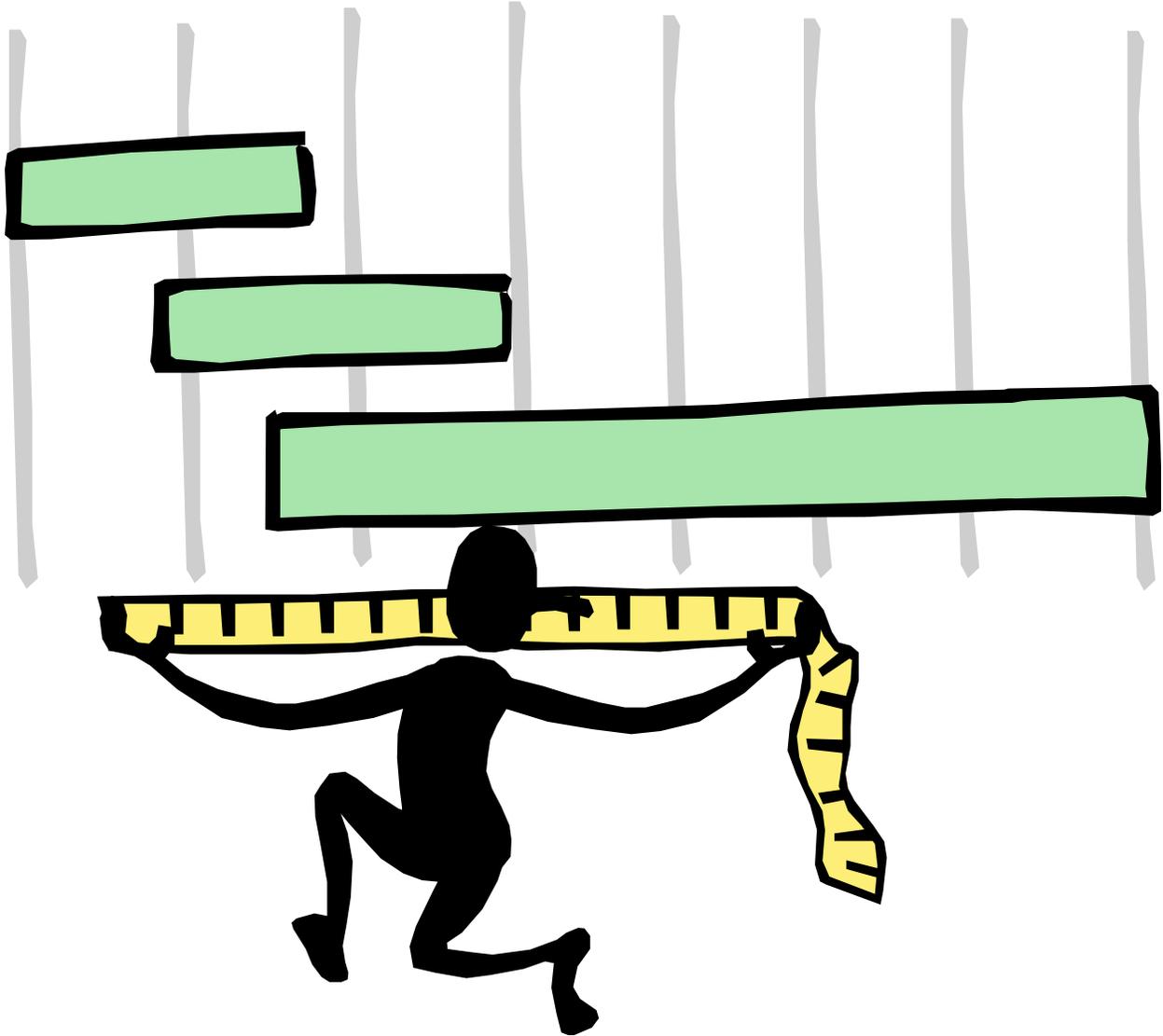


Liberty



MWR Program Standards and Metrics

April 2003

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LIBERTY PROGRAM STANDARDS AND METRICS

INTRODUCTION

About Program Standards and Metrics

PREFACE

Program standards and metrics were developed to accomplish the OPNAV (N-46), Navy-wide requirement to develop measurements for all Navy programs funded with Base Operating Support (BOS) dollars.

Metric: *“A quantifiable measure (not the measurement itself) made over time, which communicates vital information about the quality of a process, activity, or resource.”*

“A metric may be subjective, relative or absolute.”

Ben Barrow, Phoenix AZ, 2000.

The desired outcome of the initiative is to help Navy senior leadership make funding justifications, choices, and decisions.

GOALS

The following goals will be achieved by applying program standards and metrics.

1. Establish Navy-wide standards or reference points in the areas of service delivery, cost, and efficiencies and establish metrics to measure how individual programs, regions, and Navy MWR overall is doing in relation to these standards.

**GOALS
(cont.)**

2. Show how MWR is linked to Navy readiness, retention, and mission and answer the following questions all competitors for APF funding must answer:
 - “Why is the program important to the Navy?” and,
 - “What do we lose in the way of readiness, retention, or mission accomplishment if the program is partially or not funded?”
 3. Starting with POM-04, use program standards and metrics to build MWR’s funding requirements for each POM and PR cycle. (i.e., to calculate how much APF MWR funding is required as part of the Navy’s resource programming process.)

(This is the process every APF competitor must use to justify program needs.)
 4. Identify program priorities. (e.g., What is funded first? What is funded last? What is funded fully? What is funded partially?and, Why?)
 5. Identify and employ standard data collection systems and applications to examine and assess the standards and metrics for each identified MWR program.
 6. Ensure the program standards and metrics data can be used by anyone to determine (compare) how similar programs are doing within regions and throughout Navy MWR.
 7. Identify efficiencies and best practices that can be shared and/or duplicated within regions and throughout Navy MWR.
-

BACKGROUND

In the fall of 2000, a Navy MWR Integrated Process Team (IPT) steering group began the program standards and metrics project by:

- Establishing a steering group.
- Identifying key members from N-46, PERS-65, Major Claimants, Navy regions, and from among Navy MWR directors to participate on various project teams.
- Adopting a metrics “model” to help organize and prioritize standards for each program.
- Determining how to proceed with the establishment of standards and metrics.
- Identifying the initial MWR programs to be studied.

The initial MWR programs studied represent more than 80% of the APFs used by MWR, exclusive of the Child Development program, which was studied separately.

- Fitness.
- Liberty.
- Libraries.
- Fleet/Isolated Motion Picture (MOPIC).
- Youth Activities/SAC.
- Outdoor Recreation.
- Information, Tickets and Travel (ITT).

The IPT used the following project procedure:

- Define project goals and objectives.
- Divide the project team into work groups and assign responsibilities and tasks.

**BACKGROUND
(cont.)**

The project team work groups included:

- Program Support.
 - MWR MACRO Standards.
 - MIS Applications.
 - Research.
 - Communications.
 - Best Practices.
- Direct the development of standards and metrics program for MWR programs that consists of two major parts:
 - Program Standards.
 - Customer Satisfaction.
 - Provide MWR program metrics and standards for:
 - Personnel.
 - Facilities.
 - Programs/Programming.
 - Equipment.
 - Administration.
 - Prepare evaluation tools.
 - Develop directions for assessing and comparing an MWR program's current condition to the specified program standards and for using the metrics evaluation tools.
 - Test standards and metrics and adjust as needed.
 - Publish program standards and metrics for each MWR program to be studied.

The Installation Management Working Group and the Shore Installation Programming Board approved the standards and a

**BACKGROUND
(cont.)**

Navy-wide assessment was conducted in August/September 2001. Navy Personnel Command (Pers 65) assumed responsibility for the standards and issued a formal implementation in December 2002.

In order that a more accurate assessment could be made of the quality of and APF support needed for the MWR program, the MWR IPT Steering Group identified five additional programs for inclusion in the process:

- MWR Overhead
- Auto Skills
- Category B Bowling
- Afloat Recreation (Shipboard)
- Fleet Recreation (Shore Support)

PET Teams were also charged with revising the standards for the original seven programs in order to maintain their currency with professional practice. A Navy-wide assessment of all programs, new and old, is scheduled for August/September 2003.

**WHAT THIS
PROGRAM
WILL AND
WON'T DO**

What this standards and metrics program does:

- It publishes standards to which you are to compare your MWR program.
- It provides the metrics and assessment tools which you will use to compare your MWR program to these published standards.

What this program does NOT do:

- It does not tell you what you should do to run your MWR program, or how you should run it.
 - It does not tell you how to close the gap between these published standards and your MWR program, if one exists.
-

HOW TO USE THIS DOCUMENT

Each booklet is divided into the following sections:

- Table of contents.
- Section I.
- Measurement 1 -- Personnel.
- Measurement 2 -- Facilities.
- Measurement 3 -- Programming.
- Measurement 4 -- Equipment.
- Measurement 5 -- Administration.
- Section II -- Customer Satisfaction.
- Section III -- Scoring.

The program standards are found after the appropriate metric for each program measurement area. The worksheets for each metric follow the standards in each section.

The Table of Contents is used to locate specific metrics and standards and metrics information.

This Introduction section explains the project, methods, and use of the directive.

The sections tabbed “Metric X -- Title” contain the metrics and standards and for one of the five major measurement areas.

SOURCES

The standards published in this document drew on the following:

- Existing, official DoD and/or DON instructions/policy.
 - Generally accepted industry and/or professional standards, recommendations, and/or guidelines.
 - Best MWR and/or business practices.
 - The experience of the project team members.
-

ASSISTANCE

If you have questions regarding this program, please contact the appropriate PERS-65 program manager. Use the address and phone numbers below for general information, assistance and routing.

NAVY PERSONNEL COMMAND
NAVY MWR DIVISION (PERS-654)
5720 INTEGRITY DRIVE
MILLINGTON TN 38055-6540

DSN 882-6717
COM (901) 874-6717
FAX (901) 874-6847
INTERNET pers654@persnet.navy.mil

**STANDARDS
CONTINUUM**

As you will see, the processes result in scores that, through the use of work sheets, tables and simple arithmetic, equate to the following:

10	SL1	Ideal
9		
8	SL2	Operational with some deficiencies
7		
6	SL3	Operational with serious deficiencies
5		
4	SL4	Not operational
3		
2		
1		
0		

NOTE: The scoring methods calculate to scores between 1 and 10.

**TRUTH IN
ADVERTISING**

DO NOT use the score sheets to make your MWR program look a bit better (or worse) than it actually is. The purpose of this process is to justify full funding with regard to Navy readiness, retention, and mission.

GLOSSARY

The following abbreviations, acronyms, and definitions apply.

BOS	Base Operating Support
IPT	Integrated Process Team
M/S	Metrics/Standards (and vice-versa)
NPRST	Navy Personnel Research Studies and Technology
PET	Program Enhancement Teams
POM	Program Objective Memorandum
PR	Program Review
PSG	Program Support Group
SL	Service Level
S/M	Standards/Metrics (and vice-versa)
Benchmark	A performance reference point.
Charts	Used to graphically display metric results. The chart itself is not a metric.
Counts	A statistic/measurement that can result in a metric. However, statistics do not necessarily give a measure that will drive appropriate management action.
Measurement	Actual value of a metric.
Metric	A quantifiable measure (not the measurement itself) made over time, which communicates vital information about the quality of a process, activity, or resource. A metric may be subjective, relative or absolute. A metric is means to an end--not the end itself.
Status Measure	A one time measurement that conveys little trend information. (Such as data in a pie chart.)
Metric Attributes	<ul style="list-style-type: none">• Meaningful to the customer• Tells how well organizational goals are being met through measured processes• Simple, understandable, and repeatable• Unambiguously defined• Shows a trend• Its data is easy and economical to collect• Timely• Drives appropriate management action

STANDARD

A standard is a statement of desirable practice as set forth by experienced and recognized professionals. Many of the standards in this document are based directly on those published by DoD, Navy or an appropriate professional society – because they were developed in the same way – by experienced and recognized professionals. Other standards are professional interpretations written to fit Navy MWR, given its unique requirements. All the standards, then, are not regulatory and are written to direct and stimulate the program and the corporate policy body toward better and safer services, programs and innovations.

Every Navy command and MWR department is rightfully concerned with the efficiency and effectiveness of its operations. With the importance of MWR experiences to the quality of life of Navy personnel, every agency has a responsibility to perform at the highest possible level. The appraisal of just how well an MWR program operates is indeed a difficult task. It is inadequate to evaluate on financial performance alone – program deliverables are vastly more important but more difficult to measure. For this reason, the Navy has turned to the experience and wisdom of its MWR professionals. This experience and wisdom have been formalized into this set of standards, which may be used to evaluate one’s program. The collective result of compliance with standards will be a high quality program that meets professional requirements and the unique needs of those served.

**NOT APPLICABLE
“N/A”**

It is possible you will find that some standards don’t apply to your program. Circumstances may be such that the standard simply “doesn’t fit.” When that happens, you may mark the standard “N/A” and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards DO apply. Just because you don’t comply or it is very difficult for you to achieve, doesn’t mean it doesn’t apply. You should be able to justify your reasoning for any standard you mark “not applicable.”

**LIBERTY
PROGRAM
DESCRIPTION**

The Liberty Program is the name assigned to the recreation component of the MWR Single Sailor Program. It is a Category A program authorized 100% appropriated fund support. The program offers recreation activity and event elements at the installation level which contribute to the overall well-being of the participants. While providing the individual participant with enhanced physical, social and emotional benefits, active participation in a quality Liberty Program, also benefits the work unit, the command and ultimately the Navy through higher levels of readiness and retention.

Recreational programming elements found in the typical Liberty Program include trips and outings, theme activities, competitions, skill and knowledge classes, community-wide activities, entertainment events and special interest activities.

Although the primary target audience is the 18-25 year-old enlisted service man and woman, all unaccompanied personnel assigned to Navy installations are eligible participants. By no means should any unaccompanied personnel outside these age ranges be excluded from participating in the program. Within the Liberty Center, alcohol and tobacco use or sale is prohibited. The Liberty Program will provide alternatives to the use of alcohol and tobacco.

A Liberty Program will be established (Under what circumstances? Location (CONUS/OCONUS)? Type of installation or command? Number of service members in target audience? Number of ships? Etc.)

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LIBERTY PROGRAM STANDARDS AND METRICS PERSONNEL

METRIC 1.1

Percent Compliance With Staffing Standards

**PURPOSE
OF THIS
METRIC**

To measure the level of staffing in Liberty Programs as compared to standard staffing standards for comparable size programs throughout the Navy.

**REFERENCES/
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs
-

NOTES

The Navy's Liberty program has a direct influence to Quality of Life enhancement within the single and unaccompanied active duty population. Quality Liberty programs are a result of professional and qualified staff with the resources to successfully provide desired activities, events, products and services to the customer/patron.

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Standards

1.1.1 Liberty programs will be staffed in accordance with the appropriate staffing standard shown below. Numbers in parentheses refer to total active duty population.

A. Super Large Installation: (>50,000)

1 - Liberty Program Coordinator, Full-time (GS-9-11/NF-4)
2 - Program Assistant, Full-time (GS-5-7/NF-3)
Recreation Assistants (GS-3-4/NF-2) 12.0 Full-time Equivalent (FTE)

B. Extra Large Installation: (14,001 - 50,000)

1 - Liberty Program Coordinator, Full-time (GS-9-11/NF-4)
2 - Program Assistant, Full-time (GS-5-7/NF-3)
Recreation Assistants (GS-3-4/NF-2) 7.5 (FTE)

C. Large Installation: (7,001-14,000)

1 - Liberty Program Coordinator, Full-time (GS-9-11/NF-4)
1 - Program Assistant, Full-time (GS-5-7/NF-3)
Recreation Assistants (GS-3-4/NF-2) 6.0 (FTE)

D. Medium Installation: (3,001-7,000)

1 - Liberty Program Coordinator, Full-time (GS-7-9/NF-4)
1 - Program Assistant, Full-time (GS-5-7/NF-3)
Recreation Assistants (GS-3-4/NF-2) 4.0 (FTE)

E. Small Installation: (601-3,000)

1 - Liberty Program Coordinator, Full-time (GS 5-7/NF-3)
Recreation Assistants (GS-3-4/NF-2) 2.5 (FTE)

F. Extra-Small Installation: (<600)

1 - Liberty Program Coordinator, Full-time (GS-5-7/NF-3)
*Program Leaders (GS-3-4/NF-2) (Part-time 1,000 man hours per year)

**Note: CONUS small installation does not necessarily have a center to staff.

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**Score Sheet
Liberty
Metric 1.1**

Step 1 Find the staffing standard that applies to your installation. The number in parentheses refers to the total active duty population.

A. Super Large Installation (> 50,000)		A	
Step 2	Circle the number in column A that applies to your program for each position in the standard. For program leaders, circle the highest number that applies.	Meet Standard	Filled Below Standard
	Program Coordinator, full-time (GS 9-11/ NF 4)	1	.5
	Program Assistant, full-time (GS 5-7/NF 3)	1	.5
	Program Assistant, full-time (GS 5-7/NF 3)	1	.5
	Recreation Assistants (GS 3-4/ NF 2) 12.0 FTE		
	- 11.4 to 12.0 FTE	3	1.5
	- 10.2 to 11.3 FTE	2	1
	- 9.0 to 10.1 FTE	1	.5
	- < 9.0 FTE	0	0
Step 3	Add the numbers you circled and enter total.		

Step 4 Compute your percent compliance:

$$A \div 6 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5. Enter your percent compliance in the performance block for metric 1.1.

Step 6. Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Staffing Standard

Step 1 Find the staffing standard that applies to your installation. The number in parentheses refers to the total active duty population.

B. Extra Large Installation (14,001 - 50,000)		A	
Step 2	Circle the number in column A that applies to your program for each position in the standard. For program leaders, circle the highest number that applies.	Meet Standard	Filled Below
	Program Coordinator, full-time (GS 9-11/ NF 4)	1	.5
	Program Assistant, full-time (GS 5-7/NF 3)	1	.5
	Program Assistant, full-time (GS 5-7/NF 3)	1	.5
	Recreation Assistants (GS 3-4/ NF 2) 7.5 FTE		
	- 7.1 to 7.5 FTE	3	1.5
	- 6.4 to 7.0 FTE	2	1
	- 5.6 to 6.3 FTE	1	.5
	- < 5.6 FTE	0	0
Step 3	Add the numbers you circled and enter total.		

Step 4 Compute your percent compliance:

$$A \div 6 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5. Enter your percent compliance in the performance block for metric 1.1.

Step 6. Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Staffing Standard

Step 1 Find the staffing standard that applies to your installation. The number in parentheses refers to the total active duty population.

C. Large Installation (7,000-14,000)		A	
Step 2	Circle the number in column A that applies to your program for each position in the standard.	Meet Standard	Filled Below
Program Coordinator, full-time (GS 7-9/ NF 3-4)		1	.5
Program Assistant, full-time (GS 5-7/NF 3)		1	.5
Recreation Assistant (GS 3-4/ NF 2) 6.0 FTE			
- 5.7 to 6.0 FTE		3	1.5
- 5.1 to 5.6 FTE		2	1
- 4.5 to 5.0 FTE		1	.5
- < 4.5 FTE		0	0
Step 3	Add the numbers you circled and enter total.		

Step 4 Compute your percent compliance:

$$A \div 5 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Staffing Standard

Step 1 Find the staffing standard that applies to your installation. The number in parentheses refers to the total active duty population.

D. Medium Installation (3,000-7,000)		A	
Step 2	Circle the number in column A that applies to your program for each position in the standard.	Meet Standard	Filled Below
	Program Coordinator, full-time (GS 7-9/ NF 3-4)	1	.5
	Program Assistant, full-time (GS 5-7/NF 3)	1	.5
	Recreation Assistant (GS 3-4/ NF 2) 4.0 FTE		
	- 3.8 to 4.0 FTE	2	1
	- 3.4 to 3.7 FTE	1	.5
	- < 3.4 FTE	0	0
Step 3	Add the numbers you circled and enter total.		

Step 4 Compute your percent compliance:

$$A \div 4 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Staffing Standard

Step 1 Find the staffing standard that applies to your installation. The number in parentheses refers to the total active duty population.

E. Small Installation (601-3,000)		A	
Step 2		Meet Standard	Filled Below
	Circle the number in column A that applies to your program for each position in the standard.		
	Program Coordinator, full-time (GS 5-7/ NF 3)	1	.5
	Recreation Assistant (GS 3-4/ NF 2) 2.5 FTE		
	- 2.25 to 2.5 FTE	1	.5
	- < 2.25 FTE	0	0
Step 3	Add the numbers you circled and enter total.		

Step 4 Compute your percent compliance:

$$A \div 2 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Staffing Standard

Step 1 Find the staffing standard that applies to your installation. The number in parentheses refers to the total active duty population.

F. Extra-Small Installation (<600)		A	
Step 2	Circle the number in column A that applies to your program for each position in the standard.	Meet Standard	Filled Below
	Program Coordinator, full-time (GS 5-7/ NF 3)	1	.5
Step 3	Enter the number if circled.		

Step 4 Compute your percent compliance:

$$A \div 1 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**LIBERTY PROGRAM STANDARDS AND METRICS
PERSONNEL**

METRIC 1.2

Percent Compliance With Qualification Standards

**PURPOSE
OF THIS
METRIC**

To measure the degree of compliance with prescribed qualification standards for all Liberty program staff.

**REFERENCES/
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

NOTES

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Standards

- 1.2.1** Liberty Program Coordinator and Program Assistant are full-time positions and possess an undergraduate degree in recreation, leisure or similar field. The Liberty Coordinator has at least two years of programming experience in the recreation field and one year of supervisory experience. The Program Assistant has at least one year of programming experience. (Experience may substitute for the degree requirement.)
- 1.2.2** Recreation Assistant will possess a high school diploma and have at least one year of related experience.

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**Score Sheet
Liberty
Metric 1.2**

Step 1 Find the staffing standard that applies to the program offered at your installation.

A. Super Large Installation (>50,000)		A	B
Step 2	Circle the number in columns A and B that applies to your program for each position in the standard.	Meet Education Requirement	Meet Experience Requirement
	Program Coordinator, full-time (GS 9-11/ NF 4)	1	1
	Program Assistant, full-time (GS 5-7/NF 3)	1	1
	Program Assistant, full-time (GS 5-7/NF 3)	1	1
	Recreation Assistant, full-time (GS 3-4/NF 2)	1	1
Step 3	Add the numbers you circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:

$$A + B \div 8 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Qualification Standards

Step 1 Find the staffing standard that applies to the program offered at your installation.

B. Extra Large Installation (14,001 - 50,000)		A	B
Step 2	Circle the number in columns A and B that applies to your program for each position in the standard.	Meet Education Requirement	Meet Experience Requirement
	Program Coordinator, full-time (GS 9-11/ NF 4)	1	1
	Program Assistant, full-time (GS 5-7/NF 3)	1	1
	Program Assistant, full-time (GS 5-7/NF 3)	1	1
	Recreation Assistants (GS 3-4/NF-2)	1	1
Step 3	Add the numbers you circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:

$$A + B \div 8 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Qualification Standards

Step 1 Find the staffing standard that applies to the program offered at your installation.

C. Large Installation (7,000-14,000)		A	B
Step 2	Circle the number in columns A and B that applies to your program for each position in the standard.	Meet Education Requirement	Meet Experience Requirement
	Program Coordinator, full-time (GS 7-9/ NF 3-4)	1	1
	Program Assistant, full-time (GS 5-7/NF 3)	1	1
	Recreation Assistants (GS 3-4/NF-2)	1	1
Step 3	Add the numbers you circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:

$$A + B \div 6 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Qualification Standards

Step 1 Find the staffing standard that applies to the program offered at your installation.

D. Medium Installation (3,000-7,000)		A	B
Step 2	Circle the number in columns A and B that applies to your program for each position in the standard.	Meet Education Requirement	Meet Experience Requirement
	Program Coordinator, full-time (GS 7-9/ NF 3)	1	1
	Program Assistant, full-time (GS 5-7/NF 3)	1	1
	Recreation Assistants (GS 3-4/NF-2)	1	1

Step 3 Add the numbers you circled numbers in each column and enter totals.

--	--

Step 4 Compute your percent compliance:

$$A + B \div 6 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Qualification Standards

Step 1 Find the staffing standard that applies to the program offered at your installation.

E. Small Installation (600-3,000)		A	B
Step 2	Circle the number in columns A and B that applies to your program for each position in the standard.	Meet Education Requirement	Meet Experience Requirement
	Program Coordinator, full-time (GS 5-7/ NF 3)	1	1
	Recreation Assistants (GS 3-4/NF-2)	1	1
Step 3	Add the numbers you circled numbers in each column and enter totals.		

Step 4 Compute your percent compliance:
 $A + B \div 4 \times 100 = \% \text{ Compliance}$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.2.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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Percent Compliance With Qualification Standards

Step 1 Find the staffing standard that applies to the program offered at your installation.

F. Extra-Small Installation (<600)		A	B
Step 2	Circle the number in columns A and B that applies to your program for each position in the standard	Meet Education Requirement	Meet Experience Requirement
Program Coordinator, full-time (GS 5-7/ NF 3)		1	1

Step 3 Compute your percent compliance:

$$A + B \div 2 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 1.2.

Step 5 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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**LIBERTY PROGRAM STANDARDS AND METRICS
PERSONNEL**

METRIC 1.3

Percent Compliance With Required Training Standards

**PURPOSE
OF THIS
METRIC**

To measure the degree of compliance with prescribed Liberty program staff training requirements.

**REFERENCES/
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

NOTES

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Standards

- 1.3.1** Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more have completed the Leadership Skills for Managers (LSFM) Course.
- 1.3.2** Liberty Program Coordinator and Program Assistant(s) who have been aboard for 12 months or more have completed the MWR Managers' Course.
- 1.3.3** All Liberty program staff who have been aboard for 90 days or more have completed the Star Service: Achieving Extraordinary Customer Relations program.
- 1.3.4** All Liberty program staff who have been aboard for 90 days or more have been trained/certified in CPR/First Aid and fire safety.
- 1.3.5** Liberty Program Coordinator and Program Assistant(s) have attended at least one professional or personal skill development class/workshops in the last year. (e.g., workshops, conferences, computer training, etc.).
- 1.3.6** Liberty Coordinator attends one local Familiarization (FAM) opportunity per quarter.
- 1.3.7** Liberty Program Coordinator and Program Assistant(s) attend scheduled Liberty Conference.
- 1.3.8** Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more attend the Star Service: Coaching for Extraordinary Service Course.

**Liberty
Program Standards and Metrics**

- 1.3.9** All volunteers must have evidence of current certification in CPR and First Aid prior to scheduling.

- 1.3.10** All employees who have been employed 90 days or more have completed the local base indoctrination program.

Percent Compliance With Required Training Standards

**Score Sheet
Liberty
Metric 1.3**

Step 1 Find the standard that applies to your program.

A. Super Large Installation (>50,000)		A	B	C	D	E
<p>Step 2 Circle the number in each column that applies to your program for each position (if you meet the standard, circle the number).</p> <p>Standards</p>		Program Coordinator	Program Assistant	Program Assistant	Recreation Assistants (all)	Volunteers (all)
	1.3.1 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more have completed the Leadership Skills for Managers (LSFM) Course.	1	1	1	N/A	N/A
	1.3.2 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 12 months or more have completed the MWR Managers' Course.	1	1	1	N/A	N/A
	1.3.3 All Liberty program staff who have been aboard for 90 days or more have completed the Star Service: Achieving Extraordinary Customer Relations program.	1	1	1	1	1
	1.3.4 All Liberty program staff who have been aboard for 90 days or more have been trained/certified in CPR/First Aid and fire safety.	1	1	1	1	N/A
	1.3.5 Liberty Program Coordinator and Program Assistant(s) have attended at least one professional or personal skill development class/workshops in the last year. (e.g., workshops, conferences, computer training, etc.).	1	1	1	N/A	N/A
	1.3.6 Liberty Coordinator attends one local Familiarization (FAM) opportunity per quarter.	1	N/A	N/A	N/A	N/A
	1.3.7 Liberty Program Coordinator and Program Assistant(s) attend scheduled Liberty Conference.	1	1	1	N/A	N/A

**Liberty
Program Standards and Metrics**

1.3.8 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more attend the Star Service: Coaching for Extraordinary Service Course.	1	1	1	N/A	N/A
1.3.9 All volunteers must have evidence of current certification in CPR and First Aid prior to scheduling.	N/A	N/A	N/A	N/A	1
1.3.10 All employees who have been employed 90 days or more have completed the local base indoctrination program.	1	1	1	1	1
Step 3 Add the numbers you circled in each column and enter totals.					

Step 4 Compute your percent compliance:
 $(A+B+C+D+E) \div 31 \times 100 = \% \text{ Compliance}$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.3.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

Percent Compliance With Required Training Standards

Step 1 Find the standard that applies to your program.

B. Extra Large Installation (14,000 - 50,000)		A	B	C	D	E
<p>Step 2 Circle the number in each column that applies to your program for each position (if you meet the standard, circle the number).</p> <p>Standards</p>		Program Coordinator	Program Assistant	Program Assistant	Recreation Assistants (all)	Volunteers (all)
	1.3.1 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more have completed the Leadership Skills for Managers (LSFM) Course.	1	1	1	N/A	N/A
	1.3.2 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 12 months or more have completed the MWR Managers' Course.	1	1	1	N/A	N/A
	1.3.3 All Liberty program staff who have been aboard for 90 days or more have completed the Star Service: Achieving Extraordinary Customer Relations program.	1	1	1	1	1
	1.3.4 All Liberty program staff who have been aboard for 90 days or more have been trained/certified in CPR/First Aid and fire safety.	1	1	1	1	N/A
	1.3.5 Liberty Program Coordinator and Program Assistant(s) have attended at least one professional or personal skill development class/workshops in the last year. (e.g., workshops, conferences, computer training, etc.).	1	1	1	N/A	N/A
	1.3.6 Liberty Coordinator attends one local Familiarization (FAM) opportunity per quarter.	1	N/A	N/A	N/A	N/A
	1.3.7 Liberty Program Coordinator and Program Assistant(s) attend scheduled Liberty Conference.	1	1	1	N/A	N/A
	1.3.8 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more attend the Star Service: Coaching for Extraordinary Service Course.	1	1	1	N/A	N/A

**Liberty
Program Standards and Metrics**

1.3.9 All volunteers must have evidence of current certification in CPR and First Aid prior to scheduling.	N/A	N/A	N/A	N/A	1
1.3.10 All employees who have been employed 90 days or more have completed the local base indoctrination program.	1	1	1	1	1
Step 3 Add the numbers you circled in each column and enter totals.					

Step 4 Compute your percent compliance:
 $(A+B+C+D+E) \div 31 \times 100 = \% \text{ Compliance}$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.3.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

Percent Compliance With Required Training Standards

Step 1 Find the standard that applies to your program.

C. Large Installation (7,000 – 14,000) D. Medium Installation (3,000-7,000)	A	B	C	D
Step 2 Circle the number in each column that applies to your program for each position (if you meet the standard, circle the number). Standards	Program Coordinator	Program Assistant	Recreation Assistants(all)	Volunteers (all)
1.3.1 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more have completed the Leadership Skills for Managers (LSFM) Course.	1	1	N/A	N/A
1.3.2 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 12 months or more have completed the MWR Managers' Course.	1	1	N/A	N/A
1.3.3 All Liberty program staff who have been aboard for 90 days or more have completed the Star Service: Achieving Extraordinary Customer Relations program.	1	1	1	1
1.3.4 All Liberty program staff who have been aboard for 90 days or more have been trained/certified in CPR/First Aid and fire safety.	1	1	1	N/A
1.3.5 Liberty Program Coordinator and Program Assistant(s) have attended at least one professional or personal skill development class/workshops in the last year. (e.g., workshops, conferences, computer training, etc.).	1	1	N/A	N/A
1.3.6 Liberty Coordinator attends one local Familiarization (FAM) opportunity per quarter.	1	N/A	N/A	N/A
1.3.7 Liberty Program Coordinator and Program Assistant(s) attend scheduled Liberty Conference.	1	1	N/A	N/A
1.3.8 Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more attend the Star Service: Coaching for Extraordinary Service Course.	1	1	N/A	N/A

**Liberty
Program Standards and Metrics**

1.3.9 All volunteers must have evidence of current certification in CPR and First Aid prior to scheduling.	N/A	N/A	N/A	1
1.3.10 All employees who have been employed 90 days or more have completed the local base indoctrination program.	1	1	1	1
Step 3 Add the circled numbers in each column and enter totals.				

Step 4 Compute your percent compliance:
 $(A+B+C+D) \div 24 \times 100 = \% \text{ Compliance}$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.3.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

Percent Compliance With Required Training Standards

Step 1 Find the standard that applies to your program.

E. Small Installation (600-3,000) F. Extra-Small (<600)		A	B	C
Step 2	Circle the number in column A or B that applies to your program for each position (if you meet the standard, circle the number).	Program Coordinator	Recreation Assistants (all)	Volunteers (all)
Standards				
1.3.1	Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more have completed the Leadership Skills for Managers (LSFM) Course.	1	N/A	N/A
1.3.2	Liberty Program Coordinator and Program Assistant(s) who have been aboard for 12 months or more have completed the MWR Managers' Course.	1	N/A	N/A
1.3.3	All Liberty program staff who have been aboard for 90 days or more have completed the Star Service: Achieving Extraordinary Customer Relations program.	1	1	1
1.3.4	All Liberty program staff who have been aboard for 90 days or more have been trained/certified in CPR/First Aid and fire safety.	1	1	N/A
1.3.5	Liberty Program Coordinator and Program Assistant(s) have attended at least one professional or personal skill development class/workshops in the last year. (e.g., workshops, conferences, computer training, etc.).	1	N/A	N/A
1.3.6	Liberty Coordinator attends one local Familiarization (FAM) opportunity per quarter.	N/A	N/A	N/A
1.3.7	Liberty Program Coordinator and Program Assistant(s) attend scheduled Liberty Conference.	1	N/A	N/A
1.3.8	Liberty Program Coordinator and Program Assistant(s) who have been aboard for 18 months or more attend the Star Service: Coaching for Extraordinary Service Course.	1	N/A	N/A
1.3.9	All volunteers must have evidence of current certification in CPR and First Aid prior to scheduling.	N/A	N/A	1

**Liberty
Program Standards and Metrics**

1.3.10 All employees who have been employed 90 days or more have completed the local base indoctrination program.	1	1	1
Step 3 Add the numbers you circled in each column and enter totals.			

Step 4 Compute your percent compliance:
 $(A+B+C) \div 14 \times 100 = \% \text{ Compliance}$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 1.3.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

LIBERTY PROGRAM STANDARDS AND METRICS FACILITIES

METRIC 2.1

Percent Compliance With Facility Square Footage Standards

**PURPOSE
OF THIS
METRIC**

To measure the degree of compliance with prescribed square footage standards established for Liberty program facilities.

**REFERENCES/
SOURCES**

- NAVFAC P-80 (740-54 Recreation Center)

NOTES

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Percent Compliance With Facility Square Footage Standards

Standards

2.1.1 Liberty program facilities will be sized according to the total active duty population at the installation.

Active Duty Population	Square footage Range
A Super Large (>50,000)	15,901 - 22,000 sq. ft.
B. Extra Large (14,000-50,000)	10,901 - 15,900 sq. ft
C. Large (7,001-14,000)	6,601 - 10,900 sq. ft
D. Medium (3,001-7,000)	3,001 - 6,600 sq. ft
E. Small (600-3,000)	2,000 - 3,000 sq. ft
F. OCONUS Extra-Small (<600)	1,000 - 2,000 sq. ft.
G. CONUS Extra-Small (<600)	N/A

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Percent Compliance With Facility Square Footage Standards

**Score Sheet
Liberty
Metric 2.1**

Step 1 Find the facility standard for your installation.

A. Active duty Population >50,000	A Total Sq. Ft	B % Compliance	C Score
	>15,900	100	10
	14,300 - 15,900	90	9
	12,700 - 14,299	80	8
	11,130 - 12,699	70	7
	9,540 - 11,129	60	6
	7,950 - 9,539	50	5
	6,360 - 7,949	40	4
	4,770 - 6,359	30	3
	3,180 - 4,769	20	2
	1,590 - 3,179	10	1
	< 1,590	0	0

Step 2 Find the total square footage of your facility (column A) in the chart for your size installation.

Step 3 Read % compliance figure straight across from square footage number on the standard for your installation. Place the appropriate % compliance from column B in the “performance” block for metric 2.1.

Step 4 Place the adjacent corresponding score from column C in the “score” block for metric 2.1.

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Percent Compliance With Facility Square Footage Standards

Step 1 Find the facility standard for your installation.

B. Active duty Population 14,000 - 50,000	A Total Sq. Ft	B % Compliance	C Score
	>10,900	100	10
	9,800 – 10,900	90	9
	8,700 – 9,879	80	8
	7,630 – 8,699	70	7
	6,540 – 7,629	60	6
	5,450 – 6,539	50	5
	4,360 – 5,449	40	4
	3,270 – 4,359	30	3
	2,180 – 3,269	20	2
	1,090 - 2,179	10	1
	< 1,090	0	0

Step 2 Find the total square footage of your facility (column A) in the chart for your size installation.

Step 3 Read % compliance figure straight across from square footage number on the standard for your installation. Place the appropriate % compliance from column B in the “performance” block for metric 2.1.

Step 4 Place the adjacent corresponding score from column C in the “score” block for metric 2.1.

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Percent Compliance With Facility Square Footage Standards

Step 1 Find the facility standard for your installation.

C. CONUS/OCONUS Active duty Population 7,000-14,000	A Total Sq. Ft	B % Compliance	C Score
	>6,600	100	10
	5,940 – 6,599	90	9
	5,280 – 5,939	80	8
	4,620 – 5,279	70	7
	3,960 – 4,619	60	6
	3,300 – 3,959	50	5
	2,640 – 3,299	40	4
	1,980 – 2,639	30	3
	1,320 – 1,979	20	2
	660 – 1,319	10	1
	< 660	0	0

Step 2 Find the total square footage of your facility (column A) in the chart for your size installation.

Step 3 Read % compliance figure straight across from square footage number on the standard for your installation. Place the appropriate % compliance from column B in the “performance” block for metric 2.1.

Step 4 Place the adjacent corresponding score from column C in the “score” block for metric 2.1.

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Percent Compliance With Facility Square Footage Standards

Step 1 Find the facility standard for your installation.

D. Medium Active Duty Population 3,000-7,000	A Total Sq. Ft	B % Compliance	C Score
	>3,000	100	10
	2,900-2,999	90	9
	2,800-2,899	80	8
	2,700-2,799	70	7
	2,600-2,699	60	6
	2,500-2,599	50	5
	2,400-2,499	40	4
	2,300-2,399	30	3
	2,200-2,299	20	2
	2,100-2,199	10	1
	<2,099	0	0

Step 2 Find the total square footage of your facility (column A) in the chart for your size installation.

Step 3 Read % compliance figure straight across from square footage number on the standard for your installation. Place the appropriate % compliance from column B in the “performance” block for metric 2.1.

Step 4 Place the adjacent corresponding score from column C in the “score” block for metric 2.1.

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Percent Compliance With Facility Square Footage Standards

Step 1 Find the facility standard for your installation.

E. Small Active duty Population 600-3000	A Total Sq. Ft	B % Compliance	C Score
	>2,000	100	10
	1,900-1,999	90	9
	1,800-1,899	80	8
	1,700-1,799	70	7
	1,600-1,699	60	6
	1,500-1,599	50	5
	1,400-1,499	40	4
	1,300-1,399	30	3
	1,200-1,299	20	2
	1,100-1,199	10	1
	<1,100	0	0

Step 2 Find the total square footage of your facility (column A) in the chart for your size installation.

Step 3 Read % compliance figure straight across from square footage number on the standard for your installation. Place the appropriate % compliance from column B in the “performance” block for metric 2.1.

Step 4 Place the adjacent corresponding score from column C in the “score” block for metric 2.1.

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Percent Compliance With Facility Square Footage Standards

Step 1 Find the facility standard for your installation.

F. OCONUS Extra-Small Active duty Population <600	A Total Sq. Ft	B % Compliance	C Score
	>1,000	100	10
	900-999	90	9
	800-899	80	8
	700-799	70	7
	600-699	60	6
	500-599	50	5
	400-499	40	4
	300-399	30	3
	200-299	20	2
	100-199	10	1
	<100	0	0

Step 2 Find the total square footage of your facility (column A) in the chart for your size installation.

Step 3 Read % compliance figure straight across from square footage number on the standard for your installation. Place the appropriate % compliance from column B in the “performance” block for metric 2.1.

Step 4 Place the adjacent corresponding score from column C in the “score” block for metric 2.1.

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**LIBERTY PROGRAM STANDARDS AND METRICS
FACILITIES**

METRIC 2.2

Percent Compliance With Maintenance Elements Standards

**PURPOSE
OF THIS
METRIC**

To determine if adequate APF financial resources are being applied to the maintenance of Liberty facilities.

**REFERENCES/
SOURCES**

-
-

NOTES

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Standards

2.2.1 The amount of APF spent on building maintenance annually is at least 2.0% of Plant Replacement Value (PRV). Any nonappropriated funds utilized for facility maintenance may not be counted in determining compliance with this standard.

2.2.2 A facility maintenance program is in place that documents inspection results and maintenance actions taken.

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Percent Compliance With Maintenance Elements Standards

**Score Sheet
Liberty
Metric 2.2**

Step 1 Circle the score you achieved for each standard listed below. (If you meet 2.2.2, circle the “1” in column C – if not, leave uncircled.)

Standard	A % PRV	B % Compliance	C Score
2.2.1 The amount of APF spent on building maintenance annually is at least 2.0% of Plant Replacement Value (PRV). Any nonappropriated funds utilized for facility maintenance may not be counted in determining compliance with this standard.	2.0	100	10
2.2.2 A facility maintenance program is in place that documents inspection results and maintenance actions taken.			1

Step 2 Add the circled numbers in column C and enter the total.

Step 3 Compute your percent compliance:

Total in column C ÷ 11 x 100 = % Compliance

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 2.2.

Step 5 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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LIBERTY PROGRAM STANDARDS AND METRICS FACILITIES

METRIC 2.3

Percent Compliance With Qualitative Facility Standards

**PURPOSE
OF THIS
METRIC**

To determine the degree to which Liberty program facilities comply with prescribed standards for programming areas within their structures.

**REFERENCES/
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs
-

NOTES

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Standards

Liberty Program facilities shall contain the following areas. These program elements are considered essential or core.

- 2.3.1** Computer area
- 2.3.2** Control Counter
- 2.3.3** Video game stations
- 2.3.4** Table gaming (pool tables, foosball, air-hockey, etc.)
- 2.3.5** TV lounge
- 2.3.6** Exterior, highly visible sign with the standard Liberty logo
- 2.3.7** Equipment/supply storage
- 2.3.8** Staff office
- 2.3.9** Movie viewing area in compliance with NMPS standards
- 2.3.10** Data ports (for use with personal laptop)
- 2.3.11** Mini-Theater (not considered a core requirement if a theater is accessible within a 10-minute walk of the Liberty Center)

2.3.12 Liberty Program facilities may contain the following non-essential areas. Although they are considered non-essential, they provide additional value to the Liberty Program.

- Music/Band room
- Outdoor deck/patio area
- Laundry facilities
- Phone rooms
- Mini/personal storage
- Resale snack area
- Reading/Quiet area

Percent Compliance With Qualitative Facility Standards

**Score Sheet
Liberty
Metric 2.3**

		A
Step 1	Circle the number in column A for each standard met.	Meet Standard
Standards		
Core Areas		
2.3.1	Computer area	1
2.3.2	Control Counter	1
2.3.3	Video game stations	1
2.3.4	Table gaming (pool tables, foosball, air-hockey, etc.)	1
2.3.5	TV lounge	1
2.3.6	Exterior, highly visible sign with the standard Liberty logo	1
2.3.7	Equipment/supply storage	1
2.3.8	Staff office	1
2.3.9	Movie viewing area in compliance with NMPS standards	1
2.3.10	Data ports (for use with personal laptop)	1
2.3.11	Mini-Theater (not considered a core requirement if a theater is accessible within a 10-minute walk of the Liberty Center)	0
2.3.12	Liberty Program facilities may contain the following non-essential areas. Although they are considered non-essential, they provide additional value to the Liberty Program. <ul style="list-style-type: none"> • Music/Band room • Outdoor deck/patio area • Laundry facilities • Phone rooms • Mini/personal storage • Resale snack area • Reading/Quiet area 	0
Step 2	Add the circled numbers and enter total.	

Step 3 Compute your percent compliance:

$$A \div 11 = \% \text{ Compliance}$$

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 2.3.

Step 5 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

LIBERTY PROGRAM STANDARDS AND METRICS PROGRAMMING

METRIC 3.1

Percent Compliance With Programming Standards

**PURPOSE
OF THIS
METRIC**

To determine the level of compliance with prescribed programming standards for Liberty Programs.

**REFERENCES/
SOURCES**

- MWR Managers' Desk Reference, Vol. 1
- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

NOTES

The activity and event frequencies are provided as "guidelines". Only you and your immediate supervisor can identify, define, and justify your programming frequencies and mix based on local policy, customer/patron needs and expectations, traditional usage, environmental conditions, available APF/NAF budget, MWR Program competition, staff skill and knowledge, etc. The frequencies shown in the description of recurring monthly (or greater) activities and events apply to the super large size installation.

Your programmed activities/events may be greater in number. However, if they are consistently fewer in number, you may NOT be meeting your customers'/patron's needs.

In addition to offering a recommended number of program activities, events, and services, your schedule should include activities, events, and services in the various programming categories and formats indicated.

**NOTES
(cont.)**

**Activities/Events (recurring at least monthly) Category
and Frequency:**

Directed Activities:

- Activities that are led/programmed by a professional, the Liberty Coordinator, or a trained staff member.
- **Frequency:** 3 times per week

Filler Activities:

- A planned activity that is led by a trained paid or volunteer staff member. These activities are generally less complex than a directed activity.
- **Frequency:** 2 times per week

Special Interest Group/Club:

- Customers/patrons that share a special interest such as computers, games, chess, outdoor adventure, etc.
- **Frequency:** 1 time per week

Skills/Knowledge Classes:

- A scheduled training, instruction and/or specialized guidance led by a paid or volunteer staff member or contracted professional.
- **Frequency:** 1 time per week

**NOTES
(cont.)**

Theme Activities:

- Activities that focus on a central idea or concept, such as holidays, an occurrence, or common interest.
- **Frequency:** 1 per month

Competitions:

- Any event challenging the participant's mental, physical, and or social skills.
- **Frequency:** 1 time per week

Trips And Outings:

- Virtually any recreational activity or area of interest can be explored in the trip and outing format.
 - **Frequency:** 1 day trip per week; and 2 overnight trips per year
-

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Standards

3.1.1 The listed frequencies and categories of recreation activities and events should be offered in the Liberty Program.

The total number (standard) of monthly activities and events for each installation size is shown below.

Installation Size	Standard # Activities/Events	“A” Actual # Activities/Events in your Program
Super Large > 50,000	37	
Extra Large - 14,000 - 50,000	33	
Large - 7,000 - 14,000	29	
Medium - 3,000 - 7,000	25	
Small - 600 - 3,000	22	
Extra Small <600	19	

3.1.2 Community-Wide Activities:

- Activities that are comprised of six or more theme activity elements and are also coordinated with other base departments and/or community agencies.
- **Frequency:** 1 per quarter

3.1.3 Special Entertainment:

- Live entertainment from in-house talent or “no talent” shows, dinner theater, and comedy nights to DoD touring shows, battles of the bands and commercial rock concerts.
- **Frequency:** 1 per quarter

Programmed Recreation Outreach: The purpose of outreach through programmed recreation is to raise community-wide awareness of the Liberty Program, create interest and motivation in the target audience, promote volunteerism and civic-minded activities, provide alternative recreation opportunities and increase participation in Liberty activities and events. (E.g., barracks bash, pier barbecue, galley birthday party, base beautification project, volunteers at a youth sports clinic, etc.)

3.1.4 One programmed outreach activity/event of a recreational nature.

- **Frequency:** 1 per month

3.1.5 One programmed outreach activity/event of a voluntary/civic-minded nature.

- **Frequency:** 1 per quarter

Percent Compliance With Programming Standards

**Score Sheet
Liberty
Metric 3.1**

Step 1 Compute the percentage compliance of activities and events recurring monthly or greater offered in your Liberty Program (3.1.1) against the standard for your size installation (Actual # ÷ standard = % compliance).

Step 2 Locate the % compliance below and circle the corresponding score for Metric 3.1.1. For metrics 3.1.2 through 3.1.5 circle the score if meeting standard.

Standards	% Compliance	Score
3.1.1 Monthly activities and events		
Super Large >50,000	95-100	4
Extra Large - 14,000 - 50,000	85-94	3
Large - 7,000 - 14,000	75-84	2
Medium - 3,000 - 7,000	65-74	1
Small - 600 - 3,000	<64	0
Extra Small <600		
3.1.2 Community-Wide Activities	Meet Standard	1
3.1.3 Special Entertainment	Meet Standard	1
3.1.4 One programmed outreach activity/event of a recreational nature.	Meet Standard	1
3.1.5 One programmed outreach activity/event of a voluntary/civic-minded nature.	Meet Standard	1

Step 3 Add the circled numbers and enter total.

--

Step 4 Compute your percent compliance

Score ÷ 8 x 100 = % Compliance

--

Your % Compliance

Step 5 Enter your percent compliance in the performances block for Metric 3.1.

Step 6 Find the corresponding score (0-10) and enter it in the score block for the metric.

LIBERTY PROGRAM STANDARDS AND METRICS PROGRAMMING

METRIC 3.2

Percent Compliance With Outreach Requirements

**PURPOSE
OF THIS
METRIC**

To determine the degree to which the Liberty program complies with prescribed standards for communication and outreach activities.

**REFERENCES/
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs
- NPC MWR Managers' Desk Reference, Vol 1

NOTES

Communication Outreach: The purpose of communication outreach is to raise awareness of the Liberty Program, obtain input and support from leadership and improve participation in Liberty activities and events. It includes public relations and networking with the target audience, with command/ship/squadron leadership, MWR colleagues and the base/community. (e.g., unit/command indoctrination classes, command visits, Command Master Chiefs meetings, galley and barracks visits, etc.)

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Standards

3.2.1 Liberty Staff actively participates at unit/command indoctrination classes or General Military Training (GMT).

- **Frequency** - as scheduled by unit or command.

3.2.2 Liberty Coordinator meets with senior enlisted advisors.

- **Frequency** - at least once each quarter.

3.2.3 Liberty Staff makes face-to-face visits to all commands and units.

- **Frequency** - minimum of one visit each month.

3.2.4 Liberty Staff visits galley and barracks.

- **Frequency** - minimum of one visit each month to each location.

3.2.5 Liberty Coordinator meets with MWR program managers (e.g., Fleet Recreation Coordinator, Outdoor Recreation, ITT, Community Recreation, etc.). This meeting is outside of regularly scheduled staff meeting.

- **Frequency** - minimum one meeting per month with each manager.

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Percent Compliance With Outreach Requirements

**Score Sheet
Liberty
Metric 3.2**

		A
Step 1	Circle the number in column A for each standard met.	
Standards		Meet Standard
3.2.1	Liberty Staff actively participates at unit/command indoctrination classes or General Military Training (GMT).	1
3.2.2	Liberty Coordinator meets with senior enlisted advisors.	1
3.2.3	Liberty Staff makes face-to-face visits to all commands and units.	1
3.2.4	Liberty Staff visits galley and barracks.	1
3.2.5	Liberty Coordinator meets with MWR program managers (e.g., Fleet Recreation Coordinator, Outdoor Recreation, ITT, Community Recreation, etc.). This meeting is outside of regularly scheduled staff meeting.	1

Step 2 Add the circled numbers and enter total.

--

Step 3 Compute your percent compliance:

$$A \div 5 \times 100 = \% \text{ Compliance}$$

--

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 3.2.

Step 5 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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LIBERTY PROGRAM STANDARDS AND METRICS PROGRAMMING

METRIC 3.3

Percent Compliance With Hours Of Operation

**PURPOSE
OF THIS
METRIC**

To determine the degree to which the Liberty program complies with prescribed operating hour standards.

**REFERENCES/
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs

NOTES

Hours of operation for the Liberty Center should be established to meet customer demand and to allow patrons who work irregular duty hours reasonable access to the facility. On each installation, customers/patrons should have access to the Liberty Center during duty and non-duty times.

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Standards

3.3.1 Facility open the minimum number hours per week. Based on installation size. (See table below.)

Installation Size	Hours
Super Size	90
Extra Large	90
Large	90
Medium	70
Small	60
Extra Small	N/A

3.3.2 Facility open all Saturdays and Sundays.

3.3.3 Facility open all holidays.

3.3.4 Professional program leadership (Liberty Coordinator and/or Program Assistant) is aboard during peak usage times.

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**Score Sheet
Liberty
Metric 3.3**

Step 1 Compute your % compliance for hours of operation and circle the corresponding score. Circle the score you achieved for each standard listed below. (If you meet 3.3.2 and 3.3.3, circle the “1” in column B – if not, leave uncircled.)

	A	B
Standards	% Compliance	Score
3.3.1 Facility open the minimum number hours per week. Based on installation size.		
Super Size	100	2
Extra Large	95	2
Large	90	1
Medium	85	1
Small	<85	0
Extra Small	N/A	0
3.3.2 Facility open all Saturdays and Sundays.		1
3.3.3 Facility open all holidays.		1
3.3.4 Professional program leadership (Liberty Coordinator and/or Program Assistant) is aboard during peak usage times.		1

Step 2 Add the circled numbers in column B and enter the total.

--

Step 3 Compute your percent compliance:

Total in column B ÷ 5 x 100 = % Compliance

--

Your % Compliance

Step 4 Enter your percent compliance in the performance block for metric 3.3.

Step 5 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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LIBERTY PROGRAM STANDARDS AND METRICS EQUIPMENT

METRIC 4.1

Percent Compliance With Equipment Type Standards

**PURPOSE
OF THIS
METRIC**

To determine the degree to which the Liberty program has the correct types of patron use equipment in its inventory.

**REFERENCES/
SOURCES**

- BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs
-

NOTES

All equipment must meet industry standards and trends (e.g., “cutting edge” or “state of the art”) and is determined by customer demand/satisfaction. Furnishings meet the demand of the customers and facility.

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Standards

The following equipment is considered essential or core to the Liberty Program.

- 4.1.1** Computer stations with free internet access and printers.
 - 4.1.1.1** Waiting time for a computer station does not exceed one hour during peak use times.

- 4.1.2** Free access electronic video game systems.
 - 4.1.2.1** Waiting time for electronic games does not exceed one hour during peak use times.

- 4.1.3** Free access table games (e.g., regulation pool tables, Foosball, ping-pong, air-hockey, or shuffleboard).
 - 4.1.3.1** Waiting time for table games does not exceed one hour during peak use times.

- 4.1.4** Large screen television.

- 4.1.5** Passenger van (properly equipped and appointed for Liberty Program use).

- 4.1.6** PA/Music system.

4.1.7 The following equipment is considered non-essential. It does, however, provide additional value to the Liberty Program.

- Board games w/tables and chairs.
- Snack/food service equipment.
- Music recording/performance equipment.
- Patio/deck furniture.
- Lounge/quiet area (w/tables, sofas, etc.).
- Video surveillance system.

Percent Compliance With Equipment Type Standards

**Score Sheet
Liberty
Metric 4.1**

		A
Step 1	Circle the number in column A for each standard met.	Meet Standard
Standards		
Core Equipment		
4.1.1	Computer Stations	1
	4.1.1.1 Computer wait time	1
4.1.2	Electronic Video Games	1
	4.1.2.1 Video games wait time	1
4.1.3	Table Games	1
	4.1.3.1 Table games wait time	1
4.1.4	Large Screen TV	1
4.1.5	Passenger Van	1
4.1.6	PA/Music System	1
4.1.7	Non-essential items	0
Step 3	Add the circled numbers and enter total.	<input style="width: 50px; height: 20px;" type="text"/>

Step 4 Compute your percent compliance:

$$A \div 9 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 4.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

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LIBERTY PROGRAM STANDARDS AND METRICS EQUIPMENT

METRIC 4.2

Percent Compliance With Equipment Lifecycle Standards

**PURPOSE
OF THIS
METRIC**

To determine the percentage of equipment that is replaced routinely as the result of age/lifecycle requirements.

**REFERENCES/
SOURCES**

- MWR IPT Program Support Group recommended business practice

NOTES

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Standards

4.2.1 At least 20% of the total value of program equipment is replaced annually.

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Percent Compliance With Equipment Lifecycle Standards

**Score Sheet
Liberty
Metric 4.2**

- Step 1** Compute your level of replacement per year.
- A. Total value of Liberty Center equipment on hand. _____
- B. Total APFs expended for equipment replacement
 in the last year. _____
- Line B ÷ Line A x 100 = % replaced. _____

% Replaced	% Compliance	Score
>20	100	10
18-19.9	90	9
16-17.9	80	8
14-15.9	70	7
12-13.9	60	6
10-11.9	50	5
8-9.9	40	4
6-7.9	30	3
4-5.9	20	2
2-3.9	10	1
<2	0	0

Step 2 Find your % percent compliance (adjacent to the approximate % replaced) and enter it in the performance block for this metric.

Step 3 Find the corresponding “score” in enter it in the score block for this metric.

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LIBERTY PROGRAM STANDARDS AND METRICS EQUIPMENT

APF SCORE SHEET EQUIPMENT AND SUPPLIES

PURPOSE OF THIS SCORE SHEET

To determine the amount of APF funding needed for equipment and supplies.

REFERENCES/ SOURCES

- NAVSO P-1000
 - BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs
-

NOTES

The amount of APFs needed by the program and the amount actually received must be computed locally because the method used involves the determination of on-hand inventories. The totals submitted will be aggregated by program, region, claimancy and Navy wide to determine the amount of APFs required for equipment and supplies to operate a Liberty program at the C1 level.

As a rule of thumb, 25% of the value of all NAF and APF property (both minor property and fixed assets) should be expended annually for routine repairs and replacements and to adequately provide for routine program supplies and other operating expenses.

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**Score Sheet
Liberty
Equipment and Supplies**

Compute your total APF support authorization for equipment and supplies as follows:

- A. Amount required to purchase any additional equipment your program needs to comply with the equipment standards in 4.1. _____
- B. 25% of the value of your current property inventory. (See 4.2.) _____
- C. Total _____

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LIBERTY PROGRAM STANDARDS AND METRICS ADMINISTRATION

METRIC 5.1

Percentage Compliance With Administrative Requirements

**PURPOSE
OF THIS
METRIC**

To determine the degree to which the Liberty program complies with administrative requirements not addressed in previous standards.

**REFERENCES/
SOURCES**

- NPC MWR Managers' Handbook, Vols. 1-4
 - BUPERSINST 1710.11C, Operation of Morale, Welfare and Recreation (MWR) Programs
-

NOTES

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Standards

- 5.1.1** Hourly, daily, monthly and annual patron usage of Liberty Center and program/event participation is tracked and recorded.
- 5.1.2** A detailed activity plan is prepared and filed for each trip or outing and special event. A detailed activity plan is prepared and on file for such other activities and events which will provide staff with sufficient information to properly execute or monitor and evaluate the activity.
- 5.1.3** Promotion and publicity methods utilize all available promotion/publicity outlets (e.g., Plan of the Day, TV/Radio, E-mail, MWR facilities, NEX, etc.).
- 5.1.4** Liberty Program activities and events are published at least monthly and made available to unaccompanied personnel using such media as calendars, brochures, newspaper, websites, etc.
- 5.1.5** All drivers for Liberty sponsored trips possess valid and appropriate vehicle operator's licenses.
- 5.1.6** A customer comment card program consisting of gathering and handling both positive and negative comments is implemented. Maximum comment response time is 48 hours upon the Coordinator's receipt/notification of the comment.
- 5.1.7** Customer feedback surveys are conducted and documented semi-annually. Survey method includes one or more of the following:
- interviews.
 - written survey (e.g., Pulse Point).
 - focus groups.

- 5.1.8** Program evaluations are collected for each activity/event/trip.
- 5.1.9** A program/customer needs assessment is conducted at least semi-annually.
- 5.1.10** Liberty Center is located ½ mile or less from barracks and/or ships or other high traffic areas.
- 5.1.11** Center based activities and events are alcohol and tobacco free.
- 5.1.12** Interior design décor/scheme is non-military looking and determined by customer survey.
- 5.1.13** Liberty logo to appear outside facility entrance and in all promotion and publicity.
- 5.1.14** A system is in place to track downtime for core program equipment.
- 5.1.15** Prompt action is taken to repair/replace core program equipment that is out of service.
- 5.1.16** Standard Operating Procedures (SOPs) covering such procedures as opening/closing, cash register operation, emergency procedures, incident control, etc., are on file.
- 5.1.17** Signage is visible, clean, professional and incorporate the Liberty logo.
- 5.1.18** An Individual Development Plan (IDP) addressing cash handling, emergency procedures and local SOPs is on file for all staff.

Percentage Compliance With Administrative Requirements

**Score Sheet
Liberty
Metric 5.1**

		A
Step 1	Circle the number in column A for each standard met.	Meet Standard
Standards		
5.1.1	Hourly, daily, monthly and annual patron usage of Liberty Center and program/event participation is tracked and recorded.	1
5.1.2	A detailed activity plan is prepared and filed for each trip or outing and special event. A detailed activity plan is prepared and on file for such other activities and events which will provide staff with sufficient information to properly execute or monitor and evaluate the activity.	1
5.1.3	Promotion and publicity methods utilize all available promotion/publicity outlets (e.g., Plan of the Day, TV/Radio, E-mail, MWR facilities, NEX, etc.).	1
5.1.4	Liberty Program activities and events are published at least monthly and made available to unaccompanied personnel using such media as calendars, brochures, newspaper, websites, etc.	1
5.1.5	All drivers for Liberty sponsored trips possess valid and appropriate vehicle operator's licenses.	1
5.1.6	A customer comment card program consisting of gathering and handling both positive and negative comments is implemented. Maximum comment response time is 48 hours upon the Coordinator's receipt/notification of the comment.	1
5.1.7	Customer feedback surveys are conducted and documented semi-annually. Survey method includes one or more of the following: <ul style="list-style-type: none"> • interviews. • written survey (e.g., Pulse Point). • focus groups. 	1
5.1.8	Program evaluations are collected for each activity/event/trip.	1
5.1.9	A program/customer needs assessment is conducted at least semi-annually.	1
5.1.10	Liberty Center is located ½ mile or less from barracks and/or ships or other high traffic areas.	1
5.1.11	Center based activities and events are alcohol and tobacco free.	1
5.1.12	Interior design décor/scheme is non-military looking and determined by customer survey.	1
5.1.13	Liberty logo to appear outside facility entrance and in all promotion and publicity.	1
5.1.14	A system is in place to track downtime for core program equipment.	1

**Liberty
Program Standards and Metrics**

5.1.15	Prompt action is taken to repair/replace core program equipment that is out of service.	1
5.1.16	Standard Operating Procedures (SOPs) covering such procedures as opening/closing, cash register operation, emergency procedures, incident control, etc., are on file.	1
5.1.17	Signage is visible, clean, professional and incorporate the Liberty logo.	1
5.1.18	An Individual Development Plan (IDP) addressing cash handling, emergency procedures and local SOPs is on file for all staff.	1
Step 3 Add the circled numbers and enter total.		

Step 4 Compute your percent compliance:

$$A \div 18 \times 100 = \% \text{ Compliance}$$

Your % Compliance

Step 5 Enter your percent compliance in the performance block for metric 5.1.

Step 6 Find the corresponding “score” (0-10) and enter it in the “score” block for this metric.

LIBERTY PROGRAM STANDARDS AND METRICS SECTION II

CUSTOMER SATISFACTION

Survey Instructions

PURPOSE OF THIS SECTION

To describe how to calculate your Customer Satisfaction score.

BACKGROUND

In addition to assessing the five standards, you need to determine how satisfied your customers are with your programs and services. The following will provide you information on how to derive a customer satisfaction score for your program.

INSTRUMENT

The survey instrument (see page II - 7) that will be used in this process was developed by a group of researchers and it has been used extensively by the Parks and Recreation profession for over ten years. Further, this instrument has proven to be a reliable and valid measure of service quality. It measures service quality, which represents past transactions or experiences with services, events or activities. Delivering quality service means meeting customer expectations on a consistent basis.

PROCEDURES

To calculate your customer satisfaction score follow the steps mentioned below. This process is very similar to Duty 1.0 - Assess Needs in the MWR Managers Desk Reference. For further information, please refer to the checklist provided in Task 1.1 of the MWR Manager Desk Reference. A checklist is also provided for your use on page II - 5.

**PROCEDURES
 (cont.)**

Step 1. Determine method of collecting data. Data can be collected using pen and paper surveys, or through the use of some data collection software. You determine the most efficient way to collect your data. We will assume you will be using a traditional pen and paper method.

Step 2. Download survey instrument from website and customize for your use by inserting your program name.

Step 3. Determine the number of surveys to be collected. Only those users of your programs and services should participate in this process. Some of your users may complete more than one program survey if they are participating in a variety of MWR activities. Try to collect data from a representative cross-section of users to include active duty, spouses, dependents, civilians and retirees.

The following should be used as a guide to determine how many surveys should be completed.

AVERAGE NUMBER OF PARTICIPANTS PER MONTH	YOU NEED TO GATHER DATA FROM AT LEAST:
Below 200	All participants
200-299	160 participants
300-399	190 participants
400-499	212 participants
500-599	230 participants
600-699	245 participants
700-799	256 participants
800-899	267 participants
900-999	275 participants
1000 or more	300 participants

Step 4. Copy the appropriate number of surveys preferably on card stock so that customers can complete easily.

**PROCEDURES
(cont.)**

Step 5. Randomly select dates and times for data collection. In order to collect data from a representative sample of your users, you should collect data on a variety of days and times, over a month period of time. Make sure you include some mornings, afternoons, evenings, weekdays, weekends, etc., to make sure your sample is representative of the total user group.

Step 6. Administer survey.

ANALYSIS

Step 7. Analyze data. Once all surveys have been collected, the following steps will enable you to derive a single customer satisfaction score.

- a. Compute a mean (average) for each of the 25 items by totaling all scores for that item and dividing by the number of scores. For example, you have 10 folks complete the survey, and nine respond to question #1. You total the nine responses and divide by 9.
- b. Next, you need to compute a grand mean. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.
- c. Last you multiply grand mean by 2, to derive your final customer satisfaction score. This is the number that is entered into the score sheet.

If the responses are marked “not applicable” or are missing, do not compute them into your mean score. For example 25 surveys are collected, and for item #5 only 20 responses are valid. That is to say five respondents either circled not applicable or did not circle any response. You would add the 20 scores and divide by 20.

**FURTHER
ANALYSIS**

The survey instrument measures four domains of service quality. The domains are represented by a group of items as follows:

DOMAIN	ITEMS
Tangibles (physical facilities, equip., and appearance)	#1, 10, 14, 16, & 20
Reliability (ability to perform the promised service accurately and dependably)	#2, 3, 4, 5, 6, 8, & 9
Responsiveness (willingness of the staff to help customers and provide prompt customer service)	# 7, 12, 21, 22, 23, & 24
Assurance (courteous and knowledgeable employees who convey confidence and trust)	#11, 13, 15, 17, 18, 19, & 25

Should you wish to compute mean scores for each domain, add the appropriate mean scores for each domain, and divide that total by the number of items in that domain. For example, if you were interested in how your program scored on the reliability domain, you would add the mean scores from items #2, 3, 4, 5, 6, 8, & 9 and divide by 7.

Customer Satisfaction Survey Checklist
(Assumes pen and paper method is chosen to collect data)

STEPS FOR SURVEY IMPLEMENTATION	DATE COMPLETED	BY WHOM
1. Download survey from website		
2. Customize survey for your use – insert your program name		
3. Determine number of surveys to collect using table provided		
4. Copy appropriate numbers of survey – preferably on card stock so that customers can complete easier		
5. Randomly select dates and times for data collection – distributed over one month period		
6. Collect data – offering some incentive for survey completion		
7. Complete data analysis		
a. Compute mean for each of the 25 items by totaling all scores for that item and dividing by the number of scores.		
b. Total all 25 mean scores, and divide that number by 25 to arrive at your grand mean.		
c. Last you multiply grand mean by 2, to derive your final customer satisfaction score		
8. If desired, complete further analysis		
9. Enter Customer Satisfaction score in Score sheet		

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CUSTOMER SATISFACTION SURVEY

MWR is very interested in how satisfied you are with the _____ program. Below are statements that may reflect your satisfaction with this program. Please indicate your level of satisfaction by circling your response to each item. Circle "0" in the "Not applicable" column for items you believe do not apply to this program. Thanks for your feedback!

ITEM	NOT APPLICABLE	STRONGLY DISAGREE	DISAGREE	NEITHER DISAGREE OR AGREE	AGREE	STRONGLY AGREE
1. Equipment provided is up-to-date	0	1	2	3	4	5
2. Programs start on time	0	1	2	3	4	5
3. Staff is willing to go an extra step	0	1	2	3	4	5
4. Programs are offered at convenient times	0	1	2	3	4	5
5. Staff is dependable	0	1	2	3	4	5
6. Staff has enthusiasm	0	1	2	3	4	5
7. Staff gives individual attention to you	0	1	2	3	4	5
8. Staff responds to requests quickly	0	1	2	3	4	5
9. Information provided is accurate	0	1	2	3	4	5
10. Facility is aesthetically attractive	0	1	2	3	4	5
11. Staff is well dressed and appears neat	0	1	2	3	4	5
12. Staff understands your needs	0	1	2	3	4	5
13. Staff is competent	0	1	2	3	4	5
14. Staff acts on participants' suggestions	0	1	2	3	4	5
15. Staff makes you feel as though you belong	0	1	2	3	4	5
16. Facility is comfortable	0	1	2	3	4	5
17. Staff is friendly	0	1	2	3	4	5
18. What is promised is delivered	0	1	2	3	4	5
19. Staff is knowledgeable	0	1	2	3	4	5
20. The organization is concerned with quality control	0	1	2	3	4	5
21. Program/facility is at a convenient location	0	1	2	3	4	5
22. Other participants are not bothersome	0	1	2	3	4	5
23. Problems are quickly solved	0	1	2	3	4	5
24. Staff takes time with the participants	0	1	2	3	4	5
25. Staff performs duties consistently well	0	1	2	3	4	5

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LIBERTY PROGRAM STANDARDS AND METRICS

SECTION III

Scoring

PURPOSE OF THIS SECTION

To describe how to calculate a score for this program using a pre-programmed scoring template (Excel spreadsheet).

BACKGROUND

Periodically Navy leadership will conduct a scoring of all MWR programs, with scores and costs for all programs collected and aggregated. This process is normally web-based, with scores being recorded in a database or spreadsheet that is then uploaded onto a website provided for that purpose. It isn't necessary to wait for the Navy-wide call to calculate the score for your program, however. A simpler method is available that you can use at any time to see how your program compares to the standards and determine your Service Level (S/L).

NOT APPLICABLE "N/A"

It is possible you will find that some standards don't apply to your program. Circumstances may be such that the standard simply "doesn't fit." When that happens, you may mark the standard "N/A" and adjust the scoring accordingly. You should remember that applicability is the nature of most standards, however ... meaning that most standards DO apply. Just because you don't comply or it is very difficult for you to achieve, doesn't mean it doesn't apply. You should be able to justify your reasoning for any standard you mark "not applicable."

PROCEDURES

To calculate a Service Level (S/L) score for your program, follow these steps:

Step 1. Complete the scoring process in this booklet, recording the percent compliance for each metric on the worksheets provided.

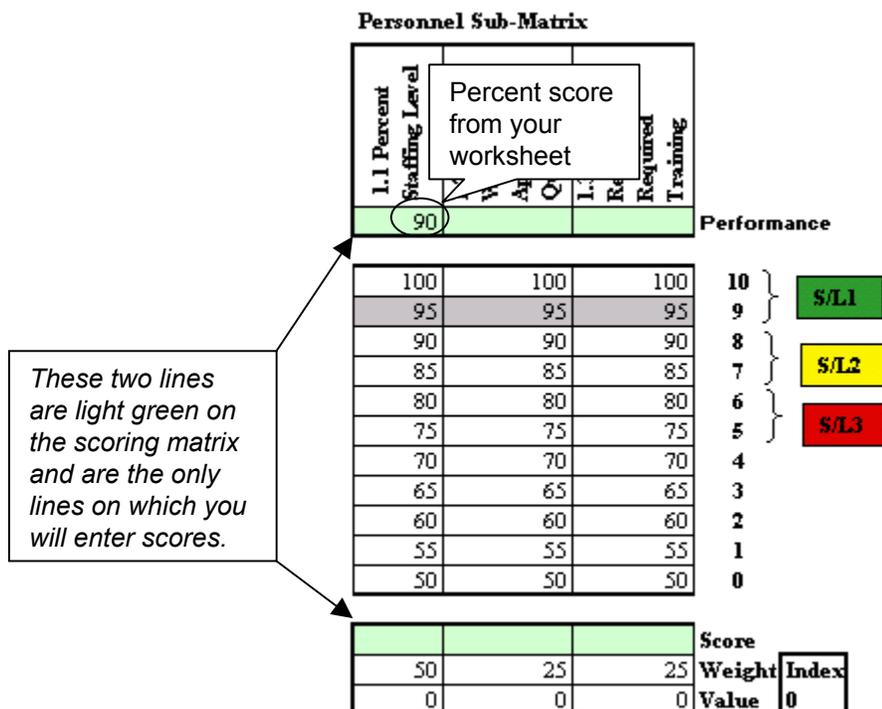
PROCEDURES
(cont.)

Step 2. If you don't already have the Excel worksheet with the pre-programmed scoring template, you may download it from the Navy MWR website. Go to <http://www.mwr.navy.mil/mwrprgms/programstand.htm> and download the scoring matrix for your program.

Note: If you are challenged about "macros" when opening the spreadsheet, select "Enable Macros."

This spreadsheet contains pre-programmed formulas and multipliers that you should not change or your score will not calculate correctly. You should enter numbers in the cells that are light green in color only.

Step 3. Find the Personnel Sub-Matrix in the spreadsheet. Enter the percent score you calculated on the worksheet for metric 1.1 into the "performance block" as shown in the example below.



PROCEDURES
(cont.)

Step 4. Find your score for this metric by reading straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column for metric 1.1.

Personnel Sub-Matrix

1.1 Percent Staffing Level	1.2 Percent With Appropriate Qualifications	1.3 Percent Receiving Required Training	
90			Performance
100	100	100	10
95	95	95	9
90	90	90	8
85	85	85	7
80	80	80	6
75	75	75	5
70	70	70	4
65	65	65	3
60	60	60	2
55	55	55	1
50	50	50	0

S/L1
 S/L2
 S/L3

Score	Weight	Index
8	50	25
	400	0

Value 400

The score will automatically be multiplied by the weight pre-assigned to this metric, and a score will appear in the **Value** block. A partial score for all 3 personnel metrics will also appear in the **Index** block.

PROCEDURES
(cont.)

Step 5. Repeat steps 3 and 4 for all remaining metrics (the rest of Personnel and for all metrics in Facility, Program, Equipment and Administration), entering the scores in the appropriate sub-matrices.

NOTE: For all programs except Auto Skills, the score for Administration should be entered in the Program Standards Sub-Matrix. For Auto Skills, complete the sub-matrix for Administration.

When you have finished entering all the scores in the Personnel, Facility, Program, Equipment and Administration sub-matrices, the Program Standards Sub-Matrix will look something like the example below. All the **Index** block scores from each sub-matrix should now appear on the **Performance** line of the Program Standards Sub-Matrix.

Program Standards Sub-Matrix

1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration	
400	660	895	845	95	Performance

1000	1000	1000	1000	100	10
900	900	900	900	90	9
800	800	800	800	80	8
700	700	700	700	70	7
600	600	600	600	60	6
500	500	500	500	50	5
400	400	400	400	40	4
300	300	300	300	30	3
200	200	200	200	20	2
100	100	100	100	10	1
0	0	0	0	0	0

30	20	30	15	5	Score
0	0	0	0	0	Weight
					Value

S/L1
S/L2
S/L3
Index
0

PROCEDURES
(cont.)

Step 6. Enter the scores from the 0-10 scale for all five areas in the **Score** blocks just as you did in the other sub-matrices. Read straight down the column to find the closest number that does not exceed your percentage score, then read to the right and find the corresponding number from the 0-10 scale. Record the number from the 0-10 scale in the **Score** block near the bottom of the column.

Don't forget to enter the score for Administration in this sub-matrix if there is no other sub-matrix for it.

Program Standards Sub-Matrix

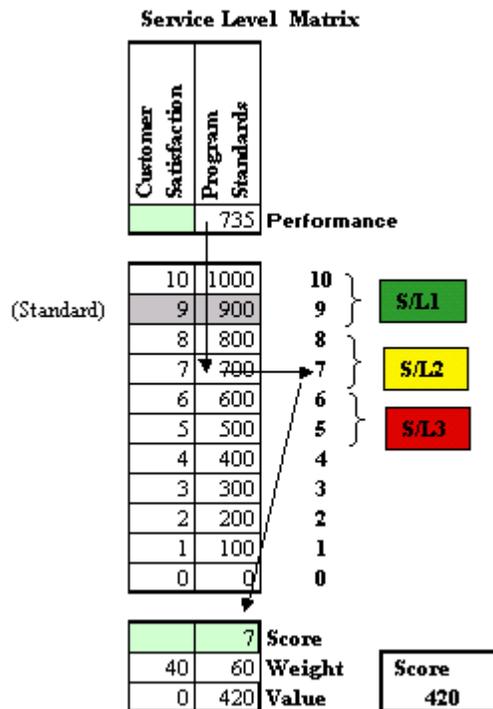
1. Personnel	2. Facilities	3. Program	4. Equipment	5. Administration	
750	660	895	845	95	Performance
1000	1000	1000	1000	100	10
900	900	900	900	90	9
800	800	800	800	80	8
700	700	700	700	70	7
600	600	600	600	60	6
500	500	500	500	50	5
400	400	400	400	40	4
300	300	300	300	30	3
200	200	200	200	20	2
100	100	100	100	10	1
0	0	0	0	0	0

7	6	8	8	9	Score
30	20	30	15	5	Weight
210	120	240	120	45	Value

Index	735
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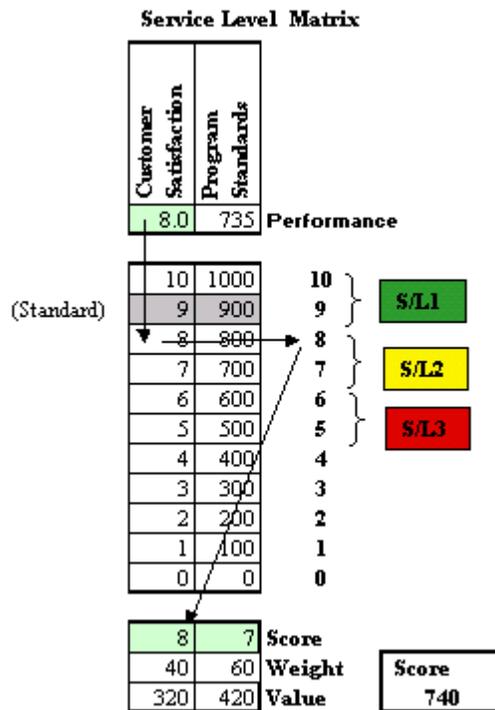
PROCEDURES
 (cont.)

Step 7. Find the Service Level Matrix and complete the scoring for the program standards by entering the appropriate number from the 0-10 scale in the **Score** block. (The total score for Program Standards should have automatically appeared in the **Performance** block.)



PROCEDURES
(cont.)

Step 8. Complete all scoring by entering the score from your Customer Satisfaction Survey. Ensure you have followed all the steps in Section II of this booklet to arrive at a Customer Satisfaction Score. Put the number on the **Performance** line and on the **Score** line.



In this example, the final score was 740, which is an S/L2 on the 0-1000 point scale.

Previous Navy-wide scoring has resulted in a final score on the 0-10 scale vice a thousand-point scale. The score in this example is a 7.40 on the 10-point scale – just move the decimal point two places to the left.

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