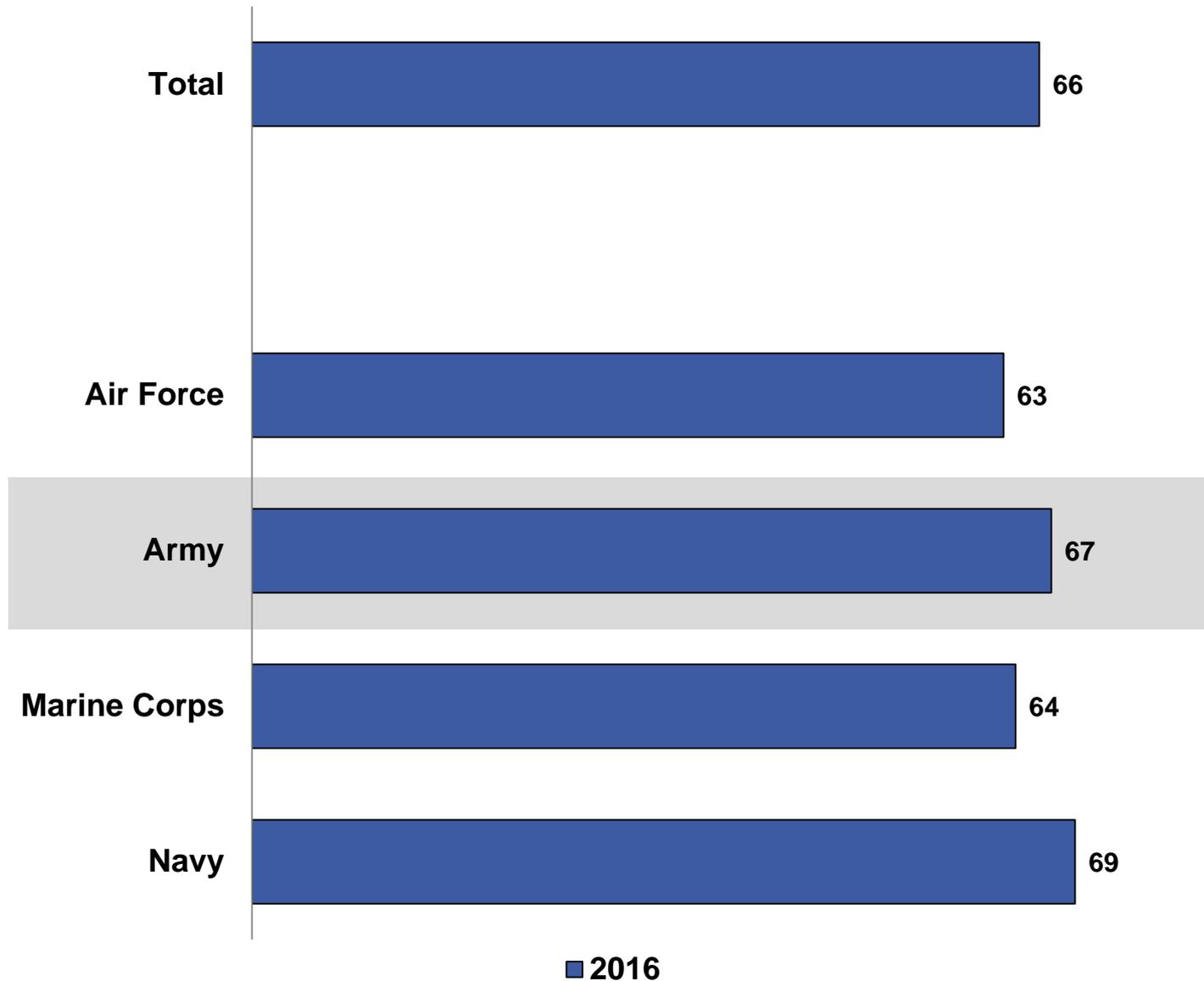


# MWR-Related Outcomes

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- Readiness
- Resilience
- Retention
- Unit Cohesion

# Readiness – Service Comparison



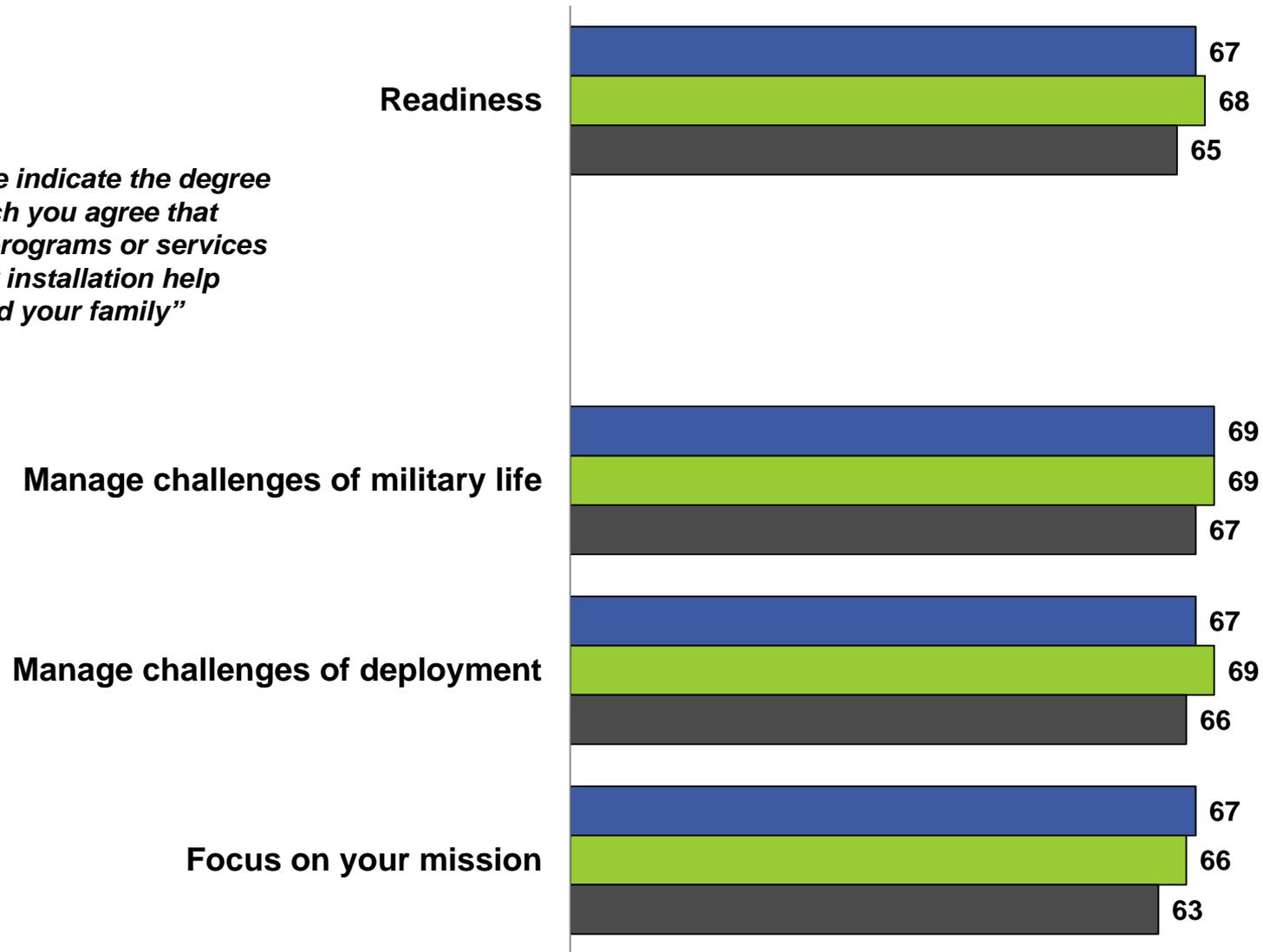
Readiness and Resilience outcomes measured separately in 2016

■ 2016

39

# Readiness – Army

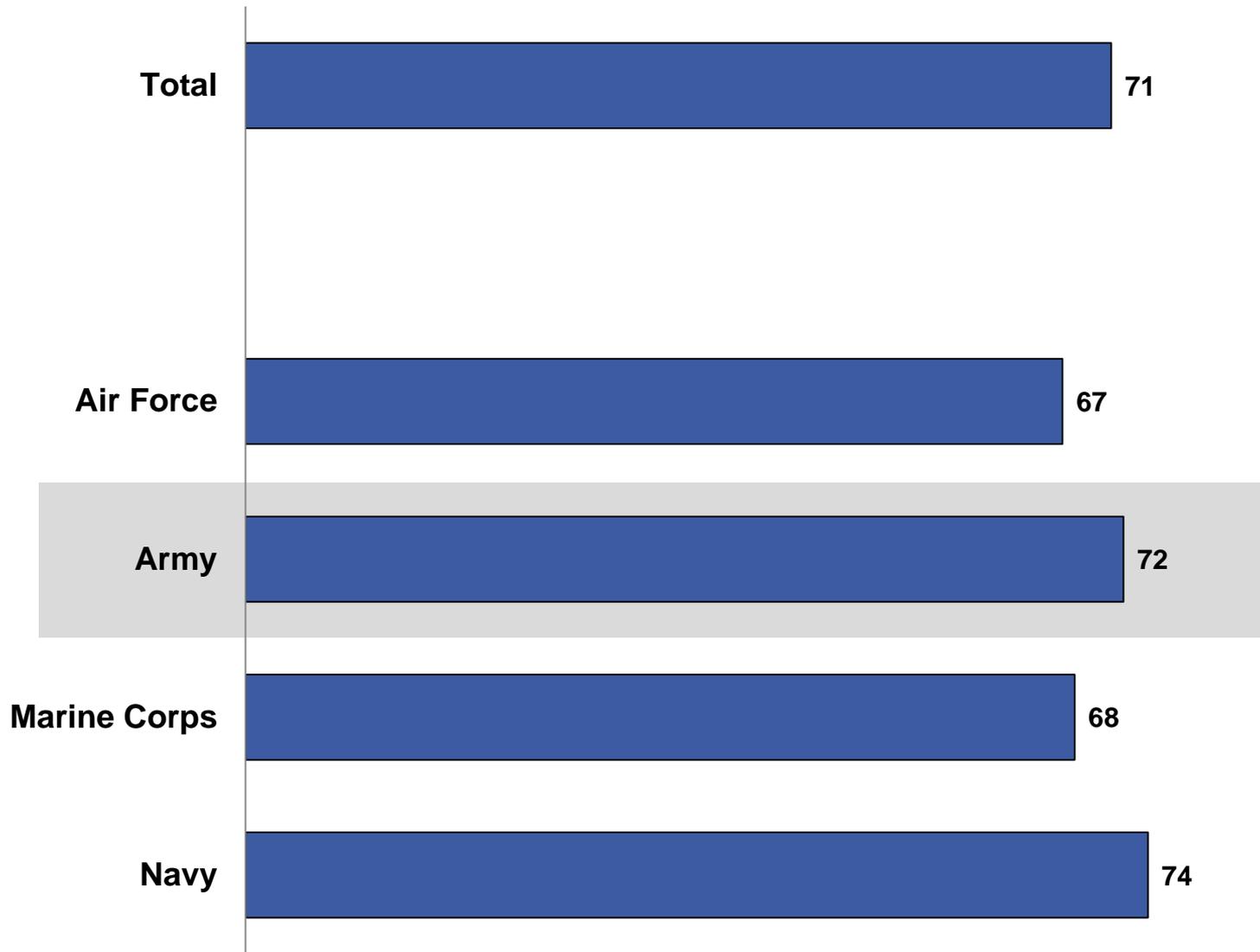
*“Please indicate the degree to which you agree that MWR programs or services at your installation help you and your family”*



Readiness and Resilience outcomes measured separately in 2016

■ 2016 ■ 2014 ■ 2011

# Resilience – Service Comparison



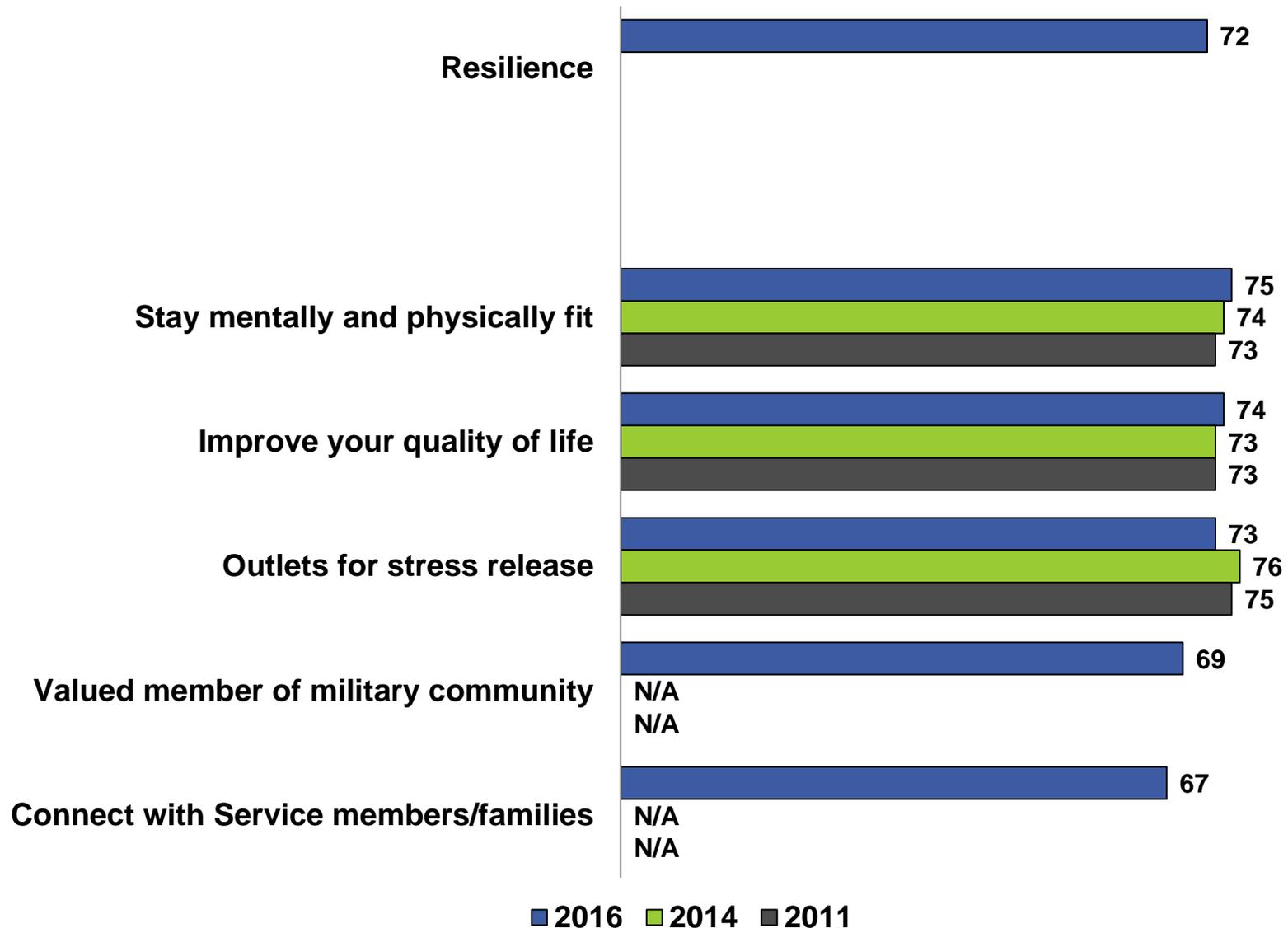
■ 2016

Readiness and Resilience outcomes  
measured separately in 2016

41

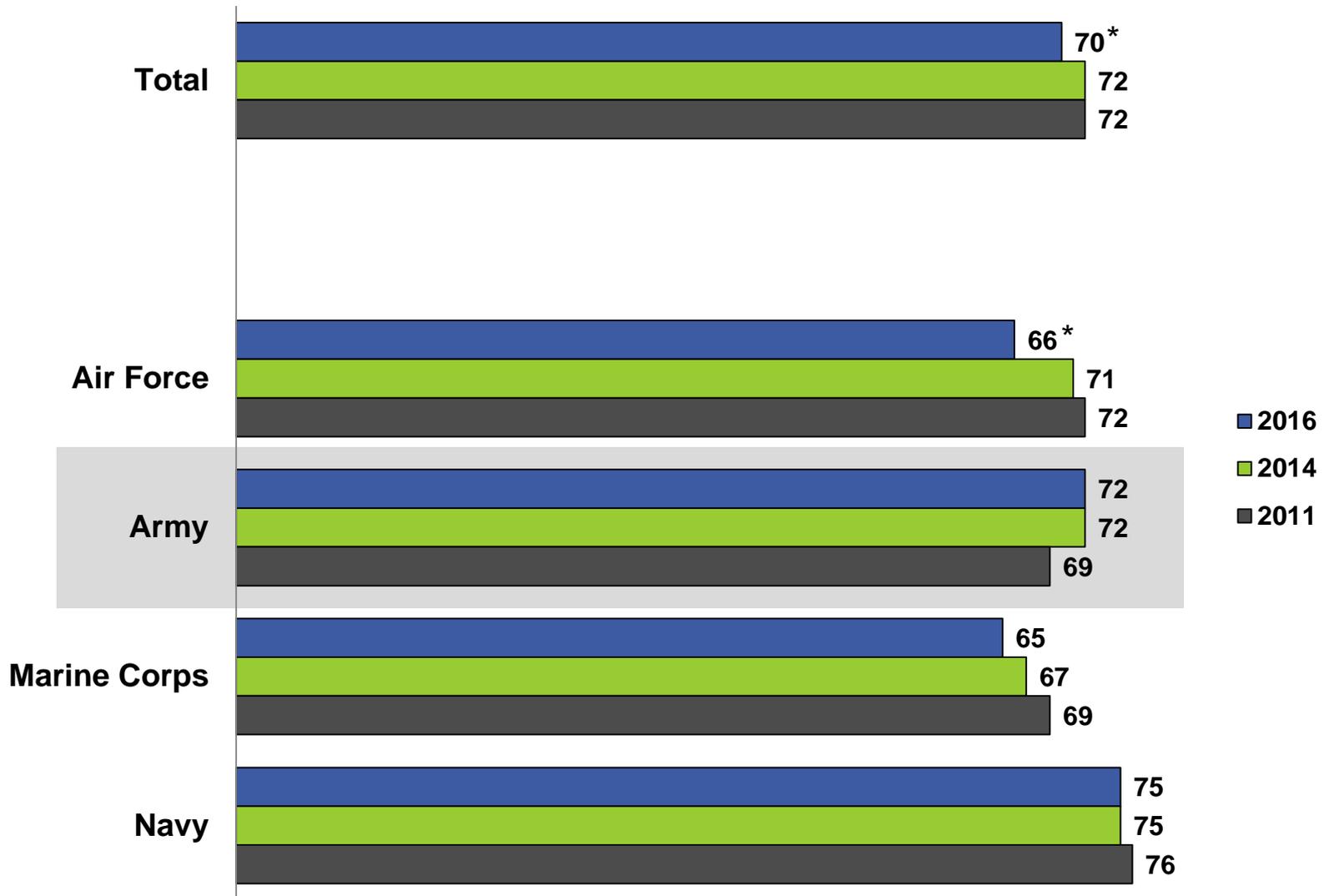
2016 DoD MWR Customer Satisfaction Survey – Army

# Resilience – Army



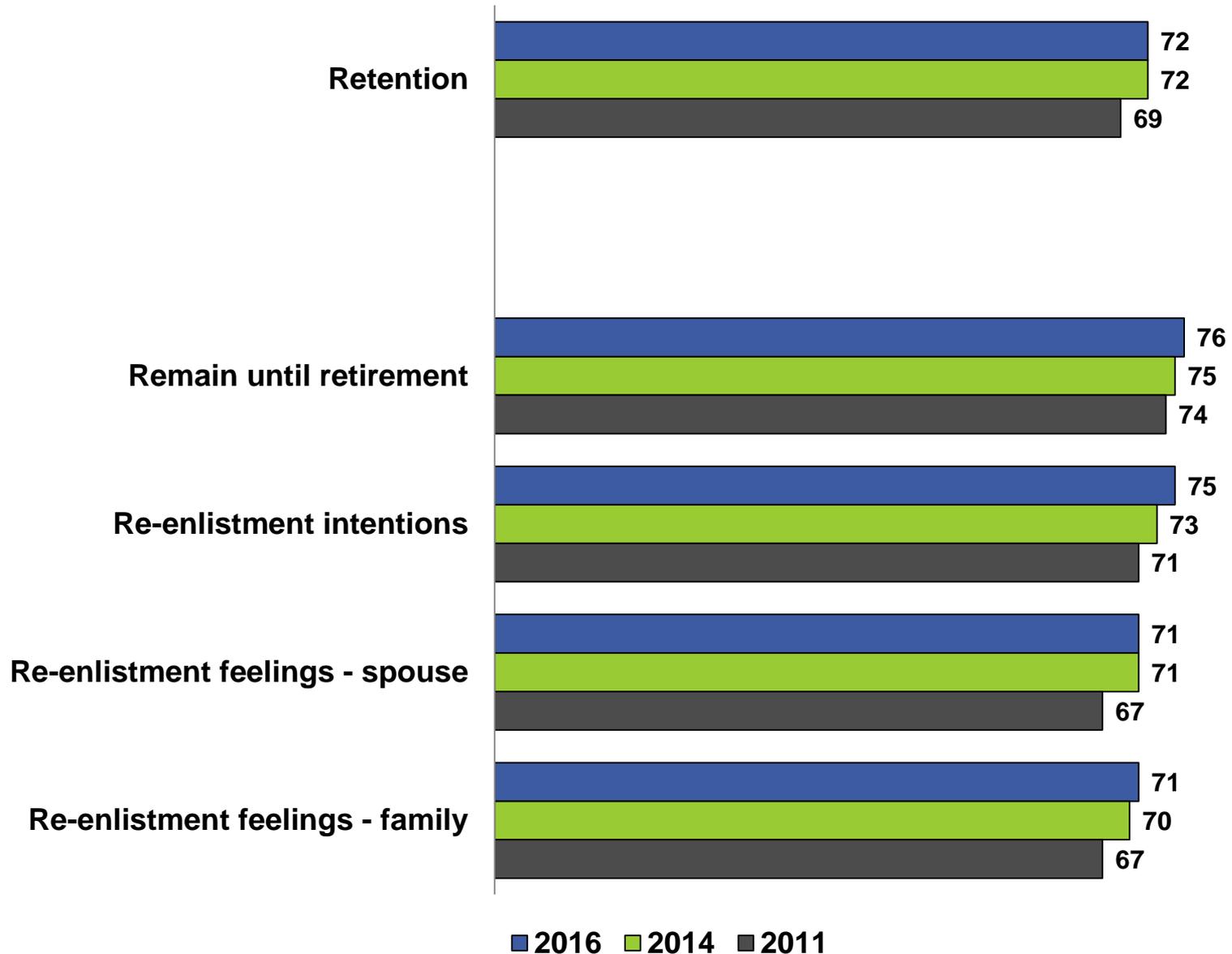
Readiness and Resilience outcomes measured separately in 2016

# Retention – Service Comparison

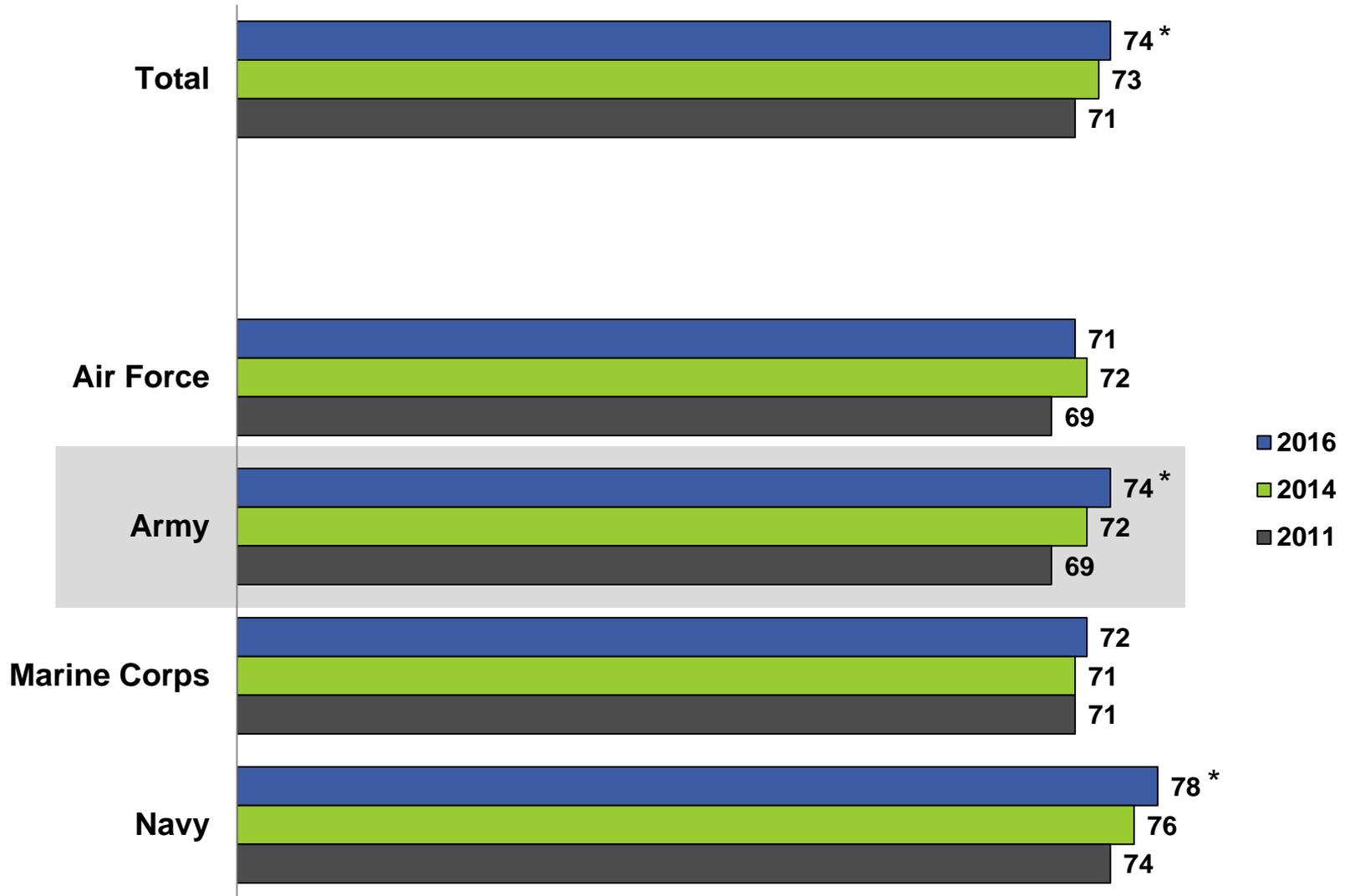


\*Statistically significant difference from 2014 score at 90% confidence level

# Retention – Army

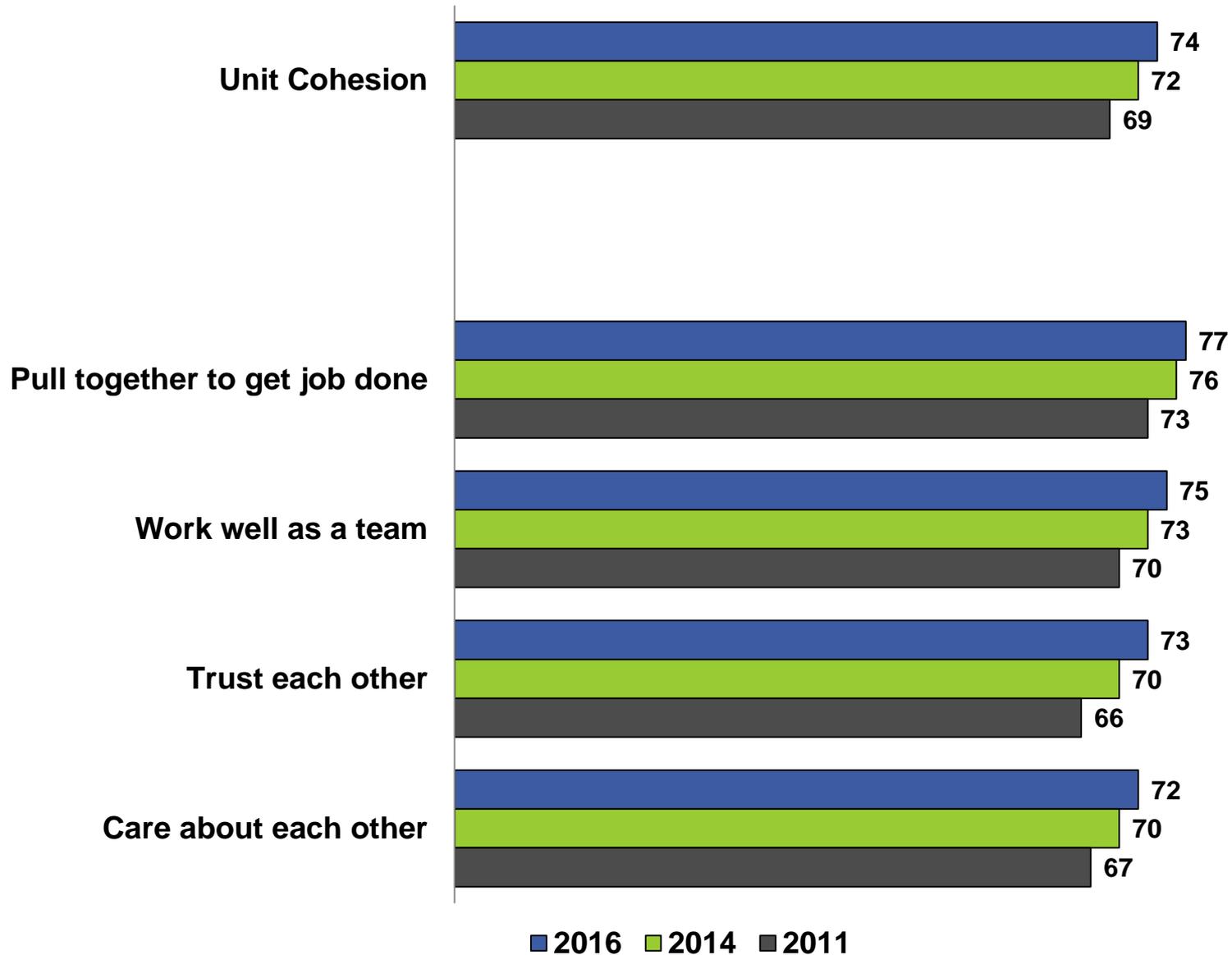


# Unit Cohesion – Service Comparison



\*Statistically significant difference from 2014 score at 90% confidence level

# Unit Cohesion – Army



# Unit Participation and Satisfaction

“Does your unit participate as a group in MWR activities or programs?”

		Unit Participates in MWR	Unit Does Not Participate in MWR
Service	% Indicate Unit Participates	CSI Score	CSI Score
Total	42%	68	62
Navy	47%	72	65
Marines	46%	63	59
Army	41%	70	63
Air Force	38%	64	57

- As in the 2014 study, the 2016 data indicates that unit participation has a very positive effect on MWR Satisfaction in all four Services.
- On average, Army respondents who participate in MWR activities or programs as a unit score MWR CSI seven points higher than those who do not.
- The proportion of Army respondents saying they participate in MWR programs with their unit is three percentage points lower from the 2014 survey.

# Unit Participation and Satisfaction – Army

“Does your unit participate as a group in MWR activities or programs?”

	Unit Participates in MWR	Unit Does Not Participate in MWR
Program	CSI Score	CSI Score
MWR CSI	70	63
Fitness Centers	71	64
Swimming Pools	70	65
Automotive Skills	74	71
Community/Recreation Centers	77	72
Single Service Member Programs	78	47
Libraries	78	72
Tickets and Leisure Travel	75	71
Outdoor Recreation	74	68
Sports and Athletics	69	64

Unit Participation in MWR programs continues to show a strong positive effect on overall ratings of MWR CSI; it also continues to have a positive ‘halo effect’ on ratings of all MWR programs regardless of whether respondents use them with their unit.

# Unit Participation and MWR-Related Outcomes

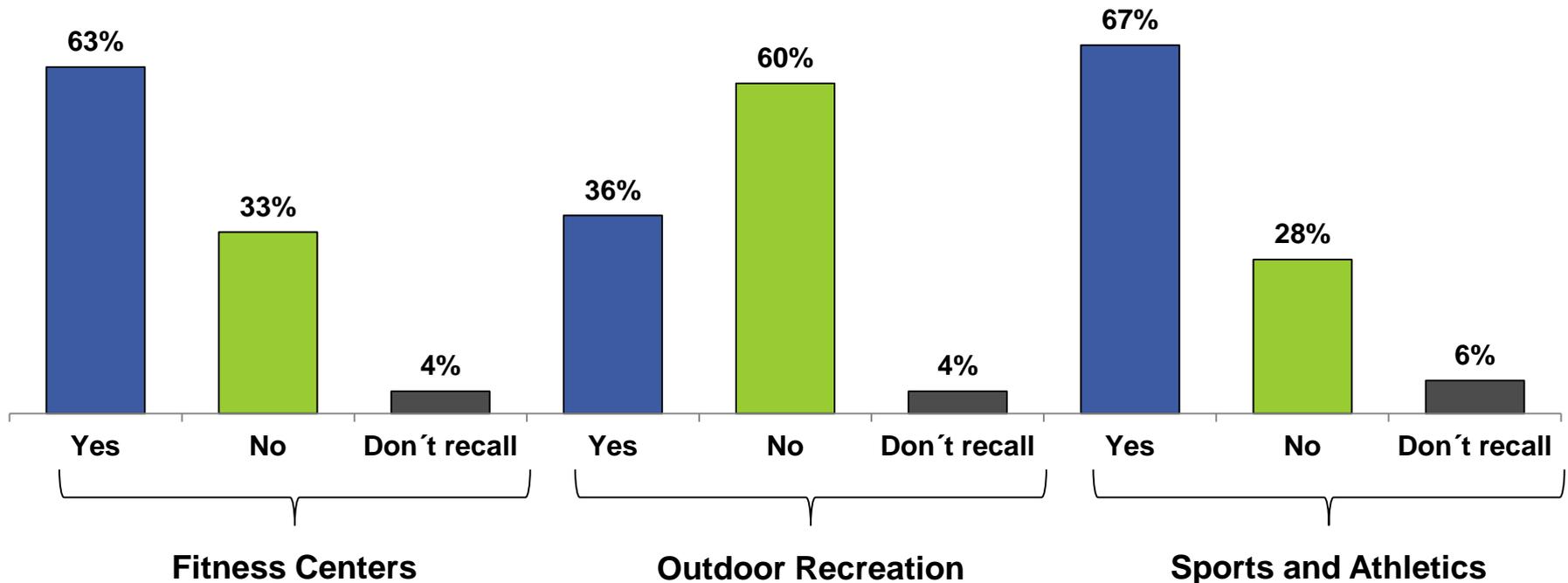
“Does your unit participate as a group in MWR activities or programs?”

	Unit Participates in MWR	Unit Does Not Participate in MWR
Program	Score	Score
MWR CSI	70	63
Readiness	76	61
Resilience	80	66
Retention	78	67
Unit Cohesion	81	70

# Unit Engagement – Army

A new question added in 2016 asked respondents if they engaged in activities with their unit in the past 12 months. Approximately two-thirds of Army respondents said they had participated in Sports and Athletics and/or used the Fitness Centers with their unit.

Unit Engagement	Yes	No	Don't recall
Fitness Centers CSI	68	64	67
Outdoor Recreation CSI	73	69	67
Sports and Athletics CSI	68	65	65



# MWR Information Sources

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# Information Sources – Army

Respondents indicate they most often hear or learn about MWR services/programs through word of mouth. 32% prefer to receive information through email, while increasing numbers report preferring other ‘push’ sources of information such as SMS, social media or smartphone apps.

MWR Information Sources	Most Often Hear/Learn~		Most Preferred	
	2014	2016	2014	2016
Briefings	26%	17%	3%	2%
Electronic signs	29%	21%	3%	2%
Email	41%	32%	45%	32%
Flyers/handouts	47%	40%	5%	5%
Installation newspaper/newsletter	36%	29%	3%	4%
Website	34%	35%	13%	17%
Paper signs/posters	30%	42%	4%	5%
Social media	19%	27%	9%	14%
Town hall/public forum	4%	5%	0%	0%
Word of mouth	56%	50%	15%	3%
Text messaging/SMS	--	3%	--	4%
Smartphone app	--	3%	--	11%
Other	5%	5%	1%	1%
Number of Respondents	4,111	1,335	4,111	1,335

~Multiple responses allowed

# Information Access – Army

<b>Internet Access – Devices Used~</b>	<b>2014</b>	<b>2016</b>
<b>Desktop computer</b>	<b>63%</b>	<b>58%</b>
<b>Laptop computer</b>	<b>84%</b>	<b>78%</b>
<b>Apple iPhone</b>	<b>45%</b>	<b>52%</b>
<b>Android smartphone</b>	<b>44%</b>	<b>38%</b>
<b>Windows smartphone</b>	<b>3%</b>	<b>2%</b>
<b>Apple tablet</b>	<b>32%</b>	<b>29%</b>
<b>Android tablet</b>	<b>19%</b>	<b>16%</b>
<b>Windows tablet</b>	<b>4%</b>	<b>6%</b>
<b>Other</b>	<b>6%</b>	<b>1%</b>
<b>None of these</b>	<b>1%</b>	<b>1%</b>
<b>Number of Respondents</b>	<b>4,111</b>	<b>1,335</b>

~Multiple responses allowed

# **Summary and Recommendations**

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# Summary and Recommendations – Programs

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- The **Top Priority** program areas to drive improvement in overall MWR Satisfaction are Single Service Member Programs and Outdoor Recreation.
- The Better Opportunities for Single Soldiers (BOSS) program has appreciable leverage to drive MWR satisfaction among its users.
  - Attention to the programs offered and the communication about them will help to return satisfaction with BOSS to a higher level.
  - Hours of operation may be another area for potential improvement.
- Outdoor Recreation users would appreciate additional advertisement of programs/events and more suitable hours of operation.
- In addition to improvements to high-leverage programs, MWR CSI will also benefit from communications about the financial value of all programs for Army personnel.
- The positive effects of unit participation as a group in MWR activities remain substantial – decreases in unit participation should be reversed if possible.

# General Recommendations

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- Before embarking on any substantial improvement initiatives pertaining to the priority areas, the following actions should be taken:
  - Review detailed results pertaining to top priority programs (Single Service Member Programs and Outdoor Recreation).
  - Review verbatim comments and themes.
  - Review results of other research conducted in the past three years.
  - Where appropriate, conduct follow-up research focusing on top-priority programs to identify specific initiatives to drive improvements in general and at the installation/activity level.

# Thank you

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