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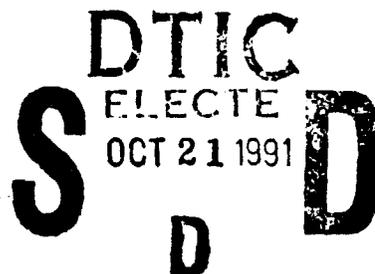


Technical Report 935

Development of a Prototype of an Army Model Exit Survey

James E. Griffith, James B. Greenlees, and Diane M. Steele
Westat, Inc.

Nora K. Stewart
U.S. Army Research Institute



July 1991

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**United States Army Research Institute
for the Behavioral and Social Sciences**

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<p>This project was part of a larger research program on downsizing the U.S. Army. The program, sponsored by the U.S. Army Research Institute for the Behavioral and Social Sciences, included a review of downsizing literature, analysis of existing data bases for information on downsizing, and surveys assessing the impact of force reduction on Army personnel and their families. This project required development of a prototype survey to assess transition needs of soldiers involuntarily separated from the Army because of downsizing.</p> <p>Key informants provided information on past and current exit surveys, transition services currently offered by the military, the needs of separating soldiers, and criteria to evaluate transition services. Past and current exit surveys were reviewed, but they provided little guidance in assessing the transition needs of involuntarily separated</p> <p style="text-align: right;">(Continued)</p>			
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soldiers. Literature on job loss in the civilian workplace provided more relevant information on the issues and needs of workers who experience involuntary job loss and an organizing framework of important concepts and variables pertinent to involuntary job loss. Site visits with transition staff, separating soldiers, and spouses of separating soldiers validated the organizing framework.

A pretest was conducted on a sample of 179 soldiers representative of those separated from the Army who were outprocessing at three Army posts. Pretest data suggested improvements to the form, such as reformatting a content area, reordering response categories, and rewording instructions.

Although inferences were limited due to the nature of the sample, the data were used to examine a priori hypotheses about the transition needs of exiting soldiers. Analyses suggested that involuntarily released and dishonorably discharged soldiers would benefit more from transition services aimed at finding jobs at short notice than would other separated soldiers, and that soldiers assigned outside the continental United States were in greater need of transition services than were soldiers assigned within the United States.

The final optical mark-sense readable survey form incorporated changes based on the results of the pretest and on suggestions made by the contracting office.

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FOREWORD

The Personnel Utilization Technical Area, Manpower and Personnel Research Laboratory of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) recognized the need to gather information on soldiers' perceptions of downsizing services. Such research would provide valuable information to Army manpower planners who wish to provide soldiers with efficient means of making the transition to civilian life.

Accordingly, ARI, with the assistance of the Army Career Alumni Program (ACAP), contracted with Westat to develop a prototype model exit survey form. Westat and ARI developed the form by reviewing civilian literature dealing with downsizing and reductions in force and interviewing key people in Army and sister services who deal with the transition of armed service members to civilian life.

The exit survey was built on previous surveys conducted by ARI and, after an initial pretest, was revised and refined. The survey and its accompanying software package formed the basis for an expanded research project undertaken by ACAP after cessation of hostilities in Operation Desert Shield/Storm.

ARI has been in the forefront of research dealing with downsizing and transitioning soldiers (enlisted and officers) to civilian life. The aim of the ACAP program is to ensure that soldiers who make the transition from the Army are given information and skills to enter civilian life easily. This ARI project performed under contract to Westat has aided ACAP in its mission.



EDGAR M. JOHNSON
Technical Director

DEVELOPMENT OF A PROTOTYPE OF AN ARMY MODEL EXIT SURVEY

EXECUTIVE SUMMARY

Requirement:

The Army's intention to reduce its force in light of the changing geopolitical situation has resulted in a situation not encountered by any past or current exit survey effort sponsored by the Army or by any of the other military services. For the first time since the all-volunteer force, a large number of soldiers will be leaving the Army not because they want to leave, but because the Army has told them to leave. This project was developed to respond to the Army's need to assess the transition needs of soldiers involuntarily separating from the Army because of downsizing efforts. The goal of the project was to provide a data collection instrument, in the form of an optically scannable survey form, to document the transition needs of separating soldiers and to assess how well existing Army transition services and programs meet these needs. The three basic tasks of the project were (1) to develop a prototype survey form; (2) to pretest the form; and (3) to produce a final optical-mark sense readable form incorporating improvements suggested by analysis of the pretest results.

Procedure:

Westat staff conducted interviews with key informants who were familiar with military exit surveys and with current transition programs and services. Key informants provided information on exit surveys, transition services currently offered by the military, the needs of separating soldiers, and criteria to evaluate the quality of the implementation and effectiveness of transition services. Informants provided copies of current exit surveys. These surveys, along with others identified by Westat and the U.S. Army Research Institute for the Behavioral Sciences (ARI), were reviewed to determine content areas appropriate to represent in a survey of Army involuntarily separated soldiers. The surveys reviewed by project staff provided little guidance for questions that would assess the transition needs of soldiers who were involuntarily separated from the military. Most surveys focused on retention issues and addressed issues of soldiers who were voluntarily leaving the military.

A review of job loss in the civilian workplace provided more relevant information regarding the issues and needs of workers who are forced to leave their jobs. This literature provided an organizing framework, indicating important concepts and variables regarding involuntary job loss. The findings from the literature review, when combined with the pertinent contributions from the reviewed exit surveys and information provided by key informants, identified the key content areas relevant to the model exit survey.

The identified content areas provided a structure for Westat and ARI researchers to construct specific questionnaire items for the survey. These items, once reviewed and arranged in a logical and comprehensible sequence, became the draft model exit survey form. Site visits with transition

staff, separating soldiers, and spouses of separating soldiers provided information on the issues of concern to those directly affected by downsizing and validated the content areas of the survey. Interviewees also offered suggestions to improve the comprehensiveness and clarity of the draft survey form. Incorporating these suggestions resulted in the pretest version of the model exit survey.

The model exit survey was then pretested on a sample of 179 soldiers who were outprocessing from the Army at three Army posts. Respondents were chosen to represent all types of soldiers who separate from the Army. Analysis of the pretest data consisted of three distinct activities: post-administration debriefing of selected soldiers; manual inspection of the completed instruments; and statistical analysis of the pretest data. Each of these activities showed areas for improvement in the pretest model exit survey form.

Findings:

The pretest data also served to examine two a priori hypotheses suggested by transition staff during the site visits. One hypothesis was that soldiers involuntarily separating from the Army are in greater need of transition services than soldiers voluntarily separating. The other hypothesis was that soldiers assigned outside the continental United States (U.S.) are less exposed to and in greater need of transition services than are soldiers assigned in the United States. Although the small pretest sample size limited conclusions, findings generally supported hypothesized relationships.

Utilization of Findings:

The final product of the project was the production of a typeset, optically scannable survey form. A computer file, containing the final version of the questionnaire, was produced. The computer file version can be printed as an optical mark-sense readable form.

DEVELOPMENT OF A PROTOTYPE OF AN ARMY MODEL EXIT SURVEY

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DEVELOPMENT OF A PROTOTYPE OF AN ARMY MODEL EXIT SURVEY

OVERVIEW

Project Background

The "democratization" of Eastern Europe in the past year has greatly reduced threats posed by the Warsaw Pact countries to United States (U.S.) national security. This has caused policy-makers to re-examine the U.S. defense strategy in Europe and to schedule major cutbacks in troop strength and military equipment. Policymakers have estimated that American troop strength will plummet over the next five years, even when taking into account the current crisis in the Persian Gulf.

Almost one-half million American military personnel, plus their family members, live abroad. The majority of these are located in Germany, with 250,000 service members, 220,000 family members, and 125,000 Department of Defense (DoD) civilian employees living there. The troop strength of 325,000 in Europe is estimated to decrease to 50,000. The situation in the Pacific theater is much the same, going from current strength of 110,000 soldiers to 40,000. Similar reductions in personnel are anticipated among troops stationed within the U.S. When considering soldiers, DoD civilian employees, and family members, these cutbacks represent a formidable number of people who will enter the civilian workforce.

The Iraqi invasion of Kuwait has changed the situation yet again. Operations Desert Shield and Desert Storm have necessitated the activation of Army reserve component forces, the redeployment of active component soldiers to Saudi Arabia, and the freezing of all separations from the military. Soldiers currently kept on active duty for Operation Desert Shield/Desert Storm will no longer be needed when the situation in Kuwait is resolved. The current freeze or "stop-loss" placed on voluntary separations will be lifted. In addition, many of the active duty soldiers now participating in Operation Desert Shield/Storm will then be released. All of the reservists will be deactivated and sent back home. Recent events have therefore changed the circumstances under which soldiers will be separated in the very near future, resulting in groups of soldiers who have different needs for transition services.

Prior to the decision to downsize U.S. military forces, transitioning soldiers were usually ending their tour of service (ETS) or retiring from military service. These soldiers were leaving as a result of their own decisions, and most always, prior to separation, they had planned

for life after the military. They took time to search for civilian employment and a place to live. Consequently, these individuals had minimal need for transition services. For the small number of involuntarily separated soldiers, the existing transition services were sufficient.

Not surprisingly, the needs of soldiers who are voluntarily separating from the military are quite different from the needs of soldiers who had planned to make the Army a career, but who are now being asked to leave. Involuntarily separated soldiers have not had as much time to assess their career options, to "network" in the community for purposes of obtaining employment, or even to decide where to work and live. These soldiers are in greater need of assistance in developing job search skills, finding a place to live, and adjusting to civilian life. All of this has to be done in an environment of economic uncertainty which will undoubtedly increase the difficulties of finding employment. The seriousness of the situation led Senator McCain and others to introduce legislation (Bill S2663) mandating that the military services provide transition counseling to involuntary releases from the U.S. Armed Forces.

It is also important to recognize that soldiers separating after the conclusion of Operation Desert Storm will have unique needs based on their combat experience (e.g., medical care, psychological counseling). Other soldiers, such as activated reservists, may have relatively few needs and will want to resume their civilian lives and jobs soon after separation. The needs represented by these various soldier groups must be factored into the Army's program of transition services.

Army planners anticipated the need for a systematic delivery of diverse transition services. Recognizing that there exist different groups of separating soldiers, each with unique transition needs, planners also anticipated a need to develop and implement personal needs assessments and individual referral to transition services. The Army Career and Alumni Program (ACAP) was created as an umbrella organization to provide coordination in the delivery of transition services. The program included assessment of each soldier's need for transition services and personal referral to needed services. Transition services generally teach soldiers and his(her) family members the skills needed to obtain civilian jobs and provide advice on housing, educational planning, and legal matters. Planners also realized that policy-makers and service deliverers needed a mechanism to evaluate how well programs and services were implemented (process evaluation) and having their intended effects (outcome evaluation). Findings could then be used to tailor transition services to meet the special needs of outprocessing soldiers and their families. The goal of this project was to design a Model Exit Survey which could systematically

collect information on the use and quality of transition services received by soldiers and their families.

Project Objectives

The Army Research Institute (ARI) is involved in conducting and coordinating several efforts to examine the effects of downsizing on Army soldiers. The purpose of this program of research is to provide information to help efficiently reduce the size of the Army and to help separated soldiers transition from military to civilian life. The present research effort is part of this program of research examining the potential effects of downsizing on soldiers, families, and personnel who remain in and leave service. Current research efforts sponsored by ARI on downsizing include

- **Review of Downsizing Literature.** This effort is an in-depth review of downsizing literature and will summarize the findings of this largely civilian-related literature applicable to the Army's reduction in force (RIF). The research involves a review of the economic, sociological, and psychological literatures on private sector downsizing, plant closings, and employee turnover.
- **Anticipated Effects of Restructuring on Army Career Decisions.** The focus of this research is on retention of quality personnel in an environment of shrinking resources. The project is aimed at planning long-term longitudinal research tracking the effects of force restructuring initiatives and forecasting their effects on retention. The intent is to predict the relationship of voluntary and involuntary force reductions to the retention decisions of high- and low-quality soldiers.
- **Prototype Downsizing Enlisted Personnel Management Plan for the U.S. Army.** The purpose here is to design a system which will identify soldiers to keep and to release in the Army's downsizing effort. The project will identify indicators of soldier performance currently in the Army's Enlisted Personnel Management System; identify new indicators; and define evaluative criteria for each indicator. These indicators will be used to develop a prototype downsizing Enlisted Personnel Management Plan which enables force reduction personnel while retaining the highest quality soldiers.
- **Army Career Satisfaction Survey.** This survey effort is aimed at retaining quality soldiers in a downsizing environment. The ongoing effort is designed to assess the current impact of force reductions on the attitudes and career intentions of officers and enlisted personnel, which will provide the Army with up-to-date information on the attitudes of Army military personnel.
- **Other analyses of existing data bases for information on the effects of downsizing on soldiers and their families.**

Westat has been contracted by Battelle and the Army Research Institute to develop, pretest, and produce an optically scannable survey instrument. The survey form will gather demographic data on soldiers leaving the Army, their future plans, and transition services which separated soldiers have used to help their adjustment from military to civilian life. The survey will assess the transition needs and provide policy-makers with information to help them revise current programs and services in order to better meet the needs of separated soldiers. Another product of the current project is a software program for use by various Army personnel to easily access and analyze the data obtained from the survey.

The project's objectives were accomplished by several activities organized by research tasks. These tasks are

1. **Develop a prototype Model Exit Survey form.** Activities performed under this task include:
 - conducting key informant interviews to identify the needs of transitioning personnel and to learn of current transition services provided;
 - reviewing past and current exit surveys developed by the Army, other military services, and government agencies;
 - reviewing literature related to job loss and transition;
 - developing survey content area based on the key informant interviews, the review of current and past exit, and the literature review;
 - developing a draft Model Exit Survey form; and
 - interviewing soldiers and their families during site visits to Army posts to examine the adequacy of the scope and depth of the content areas represented on the draft survey form.
2. **Pretest of the draft Exit Survey.** Activities under this task include
 - conducting site visits at three Army posts, where the draft Model Exit Survey was administered to soldiers outprocessing at those posts;
 - analyzing the data from the pretest to identify problems with the draft Exit Survey form; and
 - recommending resolutions to the identified problem areas.
3. **Produce an optical mark-sense readable survey form.** This entailed making changes to the prototype Model Exit Survey based on the results of the pretest and suggestions by ARI, and printing the final survey in an optical scan form.

Structure and Organization of the Report

This chapter (Chapter 1) provides a description of the background to the project, the project's objectives, and the content of the remaining chapters of the report.

The next three chapters contain several activities which were undertaken to identify the content areas and questionnaire items to be represented on the Model Exit Survey. These activities included: conducting key informant interviews; reviewing past and current transition survey instruments; reviewing the literature on job loss and job transition; and identifying and selecting relevant content areas and questionnaire items. Chapter 2 discusses the procedures used and results obtained during the conduct of interviews with key informants. Chapter 2 also provides a review of past and current exit surveys. Chapter 3 provides a review of the civilian literature related to involuntary job loss. This review resulted in the identification of content areas to be represented on the Model Exit Survey. Chapter 4 explains how items were drafted to represent the identified content areas, and the steps undertaken in the development of the Model Exit Survey form. Chapter 4 also describes the site visits and semi-structured interviews conducted with soldiers, spouses of soldiers, and with Transition Point personnel. Finally, Chapter 5 discusses the purpose, method, and results of the pretest. This chapter also presents analyses conducted on the pretest data, and how analyses were used to modify the prototype survey form.

Several appendices are included. Appendix A provides the interview protocol used during key informant interviews. Appendix B contains summaries of the results from the key informant interviews. Appendix C contains the reference list of articles on job loss. Appendix D provides a copy of the pretested draft form. Appendix E contains univariate frequencies obtained from the pretest. Finally, Appendix F contains a printed version of the final Model Exit Survey Form.

2. DEVELOPMENTAL ACTIVITIES

Introduction

The purpose of the developmental activities was to provide a firm grounding in the scope of concepts and methods used in past and current exit surveys. Military staff with experience in the design and administration of exit surveys and key informants familiar with existing military transition services were interviewed. Copies of past and current military exit surveys were obtained during the interviews, along with other related literature and information. The content of these materials was then reviewed by project staff. Findings from key informant interviews and the review of survey instruments served to identify general content areas to include in the Army Model Exit Survey.

Key Informant Interviews

The purpose of conducting personal interviews with key informants was to build on existing research efforts and experiences of experts. Informants familiar with the content, administration, and use of exit surveys in the various military services informed us of their experiences with and knowledge of exit surveys. Informants described the purposes of exit surveys and the characteristics of the population typically surveyed. Experts familiar with existing transition services provided information about the services provided, characteristics of the population served, and important concepts to consider when evaluating transition programs. This information provided useful input in the identification of content areas to be included in the Model Exit Survey.

Method. Westat and the Army Research Institute (ARI) identified a list of key informants in the military who were familiar with past and current exit surveys and existing Army transition services. These individuals were then contacted and personal interviews were arranged. Most interviews were conducted in person, though a few interviews were conducted over the telephone. Additional interviewees were named using the "snowball" technique. That is, informants were asked to identify another key informant who might provide additional information. A total of eight key informants were interviewed during August 1990. Table 1 lists information about the key informants interviewed.

Table 1

Offices of Key Informants Interviewed for the Prototype Army Model Exit Survey

Office	Area of Knowledge
Army Career and Alumni Program (ACAP)	Current Army transition programs and services.
Professional Development, Deputy Chief of Staff, Personnel (DCSPER)	Current Army transition policies.
Retention Branch, DCSPER	Current Army transition policies.
Transition Management Division, U.S. Army Personnel Command (PERSCOM)	Current Army transition program and service implementation.
U.S. Air Force Survey Branch	Air Force surveys on outprocessing for purposes of selection and retention.
Naval Personnel and Research Development Command (NPRDC)	Navy surveys on outprocessing for purposes of selection and retention.
Accessions, Plans, and Policies, HQ Navy	Navy surveys on outprocessing for purposes of selection and retention.
HQ Marine Corps	Marine Corps surveys on outprocessing for purposes of selection and retention.
Survey Division, Defense Manpower Data Center (DMDC)	Department of Defense surveys on outprocessing for purposes of selection and retention.

Personal interviews were semi-structured, lasting about 1 1/2 hours for each interview. A Ph.D.-level, experienced interviewer conducted all interviews. Westat developed an interview protocol in order to provide some degree of standardization in the interview procedure and that all topics of interest were discussed. Appendix A contains the interview protocol. The interviews covered the following topics: (a) the interviewee's knowledge about past and current exit surveys, their purposes, target audiences, and applications; (b) a description of transition programs offered to their service members, target populations, client flow, client program service needs; and (c) what interviewees considered as important concepts to represent in an exit survey which would document the transition experiences of soldiers.

Findings. Notes taken during the interview were later written up into detailed summaries. Appendix B contains summaries for each key informant interview. Below is a summary of the findings obtained from the informant interviews organized according to the questions asked of interviewees. However, the reader is cautioned that the findings described below are based on a relatively small number of respondents. The data are also qualitative, subject to prejudiced reporting and interpretation.

- **What current exit surveys are being conducted?** None of the other military services are currently conducting an exit survey of service members who have been involuntarily separated from the military. The Navy is conducting a survey of "personnel transactions," which includes involuntary separations, but also includes retirements, re-enlistments, and personnel making Permanent Change of Station moves. The Air Force and the Marine Corps both field surveys of voluntary leavers, with the Air Force focusing on officers only. Most of the exit surveys mentioned by key informants were administered as complete censuses of all separations. However, response rates for all services were low (25%). The low return rates were explained by many separating personnel not getting survey forms to complete. The purpose of the exit surveys has been to document changes in personnel satisfactions and dissatisfactions with the military experience. Findings are then used to develop recruitment and retention incentives through the manipulation of these identified satisfiers and dissatisfiers.
- **What are the objectives of transition programs?** One aim of transition programs has been to ease the transition from military to civilian life. An equally important aim of transition services has been to engender positive attitudes and satisfactions in former service members. Positively disposed "alumni" are believed to result in more positive influences on others who consider joining military service.
- **What transition programs are available?** The Army appears to have the broadest range of available services, offering education counseling, job referrals, job skills training, help in applying for unemployment benefits, and military service benefits information (e.g., separation/severance pay, continued health/dental care). At present, these services are offered through existing post

facilities, but lack an overall coordination of service delivery. The Army Career and Alumni Program (ACAP) represents a concerted effort by the Army to organize and coordinate transition services. ACAP includes a Transition Assistance Office that provides personal needs assessment and service referrals. The Marine Corps also provides one-to-one briefings on available assistance, with the base Career Planner informing personnel of opportunities (e.g., benefits, assistance services) if they stay in or leave military service. According to key informants, the Air Force does not currently offer any transition services to personnel who are departing.

- **Which groups of service members have special transition needs?** Key informants identified several groups as having special transition service needs. These groups included: involuntary leavers; enlisted personnel, especially those of lower rank groups; soldiers with Military Occupational Specialties which do not translate into useful civilian job skills (e.g., combat arms jobs); soldiers with significant service tenure (5-15 years), who had planned to make the military a career; soldiers with no previous job or college experience; and low aptitude personnel.
- **What concepts and variables do informants suggest be represented in an exit survey examining the transition experience?** Informants were asked what areas they would want examined in a survey documenting the transition experience. Those informants with suggestions mentioned three main areas: soldier awareness and use of transition services; soldier satisfactions with transition services; and demographic information which would be used to identify subgroups having special needs for transition services.

Review of Past and Current Exit Survey Instruments

Essential to survey instrument development is a systematic examination of previously developed, related survey forms. Concurrent with the key informant interviews was a review of past and current exit survey instruments. This review identified general content areas and concepts found in previous exit surveys, and depending on their relevance to the overall project's goal, were adopted for the Model Exit Survey. The review also provided examples of specific questionnaire item content and formatting.

Method. Exit surveys which had been developed and used in both the military and civilian workforce were identified through several sources: Westat's survey instrument library; information and materials provided by key informants; and exit surveys found in the published literature. Westat project staff reviewed the identified exit surveys. The procedure for the review was to identify the general content areas contained in the various surveys and within content areas, a listing of potential questionnaire items. The resulting catalogue of questionnaire items by

content areas served as the basis for identifying content areas and specific questionnaire content suitable for the Model Exit Survey.

Findings. Table 2 lists the surveys reviewed, which agency sponsored and conducted each survey, the purpose of each survey, and the number of items in each survey. In total, 23 surveys were reviewed. The majority of these were from the various services of the military. The length, scope and depth of the exit surveys varied considerably. The number of items on the surveys ranged from 18 to 155 questions, with 19 to 441 individual sub-items. When organized by the sponsoring service, the Army clearly has the greatest number of exit surveys. Eleven of the reviewed survey instruments from seven survey efforts were conducted by or for the Army. Ten of the remaining 12 instruments were conducted by or for one of the other services of the military. The U.S. Department of Labor and U.S. Department of Commerce conducted the remaining two surveys, the only surveys targeted at civilian populations.

Most of the exit surveys reviewed were not directly relevant to an exit survey intended to collect information on the transition needs and experiences of separating service members. Table 3 shows that the focus of the majority of the reviewed surveys has been on recruitment and retention. The surveys either did not mention transition services at all or dealt with them only briefly.

The purpose of past and previous exit surveys has been to document reasons why service members choose to leave military service. The list of reasons for leaving provided to service members on these surveys are almost always organizational characteristics, such as equity in monthly pay and benefits, quality of technical training, quality of unit leadership, etc. Policymakers then use these findings to institute organizational change.

In contrast to past research, the focus of the current Model Exit Survey is to obtain information on the transition experience, on **how** service members are out-processed and **what** experiences of transition services service members report. Information would include the service member's use of transition services and perceptions regarding the quality and usefulness of transition services. This information would then be used for purposes of evaluating service delivery and the perceived effectiveness of transition services.

Table 2
Instruments Reviewed for Prototype Model Exit Survey

Survey Title	Sponsor/Source	Objective	Number of Items ^a
Army Surveys:			
1983 Exit Survey of First Term Enlisted	Army Research Institute	To collect attitudinal data on all soldiers exiting Army installation through separation and transfer points.	154
1985 Army Experience Survey	Army Research Institute/Westat	To develop understanding of service experience, attitudes towards Army experience, and enlistment/reenlistment plans and attitudes to improve retention.	147
1989 Army Soldier and Family Survey, Survey of Family Services	Army Research Institute/Research Triangle Inst., Caliber, Human Resource Research Organization Army Family Research Program	To assess the effects of family programs and other factors on soldiers and unit readiness, soldier retention, and family adaptation.	126
1989 Army Soldier and Family Survey, Soldier Survey	Army Research Institute, Army Community Family Support Center/Research Triangle Inst., Caliber, Human Resource Research Organization	To help Army leaders design future policies and programs for soldiers and Army families in order to improve retention.	441
1989 Army Soldier and Family Survey, Spouse Survey	Army Research Institute, Army Community Family Support Center/Research Triangle Inst., Caliber, Human Resource Research Organization	To help Army leaders design future policies and programs for soldiers and Army families in order to improve retention.	308
1989 Survey of USAR Troop Program Unit (TPU) Soldiers	Office of the Chief U.S. Army Reserve/Westat	To obtain opinions of soldiers about the Army Reserve in order to improve recruitment and retention.	432

^a This total includes sub-questions (e.g., 3a) and lists of response items within a question. It does not include the different responses for "MARK ALL THAT APPLY" questions.

Table 2 (Cont.)

Survey Title	Sponsor/Source	Objective	Number of Items ^a
1990 Army Career Satisfaction Survey, Enlisted Form	Army Research Institute	To get feedback on personnel policies in order to improve retention and recruiting.	118
1990 Army Career Satisfaction Survey, Commissioned Officers	Army Research Institute	To get feedback on policy and practices; to help formulate Army personnel policies and plans; to improve retention and recruiting.	113
1990 Sample Survey of Military Personnel, Enlisted Personnel	Army Soldier Support Center	To assess current and projected Army-wide services, policies, and programs in order to improve retention.	167
1990 Commander's Inventory Assessing Soldier/Family Needs and Strengths (Proposed)	Dept. of Army, ACAP	To provide commanders and supervisors assessment of the needs and to provide assistance prior to transition.	19
Transition Questionnaire	Army Research Institute	To obtain opinions of soldiers in order to assess effectiveness of transition programs and to improve service delivery and Army Image Management.	71
<u>Other Military Surveys:</u>			
1984 USMC Enlisted Separation Questionnaire	NPRDC 03-84	To help improve decisions affecting Marine Corps personnel; to improve retention.	39
1984 USMC Officer Separation Questionnaire	NPRDC 06-84	To help improve decisions affecting Marine Corps personnel; to improve retention.	39
1986 Survey of Guard/Reserve Spouses	Dept. of Defense Defense Manpower Data Center	To evaluate effectiveness of current policies and programs and to plan new ones in order to improve retention.	195
Air Force Career Transition Program Questionnaire 1988	Wolpert & Forbes	To improve and expand current transition programs from military to civilian careers.	124

^a This total includes sub-questions (e.g., 3a) and lists of response items within a question. It does not include the different responses for "MARK ALL THAT APPLY" questions.

Table 2 (Cont.)

Survey Title	Sponsor/Source	Objective	Number of Items ^a
April 1990 USMC Survey Issues	Dept. of Navy	To help improve decisions affecting the retention of Marine Corps personnel	74
Changing Careers: A personal interview survey (1989, course)	Bill Woolley	To assess military to civilian career change planning and adjustment at mid-life.	31
Retirement Transition Counseling Program (RTCP) Survey	USAF SCN 88-92	To evaluate effectiveness of RTCP in preparing for job search and teaching related new job search techniques.	47
Separation Feedback Questionnaire	USAF SCN 89-05	To obtain information from commanders regarding officer's decision to voluntarily separate from the Air Force; to obtain commanders' assessment of officers suitability for recall to active duty at a later date.	35
New Directions	USAF SCN 89-53	To obtain information regarding their decision to voluntarily separate from the Air Force prior to retirement in order to improve retention.	86
Navy Retention/ Separation Questionnaire	Dept. of Navy	To improve decisions affecting Navy personnel in order to improve retention.	60
<u>Non-Military Surveys:</u>			
Job Search and Relocation Assistance Pilot Project	Employment and Training Administration; U.S. Department of Labor	To test to feasibility of establishing a national program combining job search grants, relocation grants, and long-distance telephone referral services at local offices of state employment security agencies.	197
YETP/YCCIP Attitudinal Supplement	Dept. of Commerce, Division of Census	To understand vocational plans of youth.	38

^a This total includes sub-questions (e.g., 3a) and lists of response items within a question. It does not include the different responses for "MARK ALL THAT APPLY" questions.

Table 3

Focus of Reviewed Exit Surveys

Area of Focus	Sample Relevant Content Areas	Number of Surveys ^a
Recruitment/Retention	Reasons for Joining; Military Experiences, Reasons for Staying; Reasons for Leaving	16
Transition Assistance	The Transition Counseling Program; Service Usage	6
Adaptation to Civilian Life	Future Plans; Civilian Job Plans; Civilian Job Characteristics; Actions to Prepare for Leaving the Military	5
Evaluating Transition Services	Use of Transition Services; Effectiveness of Transition Services	2
Other	Future Plans; Self-Evaluation; Perceptions of Typical Jobs	1

^aSince each survey may focus on more than one area, the numbers in this column do not add up to the number of surveys reviewed.

Only a few of the reviewed survey instruments covered the topic of transition. The 1990 Commander's Inventory (proposed), the ARI Transition Questionnaire, and three of the four Air Force questionnaires reviewed cover the issue of transition. However, the target population of the Air Force surveys was personnel who were in the process of voluntarily leaving military service. Many of the transition questions focused on contacts and job search activities which occurred between the decision to leave and the end of the service obligation. The Army, however, expects a sudden release of involuntarily separated soldiers, in addition to other soldier groups requiring diverse transition needs (see Chapter 1). Only the Commander's Inventory pertained to involuntary separation from the military, although this form required commander completion rather than the soldier completion.

Overall, the general lack of relevance of the reviewed surveys to the Army Model Exit Survey is not surprising. The reviewed surveys were fielded before the decision to downsize the military, and thus, have been based on the general assumption that separation from the military resulted from voluntary decisions of service members to leave. This assumption is no longer necessarily valid, as was discussed in Chapter 1 of this report. While there will always be retirements and decisions not to reenlist, the effect of downsizing is that the Army will ask soldiers to leave, rather than allowing soldiers to **decide** on their own to leave. This new situation implies a *whole different set of issues/concerns to be included in an exit survey*. The concern is no longer what exiting soldiers liked or disliked about military service, but rather what service members plan to do after leaving the Army, and **how** and with **what** transition programs the Army can assist service members accomplish these plans.

However, the review of past and current exit surveys did provide examples of general questionnaire items appropriate for inclusion in the current Model Exit Survey, such as questions about the demographic and background of respondents and respondent attitudes toward the military. Some of the reviewed surveys also contained questions applicable to transition service utilization.

Summary

This chapter described interviews with key informants on the current status of exit surveys and transition services. The chapter also summarizes a review of past and current exit surveys. Interviews were conducted with individuals from the military services who were familiar with exit surveys and/or transition services. Informants suggested groups of soldiers who have

special need of transition services and several areas in which a survey should concentrate in order to effectively examine the quality and intended effects of transition programs.

The reviewed exit surveys, while focused on the attitudes of service members who left the military, were not directly relevant to this project. In part, this lack of relevance is due to the changing environment in which the military now operates. When these exit surveys were designed, the focus of military personnel and manpower management offices was on **why** service members chose to leave. Accordingly, these questionnaires concentrated on service members' experiences while in the service, reasons why service members chose to leave the military, and perceptions regarding military service. Resulting information provided an empirical basis for developing recruitment and retention incentives. Previous exit surveys have paid little attention to **what** was done for the departing service member in order to help the transition from military to civilian life. The literature review, discussed in the next chapter, provided a more substantive basis for developing the content domain and questionnaire items to be represented in the Model Exit Survey.

3. LITERATURE REVIEW

Introduction

The purpose of the literature review was to identify the issues of concern to employees who are involuntarily separated as the result of organizational downsizing. The focus of the literature review was on the consequences of involuntary job loss and outplacement services provided. Reviewed material also included a few articles on the effects of prolonged unemployment. Key informants provided sources for the literature review. Referenced articles in the reviewed materials which seemed applicable to the project were also obtained and reviewed. Appendix C lists the reviewed references. In total, about 50 references were reviewed prior to questionnaire development.

An organizing framework was used to describe the findings of the literature review. The framework was borrowed from a description of the effects of involuntary job loss and factors which mediate the distress level caused by involuntary job loss. Questions were then developed which characterized the groups represented in the framework. These questions are listed below.

1. Which involuntarily separated employees are most in need of outplacement services?
2. What specific company outplacement programs and services are offered to involuntarily separated employees? What are the experiences of transition services by involuntarily separated employees?
3. What social structures outside the organization or company mediate the distress caused by involuntary job loss?
4. What are the intended effects of such programs and services on separated employees? In other words, what are the negative effects of involuntary job loss which transition programs and services seek to improve?

Findings which emerged from the literature review were organized according to these four sets of research questions. Specific concepts and variables to be included in the Model Exit Survey were identified from the literature review.

Organizing Framework for the Literature Review

Our review of the literature showed the absence of a structure for organizing the issues of involuntary job loss. However, Leana and Ivancevich (1987) provided a perspective broad enough to include all the concepts and variables found in the reviewed literature. Their perspective also depicted concepts and variables which had implications for needs assessment, and program design and evaluation. Sets of variables in the organizing framework represented presumed effects of involuntary job loss and factors which mitigated the level of distress accompanying job loss. Presumed mediators of the severity of effects of job loss implied program and services which can reduce the distress of job loss. Personal characteristics associated with more severe reactions to job loss identified subpopulations more in need of transition services than others. Presumed effects of involuntary job loss identified problems which transition services may target for their services, thereby serving as criteria for program design and evaluation.

Figure 1 displays the major variable groups represented by Leana and Ivancevich (1987). Their focus was on the adverse effects of involuntary job loss (to the far left in Figure 1). Leana and Ivancevich then described potential mediators, and then, demographic characteristics affecting the severity of the consequences of job loss (respectively, in the middle and to the far right in Figure 1). Involuntary unemployment adversely affected psychological well-being, physiological well-being, and family relations. In general, involuntary job loss was viewed as reducing functioning in each of these areas. The second group of variables were called mediating factors and were described as potential sources for support in reducing the negative consequences of involuntary job loss. This category included government programs and mandates, and organizational initiatives which assist involuntarily separated employees to find new employment. Examples here included government programs (e.g., Manpower Training and Development Act) established to offer training and work experience to displaced workers, in addition to laws regarding procedures for company and plant closings (e.g., amount of time required between separation notice and plant or company closing). Mediating factors also included social groups which can provide support to displaced workers, such as organized labor groups and less formally organized groups (family, friends and co-workers).

Personal background characteristics of separated employees comprised the third group of variables in the organizing framework. Relevant background characteristics included age, gender, educational level, and the financial position of separated employees. These characteristics were presumed to predispose the severity of the individual's reaction to job loss.

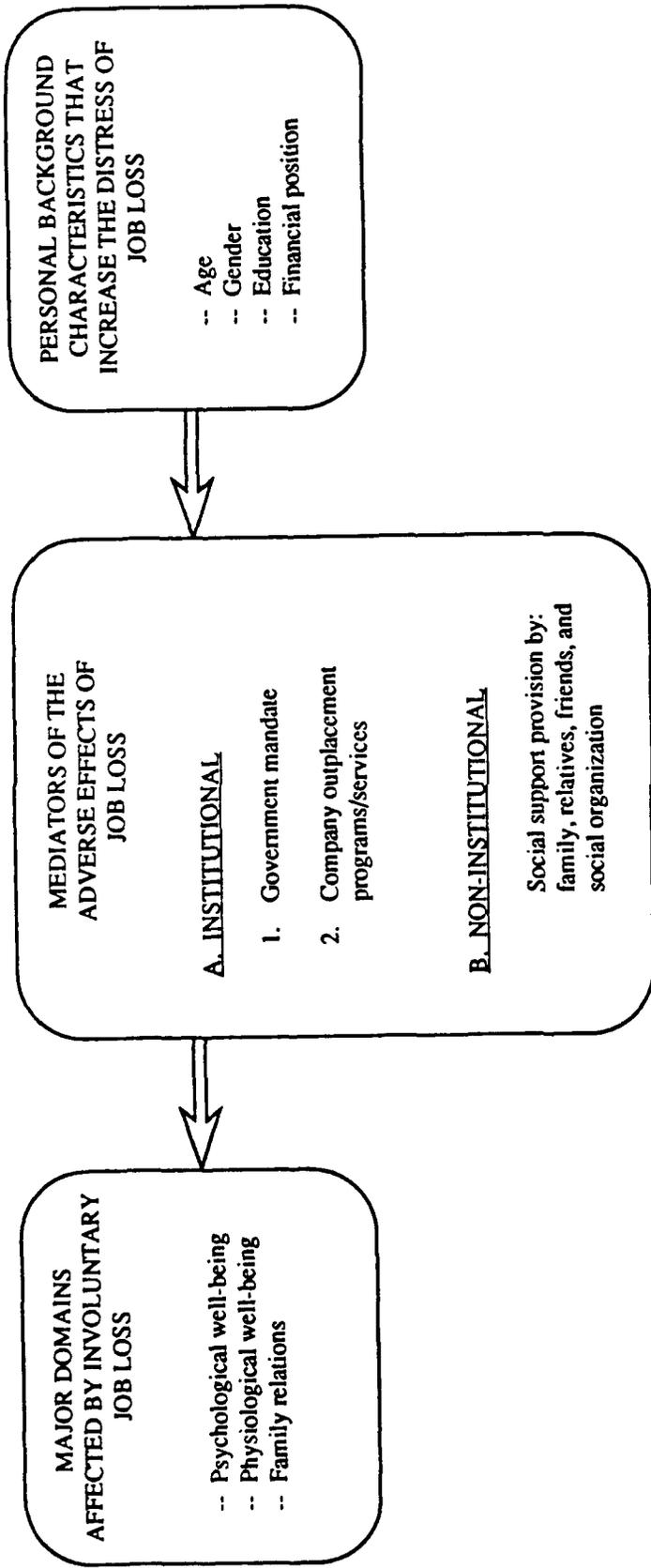


Figure 1. Relevant domains examining the negative effects of involuntary job loss (adapted from Leana and Ivancevich, 1987).

For each of the content areas represented in the organizing framework, research questions were developed. Findings in the reviewed literature were then organized within these questions. Answers to these questions served as defining the content areas and variable groups to incorporate into the Model Exit Survey. Table 4 shows the basic research questions which the literature answered. The questions show a re-ordering of content areas of interest, when compared to Leana and Ivancevich's depiction. While Leana and Ivancevich's framework focused on distress and the causes of distress, our model reversed the flow, going from personal characteristics associated with more severe reactions to job loss, through mediators of these reactions to the manifestations of distress. This re-ordering more accurately described the causal sequence of the job loss-distress events.

The discussion below is organized according to Leana and Ivancevich's framework, as reordered for our model. It first states each of the four research questions. The reviewed literature pertinent to each question is then summarized. The findings are then synthesized and show specific questionnaire content to be represented in the Model Exit Survey.

Research Question 1: Which Involuntarily Separated Employees are Most In Need of Transition Services?

This question was aimed at identifying content areas which would indicate subpopulations of involuntarily separated employees who require different kinds and extent of transition services. In their article on corporate strategies for downsizing, Appelbaum, Simpson and Shapiro (1987) emphasized the importance of identifying the most vulnerable employees when conducting involuntary separations. Identification of characteristics indicating vulnerability included: the background characteristics of separated personnel; personal expectations for job stability and careers in the company; previous experiences in the organization (e.g., different kinds of jobs held and seniority in the company); and the marketability of the separated individuals' job skills outside the company.

Research findings showed workers in greatest need of outplacement services were women, minorities, and employees over the age of forty (Burke, 1986; Portella & Zaks, 1989). In their study of re-employment of laid-off workers, Ashton and Iadocola (1989) found that the greatest income loss between the previous job and new job was experienced by workers who were older in age, female, less educated, and those with more seniority in their previous company. Podgursky and Swain (1987) reported that compared to their counterparts, younger, more skilled,

Table 4

Organizing Framework for the Literature Review: Key Issues Regarding Job Loss

1. Characteristics That Identify Groups Having Greater Need for Transition/Outplacement Services

Which subpopulations are most in need of transition services? Do some subpopulations benefit from specific transition services more than others? If so, what are the subpopulations in greater need for transition services and from which do they benefit most?

Mediators of Distress Caused by Job Loss

The adverse effects of job loss can be influenced by transition and support structures inside the organization and those outside the organization.

2. Organizational Mediators

Is the person offered individual needs assessment and transition services tailored to his(her) employment situation? Do transition services include job counseling techniques, resume writing training, job placements, or job retraining? Is the person given severance pay or any other monetary benefits to help assist the transition? Does the organization offer co-workers support groups?

In assessing the transition experience, questions should be asked about service knowledge, service utilization, and perceived helpfulness of offered services. Example questions are: How knowledgeable is the transition population about the transition services available? To what extent does the transition population use transition services? Does the transition population that uses services view the services as helpful in preparing them for the transition from full-time employment to new employment opportunities?

3. Non-Organizational Mediators

What informal support networks does the displaced worker have? Who does the separated employee typically rely on in time of need? Is the person married? To what extent do other social and recreational clubs, religious groups, etc. provide support to the displaced worker? What role does the transitioning person usually have in the family (e.g., "bread-winner," provides supplemental income to the family income)? Does the spouse work? Will the spouse leave her(his) employment as a result of the transition? How many children does the person have?

Table 4 (continued)

Organizing Framework for the Literature Review: Key Issues Regarding Job Loss

4. Effectiveness Measures of Outplacement Services

Effectiveness measures of outplacement programs typically fall into four general areas:

Future Employment

How long does the person believe he/she will be unemployed? How long is the person unemployed before he/she obtains another job?

How will (does) the new job compare to the previous job in terms of:

- Pay/salary?
- Health and retirement benefits?
- Responsibilities?

Perceptions Regarding the Effectiveness of Transition Services

To what extent does the person attribute future outcomes (positive and negative) to the transition services?

Psychosocial and Physical Adaptation

Does the person experience fewer, about the same, or more problems health problems and in getting along with his/her spouse, children?

Does the person have fewer, about the same, or more difficulties in paying rent/mortgage, personal consumer loans, etc.?

Positive Alumni

To what extent does the person have positive feelings toward and beliefs about the organization he/she has left? Would he/she recommend the company/organization to someone else as a place for employment?

more highly-educated, white-collar and white male workers had lower income loss going from jobs they involuntarily left to new jobs.

In his evaluation of a job outplacement program, Bloom (1987) noted that heads-of-household were more likely to drop out of outplacement programs than were non-heads-of-household. His explanation was that heads-of-household had more responsibilities than non-heads-of-household, and therefore, required more immediate re-employment. Bloom reported that while heads-of-household obtained full-time employment quicker, they usually ended up with lower paying jobs than did others who remained unemployed and in the outplacement program.

Findings in the literature showed occupational category (i.e., exempt versus nonexempt, salary versus hourly) was related to the need for outplacement services, with the hourly and non-exempt employees faring worse in the job market than salaried and exempt employees (Greenberg, 1989; Shultz & Weber, 1966). Other characteristics related to greater need of transition services were previous employment history (Cohn, 1978) and length of service with company (Portella & Zaks, 1989). The literature has viewed these characteristics as decreasing the chances for involuntarily separated employees to find re-employment. However, it is more likely that the relationship of these variables with the probability of future employment is curvilinear. That is, employees with none or a lot of previous job experience and job tenure probably have more difficulty in finding new jobs, compared to those employees with moderate levels of job experiences.

In summary, there were several specific characteristics of involuntarily separated employees which identify them as in greater need of transition services than others. Below is a summary of these findings, with groups most in need of transition services indicated in parentheses.

- age (40 years and older);
- gender (women);
- racial background (minorities);
- educational level (less-educated);
- wage-earner status in family (heads-of-household and possibly other family obligations, e.g., number of children, children with special needs);
- seniority with the company and expectations for a career in the company (more seniority and high expectations for career in the company); and

- previous employment (curvilinear; employees with no and a lot of previous job experience fare worse in re-employment than those with moderate levels of experience).

Research Question 2: What Organizational Interventions Mediate the Adverse Effects of Involuntary Job Loss?

This question was aimed at identifying organizational services and programs which mediated the negative effects of involuntary job loss. Characteristics of the termination notification process and the kinds of transition services offered by the company were major factors mediating the level of personal distress experienced by employees who were involuntarily separated from their jobs. Termination notification and transition programs can be influenced by the company, and, if properly designed and executed, such programs can work to the advantages of both the displaced worker and the company. Therefore, companies have given attention to organizational procedures for notifying and transitioning involuntarily separated employees from their current jobs to future job possibilities. Additionally, companies have focused on efforts aimed at the development of policies in areas such as job retraining, job placement, and relocation assistance.

Much of the literature described the various programs and services offered to displaced employees (e.g., Batt, 1983; Bloom, 1987; Perkins, 1987; Portella & Zaks, 1989; Settles, 1988; Sheets & Ting, 1988; Wagel, 1988). The literature is grossly lacking empirical evidence regarding the efficacy of transition services and programs. Descriptive and anecdotal accounts of the presumed and reported effects of outplacement services have largely formed the basis for planning, implementing, and continuing outplacement services. Organizational interventions designed to assist involuntarily separated employees find new employment can be summarized by six general types of services. These are described below.

1. Company Procedures to Enhance Predictability of Layoffs

The literature showed that the more time given to employees to prepare for impending layoffs, the better the separated employees' transition (Batt, 1983; Portella & Zaks, 1989). However, American businesses have generally not followed this guidance. The American Management's Association survey of 1,142 human resource managers showed that 25% of involuntarily separated workers received immediate notice of termination, and another 25% received two weeks or less. Only 16% of the involuntarily separated received three to four weeks

notice before termination, and another 12% were given four or more weeks before termination (Greenberg, 1988). Recommended advance notification of termination ranged from 60 days (Settles, 1988) to 6 months (Shultz & Weber, 1966; Wagel, 1988) before actual departure. In their review, Shultz and Weber (1966) reported that advanced notice typically did not result in decreased employee performance.

The timing of termination notification also was an important consideration in the literature. The reviewed literature advised that termination notification at the beginning or the end of the week caused the least negative employee reactions (Macdougall, 1986; Portella & Zaks, 1989). A final consideration in termination notification was the level of personalization. While the preferred method of notification was to have the terminated employee's immediate supervisor meet with the employee, group notification was appropriate when large numbers of people who performed similar work were affected by the layoff (Portella & Zaks, 1989). In fact, these researchers suggested that general announcements about corporate difficulties leading to future staff reduction be made to groups of employees and printed in company newsletters well in advance of any proposed layoffs. Such advance notices allowed employees time to plan for layoffs and provided a rational basis for staff reduction.

2. Extended Benefits to Cushion the Unemployment Period

Many companies offered extended benefits to involuntarily separated employees. Extended benefits are intended to help "cushion" financial difficulties associated with extended periods of unemployment. Extended benefits included continuation of health benefits, severance pay, and lump sum payments. Such benefits typically are given to executive, professional, and technical employees, rather than to other types of employees (Greenberg, 1988; 1989). The literature is scant in reporting the effects of such extended benefits on employee attitudes toward the company which they leave.

3. Job Assistance in Finding Re-employment

Job assistance took many forms in the reviewed materials. Companies often offered job listings and helped familiarize displaced employees with the local job market. Job assistance also included tips on resume preparation and writing, job interviewing, and dressing for job interviews. Several types of job assistance were made more personal and intensive in that these companies provided job assistance counselors who continued to offer individual job search information and follow-up assistance well after the employee left the company. Companies have also offered group-oriented job assistance that relied on activities, such as "job-naming" (listing all jobs ever held by the employee), "brain-storming" sessions (listing jobs that employees would like

to have in future), listing experiences leading to taking the most practical job and the "dream" job, and development of an action plan, specifying the next steps to find new employment (Hayslip & VanZandt, 1985).

4. Individual Counseling to Help Adjustment Problems Associated with Job Loss

The literature documented personal and family adjustment problems following employment loss (Leana & Ivancevich, 1987; Liem & Liem, 1988). Recognizing these effects, many companies have included not only individual job and career counseling, but also referral to counselors outside the company for interpersonal adjustment problems experienced by displaced workers.

5. Reducing Anxieties of Remaining Employees Regarding the Status of the Organization

The reviewed literature described "survivor's guilt," reduced morale, and decreased organizational commitment for employees who remained in the company after significant force reductions (Sutton & D'Aunno, 1989). To reduce these effects, the literature suggested that downsized companies explain to employees the reasons for force reduction, the planned extent and duration of the force reduction, and programs and services offered to displaced employees. These explanations should inform employees that downsizing was necessary, had a predictable onset and duration, and that displaced workers would be treated fairly by company-sponsored outplacement programs.

6. Surveying Separated Employees to Examine the Effectiveness of Transition Services

The reviewed literature was scant on surveys of involuntarily separated employees to assess their use of and the perceived effectiveness of outplacement services, their attitudes toward the company after having left, and their re-employment status. Only two of the reviewed materials mentioned exit surveys of involuntarily separated employees (Burke, 1986; Martindale, 1988). The intent of the two exit surveys was to provide information on the effectiveness of outplacement services. Effectiveness measures were the length of the period of unemployment and the comparability of the previous job to the new job. Similarly, results of the review of survey instruments (in Chapter 2) showed a scarcity of exit surveys examining employee transition from one job to another. Given the increase in the actual and expected number of business failures in the near future, it seems reasonable for companies to develop exit surveys in order to examine the quality of outplacement service delivery, the extent of service utilization, and separated employees' perceptions regarding the effectiveness of transition services (Portella & Zaks, 1989).

In conclusion, the literature showed the mediating effects of several characteristics of outprocessing procedures on the negative consequences of involuntary job loss. Most of these characteristics were incorporated, in some form, as organizational interventions to reduce the distress level associated with job loss. Only two studies incorporated exit surveys to examine the quality of transition service implementation and their intended effects. The mixed effects of transition job training and outplacement programs (Bloom, 1987; Kulik, Smith & Stromsdorfer, 1985) strongly support a more rigorous monitoring of transition services received by separated employees. Monitoring would include gathering information on the separated personnel's knowledge about and use of transition services. Knowledge is an important consideration, as service underutilization can be explained by not only perceived irrelevancy of service offerings to individual needs but also by the individual's lack of knowledge about services. Service delivery questions should relate to quantitative and qualitative aspects of service delivery, such as frequency of service use and perceptions regarding the relevancy of services to individual needs, expertise of transition staff, and helpfulness of services. The developed questionnaire must, therefore, contain a generic list of the most up-to-date transition services available to separated employees. Transition services may be interpreted quite broadly and include, for example, assistance given in packing and shipping household goods.

In summary, the exit survey must be able to capture information on characteristics of the outprocessing experience. These include:

- characteristics of the termination notification procedure (e.g., advance notice, type of notice);
- receipt of extended benefits, such as severance pay;
- knowledge of transition services;
- use of transition services; and
- perceived quality of transition services (helpfulness of, relevancy of service to individual needs).

Research Question 3: What Non-Organizational Interventions Mediate the Adverse Effects of Involuntary Job Loss?

In the literature, non-organizational mediators referred to social structures outside the company which mitigated the negative effects of involuntary job loss. These social structures

usually were not specifically designed for outplacement and may even be sources of distress under some circumstances. When viewed as sources of distress, these non-organizational mediators were distinguished from personal attributes that identified employee groups who were more in need of transition services. Characteristics that identified groups more in need were attributes of employees. These attributes were fairly intransigent, in that they were individual-level demographic characteristics (e.g., age, gender, previous job experience). In contrast, non-organizational mediators referred to social structures which may be manipulated, thereby either decreasing or increasing the distress of employment loss. Such non-organizational mediators occurred "naturally;" that is, they were social structures already in place during the time of employment and during employment loss, and were not specifically designed to assist in outplacement. However, depending on their characteristics, these social structures may serve as sources of relief. Examples of non-organizational mediators in the literature were informal networks of friends, relatives, and neighbors (called social support networks), social clubs, recreational clubs, sporting teams, and churches, among others. In the general health literature, these social structures were most always viewed as sources of support during times of distress. Social support may contribute directly to one's well-being or indirectly, by buffering the negative consequences of major life events (Cohen & Wills, 1985).

Examination of non-organizational social structures on the consequences of involuntary job loss was very sparse. The lack of research may be the result of the very recent focus on interventions to reduce the consequences of involuntary job loss and on the role of naturally-occurring support groups in lessening the distress of major life events. What scant evidence there was, showed that the effects of these informal social support structures on diminishing the distress of involuntary job loss were mixed. Gore (1978), for example, reported that unemployed men with strong social support had fewer physical and psychological problems than unemployed men who lacked social support. On the other hand, Atkinson, Liem and Liem (1986) observed a decline in both family and spouse support for unemployed men, with the decline greatest for blue-collar workers. When examining the mediating effects of family and spouse support, these researchers found that lack of family and spouse support associated with prolonged unemployment was explained by the husband's depressed mental well-being. These results necessitate a closer examination of the relationship of family support provided and the role of the unemployed individual in the family unit. Distress of job loss often was compounded by the disruption of the unemployed family member's traditional role in the family unit. Research has shown that primary wage-earners, compared to other wage-earners, experienced greatest levels of distress after prolonged unemployment (Bloom, 1978; Leana & Ivancevich, 1987). In such cases, family support provided to the displaced worker may exacerbate the level of distress, rather than lessen it.

An ignored area of research was the role of organized social clubs, religious groups, and recreational clubs in providing support to involuntarily separated employees. The general health literature recognized the importance of social/emotional support provided by friends, relatives, and neighbors (Cohen & Wills, 1985), in addition to the kinds of support provided by social organizations (Neuber, Atkins, Jacobsen, & Reuterma, 1980). Little, if any, research, however, examined the helpfulness of social organizations in reducing the distress of involuntary employment loss.

In summary, the literature suggested several areas of non-organizational support which lessened the negative effects of involuntary job loss. These were:

- marital status;
- the role of the separated employee in the family (e.g., "breadwinner," spouse employment status, size of family, special needs of family members);
- social support characteristics (size, relationship of support provider to helped person, types of offered support, e.g., emotional, instrumental and informational support, frequency of contact, reciprocity); and
- membership in organized clubs, church, etc. and the extent to which such organizations offer assistance.

Research Question 4: What are the Expected Effects of Transition Services on Involuntarily Separated Employees?

The final question required examining research on the known adverse effects of unemployment and involuntarily job loss. This examination was necessary to both develop and evaluate the intended effects of outplacement and transition programs. Identification of the negative consequences of involuntary job loss can target areas for which transition services may be designed. These effects also can serve as evaluation criteria for judging program effectiveness. A summary of the adverse effects of job loss was useful, therefore, in designing and assessing the effectiveness of transition services.

Studies showed that job loss ranked among the top one-quarter of stressful life events (Holmes & Rahe, 1967; Paykel, 1971). Research has clearly documented that diminished individual psychological well-being, increased alcohol and tobacco consumption, and increased psychosomatic symptoms are associated with job loss (Atkinson, Liem, & Liem, 1986; Burke, 1986;

Iversen & Sabroe, 1988; Leana & Ivancevich, 1987; Liem & Liem, 1988; Wagel, 1988). Unemployment also resulted in social dysfunctions, such as increased marital friction and increased family conflicts (Leana & Ivancevich, 1987; Liem & Liem, 1988). The effectiveness of transition services may be judged in terms of the extent to which such psychosocial and psychosomatic problems are reduced.

Other effectiveness measures of outplacement programs included length of unemployment and perceptions regarding the parity of wage earnings or salary, fringe benefits, job skill level, and job responsibilities to the new job (Bloom, 1983; Burke, 1986; Kulik, Smith, & Stromsdorfer, 1985). A related area of questioning was the extent to which separated employees attributed positive and negative outcomes of the re-employment process to the previous employer's outplacement programs. In other words, if separated employees who used outplacement services showed higher re-employment rates than did separated employees who did not use the services, did the re-employed separated personnel credit their current job situation to the effectiveness of transition services?

Another general assessment of the effectiveness of transition services was the extent to which outplacement engendered positive attitudes and beliefs in separated personnel about the organization. Companies that laid-off employees did not want to be perceived as not offering job security or as being unfair in their treatment of displaced workers. This finding is especially pertinent to the military services, since the military relies heavily on volunteer youth for annual personnel turnover. Currently, the incidence of youth who show propensity to join the services is quite small, and the available market pool of youth has been declining since the 1980s. Therefore, for recruiting purposes, it is very important to assess the attitudes of separated personnel regarding positive and negative experiences of military services and fairness in the separation process. Former military personnel with positive attitudes toward the military should then serve as "advertisements" for the military, encouraging interested youth to enlist.

In summary, the literature on the adverse effects of job loss suggested several content areas that may be used to examine the effectiveness of transition services including:

- expectation for and actual length of unemployment;
- expectations for and actual experiences regarding future job/employment plans;
- comparison of future job to past job in terms of salary, fringe benefits, and job responsibilities and challenges;

- attributions regarding the relationship between re-employment and the effectiveness of transition services;
- personal problems since unemployment (problems in paying debts, family functioning problems, mental and health symptoms); and
- attitudes toward the company left (general affect, beliefs about the organizations).

Many of these areas have greater applicability and utility in follow-up surveys, rather than in exit surveys of separated employees. For example, attributions regarding re-employment and transition services have more validity after separated employees have found new employment. Personal problems experienced after having left employment and questions about how new jobs compare with previous jobs are also areas more appropriate to examine in follow-up surveys.

Summary

The purpose of the literature review was to identify content areas to be represented on an exit survey of soldiers involuntarily and voluntarily separated from the Army. Findings which emerged from the literature review were organized according to four basic research questions. The question content was based on a preliminary conceptual framework regarding the negative effects of involuntary job loss, personal characteristics which amplify these effects, and external factors which serve to mediate these effects. Findings in each of the four areas suggested specific questionnaire content to be represented in the Model Exit Survey. Table 5 represents the various content areas and specific variables to be represented on the questionnaire.

The organizing framework for the literature review, as revised, closely paralleled questions basic to classic needs assessment (Bell, Nguyen, Warheit, & Buhl, 1978) and program evaluation (Rossi, Freeman, & Wright, 1979), both of which are germane to the project's goal. The goal of the Model Exit Survey was to provide a systematic method to collect information on the transition needs of involuntarily separated soldiers as a result of downsizing. The survey form then must collect data on the needs of involuntarily separating soldiers, their experiences of transition services (for purposes of process evaluation), and their perceptions regarding the helpfulness of outplacement services (for purposes of outcome evaluation). Both needs assessment (what separatees need to help their transition) and program evaluation (whether the Army's transition services address the needs of separating soldiers) are appropriate to the project's tasks. In this case, the focus is on identifying subpopulations in greater need of transition

Table 5

Content Domains Relevant to a Transition Survey of Active Component Army Soldiers

1. CHARACTERISTICS THAT IDENTIFY GROUPS HAVING GREATER NEED FOR OUTPLACEMENT SERVICES

Demographic Characteristics

- Gender
- Minority status
- Educational level
- Age

Military Plans and Experience

- Career plans, reasons for joining, staying, and leaving
- Number years served
- Number of enlistments
- Rank

Military Job Skill

- Military Occupational Specialty
- Transferable to civilian jobs

2. ORGANIZATIONAL MEDIATORS OF DISTRESS CAUSED BY JOB LOSS

Notification Characteristics

- Method of separation notification
- Time given to prepare for separation
- Type of separation
- Location of separation

Transition Services

- Knowledge of Transition Services
 - Use of Transition Services
 - Perceived Helpfulness of Transition Services
-

Table 5 (continued)

Content Domains Relevant to a Transition Survey of Active Component Army Soldiers

3. NON-ORGANIZATIONAL MEDIATORS OF DISTRESS CAUSED BY JOB LOSS

Family Social Support

- Marital status
- Number of children, special needs of children
- Role of transitioned person in the family (Does spouse work? Will spouse leave employment because of transition?)

Social Group Support

- Church groups and other organized groups in which transitioned person is a member

**4. POTENTIAL EFFECTIVENESS MEASURES OF TRANSITION SERVICES
(FUTURE AND ACTUAL EMPLOYMENT AND LIFE SITUATION)**

Expectations for future employment/unemployment and actual re-employment experiences.
Attributions regarding relationships between re-employment and transition services.
Financial, family, and health problems due to unemployment.
Attitudes toward and beliefs about the Army as an employer.

- Satisfaction with military experience
 - Recommend military service to others
-

services and on how distress due to job loss is reduced by institutional and non-institutional mediators, with particular emphasis on company outplacement/transition services.

The proposed Model Exit Survey has content validity. In an independent effort, Burke (1986) developed an exit survey of similar content to assess the effects of outplacement services on a sample of men and women who lost their jobs at a manufacturing plant. Burke's (1986) exit survey included questionnaire items which assessed the following areas:

- demographic characteristics of separated employees (e.g., age, educational level, years worked at plant);
- type of job (e.g., occupational category, salary or hourly wage);
- attitudes about job loss factors (e.g., advance notice, prospect of finding other jobs, weeks unemployed);
- kinds of outplacement services used;
- comparison between current job and previous job at plant in quality of job supervision, hourly wage or salary, opportunity to use skills, job security, type of work, working conditions, and fringe benefits); and
- general satisfaction, well-being, psychosomatic symptoms, and smoking and *drinking behavior*.

The next chapter describes procedures used to develop specific Model Exit Survey questions for each of the content areas and variables identified from the literature.

4. QUESTIONNAIRE DEVELOPMENT

Introduction

The preceding two chapters discussed key informant interviews, examination of past and current exit surveys, and the literature review. Findings from these activities identified content areas suitable for the draft Model Exit Survey. The next step was to develop specific item content and arrangement in the draft survey form. This chapter, first, describes the procedures used in developing questionnaire items for inclusion in the draft Model Exit Survey. Next, findings from interviews conducted with out-processing soldiers, their spouses, and Transition Point staff at two Army posts are summarized. Results from the interviews were used to further modify the draft Model Exit Survey prior to its pretesting. The next chapter describes the results from the pretest and the finalization of the typeset survey instrument.

Draft Items Representing Content Areas

The purpose of this activity was to develop operational definitions of the content domains identified by previous developmental activities. Findings from the key informant interviews, instrument review, and the literature review (described in Chapters 2 and 3) provided a framework for developing questionnaire items for the draft Model Exit Survey. Table 5 (in the previous chapter) displays the various concepts and variables to be represented in the draft Model Exit Survey form. The next steps were to develop specific items and decide on their arrangement in the survey form. The section below describes procedures for item development, item review, and arranging item in the survey form.

Item Development. Questionnaire items were first placed in a content area matrix. This matrix listed the various content areas to be represented in the draft Model Exit Survey (similar to Table 5). Within each content area, sets of questionnaire items were developed. Items included in each content area were carefully examined in relation to the content area in which the item was placed and to all other items placed in that content area. This procedure reduced item duplication. Items which were nearly the same in wording or general content were excluded from the matrix.

Questionnaire items from each of the content areas were then chosen from the content matrix to be placed into the draft Model Exit Survey. Steps were taken to ensure that items chosen for the draft form were not redundant. First, only one of many items having similar wording or the same general content was chosen for inclusion in the draft form. Second, the concept or variable which the questionnaire items assessed was determined and examined. Only one of many items tapping the same variable or concept was included in the draft Model Exit Survey. These procedures ensured adequate coverage of all of the important content areas and issues related to job loss and at the same time, minimized the number of items needed to assess each of the content areas. Gaps for which no or too few items existed were identified, and new or revised items were written to fill these gaps.

Item Review. Questionnaire items chosen for inclusion in the draft Model Exit Survey underwent item review. This review process involved careful examination of the wording of questions and response categories for ambiguities. Each item was examined and, when necessary, rewritten to eliminate ambiguities in both the question text and the response options. Questions were worded to minimize response sets. For example, questions were worded both in the affirmative and negative, so that respondents would not give the same answers across questions due to inattentiveness, boredom, or fatigue ("yea-saying"). The intent of this review was to keep items as simply worded as possible and at a *grade school reading level*. After reviewing the content of each question and accompanying response options, items then underwent a review by a grammatical editor program. The program checked the grammar and complexity of item wording. Items which were too complex (either passive voice or too high a reading level) were modified accordingly. Items in passive voice were changed to active voice, and items containing difficult words or phrases were simplified.

Item Arrangement. After specific questionnaire items had been identified and underwent review, attention was then given to the arrangement of items in the draft Model Exit Survey. Questionnaire items were organized so that related questions (i.e., use of transition services, family characteristics, etc.) were clustered together. Clustering similar items should help respondents keep the same topic or referent in mind, rather than having them switch back-and-forth to items of different content areas. Each cluster began with the more simply worded and objective questions. Questions requiring more complex thought processes (e.g., indicate multiple plans for the future) and more threatening questions (e.g., racial background) were placed toward the end of that cluster.

Designing the Draft Model Exit Form

The ultimate aim of this project was to produce a typeset survey form for use by the Army Research Institute (ARI). It was not practical, in terms of time or resources, to create the typeset form before all design, review, and pretest activities had been completed. While certain issues (e.g., overall form length, general layout of the form content) could be resolved as soon as the number of questions to be included in the survey was determined, the exact wording and arrangement of these questions changed several times due to suggestions from ARI and the results of the pretest (discussed in Chapter 5). To avoid having to print the survey form several times, the forms production occurred in two sequential steps.

First, the specific content and arrangement of items were typed into a word-processing file. The word-processed file provided a draft for purposes of review. The draft form underwent two reviews by both ARI and Westat research staff. This form also served as the draft instrument for review by out-processing soldiers, their spouses, and Transition staff during visits to Army posts (described below). The word-processed form also served as the survey used in the pretest.

The second step in forms production resulted in the final typeset version of the Model Exit Survey. This survey incorporated all the changes made to the word-processed form. The two versions (word-processed and typeset) differed in format but were similar in content. Whereas the word-processed version concentrated on the substance of the questionnaire, the typeset version focused on the format and style of the questionnaire. Procedures for producing the typeset version are discussed in Chapter 5.

Draft Model Exit Survey Form. The draft version of the Model Exit Survey form was formatted and printed on a word-processor. The development focused on three areas: question wording; question order; and skip patterns. A last round of questionnaire item review eliminated any ambiguities left unresolved in content area development. The review process entailed a detailed examination of item content by ARI and Westat researchers twice in September 1990. Concurrently, reactions to the draft Model Exit Survey were obtained from soldiers, their spouses, and Transition staff at two Army posts (described below). The pretest form incorporated suggested revisions to the content and format. The prototype pretest form, once approved by ARI, was printed in final word-processed form, along with a cover and instructions. A copy of the pretest version of the Army Model Exit Survey form is contained in Appendix D.

Site Visit Interviews

Westat project staff met with out-processing soldiers, their spouses, and transition staff at two Army posts to obtain their reactions to the draft Model Exit Survey form. Interviewing these personnel served two purposes. First, interviews with soldiers, their family members, and transition staff examined whether the content areas represented in the draft Model Exit Survey were exhaustive, the adequacy of issue coverage, and the completeness and clarity of questionnaire items. Second, the interviews obtained additional information on the out-processing experiences of soldiers and their spouses, such as the key points in the transition process and transition services characteristically received.

Method. Westat staff made visits to two Army posts in September 1990. The two posts were Ft. Dix, New Jersey and Ft. Jackson, South Carolina. Arrangements were made to meet with groups of soldiers who were at the post for out-processing, with spouses of out-processing soldiers and with the Transition staff at each post. A senior Westat researcher conducted interviews with the soldiers and with the spouses on the post. The semi-structured, group interviews lasted approximately one to two hours per group. Soldiers and spouses were interviewed separately. Approximately eight to ten soldiers (mostly enlisted) were interviewed at each post. About the same number of spouses were interviewed. Spouses were interviewed in recreation rooms (called "day rooms") of living quarters set aside for spouses while the soldiers went through out-processing.

Interviews focused on the concerns of soldiers and spouses as they transitioned from military to civilian life. Group participants were asked:

- What are your most pressing concerns as you prepare to leave the Army?
- What services offered to you during transition did you use?
- To what extent would you say these services helped prepare you for civilian life?
- What other kinds of assistance do you think the Army should provide you?

The Westat researcher then went through the draft Model Exit Survey form item-by-item, asking about the importance of the item and any problems in item wording and clarity.

Transition staff at each post were also interviewed, with the same purposes as the soldier and spouse interviews. Interviewed staff included both military personnel from the Transition Points and the Adjutant General's Office and civilian personnel from the Civilian Personnel Office. Interviews were conducted in offices of the staff, lasting about one hour each. Table 6 lists the Transition staff who were interviewed during the visits. Transition staff answered questions about what they perceived as the primary issues of concern to soldiers and families as they left the Army. Staff also answered questions about the various stages of out-processing and the kinds of services offered and services most often used by soldiers and their families. Again, the Westat senior researcher went through the questions and response categories on the draft Model Exit Survey form in order to examine the adequacy of issue coverage and clarity in item wording.

Findings. Interviewees mostly substantiated the content areas selected for the draft Model Exit Survey form. Soldiers, in particular, agreed with the content areas as developed, as did the Transition staff. Both spouses of separating soldiers and the Transition staff, however, expressed additional concerns about the transition process. Spouse concerns centered mostly on short-term problems after leaving the Army, such as transportation for themselves and their possessions to their new (or pre-service) homes and opportunities for future housing and employment. Another immediate issue of concern to spouses was the disrepair and uncleanness of the sleeping quarters and bathing facilities. Spouses' long-term concerns centered on civilian employment for the soldier with comparable pay and health benefits to those offered by the Army. An additional observation was that spouses and families of soldiers rarely accompanied personnel through out-processing activities and rarely used transition services. Transition staff estimated less than one percent of families accompanied married soldiers to the Transition Points.

The Transition Point Officers and Civilian Personnel Officers doubted the efficacy of transition services, based mainly on the limited time available for out-processing personnel to use services and on the lack of external funding for making improvements to existing transition services. This lack of time was particularly true for personnel who had been assigned outside the continental United States (OCONUS). These individuals typically had not been offered transition services at their OCONUS post and had only 24 hours at the stateside Transition Points to learn about and to use available transition services.

The concerns of both spouses and transition staff which were identified during site interviews were evaluated in terms of modifying the draft survey form and discussed with ARI. Based on spouse concerns raised during interviews, questions concerning future employment

Table 6

Transition Points-of-Contact Interviewed During Site Visits

Area	Ft. Dix	Ft. Jackson
Transition Point	Transition Point Office	Transition Point Office
Civilian Personnel Office	Civilian Personnel Office	Civilian Personnel Office
		Personnel Staffing
		Technical Services Division
Education Services	Post Educator	Education Services
Other Transition Service Areas	Adjutant General's Office	ACAP Manager, Enlisted Records
	Army Community Services	Job Assistance Center
	Community Family Support Division	Relocation/Outreach Programs Coordinator

plans, and the use of and perceptions regarding the quality of transition services were added to the final typeset version of the Model Exit Survey. The analysis plan of the pretest data, discussed in Chapter 5, incorporated the concerns of Transition staff about the different transition needs between soldiers stationed in the continental U.S. (CONUS) and those stationed in OCONUS.

Another purpose of the personal interviews was to document the transition process and to evaluate this process in terms of the draft Model Exit Survey's content. Figure 2 depicts the transition process as described by Transition staff. Soldiers are first visited by the post retention office, approximately nine months prior to their scheduled separation. Four to six months prior to separation, soldiers attend a pre-separation briefing at the pre-separation point. Here, a Transition staff member briefs soldiers on out-processing services and programs available at the post. Some posts invite staff who represent the various transition services to give 15- to 20-minute presentations on transition services available from their agency. The number and availability of transition services vary by post. The time from this briefing until separation, soldiers are permitted to use transition services. All soldiers go through these steps at their last permanent duty station. On the day before separation, soldiers report to the Transition Point for out-processing. This last step is performed at the final Transition Point before separation. Personnel assigned overseas and personnel for whom the out-processing post was not their last permanent duty station are most always transported to the final Transition Point for only one day. Thus, these personnel have very limited opportunities to use transition services. The description of steps involved in out-processing did not require any modifications of the draft Model Exit Survey. The description did, however, point to groups of soldiers who are potentially in greater need for transition services (i.e., OCONUS personnel) and have implications for future analyses.

Summary

This chapter described procedures for developing the item content and layout for the draft Model Exit Survey. Developing the item content for the draft Model Exit Survey built on content areas identified by key informants, the review of past and current exit surveys, and the review of job loss literature. Questionnaire items were assigned or written to fit into the identified content areas. Item review ensured that the selected items were clearly written and represented key concepts and variables in the content areas without being redundant with other selected items. Questionnaire items were then drafted into a word-processed survey form. This draft then underwent several reviews by ARJ and Westat scientists. Westat staff also obtained reactions of soldiers, their families, and transition staff to the draft form. Findings from interviews with

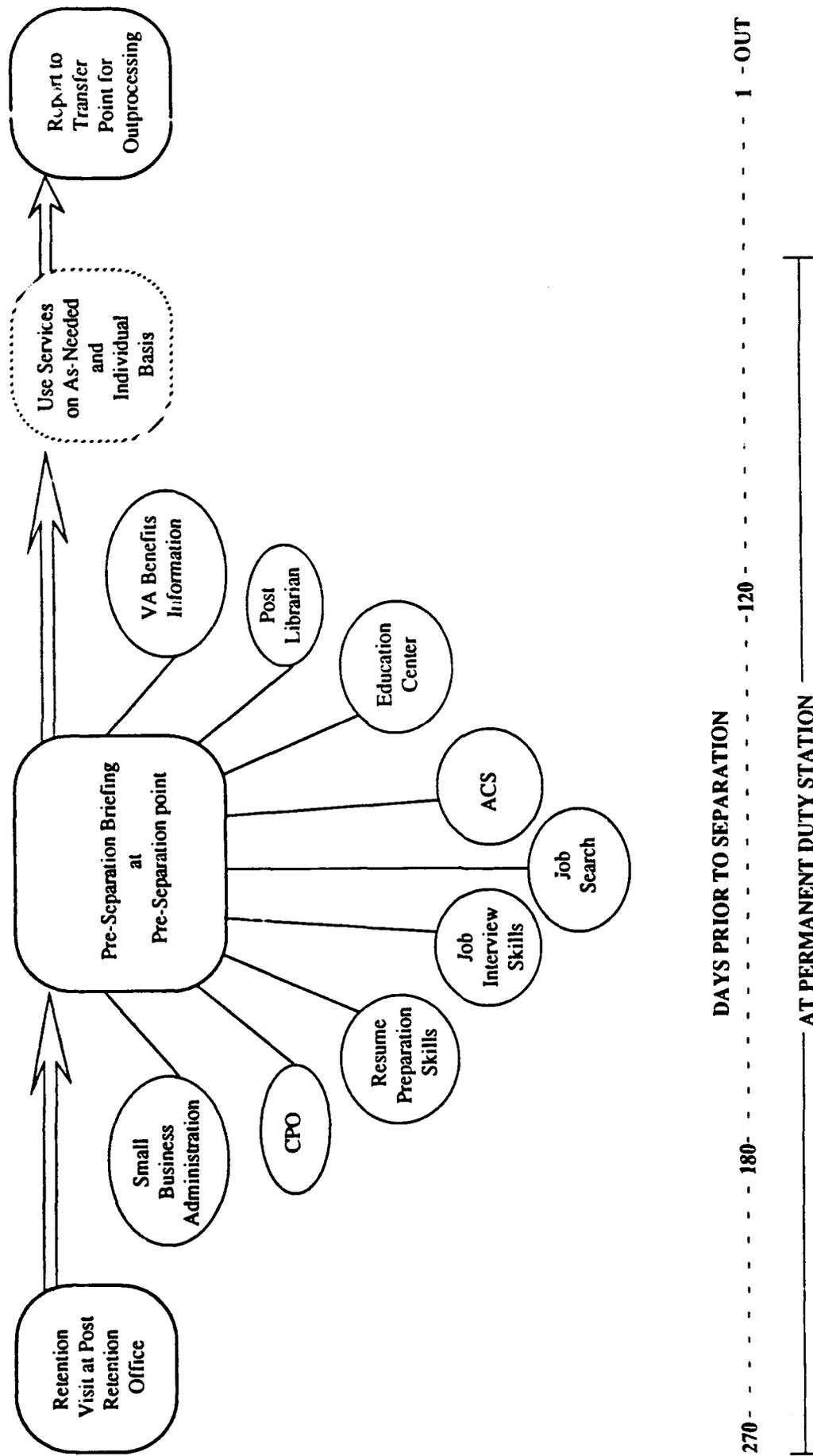


Figure 2. Order of events for outprocessing soldier personnel.

soldiers, their spouses, and Transition staff conducted at two Army posts confirmed the content areas developed for the draft Model Exit Survey form. Changes from the technical review and interview were then incorporated into a final draft Model Exit Survey used in the pretest (described in the next chapter).

5. PRETEST OF THE DRAFT MODEL EXIT SURVEY

Introduction

This chapter describes the purpose, procedures, and findings of the pretest. The purpose of the pretest was to examine whether respondents had problems understanding questions and following the question sequence, or to evaluate the usefulness of data obtained for future analyses. Using the word-processed version of the Model Exit Survey form, Westat conducted a pretest using soldiers out-processing from three posts. The posts were selected to provide diversity in the background and transition needs of soldiers. After surveys were completed, soldiers were debriefed and the survey forms were manually inspected, coded, and analyzed for patterns signifying problems with the content and format of the Model Exit Survey. Pretest data were then analyzed to examine hypotheses regarding the transition needs of soldiers.

This chapter discusses three distinct activities which comprised the pretest: survey administration and debriefing of soldiers after they had taken the Model Exit Survey; the manual inspection of completed survey forms and key-entry of the survey data; and the analysis of survey data. This chapter also discusses the steps undertaken to produce the typeset optical mark-sense form.

Survey Administration and Debriefing of Soldiers

Approximately 60 separating soldiers from Transition Points at each of three posts participated in the pretest. The posts included: Ft. Dix, New Jersey; Ft. Jackson, South Carolina; and Presidio of San Francisco, California. The posts were chosen because the resulting sample would contain soldiers whose primary duty station had been within the continental United States (Ft. Jackson), in Europe (Ft. Dix), and in the Pacific region (Presidio). This diversity in the sample permitted examining hypotheses regarding the transition needs of soldiers assigned to different locations.

The purpose of the pretest was not to obtain data which would be representative of the population of separating soldiers. Rather, the purpose of the pretest was to examine potential problems in soldiers understanding questions and response categories, and following the question sequence. The sample selected for the pretest was intended to include soldiers with the widest

variety of background and demographic characteristics of all separating soldiers, but not necessarily in the same proportions as found in the general population of separating soldiers. In this way, the sample allowed for checking that no one group of separating soldiers had special problems completing the survey.

Soldiers who participated in the pretest were those separating from the three pretest sites between October 23, 1990 and November 15, 1990. In most cases, all soldiers separating on the day of the scheduled site visit participated in the pretest. Soldiers were seated either at desks or tables in a large room. Project staff handed out the survey forms and provided a brief introduction, describing the purpose of the pretest and the intended use of the collected information. If there were not enough soldiers separating during the site visit to obtain 60 completed forms (as was the case at Ft. Jackson and the Presidio), then additional forms were left with the post Transition Point Commander. The Transition Point Commander administered the pretest on succeeding days until 60 completes were obtained. To obtain 60 completed survey forms, surveys were administered to all soldiers who separated during the week following the site visit. By mid-November 1990, all completed surveys had been mailed back to Westat.

Despite the lack of any systematic sampling, the pretest sample was fairly heterogeneous. Of the 179 soldiers who participated in the pretest and completed survey forms, 84% were male and 41% said that they were married. Over one-half (53%) were white, 29% were black, and 8% were Hispanic. Three-quarters (74%) were high school graduates, and another 16% had a GED or other high school equivalency. Virtually all (98%) of the soldiers in the sample were in the pay grades of E5 or below, and none were warrant officers or commissioned officers. Over one-third (36%) were E4s, and 20% were E2s. Equal amounts (16%) were E1 or E3.

The sample was also fairly diverse in terms of separation type. One-quarter of the soldiers were at the end of their obligation, 22% had served most of their service obligation but were requesting "early outs," one-third (33%) were involuntarily separated before the end of their obligation, and 11% were barred to re-enlist. The pretest site was the last permanent duty post for over one-half (58%) of the soldiers.

Soldiers spent anywhere from 7 to 25 minutes completing the survey form. The survey took, on average, 10-15 minutes to complete. These results indicated that the form was not too lengthy and that no action was needed to reduce the number of items.

To determine soldier perceptions of the survey content, a Westat senior researcher asked approximately 8-10 soldiers at each site to participate in a short debriefing after completing the survey. Participants were selected to ensure soldiers of varied backgrounds (e.g., age, race, rank). The debriefings took about 30 minutes to conduct and took the form of in-depth group discussions on the content and layout of the survey form. Special emphasis was given to problem areas noted by manual inspection of completed survey forms as they were returned. During the debriefing, the survey form was reviewed question-by-question, with attention paid to any identified problem area. Specific actions taken as a result of the debriefings included:

- Question 19 (Number of dependents the respondent had) was changed to include the description of "Under 5 yrs old" to further refine the response choice "Preschool." Many respondents had asked the proper category for "toddler."
- Response categories for Question 18 (How satisfied the respondent was with aspects of the transition service programs) were modified to include, "Information on types of services available." Many respondents mentioned they had not received information on types of services available to them. Respondents also talked about their confusion regarding the meaning of the phrase "Quality of the transition staff." This was changed to "Helpfulness of the transition staff" because many respondents had complained about the helpfulness of the staff.
- Question 31 asked the degree of agreement or disagreement with statements relating to the respondent's attitudes toward his(her) Army service. During the debriefing period, soldiers mentioned that certain concerns about their Army experience had not been reflected in the survey form. These concerns led to the addition of "The Army has treated me fairly," and "The Army took care of me in times of need."

Manual Inspection, Coding, Key punching, and Cleaning of the Returned Surveys

Each completed questionnaire was manually examined for recurrent, systematic response errors. Manual inspection focused on missing responses, multiple responses, soldier written comments, and other responses which would not be apparent during the review of frequencies and other statistical procedures. Unanswered items were checked for whether the question was unanswered or for whether it was part of a proper skip pattern. Separate codes were then assigned to the two types of blank responses. Multiple responses were assigned a value corresponding to one of the given answers, if a priority was discernable. Otherwise, all responses in question were coded as missing data.

This procedure targeted several areas for modification, such as:

- Question 4 (Type of separation). Respondents frequently chose more than one response to this question. Because the response categories were intended to be mutually exclusive, the instruction, "MARK ONLY ONE ANSWER" was added. In addition, the key phrases in each response choice were capitalized and put in bold face type in order to highlight key differences among the choices.
- Many respondents wrote their skill level in addition to their Military Occupational Specialty (MOS)/Area of Concentration (AOC) on Question 7. To clarify that only MOS/AOC was required, an example was provided for enlisted and officer responses. Furthermore, the format for filling in the response was changed to facilitate proper coding.
- Several respondents made up their own response category of "Neutral" to several of the sub-items in Question 31 (Attitudes toward Army experiences). As a result, the category "Neither Agree Nor Disagree" was added to the choice of responses.

After the completed questionnaires were manually inspected and annotated, they were sent to an outside vendor for key-entry. Each questionnaire was double-entered (i.e., keyed twice by different operators) for data verification. The completed data file was spot-checked for accuracy and converted into a SAS data set. Frequencies were run on the data to discover any out-of-range or unlikely entries. For any cases where a discrepancy was found, the data set was corrected to reflect the information on the pretest survey form.

Statistical Analysis of Pretest Data

Statistical analyses included descriptive statistics, such as univariate frequencies, measures of central tendency, and measures of dispersion. Analysis also included crosstabulations which examined a priori hypotheses regarding transition needs of specific soldier subpopulations. Findings for each statistical procedure is described below.

Univariate Frequencies. This procedure resulted in a distribution of responses given by soldiers to all questionnaire items. The purpose of this procedure was to determine characteristics of the response distributions, with particular attention paid toward the number of invalid responses for each questionnaire item. Invalid responses included: missing values; not applicables; and don't knows. This method brought attention to problems in instructions and question wording, response options, and skip patterns. Problem areas identified are highlighted

below, with specific findings reported in Tables 7-9. Appendix E contains univariate frequencies for all survey questions.

One potential reason for unusually high numbers of missing values on questions was respondents not being able to understand the instructions. For example, much of the missing data in the pretest occurred on pages 4 and 5 of the survey form. The missing data were probably the result of unclear instructions on how to complete this section and the cumbersome layout of the items across the two pages. Changes included adding specific instructions on how to complete the matrix and the use of graphics to help "guide" respondents through the appropriate sequence of items.

Missing data also suggested a greater need for specificity in question wording and response options. For example, some soldiers included their spouse in the dependent category of 18 years of age and older. This required rewording of the question so that soldiers would exclude their spouses. Another example of a response option needing to be changed was the marital status question. Here, a simple yes-no response did not provide enough information on respondents' marital status. Therefore, the dichotomous item was changed to reflect several marital status options (i.e., single, married, and divorced/separated/widowed). Table 7 provides greater detail on the problems identified by examining missing variable values and recommended solutions.

Missing data that occurred systematically also suggested problems in skip patterns. For example, almost one-third of the respondents skipped the bottom one-half of the matrix on pages 4 and 5, resulting in missing data. It was not possible to determine whether these missing responses represented valid (i.e., respondents who had no families) or invalid responses (i.e., respondents who had families) because respondents had skipped the marital status question which immediately followed the matrix. These results strongly suggested problems in skip patterns and the arrangement of questions. Table 9 describes this problem in greater detail.

Measures of Central Tendency. Examining the central tendency for each questionnaire item was needed in order to determine the empirical anchor points for interval-scaled response data and the extent to which responses were normally distributed. This procedure generated descriptive statistics (i.e., mean, median, and mode) for each questionnaire item. Relationships among these central tendencies would indicate the need for response option alternatives or response scale reconstruction. For example, if the bulk of responses fell at the low end of the scale (positively skewed), then refining the response options at the low end of the scale and thereby modifying the anchor points would be appropriate. Examination of response

Table 7

Problems in Instruction Wording Identified by Univariate Frequencies

Problem.

Pages 4 and 5 of the pretest form contained a matrix related to use of and satisfaction with transition services (see Appendix D for a copy of the pretest survey form). Transition services were arrayed across the top of the pages, with questions about utilization of the services by soldiers and their families on the left side of page 4. Evident from the frequencies was that soldiers had difficulty in answering questions on these pages. Whereas the left top portion of the matrix generally contained 3-6% missing cases, this percent jumped to 8-12% for the right half of the matrix (page 5). Further, the lower half of the matrix (family use of transition services) showed an unusually high number of missing values. The number of missing values for the family-related questions on these pages ranged from 27% to 31%. The two matrix pages did appear very "busy" and were probably overwhelming to the respondent.

Solution.

Pages 4 and 5 were made independent of one another, so respondents did not need to look back to page 4 to read the questions about services listed across the top of page 5. The orientation of the pages was changed, so that questions were presented across the top of the page, and services arrayed down the side. Services were duplicated on both pages to eliminate having respondents refer back to an earlier page. Respondent and family use of transition service were separated onto different pages. Heading and skip pattern instructions were reworded, response choices were rearranged, and arrows were added to guide the respondent in the appropriate question sequence.

Problem.

Question 19, which asked for the number of dependents in each age category, contained an unusually high number of missing values (28%). It appeared that respondents skipped over this question if they did not have dependents.

Solution.

To eliminate this voluntary skip, the instruction, "MARK "0" IN EACH CATEGORY IF NONE" was added, and the format was modified to facilitate the respondents' ability to properly answer this item.

Problem.

Question 28 represented a third area in which instruction wording appeared to have caused a noteworthy number of missing responses (9-15%). Respondents were asked about their plans after they leave the Army. Respondents were given eight response choices and were instructed to answer "Yes," "No," or "Don't Know" for each item. Many respondents marked only "Yes" options (i.e., answered only those choices which they were planning to follow) and left blank all options which they either were unsure of or not planning to follow. This resulted in the assignment of missing values for all items not marked, even though the respondent may have meant "None."

Solution.

Consultation with Westat staff and ARI resulted in no improvements made to this item.

Table 8

Problems in Question Wording and Response Option Wording Identified by Univariate Frequencies

PROBLEMS IN QUESTION WORDING

Problem.

Question 19 read, "How many dependents do you have in each category?" It was noted that 21% of the respondents answered that they had dependents in the 18 years old+ age bracket. We concluded that many respondents included spouses as dependents.

Solution.

This problem was remedied by changing the question to read, "How many dependents (not including your spouse) do you have in each category?" In addition, an operational definition of "Dependent" was added above the question.

PROBLEMS IN RESPONSE OPTIONS

Problem.

The simple yes-no response option to marital status in Question 21 did not indicate the exact marital status of the respondent. A more precise marital status was desired for purposes of comparing resulting data with other Department of Army survey data which contained the more precise categories.

Solution.

Question 21 was changed from "Are you married?" to "What is your marital status?" and included the response options "Married," "Single," and "Divorced/Separated/Widowed." Appropriate skip pattern instructions were also included.

Problem.

Question 28c asked the respondent if a full time job had already been lined up; sixty-one of the respondents said "Yes." Question 29 then asked whether the Job Assistance Center (JAC) had helped the respondent find the job that had been lined up. Here, 112 of the respondents said "No," that the JAC had not helped them find the job indicated in Question 28c when only 61 respondents were eligible to answer this question. It appeared that many of the respondents ($N = 51$) intended to mark "No, I do not have a job already lined up," rather than "No, the JAC did not help me find that job."

Solution.

The response options were reordered so that "No, I do not have a full-time job already lined up," would appear first and more noticeable to respondents.

Table 9

Problems in Skip Patterns Identified by Univariate Frequencies

Problem.

Questions 19 through 23 (family questions) were skipped by 15-28% of the respondents. Respondents were instructed after Question 13 to skip to Question 17 (Transition Guide Book questions) if they did not have a spouse and/or dependents. Respondents were then asked additional family questions after the guidebook questions. It appeared that respondents created their own pattern to skip out of the family transition service section, in addition to family demographic questions. Therefore, it was impossible to ascertain whether or not the respondent had a family and whether skipped questions represented valid or invalid skips.

Solution.

To remedy the situation, all questions pertaining to spouse and/or dependents were placed within the skip pattern generated by the transition services matrix.

skewness suggested several changes to be made to response options. These are documented below.

- Question 2 asked the separated soldier how far in advance soldiers knew they would be separated from the Army. Most responses were at the low end of the scale. The finding appeared to be the result of the respondent's separation status rather than questionnaire item construction. There was a substantial number of dishonorably discharged and involuntarily separated soldiers in the pretest sample. Therefore, no modification in terms of scale precision at the low end of the scale was recommended.
- Transition service use for both the separated soldiers and their families was quite low. This resulted in the bulk of responses falling into two response categories ("No" have not used the service and "Not Heard of" the transition service). These results appeared to be due more to both lack of knowledge about transition services and low service utilization than to response category construction. To be better able to determine whether low service use was the result of lack of knowledge, the order of response categories for the questions was changed to "Not Heard of It," "No," and "Yes." The change made it more likely that respondents would read "Not heard of" first and mark this answer, rather than simply marking "No, I have not used the service."
- Question 30 asked the number of months the separated soldier expected to collect unemployment insurance. Results indicated a positive skew with the bulk of responses at the low end of the scale (0-3 months). To spread out the distribution of responses at the low end of the response scale, the scale was changed from months to weeks. The change also reflected the eligibility for unemployment insurance (up to 26 weeks with possible policy change to 52 weeks of unemployment insurance benefits).

Measures of Dispersion. There were several purposes for examining measures of dispersion for each of the questionnaire items including: estimating empirically the upper and lower limits of the response categories; identifying the number of outliers; and assessing the utility of data for future analyses relying on item variance. The procedure involved examining the standard deviations and ranges for each questionnaire item. Overall, responses to almost all questionnaire items showed variance. In addition, there were few questions with extreme outliers. Results suggested that one modifications be made:

- Question 6 asked whether respondents had planned on making the Army a career when they enlisted. The response choices were "Yes," "No," and "Don't Know." Analysis showed responses were spread equally across the categories. The response options were changed from a three-point scale to a five-point scale ("Definitely," "Probably," "Was not sure/Do not remember," "Probably NOT," and "Definitely NOT"). The change was intended to allow for greater response variability and to increase scale precision.

Analyses Examining A Priori Hypotheses Regarding Transition Needs. Interviews conducted during site visits (discussed in Chapter 4) suggested that certain subpopulations of separating soldiers have greater need for transition services. It was expected, for example, that involuntarily separated personnel and/or personnel assigned outside the continental U.S. (OCONUS) would be in greater need of transition services than voluntarily separated soldiers and/or soldiers assigned to the continental U.S. (CONUS). More often than not, soldiers receiving advanced notice of separation are voluntary discharges, rather than involuntary separations. Soldiers who received advance notice would be more likely to plan accordingly, and therefore, have less uncertainty regarding their future work and home than would soldiers who are unexpectedly notified of immediate release from the Army. Compared to soldiers assigned CONUS, soldiers assigned OCONUS have less opportunities for job searches and finding homes, and therefore, require more transition assistance.

Crosstabulations were generated to examine these hypotheses. Crosstabulated data permitted comparisons of responses given by involuntarily separated soldiers (i.e., involuntarily or dishonorably discharged) with those of voluntarily discharged soldiers (retirees, soldiers who completed their service obligations, and soldiers near the end of their service obligation but requested to leave earlier). Crosstabulations also allowed comparisons of responses given by OCONUS-Pacific and OCONUS-Europe separated soldiers with those given by CONUS separated soldiers.

To make these comparisons, two sets of crosstabulations were generated. One set was for voluntary and involuntary comparisons and the other set was for comparisons between soldiers assigned CONUS and those assigned OCONUS. The groups were defined by responses to specific questionnaire items. Separation status was determined from responses to Question 4. Soldiers were divided into three categories. Voluntarily separated soldiers were those soldiers who had completed their service obligation (ETS), soldiers who opted to leave active duty a few months before their the end of their service obligation ("early outs"), or retirees. Involuntarily separated soldiers were those who were asked to leave or not allowed to reenlist. The third group of separated soldiers were those who received dishonorable discharges (i.e., discharges under less than honorable conditions).

Groups in the second set of comparison groups were defined by responses to Question 1 ("Is this post your last permanent duty station?") and by the pretest administration site. Soldiers who said that one of the three sites was their last permanent duty station formed the CONUS group. OCONUS-Europe soldiers consisted of soldiers out-processing from Ft Dix or

Ft. Jackson whose last permanent duty station was not one of the two posts. OCONUS-Pacific soldiers included soldier out-processing from the Presidio whose last permanent duty station was not the Presidio.

Table 10 represents the total number of respondents in each subpopulation. Dividing the initial sample of 179 into several groups made some subsample sizes so small that only limited inferences could be made from the bivariate analysis. Findings were examined in relation to hypothesized relationships among type of separation, last duty assignment, and transition needs. Below is a summary of findings for each hypothesized relationship.

1. Involuntarily versus Voluntarily Separated Soldiers

Because of the more abrupt notification of termination, involuntarily separated soldiers were expected show greater need for transition services than voluntarily separated soldiers. Findings showed that the short notice before termination in of itself prevented involuntarily separated soldiers' use of transition services. Compared to voluntarily separated soldiers, both involuntarily and dishonorably discharged soldiers were more likely to have heard of transition services but less likely to have used transition services. In addition, more involuntarily released soldiers than soldiers in the other two groups showed more dissatisfactions with transition services, especially with the time allowed to use transition services and the hours during which services are offered. Findings suggested that involuntarily released soldiers and dishonorably discharged soldiers (those who receive short notice prior to release) would benefit most from job assistance tailored to line-up civilian jobs at short notice. More involuntarily and dishonorably discharged soldiers than voluntarily discharged, for example, said they would take any job after leaving the Army. More detailed findings of comparisons made among the three types of separated groups are found in Table 11.

2. OCONUS versus CONUS Separated Soldiers

OCONUS separated soldiers were expected to have greater need for transition services and require more and/or different transition services than those soldiers whose last permanent duty station was one of the three pretest CONUS sites. This expectation was based on possible difficulties in searching and interviewing for work and/or school while overseas. The only real noticeable difference among the groups was perceptions regarding needed improvements in transition services. Both CONUS and OCONUS-Europe separated soldiers were most likely to have said transition services needed much improvement; this was especially evident in the OCONUS-Europe group. In contrast, the CONUS-Pacific group named the least amount of needed improvements. These differences in needed improvements are probably explained by

Table 10

Total Number of Respondents in Subpopulations for Examining A Priori Hypotheses

Type of Discharge	N	Last Duty Station	N
Involuntary	74	CONUS	100
Voluntary	79	OCONUS-Europe	47
Dishonorable	17	OCONUS-Pacific	31

Table 11

Specific Findings on Involuntarily Separated and Voluntarily Separated Soldiers

Type of Separation. Involuntarily and dishonorably discharged soldiers were most likely not to have completed their current service obligations. Three-quarters (76%) of the involuntary releases were separating before the end of their current obligation, with the remaining 24% not allowed to reenlist (at the end of their obligation). In contrast, over one-half (53%) of the voluntary releases reported they were separating at the end of their current obligation, with the remainder leaving under the "early out" option.

Advanced Notification. As expected, involuntary and dishonorable discharges received the least advanced notification prior to actual separation. Most involuntarily (51%) and dishonorably discharged (65%) soldiers received less than one month notice prior to actual separation from the Army, whereas most (61%) voluntary releases received over one month notice.

Army Career Plans. Neither involuntarily nor voluntarily separated soldiers were more likely to have joined to make the Army career. However, the dishonorably discharged individuals were more likely than the other groups to have said they had planned to make the Army a career (41%), with the remaining percent split evenly between not planning to make the Army a career and not sure. One-third (33%) of both involuntary and voluntary releases said they had planned to make the Army a career. Sixteen percent of voluntary releases were unsure, compared to 31% for voluntary and involuntary releases. Most voluntarily separated soldiers (52%) indicated that they had not planned to make the Army a career.

Future Plans/Employment. Involuntarily and dishonorably discharged soldiers were most likely to take any full-time job after separation. Involuntarily and dishonorably discharged separated soldiers were more likely to say that they would take any job offered (46% and 47% respectively, compared to 36% of the voluntarily separated soldiers).

Unemployment Insurance Collection. About one-half of the separated soldiers in each of the three groups indicated that they did not expect to collect unemployment insurance (49% voluntary, 49% involuntary, and 53% dishonorable). Most did not expect to collect unemployment for longer than 1 to 3 months.

Transition Service Use. Overall, involuntarily and dishonorably discharged soldiers were less likely to have used the various transition services than were voluntarily separated soldiers. However, both involuntarily and dishonorably discharged soldiers were more likely to have heard of transition services than voluntarily separated soldiers.

Satisfaction with Services. Involuntarily separated soldiers were least satisfied with transition services. Fifty-two percent of involuntary releases indicated they were not satisfied with the transition experience, whereas 32% of the voluntarily and 18% of the dishonorably discharged soldiers indicated dissatisfaction. Most voluntarily and dishonorably discharged soldiers indicated they were satisfied with the transition experience (63% and 82% respectively), compared to 40% of involuntarily separated soldiers.

Improvements Needed in Transition Services. Among the three groups, involuntarily released soldiers said that transition services needed most improvements. More involuntarily released soldiers than soldiers in the other two categories said that a lot of improvement was needed in time allowed to use transition services (38% of the involuntarily separated agreed), and hours during which transition services are available (30% agreed).

differences in knowledge about transition services and the accessibility of services. OCONUS-Pacific separated soldiers knew the least about transition services available to them, and therefore, were not able to say how much these services needed to be improved. On the other hand, soldiers assigned to CONUS and OCONUS-Europe were more knowledgeable about transition services and were able to offer more needed improvements. This was especially true for OCONUS-Europe separated soldiers because these soldiers had the least opportunity to use transition services of which they were aware. During debriefings, OCONUS-Europe soldiers said that although they knew of available services, such services were not offered at their small garrisons and that they had only 24 hours to use such services in the states. More specific findings comparing the three groups are summarized in Table 12.

Finalized Typeset Survey Form

The modifications indicated by the pretest were incorporated into the survey form and submitted to ARI for review. Once the final word-processed form was approved by ARI, the questionnaire items were key-entered and formatted in a computer file. The computer file containing the typeset form used a software program which is compatible with the National Computer Systems (NCS) forms production. The main concerns in designing the finalized typeset form included: the exact layout of items; use of headings; arrows to indicate skip patterns; shading; and proper use of white space. A draft of the finalized form was reviewed by ARI in January 1991. Once the form was approved, it was saved as a computer file on disk. The disk file (delivered to ARI) can be transmitted to NCS for purposes of printing optically scannable forms. Appendix F contains a non-scannable copy of the typeset survey form contained in the software program.

Summary

The pretest was conducted to examine whether problems existed in the Model Exit Survey content and format, and the usefulness of data obtained from the questionnaire. Several sources of information were used in this examination including: observations made during the survey administration and debriefing sessions with soldiers; manual inspection of the completed survey forms; and statistical summaries of the survey data.

Table 12

Specific Findings on CONUS and OCONUS Separated Soldiers

Type of Separation. Type of separation was fairly evenly distributed among the comparison groups. Eighteen percent of the CONUS, 25% of the OCONUS-Europe and 36% of the OCONUS-Pacific soldiers were "early outs." Thirty-two percent of the CONUS soldiers were involuntarily separated before the end of their obligation, as were 38% of the OCONUS-Europe, and 32% of the OCONUS-Pacific separated soldiers. Between 7% and 11% of all three groups were not allowed to reenlist or dishonorably discharged. The only noticeable difference in the type of separation among these groups was leaving at the end of their obligation. Here, 29% of CONUS, 18% of OCONUS-Europe, and 14% OCONUS-Pacific of soldiers were separating at the end of their obligation.

Advanced Notice. OCONUS-Europe and CONUS separated soldiers received the least amount of notice regarding their separation dates. The percents of soldiers receiving less than one month prior to separation were roughly the same across the comparison groups (60% for OCONUS-Europe, 57% for OCONUS-Pacific, and 46% for CONUS).

Plans after Release. The options most frequently chosen for all three groups were "Go to school with specific plans" and "Follow up on leads." Both OCONUS-Europe and CONUS soldiers were twice as likely as OCONUS-Pacific to take any full-time job (40%, 44%, and 21% respectively). The least frequently chosen plan for all groups was, "No leads, continue to look."

Unemployment Insurance Collection. Overall, OCONUS-Pacific soldiers were least likely to say they would collect unemployment insurance, and OCONUS-Europe and CONUS separated soldiers were most likely to say they would. Two-thirds (67%) of the OCONUS-Pacific, 41% of the OCONUS-Europe and 45% of the CONUS soldiers said they would not collect unemployment insurance. Twenty-eight percent of the CONUS, 34% of the OCONUS-Europe, and 23% of the OCONUS-Pacific said they planned to collect unemployment for 1 to 3 months. Twenty-seven percent of the CONUS, 25% of the OCONUS-Europe, and 14% of the OCONUS-Pacific said they planned to collect unemployment for over 4 months.

Transition Service Use. Transition service use was very low for all groups (less than 10%), with the exception of slightly higher service use for Medical, Dental, Education, Chaplain, Legal, Travel, and VA Benefits Information services. Service use did not vary by assignment location.

Satisfaction with Services. OCONUS-Europe separated soldiers were less satisfied with transition services than were both CONUS and OCONUS-Pacific separated soldiers. Fifteen percent of CONUS and 19% OCONUS-Pacific strongly agreed they were satisfied with the overall transition experience. In contrast, only 4% of the OCONUS-Europe separatees said this. Again, compared to the other two groups, OCONUS-Europe was least satisfied with transition services. Thirty-four percent of the OCONUS-Europe separatees, compared to 23% of the OCONUS-Pacific and 22% of the CONUS separatees disagreed that they were satisfied with transition services. Between 13% and 18% in each of the three groups strongly disagreed that they were satisfied with the overall transition experience.

Improvements Needed in Transition Services. Both CONUS and OCONUS-Europe separated soldiers said that a lot or some improvement was necessary in kinds of transition service available, the number and quality of staff, hours during which transition services are available, time allowed to use services, and the quality of furnishings. More CONUS separated soldiers than OCONUS-Europe said no improvements were necessary. However, OCONUS-Pacific separated soldiers were most likely to have said no improvements were necessary in transition services (except for in kinds of services available). This finding is probably the result of the unfamiliarity of transition services by the OCONUS-Pacific group; more soldiers in this group than the others had not heard of transition services.

Separating soldiers at three posts were selected to represent the diversity of all soldiers separating from the U.S. Army. Soldiers were administered the survey form. After administration, selected soldiers participated in a debriefing to discuss the form. The completed forms were manually examined and coded, and the responses were entered into a computerized data file. Examination of the completed forms and univariate statistics resulted in a number of changes to simplify the questionnaire instructions, items, and question layout. In addition, analyses were conducted to examine the usefulness of the survey in examining a priori hypotheses on the special needs of involuntarily separated soldiers and soldiers who had been assigned outside the continental United States. The low number of cases in several of the subgroups precluded definitive findings. However, trends in the data indicated groups of soldiers corresponding to the hypothesized need groups which would benefit from specific kinds of transition services.

Following the analysis of the pretest data, the survey form was revised incorporating issues resulting from the analysis. The typeset version also incorporated comments which arose from the pretest interviews and comments raised by Westat project staff and ARI project personnel.

APPENDIX A

Interview Protocol

QUESTIONNAIRE FOR KEY INFORMANTS

1. Program Description

- What kinds of programs are currently available to soldiers and their families that better enable them to make the transition from active duty to civilian life?
- What are the objectives of these programs? What kinds of opportunities do these programs make available to military personnel who are released? What kinds of problems are the programs intended to remedy?
 - Describe existing transition programs, to include program objectives, program staffing and service providers.
 - Describe the plan for carrying out the program.
- How much funding is available for transition programs? Who controls the resources and program service delivery?

2. Client Flow

- At what point during the service member's outprocessing are transition programs available?
 - Describe processes through which service members are made aware of services and when they usually obtain services.
- Where are transition services characteristically offered? At transition points? In the units?
- Are family members involved in transition programs? If so, how are they involved and under what circumstances?

3. Client Program Service Needs

- At present, are there groups of soldiers who are recognized as having greater need for transition programs than other groups? If so, which groups are these and what are their needs?
- If soldiers do not participate in programs, what do soldiers do for themselves to ease the transition from active duty to civilian life?
- Are there groups of soldiers who benefit more from program services than others? For example, do soldiers who are involuntarily released make better use of program services than those who are voluntarily released?
 - In your response, consider such groups as enlisted with more than one enlistment, warrant officers, and officers.

- Is there any information, such as demographic characteristics, which would be useful in identifying target groups with special needs?
 - Identify subpopulations which typically underutilize and overutilize offered services.
 - Identify reasons for such utilization patterns (e.g., lack of knowledge, negative attitudes, special service needs not currently met).
- What kinds of services do you think soldiers and their families will need to help them make the transition from active duty to civilian life? Outplacement counseling? Additional job skill training? Who should perform such services?

4. Program Effectiveness

- What are your perceptions regarding the extent to which current programs meet the needs of involuntarily and voluntarily released personnel, enlisted versus officers?

Are there programs that are more effective in preparing soldiers to make the transition from active duty to civilian life than others?

- Describe the program's intended effects on targeted populations.
- Describe the relevant criteria for evaluating existing transition programs. Such criteria might include client perceptions regarding inhibitions to service use (lack of knowledge about available services, perceived availability of services, perceived barriers), extent to which the program is properly implemented, and perceived and actual usefulness of the offered services.

APPENDIX B

Summaries of Key Informant Interviews

Key Informants Interviewed:

Members of ACAP Task Force

Interview Time:

10:00-12:00 a.m. 9 August 1990
ACAP Office, Rm 3D255, The Pentagon

Summary of Interview:

Where ACAP Falls in DA. The ACAP falls directly under the Office of Management and EO Policy, Assistant Secretary of Army, Manpower and Reserve Affairs. This office reports to the Office of the Deputy Assistant Secretary of the Army for Military Personnel.

Goal of ACAP/How Currently Offered Transition Services Fit Within ACAP. The overall aim of the ACAP program is to demonstrate a "caring attitude" to the soldier and their family members by offering them post services as they outprocess. To do this, the ACAP Task Force was responsible for developing the "concept," action plan, and implementation of a program which will lead to easing the difficult transition from employment in the Army to employment in the civilian world. The ACAP is an umbrella organization which will locate a Transition Assistance Office or TAO at each outprocessing site. This office will coordinate existing post services offered to the Army personnel who are separating from the Army.

The services offered under the umbrella of ACAP are believed to help the separatee's transition into civilian life by providing job search information, job interview skills, and personal counseling. (The Memorandum of Instruction contained a complete list of services offered under ACAP.) The ACAP program was also aimed at promoting the separatee's overall satisfaction with military service. It is believed that this improved satisfaction will make the separatee a more positive influence on others who are deciding to join the military.

Currently, many services are offered at posts, e.g., education, job referral, employment assistance, etc. However, what has been lacking is a central activity which can coordinate these services for outprocessing personnel. The Army Career and Alumni Program (ACAP) proposes to locate TAOs at each of 67 posts throughout the U.S. The plan is that outprocessing personnel will first stop by the TAO, and TAO personnel will identify the needs of outprocessing personnel and refer them to the appropriate services. A Transition Assistant Manager (TAM) at each site will perform a needs assessment to determine each separatee's needs and then direct him(her) to the appropriate services.

Programs provided under the ACAP proposal are services already available at the post. These services are not only to provide services to outprocessed but also provide services under current missions (e.g., Chaplains provide services to organized religious activities; ACS Financial Assistance provides financial counseling to all active duty soldiers and spouses who desire it, etc.) These services received funding from the posts they served. Some services fall under the various Commands, for example, health services fall under the Health Services Command, and CFSC activities are controlled by PERSCOM. The ACAP will provide, under a private contract, training to personnel to fill Job Assistance Centers. These Centers are specifically designed to better enable departing Army personnel to find civilian employment by providing job banks, and training to resume writing and job interview skills.

Target Populations for ACAP. There were four groups targeted for transition services; these were:

- Active component Army soldiers
- Active component Army family members
- DA civilians and their families
- Army reserve component soldiers

Interviewers were asked to identify groups of separatees who would differ in their need of transition services; the following groups were identified:

- Involuntary as opposed to voluntary releases
- Enlisted as compared to officer personnel
- Personnel in Military Occupational Specialities (e.g., combat arms) which are least translated into civilian jobs

Interviewers pointed out that in the Army reserve component there were several subgroups of personnel which probably had different transition needs, depending on their employment status with the reserve, e.g., full-time ARNG/USAR personnel (AGRs and unit technicians) and part-time (Mobilization Day personnel) employed.

Client Flow. Interviewers said the separatee's unit Personnel Action Center (PAC) usually notified the soldier of his(her) release 90 to 180 days prior to the separation date. Interviewers said that when ACAP is fully operational by 1 Apr, they expected to outprocess 170,000 personnel annually. The program's projected annual capacity is 180,000 to 200,000. There was a lengthy discussion regarding who gets priority in receiving ACAP services, e.g., personnel who had less than 90 days left in service, involuntary releases, soldiers versus family members, etc. There was also a discussion about how to control client flow through the TAO, for example, whether the unit commander should approve referrals to the TAO or whether personnel should be allowed to go to the TAO on their own. A discussant mentioned that personnel (e.g., non-careerist officers or NCOs) may not want supervisors to know they are considered leaving military service.

Recommendations for Questionnaire Items:

Discussants said that the content areas listed on the Westat draft interview protocol were appropriate. Several areas to be represented in the Model Exit Service were:

- Difficulty in finding civilian employment which had job tasks and pay comparable to those of the military job.
- Perceived ease with which military job skills can be translated into civilian job skills.
- Extent to which personnel were already "networked" for assistance after release from active duty (e.g., the separatee plans to enter a family business or use family and friends to gain employment; the separatees had very concrete plans for returning to school).
- Attitudes toward and satisfactions with Army.

When asked, who else we should interview, interviewers recommended that project staff speak to the Transition Management Office.

Material Received:

Memorandum of Instruction outlining the ACAP Plan, along with services offered under the ACAP umbrella organization.

Briefing slides (2 booklets), each describing the ACAP Plan.

Key Informants Interviewed:

Professional Development, DCSPER
Retention Branch, DCSPER

Interview Date:

12:30-2:00 p.m. 9 August 1990
Rm 2B743, DCSPER, The Pentagon

Summary of Interview:

Currently Offered Transition Programs. When asked about the program currently offered to outprocessing personnel, the respondent made a distinction between two types of program recipients; retirees and non-retirees. The respondent described the current program as being offered at "one-stop." Retirees characteristically received a briefing en masse, whereas non-retirees usually received a one-to-one briefing. The respondent said that information given during the transition briefing could be classified accordingly: (1) benefits information (e.g., VA, education programs); and (2) assistance in making the transition from active duty to civilian life by giving assistance in finding a school, a job, or how to apply for unemployment benefits.

Client Flow. The respondent said the commander was usually the first person who had the opportunity to inform the soldier of transition services during the soldier's re-enlistment counseling session.

When asked to identify groups of soldiers who had higher need of transition services, the respondent named RIFs, enlisted and officer personnel who were well into their Army careers (personnel in the age groups of 25 to 32 years), and soldiers in combat arms military occupations.

According to respondents, soldiers who were less needy were soldiers who relied on their families to help them make the transition from military to civilian life. Families usually helped soldiers obtain employment and/or provide temporary housing while the separating personnel obtained more permanent employment, housing, or enrolled in school.

The respondent said that utilization of transition services while somewhat related to need, was also influenced by how well transition services are advertised in local newspaper, commander letters/command packets, etc.

Evaluation Criteria. The respondent was then asked how to evaluate the effectiveness of existing transition services. The respondent said first they would want to know who showed-up to use services versus those who were expected/scheduled and did not show up. Next, the respondent said they would determine whether the transition program had command emphasis. Finally, the respondent said that he would interview soldiers to determine who satisfied soldiers were with various aspects of the transition program and ways to improve current services.

Current Transition Program. Because there was an interest in an enlisted perspective requested, an enlisted person having a position parallel to the respondent was requested to be interviewed. According to the enlisted respondent, although there were transition services available, soldiers were rarely made aware of them and encouraged to use them. Overall, the respondent said enlisted soldiers lacked knowledge of benefits and services available to them and that they rarely used any Army services to ease the transition from military to civilian life. The respondent also indicated that the soldier's awareness and use of transition services varied greatly from post to post.

Target Population for Transition Programs. When asked to identify groups of soldiers who were especially in need to transition services, the respondent mentioned soldiers who did not have college educations, who had no previous job skills, or who had no work experience prior to coming into the Army.

Evaluation Criteria. The respondent said that an effective transition program should allow about two full days for separating personnel to learn of benefits and to use available services. At present, the respondent said the transition program did not receive command emphasis, largely because personnel who were transitioned were either elected to leave military service on their own or being RIFed because they were low-performers.

To better tailor transition services, the respondent suggested a survey in which respondents would be asked which services should be deleted and added. He also said an intensive advertising campaign was needed in order to make soldiers and family members more knowledgeable about offered services. The respondent said he would invite "outside" people on-post and off-post who knew about education and VA benefits, financial assistance, unemployment assistance, etc. to be available to separated personnel.

Materials Received: None.

Key Informants Interviewed:

Transition Management Division, PERSCOM

Interview Time:

3:00-4:30 p.m. 9 August 1990
Hoffman Building No. 1, Rm. 802

Summary of Interview:

Transition Management Division/Its Role in ACAP. This office is responsible for the implementation of the ACAP program. The ACAP Office works closely with this office in developing an evaluation plan for the ACAP program. (The ACAP Office is tasked with the evaluation of ACAP implementation and impact evaluation.) However, this office reports to the Adjutant General of the Army who, in turn, reports to the CDR, PERSCOM and then to the DCSPER.

Definitions of Separated Personnel. When asked about current services offered to separated personnel, the interviewer immediately defined the different types of separated personnel. In general, the interviewers said that "transitions" refer to Army personnel who are changing their military status from one category to another. The interviewers said there were two general types of transition personnel: separations and retirees. Among the separations, there were involuntary and voluntary separations. He said that among the involuntary separations, there were those who are RIFed because they did not meet the standards and those who were discharged for other than dishonorable conditions (i.e., had committed a "criminal" offense). The interviewee thought that a transition survey needed questionnaire items which would enable the research staff to make these distinctions. The type of extent of transition services, believed, depended on the type of separation. The interviewer suggested we ask separated personnel the type of discharge received, e.g.:

- Honorable
- Dishonorable
- General discharge under honorable conditions
- Special misconduct discharge

The respondent also suggested that the research staff ask personnel if they were released under any chapter discharges.

Currently Offered Transition Program. The respondent -- as other key informants -- described the purpose of the transition program (under ACAP) to create a "caring attitude" in soldiers and family members. The respondent said that the current transition program can be described as: (1) briefings to inform separated personnel of benefits received as a result of military service; and (2) services offered to ease the transitioning process. Under benefits information, the respondent listed the following: separation or severance pay; continued health and dental care; job search information; and educational benefits. Services offered to separated personnel included: employment assistance; assistance to enroll in school; and help in applying for unemployment pay.

When asked which of the current services most influenced the soldier's perception that the Army cared, the respondent said severance pay, followed by extension of medical and dental benefits.

When asked how the current transition program might be better designed, soldiers need to be better informed and an outprocessing procedure which better identifies the needs of outprocessing personnel. The respondent said that a major problem of the current transition program was that few soldiers were aware of their benefits and transition services available to them. The respondents said an intensive publicity campaign was needed to make both soldiers and the command knowledgeable about the transition program. Various media which can be used are command bulletins, local newspaper ads, and radio/TV spots. A second area for improving the current transition program was identifying separation personnel 120 to 180 days prior to separation. At this time, a pre-separation briefing would be given. The briefing would review benefits and services available.

Target Populations for Transition Program. The respondent said soldiers who have combat arms occupations were more likely to need transition services (e.g., employment assistance) than soldiers in combat service support occupations. The respondent added that combat arms soldiers were probably as competitive as soldiers in the technical specialities but were unable to relate their military training and experience to civilian jobs. The respondent gave as an example an artillery surveyor. The surveyor had fairly sophisticated mathematical skills which could be applied to many different civilian jobs. But, the respondent pointed out that most artillery surveyors would simply say that they were artillery men or the like, and the civilian employer would not consider the skills relevant to civilian jobs because there are no artillery pieces in the civilian world. The respondent also identified enlisted personnel as needing more assistance than officer personnel. Soldiers in lower pay grades and soldiers who have 5 to 15 years of active duty service were also included as needing transition services.

Evaluation Criteria. When asked how to evaluate the existing transition program, the respondent said how many personnel who were released actually passed through transition services is critical to an evaluation, i.e., "Of those scheduled to attend the transition program, how many attended?" The respondent said, too, that feedback from the separatees before they leave the post was needed. Separatees would be asked the extent to which they were satisfied with services offered, usefulness of services, helpfulness of their commanders, and whether the program had lessened the burden of providing a "caring" atmosphere on commanders.

Survey Questions to Ask:

The respondent suggested that we provide a list of currently available transition services offered under the ACAP and then ask:

- Knowledge of the service
- Source of the knowledge
- Whether the service was used
- Why or why not, or under which conditions
- Perceived satisfaction with the service
- Perceived effectiveness of the service

The respondent suggested that other questions be asked in the demographic section of the exit survey. These questions would better identify needy subpopulations; these included:

- Rank
- Years of active duty service
- Education
- Age
- Number of dependents and their ages
- Amount of savings
- Amount of debts

- Employment of spouse
- Spouse's job skills and training

Materials Received:

The respondent provided a list of survey questions which were asked of 300 lieutenants who were recently separated from active duty Army.

Key Informants Interviewed:

Air Force Survey Branch, Randolph Air Force Base, San Antonio, TX

Interview Time:

Telephone conversation, 13 August 1990, a.m.

Summary of Interview:

The interviewer said the only exit survey which the Air Force currently conducts was a survey to determine why officer personnel voluntarily left military service. The current exit survey was aimed at identifying the reasons why Air Force officers decided to voluntarily leave. (As there was no retention problem in the Air Force, there has been no survey of involuntarily released officer personnel, nor a survey examining enlisted reasons for leaving voluntarily or involuntarily.)

The current exit survey asked voluntarily released officers questions about satisfactions with the Air Force in 21 areas. Respondents were then asked the extent to which these factors contributed to their decision to leave. The interviewer mentioned, for example, officers typically left Air Force for higher paying civilian jobs and for job consistency (the same job) and not having to continually to relocate. Data were also collected from the separating officers' commanders to correlate performance with the decision to leave.

The interviewer knew of an Air Force program designed to assist separated personnel. He said, however, this program was no longer offered to Air Force personnel. The point-of-contact is: Human Resources Department, Brooks Air Force Base, 512-536-3256.

Materials Received:

The interviewer sent data collection instruments for the officer exit survey and briefing slides which showed findings and applications.

Key Informants Interviewed:

NPRDC, San Diego, CA

Interview Time:

Telephone conversation 7-10 August 1990

Summary of Interview:

NPRDC told project staff to contact OP136 at the Navy Annex in Washington, DC. The interviewee that OP136 had done some work in the area of exit surveys. The interviewee also referred to other researchers in NPRDC, vaguely recalling that one or the other had done something recently with data on personnel who left the Navy. When contacted, both referrals said they had not conducted any exit surveys. Furthermore, when the aim of the Model Exit Survey was described, they said that they knew of no similar work being done in the Navy.

Materials Received: None.

Key Informants Interviewed:

HQMC (Code MC), Washington, DC

Interview Time:

11:00-12:30 p.m., 14 August 1990

Place of Interview:

Navy Annex, Federal Building No. 2, Rm. 4044

Summary of Interview:

The Marine Corps has conducted a paper-and-pencil survey of officer and enlisted personnel who leave the Marine Corps. The survey started in 1983 when a Marine Corps Commandant requested data in order to better guide policies for improving benefits.

According to the respondent, the main target group of the survey was "self-motivated" leavers - personnel who had completed their service obligation and had decided to leave the Marine Corps. Data were also collected from personnel who did not finish their obligations for a variety of reasons, e.g., chapter discharges, etc. However, no data were collected on attriters from recruit basic training.

Each base had been tasked to give separating personnel a one page, two-sided opinion questionnaire. Data were collected when separating personnel pass through the career planner's office, separation center, or the administration chief. The questionnaire asked respondents to rate (using a 5-point Likert-type scale) the importance of a variety of facts in their decision to leave (e.g., not enough promotion opportunities, pay and allowances were not high enough, etc.). Respondents were then asked to rank order the influence of factors on their decision to leave.

Currently, the survey response rate has been around 20%. The low response rate was attributed to soldiers not getting the forms. The respondent seemed to think that personnel who completed their service obligations were overrepresented and personnel discharged before the end of their service obligation were underrepresented in resulting samples. The highest response rate achieved was 40% during 1985-87, when the survey had command emphasis from the Marine Headquarters. The respondent thought a 40% response rate was the highest possible.

The interviewee was asked about the current transition program in the Marine Corps and to identify to what extent such a program is needed. The interviewee said that personnel who decide to leave the Marine Corps were advised by the base Career Planner of opportunities if they stayed in or left the Corps. The Career Planner informed personnel who separate of the various assistance services should they decide to leave.

In general, the respondent said transition management was not a major emphasis for the Marine Corps, largely because of the expected relatively few who will be released as a result of downsizing. More than 50% of the Marine Corps are first-enlistees. If these personnel were not allowed to re-enlist and when considering normal retirements, the Marine Corps should be well within the proposed downsized strength. The group most vulnerable to downsizing was officers, according to the interviewee.

When asked about what should keep in mind in developing an exit/transition survey, the respondent said there were two areas. The first was achieving an acceptable response rate. The credibility of the survey was dependent on its response rate; policy-makers were very skeptical of

low response rates. The second area of concern was measuring the impact of downsizing on personnel who remain in the service. According to the interviewee involuntary releases would cause "careerists" to re-examine their decision to stay (e.g., "Why should I stay around here when I see my contemporaries getting RIF-ed?") The interviewer seemed to think that after the involuntary releases, there would be a mass exodus of additional personnel who choose to leave instead of being eventually RIFed.

When asked who else might be appropriate to interview, the interviewee suggested talking to DMDC.

Materials Received:

Exit surveys for officer and enlisted Marine Corps personnel.

Key Informants Interviewed:

Accessions, Retention, Plans and Policies (OP136)

Interview Time:

22 August 1990, 1:00-2:30 p.m., Navy Annex, Federal Building, No. 2, Room 2828

Summary of Interview:

NPRDC recommended that project staff to OP136 regarding the Navy's current exit surveys. This office falls under the Military Personnel and Policy Division (OP13) which is part of the Deputy Chief of Navy Operations for Manpower, Personnel and Training (OP01).

Current Navy Separation/Exit Surveys. The respondent said that there was only one exit survey currently given to active duty Navy personnel. The survey is called the Separation/Retention Survey and has been given to those Navy personnel who have made "personnel transactions" (i.e., separation, extension, re-enlistment, or PCS move). In one year, there have been approximately 150,000 transactions. At present, the response rate was 20%. When personnel underwent a transaction, the local Personnel Support Detachment was required to give Navy personnel a survey to fill out. This survey form was given to the separating sailor a few days before their separation, extension, re-enlistment, or move. The major contributor to the low response rate, according to the respondent, was the Personnel Support Detachment not distributing forms. Improved response rates are expected in the future. The previously used form have been simplified and reduced to one generic form. The responsibility to distribute forms will be given to the Command Career Counselor. Because of the potential uses of the survey data, the Counselor was thought to be more motivated to collect data than the Personnel Support Detachment.

The chief use of the data from the Retention and Separation Questionnaire was to provide quarterly briefings to the Chief, Navy Personnel, regarding factors influencing personnel transactions, especially, voluntary departures. Across several years of data, family separation and low pay were reasons for voluntarily separating.

Groups of Soldiers in Greater Need of Transition Services. When asked to identify groups of sailor who might be in greater need of transition services than others, the respondent mentioned personnel who have military job skills not easily translated into civilian jobs (e.g., boatswain's mate) and personnel of low aptitude.

When asked the kinds of transition services which should be offered, the respondent said services should inform service members where the jobs are and what it takes to get them (e.g., resume writing, interviewing skills). The respondent thought that personnel who were leaving need about 3 months to transition from military to civilian life. Personnel who were more senior and who had families probably need more time for transitioning, perhaps 3 to 6 months.

The respondent said transition services were integral to recruiting. The respondent said that military service was a "product" having high risk and high cost to the individual. In such cases, potential "buyers" relied more heavily on word-to-mouth for advice in "buying the product." Because of these market considerations, the respondent said that it was imperative that the military return "satisfied customers" to the civilian world in order for the military recruiters to rely on traditional "center of influence," e.g., VFW, American Legion and other organizations which have ex-military personnel as a part of their membership.

When asked how he would evaluate transition services. The respondent said that personnel would have to be tracked after their release, and examine how long it took for them to gain employment and what kind of employment they eventually got.

Materials Received: Navy Retention/Separation Questionnaire.

Key Informants Interviewed:

Survey and Marketing Analysis Division, DMDC

Interview Time:

22 August 1990, 11:00 - 12:00 a.m.
1600 Wilson Boulevard, Suite 400, Rosslyn, VA

Summary of Interview:

Current Transition/Exit Surveys at DMDC. The interviewee said that there were two efforts related to the Model Exit Survey. The first was the Transition Survey, and the second was the Relocation Assistance Program Survey. DMDC was doing both for the Family Support, Education and Safety Office in the Office of Family Policy and Support, Assistant Secretary for Defense for Force Management, Personnel and Policy.

The second effort -- the Relocation Assistance Program survey -- assessed the needs of active duty personnel moving from one assignment to another. Because of the emphasis on assisting military personnel move from one location to another during active duty, questions about this effort were asked.

The interviewee described the primary aim of the Transition Survey as: (1) to determine the level of uncertainty felt among military personnel regarding their career intent and the likelihood of being released involuntarily; and (2) to provide a preliminary, general assessment of the kinds of transition services military personnel might use if they were RIFed. Data from the survey will be used at a Congressional testimony sometime early next year. The questionnaire was now in draft form, and the respondent said much of the content of the draft questionnaire came from the ARI Army Career Satisfaction Survey. The target audience for the DMDC Transition Questionnaire was active duty military personnel from all services.

Service Members in Greater Need to Transition Services. The interviewee was asked to identify groups of soldiers who are in greater need of transition services than others. The interviewee said that service members who have serviced 8 to 10 years who expect to make the military a career were perhaps the most vulnerable. Next, the interviewee named service members with families and children, and senior NCOs in combat arms units.

Evaluation of Transition Services. When asked how to evaluate the effectiveness of transition services, the interviewee said that survey data collection should be combined with case study observations and analyses. The interviewee suggested following soldiers and families after their release and ask the kinds of services they received and linking service use with specific outcomes. The interviewee felt that the primary outcome evaluation criteria for transition services should center on how successfully the program enabled personnel to find civilian work. Using this outcome, she suggested potential measures of program effectiveness: length of unemployment, civilian job salary and responsibilities, perceived promotion opportunities, and salary potential of the civilian job.

Questionnaire Content. The objective of the Model Exit Survey was described. With this objective in mind, the respondent thought the main focus of the survey should be assessing the program and service needs of transitioning personnel, rather than evaluating transition service effectiveness. The respondent thought the primary service/program needs of transitioning personnel will be: assistance in finding civilian employment for both the service member and spouse; financial assistance and advisement, and advice on where separatees might live after release.

The interviewee then reviewed our content areas to be represented on the Model Exit Survey. The respondent thought that knowledge, use and perceived effectiveness of transition services should be the priority areas to represent on the survey. While reasons for joining was interesting to know, the further removed the events from immediate task at hand -- namely, transition service needs assessment -- the longer the instrument and less accurate the survey information obtained.

Materials Received: Draft Transition Survey Questionnaire.

APPENDIX C

LITERATURE REVIEW REFERENCE LIST

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APPENDIX D

Copy of Draft Pretest Army Model Survey Form

U.S. ARMY

MODEL EXIT SURVEY

SOLDIER FORM

**ARMY RESEARCH INSTITUTE
ALEXANDRIA, VA
NOVEMBER 1990**

U.S. ARMY

MODEL EXIT SURVEY - SOLDIER FORM

APPROVAL AUTHORITY: U.S. ARMY
PERSONNEL INTEGRATION COMMAND
SURVEY CONTROL NO: ATNC-AO-90-XX
RCS: MILPC-3

INSTRUCTIONS FOR COMPLETING THE QUESTIONNAIRE

This questionnaire asks your opinions about transition services available to you. Your opinions will help improve the kinds and quality of transition services.

Be frank and honest in answering the questions. In this way, answers to the survey will represent the opinions of all soldiers who use transition services. After the computer reads your answers, we will destroy your completed survey form. No one will know what you have said. We will report your answers along with those of other soldiers.

The survey contains several kinds of questions and several different ways for you to answer. Most of the questions will have only one answer. Please circle the number that corresponds to your answer. When more than one answer is required, please MARK ALL ANSWERS THAT APPLY.

YOUR LEAVING THE ARMY

1. Is this post your last permanent duty station?

Yes.....	1
No.....	2

2. When did you first officially know that you would separate from the Army now?

Less than two weeks ago.....	1
Two weeks to one month ago.....	2
Over one month to two months ago.....	3
Over two months to three months ago.....	4
Over three months ago.....	5

3. What is today's date?

Mark: Day _____ Month _____ Year _____

4. Which statement best describes your separation?

VOLUNTARY:

- I chose to leave the Army at the end of my current obligation (ETS) 1
- I chose to leave the Army before the end of my current obligation
(early out option)..... 2
- I chose to retire from the Army after becoming eligible for retirement benefits..... 3

INVOLUNTARY:

- I was asked by the Army to leave before the end of my current obligation 4
- I would like to stay in the Army, but I am not allowed to re-enlist or stay
beyond my current obligation..... 5
- The Army is discharging me under less than honorable conditions..... 6

5. How many years have you served on active duty in the military?
IF FEWER THAN 6 MONTHS, MARK "0." IF 6 MONTHS TO A YEAR, MARK "1."

Mark the number of years: _____

6. When you first entered the Army, did you plan the Army as a career (that is, serve a minimum of 20 years)?

- Yes..... 1
- Not sure; can't say..... 2
- No..... 3

7. What is your PRIMARY Military Occupational Specialty/MOS (if enlisted or warrant officer), OR Area of Concentration/AOC (if commissioned officer)?

Mark your primary MOS/AOC by two numbers and a letter:

Number Number Letter

8. What is your pay grade?

Mark E1, E2... or O1, O2...or W1, W2...

Letter Number

9. Right now, are you an Army National Guardsman or Army Reservist serving on active duty?

- Yes..... 1
- No..... 2

On the chart below, answer the same questions for each service that you used for your transition out of the Army. Answer Question 10 by marking response bubbles under each service.

	TYPES OF JOB ASSISTANCE						
	Transition Assistance Office	Job Assistance Center	Individual Job Search Information	Vocational Counseling	Job Search Skills Workshop	Resume Preparation	Financial Assistance
Q10. Have you personally used this service in the last 3 months? Yes No Not heard of it	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
<p><i>For each service that you used (that is, marked "Yes" in Q10) please answer Q11 to Q13.</i></p>							
Q11. How often did you use each service in the last 3 months? Once A couple of times Many times	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
Q12. Did the person who helped you know how to help you? Yes Somewhat No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
Q13. Do you feel that the service helped prepare you for civilian life? Yes Somewhat No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
Q14. Has anyone in your family (other than yourself) used this service in the last 3 months? Yes No Not heard of it	IF YOU DO NOT HAVE A FAMILY (SPOUSE AND/OR DEPENDENTS), SKIP TO QUESTION 17.						
Q15. How often did someone in your family use each service in the last 3 months? Once A couple of times Many times	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						
Q16. Did you feel that the service helped prepare your family for civilian life? Yes Somewhat No	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>						

17. Did you get a copy of the Transition Assistance "Guide Book?"

Yes 1
 No 2 [GO TO Q18]

17a. Was the "Guide Book" clear and easy to understand?

Yes 1
 Somewhat 2
 No 3

17b. Was the "Guide Book" helpful to you during your transition from the Army?

Helpful 1
 Somewhat helpful 2
 Not helpful 3

	Don't know/Not applicable		
	No improvement needed		
	Some improvement needed		
	A lot of improvement needed		

18. How much do you feel the Army needs to improve each of the following?
 MARK ONE ANSWER FOR EACH.

Kinds of transition services available to me.....	1	2	3	4
Kinds of transition services available to my family.....	1	2	3	4
Number of transition staff.....	1	2	3	4
Quality of transition staff.....	1	2	3	4
Hours during which services are available.....	1	2	3	4
Time allowed for me to use offered services.....	1	2	3	4
Quality of furnishings and equipment at transition facilities.....	1	2	3	4

YOUR FAMILY

19. How many dependents do you have in each category?

MARK THE NUMBER
OF DEPENDENTS

Preschool age _____
 Elementary school age _____
 High school age _____
 Young adult aged 18-22 yrs old _____
 Adult aged over 22 yrs old _____

20. Are any of these dependents disabled or handicapped and require special treatment?

Yes 1
 No, none are handicapped 2
 No, I do not have dependents 3

21. Are you married now?

- Yes 1
- No 2 [GO TO Q24]

22. Is your spouse accompanying you?

- Yes 1
- No 2

23. Did or will your spouse leave his(her) current employment because you are separating from the Army?

- Yes 1
- No 2

INFORMATION ABOUT YOU

24. Are you female or male?

- Female 1
- Male 2

25. In what year were you born?

Mark the year: 19__ __

26. What is your racial/ethnic background?

- White, not of Spanish/Hispanic origin 1
- Black, not of Spanish/Hispanic origin 2
- Spanish/Hispanic..... 3
- Asian or Pacific Islander..... 4
- American Indian, Aleut, Eskimo..... 5
- Other..... 6

27. What is the highest level of education you have completed?

- Grade school 1
- Some high school but did not complete 2
- GED/High school equivalency 3
- High school diploma 4
- Associate's degree 5
- Bachelor's degree 6
- Master's or doctorate degree 7

28. What are your plans after you leave the Army? ANSWER "YES," "NO," OR "DON'T KNOW" FOR EACH.

	<u>Yes</u>	<u>No</u>	<u>Don't Know</u>
Go to school; No specific job/career plans yet.....	1	2	3
Go to school for specific job skills training.....	1	2	3
Work in a suitable full-time job already lined up.....	1	2	3
Follow-up on several promising job leads.....	1	2	3
No promising job leads; Continue to look for work.....	1	2	3
Will take any full-time job to hold me over until I find a better job.....	1	2	3
Will take a break.....	1	2	3
Will retire.....	1	2	3

29. If you have a job lined-up, did the Job Assistance Center help you find this job?

Yes.....	1
No.....	2
I don't have a job lined-up yet.....	3

30. After you leave the Army, how many months do you plan to collect unemployment insurance?

Mark the number of months: _____

31. Please say whether you agree or disagree with each of the following statements.

	Strongly agree	Agree	Disagree	Strongly disagree
a. I intend to join a reserve unit when I leave active duty.....	1	2	3	4
b. I am proud to have been a soldier.....	1	2	3	4
c. In general, I am satisfied with my Army service.....	1	2	3	4
d. My Army experience -- whether I am satisfied or not -- was a valuable experience for me.....	1	2	3	4
e. If I had to do it all over again, I would join the Army.....	1	2	3	4
f. If a good friend of mine asked my advice about joining the Army, I would say it was a good idea.....	1	2	3	4
g. At this time, I am happy to leave the Army.....	1	2	3	4
h. I am satisfied with the overall transition experience.....	1	2	3	4

PLEASE RETURN YOUR COMPLETED SURVEY FORM
TO THE PERSON WHO GAVE YOU THE SURVEY.

THANK YOU FOR YOUR PARTICIPATION.

APPENDIX E

Tabulation of Univariate Frequencies from the Pretest

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
1	WESID	CHAR	7		WESTAT CASE ID		
		OTHER				179	100.0
2	CARDNUM	CHAR	3				
		02				179	100.0
3	Q1	NUM	8	YESNO	POST LAST PERM DUTY STATION?		
		.M				6	3.4
		1		YES		101	56.4
		2		NO		72	40.2
4	Q2	NUM	8	Q2FMT	WHEN KNEW WOULD SEPARATE NOW		
		1		<2 WKS AGO		51	28.5
		2		2 WKS-1 MO AGO		35	19.6
		3		>1 MO-2 MOS AGO		38	21.2
		4		>2 MOS-3 MOS AGO		14	7.8
		5		>3 MOS AGO		41	22.9
5	Q3	NUM	8		SURVEY ADMIN DATE		
		10/23/90				63	35.2
		10/24/90				22	12.3
		10/31/90				50	27.9
		11/01/90				8	4.5
		11/07/90				16	8.9
		11/08/90				11	6.1
		11/09/90				9	5.0
6	Q4	NUM	8	SEPFMT	SEPARATION TYPE		
		.M				9	5.0
		1		END OBLIG (ETS)		42	23.5
		2		EARLY OUT		37	20.7
		4		INVOL BEFORE ETS		56	31.3
		5		INVOL BAR REENL		18	10.1
		6		INVOL DISCH <HON		17	9.5

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL
7	Q5	NUM	8		YRS ACTIVE MIL DUTY
	.M				3 1.7
	0				1 0.6
	1				42 23.5
	2				28 15.6
	3				28 15.6
	4				22 12.3
	5				11 6.1
	6				16 8.9
	7				7 3.9
	8				4 2.2
	9				2 1.1
	10				4 2.2
	11				2 1.1
	12				1 0.6
	13				4 2.2
	14				1 0.6
	15				1 0.6
	17				1 0.6
	19				1 0.6
8	Q6	NUM	8	YESNOU	PLANNED ON ARMY AS CAREER
	1			YES	60 33.5
	2			NOT SURE	41 22.9
	3			NO	78 43.6

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL
9	Q7	CHAR	3		PRIMARY MOS/AOC
				6	3.4
	11B			16	8.9
	11C			1	0.6
	11H			2	1.1
	11M			3	1.7
	12B			6	3.4
	12C			1	0.6
	13B			10	5.6
	13F			3	1.7
	13N			1	0.6
	15E			3	1.7
	16E			1	0.6
	16P			1	0.6
	16R			1	0.6
	16T			3	1.7
	19D			2	1.1
	19K			2	1.1
	24C			1	0.6
	24T			1	0.6
	25L			1	0.6
	25R			1	0.6
	27N			1	0.6
	29E			1	0.6
	29N			1	0.6
	31C			2	1.1
	31K			2	1.1
	31L			1	0.6
	31M			2	1.1
	33R			1	0.6
	35H			1	0.6
	36M			1	0.6
	44B			1	0.6
	45E			1	0.6
	45K			1	0.6
	51B			1	0.6
	51K			1	0.6
	51R			1	0.6
	52C			1	0.6
	52D			1	0.6
	54B			1	0.6
	57F			1	0.6
	62B			1	0.6
	62F			1	0.6
	63B			6	3.4
	63C			1	0.6
	63F			2	1.1
	63H			2	1.1

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL
9	Q7	CHAR	3		PRIMARY MOS/AOC
	63N			1	0.6
	63S			1	0.6
	63W			2	1.1
	63Y			1	0.6
	67U			1	0.6
	68G			1	0.6
	71C			1	0.6
	71D			2	1.1
	71L			2	1.1
	72E			4	2.2
	73C			3	1.7
	74D			1	0.6
	74F			1	0.6
	75B			1	0.6
	75C			1	0.6
	75E			1	0.6
	76C			3	1.7
	76P			1	0.6
	76V			3	1.7
	76Y			1	0.6
	77F			2	1.1
	81Q			1	0.6
	82C			1	0.6
	88M			6	3.4
	91A			7	3.9
	91B			2	1.1
	91E			1	0.6
	91P			1	0.6
	91R			1	0.6
	91Y			1	0.6
	93B			1	0.6
	93F			1	0.6
	94B			13	7.3
	94F			1	0.6
	95B			3	1.7
	96R			1	0.6
	97B			1	0.6
	98C			1	0.6

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
10	Q8	CHAR	2		PAY GRADE		
		E1				28	15.6
		E2				35	19.6
		E3				29	16.2
		E4				64	35.8
		E5				20	11.2
		E6				2	1.1
		E7				1	0.6
11	Q9	NUM	8	YESNO	ARNG/USAR MEMBER ON ACTIVE DUTY?		
		1		YES		9	5.0
		2		NO		170	95.0
12	Q10TAO	NUM	8	USEFMT	USED TRANS ASTCE OFFICE		
		.M				6	3.4
		1		YES		21	11.7
		2		NO		86	48.0
		3		NOT HEARD OF		66	36.9
13	Q11TAO	NUM	8	FRQFMT	TMES USED TRANS ASTCE OFF LST 3 MOS		
		.M				9	5.0
		.S				147	82.1
		1		ONCE		20	11.2
		2		COUPLE OF TIMES		1	0.6
		3		MANY TIMES		2	1.1
14	Q12TAO	NUM	8	YESNOS	TRANS ASTCE PERSON KNEW HOW TO HELP		
		.M				8	4.5
		.S				147	82.1
		1		YES		15	8.4
		2		SOMEWHAT		5	2.8
		3		NO		4	2.2
15	Q13TAO	NUM	8	YESNOS	TRANS ASTCE OFF HELPED TRANSITION		
		.M				8	4.5
		.S				147	82.1
		1		YES		5	2.8
		2		SOMEWHAT		5	2.8
		3		NO		14	7.8

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
16	Q14TAO	NUM	8	USEFMT	OTHERS IN FAMLY USED TRANS ASTCE OFF		
		.M				46	25.7
		.S				70	39.1
		1		YES		3	1.7
		2		NO		51	28.5
		3		NOT HEARD OF		9	5.0
17	Q15TAO	NUM	8	FRQFMT	TMS FAMLY USED TRANS ASTCE OFF LST 3 MO		
		.M				47	26.3
		.S				127	70.9
		1		ONCE		4	2.2
		2		COUPLE OF TIMES		1	0.6
18	Q16TAO	NUM	8	YESNOS	TRANS ASTCE OFF HELPED FAMLY TRANSITION		
		.M				46	25.7
		.S				127	70.9
		1		YES		2	1.1
		2		SOMEWHAT		2	1.1
		3		NO		2	1.1
19	Q10JAC	NUM	8	USEFMT	USED LEG ASTCE/ADV		
		.M				9	5.0
		1		YES		9	5.0
		2		NO		99	55.3
		3		NOT HEARD OF		62	34.6
20	Q11JAC	NUM	8	FRQFMT	TMS USED JOB ASTCE CTR LST 3 MOS		
		.M				12	6.7
		.S				156	87.2
		1		ONCE		4	2.2
		2		COUPLE OF TIMES		5	2.8
		3		MANY TIMES		2	1.1
21	Q12JAC	NUM	8	YESNOS	JOB ASTCE PERSON KNEW HOW TO HELP		
		.M				11	6.1
		.S				156	87.2
		1		YES		4	2.2
		2		SOMEWHAT		4	2.2
		3		NO		4	2.2

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
22	Q13JAC	NUM	8	YESNOS	JOB ASTCE CTR HELPED TRANSITION		
		.M				11	6.1
		.S				156	87.2
		1		YES		3	1.7
		2		SOMEWHAT		1	0.6
		3		NO		8	4.5
23	Q14JAC	NUM	8	USEFMT	OTHERS IN FAMLY USED JOB ASTCE CTR		
		.M				50	27.9
		.S				71	39.7
		1		YES		6	3.4
		2		NO		46	25.7
		3		NOT HEARD OF		6	3.4
24	Q15JAC	NUM	8	FRQFMT	TMS FAM USED JOB ASTCE CTR LST 3 MO		
		.M				51	28.5
		.S				121	67.6
		1		ONCE		5	2.8
		2		COUPLE OF TIMES		2	1.1
25	Q16JAC	NUM	8	YESNOS	JOB ASTCE CTR HELPED FAMLY TRANSITION		
		.M				50	27.9
		.S				121	67.6
		1		YES		2	1.1
		2		SOMEWHAT		3	1.7
		3		NO		3	1.7
26	Q10IJSI	NUM	8	USEFMT	USED IND JOB SEARCH INFO		
		.M				9	5.0
		1		YES		12	6.7
		2		NO		84	46.9
		3		NOT HEARD OF		74	41.3
27	Q11IJSI	NUM	8	FRQFMT	TMS USED IND JOB SEA INFO LAST 3 MOS		
		.M				12	6.7
		.S				153	85.5
		1		ONCE		7	3.9
		2		COUPLE OF TIMES		4	2.2
		3		MANY TIMES		3	1.7

requencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
28	Q12IJSI	NUM	8	YESNOS	IND JOB SEARCH PERSON KNEW HOW TO HELP		
		.M				11	6.1
		.S				153	85.5
		1		YES		7	3.9
		2		SOMEWHAT		4	2.2
		3		NO		4	2.2
29	Q13IJSI	NUM	8	YESNOS	IND JOB SEA INFO HELPTL TRANSITION		
		.M				11	6.1
		.S				153	85.5
		1		YES		6	3.4
		2		SOMEWHAT		3	1.7
		3		NO		6	3.4
30	Q14IJSI	NUM	8	USEFMT	OTHERS IN FAMLY USED IND JOB SEA INFO		
		.M				50	27.9
		.S				71	39.7
		1		YES		4	2.2
		2		NO		46	25.7
		3		NOT HEARD OF		8	4.5
31	Q15IJSI	NUM	8	FRQFMT	TMS FAM USED IND JOB SEA INF LAST 3 MO		
		.M				51	28.5
		.S				122	68.2
		1		ONCE		4	2.2
		2		COUPLE OF TIMES		2	1.1
32	Q16IJSI	NUM	8	YESNOS	IND JOB SEA INFO HELPED FAMLY TRANSTN		
		.M				50	27.9
		.S				122	68.2
		1		YES		3	1.7
		2		SOMEWHAT		1	0.6
		3		NO		3	1.7
33	Q10VC	NUM	8	USEFMT	USED VOCAT COUNS		
		.M				8	4.5
		1		YES		17	9.5
		2		NO		96	53.6
		3		NOT HEARD OF		58	32.4

requencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
34	Q11VC	NUM	8	FRQFMT	TMS USED VOCAT COUNS LAST 3 MOS		
		.M				12	6.7
		.S				149	83.2
		1		ONCE		12	6.7
		2		COUPLE OF TIMES		3	1.7
		3		MANY TIMES		3	1.7
35	Q12VC	NUM	8	YESNOS	VOCAT COUNS PERSON KNEW HOW TO HELP		
		.M				11	6.1
		.S				149	83.2
		1		YES		9	5.0
		2		SOMEWHAT		5	2.8
		3		NO		5	2.8
36	Q13VC	NUM	8	YESNOS	VOCAT COUNS HELPED TRANSITION		
		.M				12	6.7
		.S				148	82.7
		1		YES		6	3.4
		2		SOMEWHAT		5	2.8
		3		NO		8	4.5
37	Q14VC	NUM	8	USEFMT	OTHERS IN FAMLY USED VOCAT COUNS		
		.M				50	27.9
		.S				71	39.7
		1		YES		5	2.8
		2		NO		46	25.7
		3		NOT HEARD OF		7	3.9
38	Q15VC	NUM	8	FRQFMT	TMS FAM USED VOCAT COUNS LAST 3 MO		
		.M				51	28.5
		.S				122	68.2
		1		ONCE		4	2.2
		2		COUPLE OF TIMES		2	1.1
39	Q16VC	NUM	8	YESNOS	VOCAT COUNS HELPED FAMLY TRANSITION		
		.M				50	27.9
		.S				122	68.2
		1		YES		2	1.1
		2		SOMEWHAT		2	1.1
		3		NO		3	1.7

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
40	Q10JSSW	NUM	8	USEFMT	USED JOB SEARCH WKSHP		
		.M				9	5.0
		1		YES		3	1.7
		2		NO		101	56.4
		3		NOT HEARD OF		66	36.9
41	Q11JSSW	NUM	8	FRQFMT	TMS USED JOB SEARCH WKSHP LAST 3 MOS		
		.M				13	7.3
		.S				160	89.4
		1		ONCE		2	1.1
		2		COUPLE OF TIMES		2	1.1
		3		MANY TIMES		2	1.1
42	Q12JSSW	NUM	8	YESNOS	JOB SEARCH WKSHP PERSON KNEW HOW TO HELP		
		.M				12	6.7
		.S				160	89.4
		1		YES		3	1.7
		2		SOMEWHAT		1	0.6
		3		NO		3	1.7
43	Q13JSSW	NUM	8	YESNOS	JOB SEARCH WKSHP HELPED TRANSITION		
		.M				12	6.7
		.S				160	89.4
		1		YES		2	1.1
		2		SOMEWHAT		2	1.1
		3		NO		3	1.7
44	Q14JSSW	NUM	8	USEFMT	OTHERS IN FAMLY USED JOB SEARCH WKSHP		
		.M				52	29.1
		.S				71	39.7
		1		YES		4	2.2
		2		NO		44	24.6
		3		NOT HEARD OF		8	4.5
45	Q15JSSW	NUM	8	FRQFMT	TMS FAM USED JOB SEARCH WKSHP LAST 3 MO		
		.M				53	29.6
		.S				120	67.0
		1		ONCE		3	1.7
		2		COUPLE OF TIMES		2	1.1
		3		MANY TIMES		1	0.6

Frequencies of Army Model Exit Survey Pretest Data

OPDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
46	Q16JSSW	NUM	8	YESNOS	JOB SEARCH WKSHP HELPED FAMLY TRANSITION		
		.M				52	29.1
		.S				120	67.0
		1		YES		2	1.1
		2		SOMEWHAT		1	0.6
		3		NO		4	2.2
47	Q10RP	NUM	8	USEFMT	USED RESUME PREP		
		.M				8	4.5
		1		YES		17	9.5
		2		NO		97	54.2
		3		NOT HEARD OF		57	31.8
48	Q11RP	NUM	8	FRQFMT	TMS USED RESUME PREP LAST 3 MOS		
		.M				12	6.7
		.S				148	82.7
		1		ONCE		14	7.8
		2		COUPLE OF TIMES		4	2.2
		3		MANY TIMES		1	0.6
49	Q12RP	NUM	8	YESNOS	RESUME PREP PERSON KNEW HOW TO HELP		
		.M				11	6.1
		.S				148	82.7
		1		YES		11	6.1
		2		SOMEWHAT		4	2.2
		3		NO		5	2.8
50	Q13RP	NUM	8	YESNOS	RESUME PREP HELPED TRANSITION		
		.M				12	6.7
		.S				148	82.7
		1		YES		6	3.4
		2		SOMEWHAT		5	2.8
		3		NO		8	4.5
51	Q14RP	NUM	8	USEFMT	OTHERS IN FAMLY USED RESUME PREP		
		.M				51	28.5
		.S				71	39.7
		1		YES		3	1.7
		2		NO		48	26.8
		3		NOT HEARD OF		6	3.4

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
52	Q15RP	NUM	8	FRQFMT	TMS FAM USED RESUME PREP LAST 3 MO		
		.M				52	29.1
		.S				123	68.7
		1		ONCE		3	1.7
		2		COUPLE OF TIMES		1	0.6
53	Q16RP	NUM	8	YESNOS	RESUME PREP HELPED FAMLY TRANSITION		
		.M				51	28.5
		.S				123	68.7
		1		YES		1	0.6
		2		SOMEWHAT		1	0.6
		3		NO		3	1.7
54	Q10FA	NUM	8	USEFMT	USED FIN ASTCE		
		.M				11	6.1
		1		YES		22	12.3
		2		NO		118	65.9
		3		NOT HEARD OF		28	15.6
55	Q11FA	NUM	8	FRQFMT	TMS USED FIN ASTCE LAST 3 MOS		
		.M				15	8.4
		.S				143	79.9
		1		ONCE		11	6.1
		2		COUPLE OF TIMES		7	3.9
		3		MANY TIMES		3	1.7
56	Q12FA	NUM	8	YESNOS	FIN ASTCE PERSON KNEW HOW TO HELP		
		.M				14	7.8
		.S				143	79.9
		1		YES		10	5.6
		2		SOMEWHAT		7	3.9
		3		NO		5	2.8
57	Q13FA	NUM	8	YESNOS	FIN ASTCE HELPED TRANSITION		
		.M				13	7.3
		.S				143	79.9
		1		YES		7	3.9
		2		SOMEWHAT		3	1.7
		3		NO		13	7.3

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
58	Q14FA	NUM	8	USEFMT	OTHERS IN FAMLY USED FIN ASTCE		
		.M				54	30.2
		.S				70	39.1
		1		YES		4	2.2
		2		NO		44	24.6
		3		NOT HEARD OF		7	3.9
59	Q15FA	NUM	8	FRQFMT	TMS FAM USED FIN ASTCE LAST 3 MO		
		.M				54	30.2
		.S				120	67.0
		1		ONCE		3	1.7
		2		COUPLE OF TIMES		2	1.1
60	Q16FA	NUM	8	YESNOS	FIN ASTCE HELPED FAMLY TRANSITION		
		.M				53	29.6
		.S				120	67.0
		1		YES		1	0.6
		2		SOMEWHAT		2	1.1
		3		NO		3	1.7
61	Q10RRA	NUM	8	USEFMT	USED RET/RES AFF		
		.M				20	11.2
		1		YES		21	11.7
		2		NO		100	55.9
		3		NOT HEARD OF		38	21.2
62	Q11RRA	NUM	8	FRQFMT	TMS USED RET/RES AFF LAST 3 MOS		
		.M				24	13.4
		.S				134	74.9
		1		ONCE		11	6.1
		2		COUPLE OF TIMES		5	2.8
		3		MANY TIMES		5	2.8
63	Q12RRA	NUM	8	YESNOS	RET/RES AFF PERSON KNEW HOW TO HELP		
		.M				23	12.8
		.S				134	74.9
		1		YES		17	9.5
		2		SOMEWHAT		2	1.1
		3		NO		3	1.7

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
64	Q13RRA	NUM	8	YESNOS	RET/RES AFF HELPED TRANSITION		
		.M				22	12.3
		.S				134	74.9
		1		YES		10	5.6
		2		SOMEWHAT		4	2.2
		3		NO		9	5.0
65	Q14RRA	NUM	8	USEFMT	OTHERS IN FAMLY USED RET/RES AFF		
		.M				54	30.2
		.S				70	39.1
		1		YES		5	2.8
		2		NO		46	25.7
		3		NOT HEARD OF		4	2.2
66	Q15RRA	NUM	8	FRQFMT	TMS FAM USED RET/RES AFF LAST 3 MO		
		.M				55	30.7
		.S				119	66.5
		1		ONCE		3	1.7
		2		COUPLE OF TIMES		2	1.1
67	Q16RRA	NUM	8	YESNOS	RET/RES AFF HELPED FAMLY TRANSITION		
		.M				54	30.2
		.S				119	66.5
		1		YES		2	1.1
		2		SOMEWHAT		1	0.6
		3		NO		3	1.7
68	Q10CO	NUM	8	USEFMT	USED CHAP OFFICE		
		.M				17	9.5
		1		YES		42	23.5
		2		NO		114	63.7
		3		NOT HEARD OF		6	3.4
69	Q11CO	NUM	8	FRQFMT	TMS USED CHAP OFFICE LAST 3 MOS		
		.M				22	12.3
		.S				116	64.8
		1		ONCE		17	9.5
		2		COUPLE OF TIMES		8	4.5
		3		MANY TIMES		16	8.9

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
70	Q12CO	NUM	8	YESNOS	CHAP OFFICE PERSON KNEW HOW TO HELP		
		.M				25	14.0
		.S				116	64.8
		1		YES		22	12.3
		2		SOMEWHAT		10	5.6
		3		NO		6	3.4
71	Q13CO	NUM	8	YESNOS	CHAP OFFICE HELPED TRANSITION		
		.M				23	12.8
		.S				116	64.8
		1		YES		15	8.4
		2		SOMEWHAT		9	5.0
		3		NO		16	8.9
72	Q14CO	NUM	8	USEFMT	OTHERS IN FAMILY USED CHAP OFFICE		
		.M				53	29.6
		.S				69	38.5
		1		YES		8	4.5
		2		NO		47	26.3
		3		NOT HEARD OF		2	1.1
73	Q15CO	NUM	8	FRQFMT	TMS FAM USED CHAP OFFICE LAST 3 MO		
		.M				54	30.2
		.S				115	64.2
		1		ONCE		4	2.2
		2		COUPLE OF TIMES		5	2.8
		3		MANY TIMES		1	0.6
74	Q16CO	NUM	8	YESNOS	CHAP OFFICE HELPED FAMILY TRANSITION		
		.M				53	29.6
		.S				115	64.2
		1		YES		4	2.2
		2		SOMEWHAT		2	1.1
		3		NO		5	2.8
75	Q10MAC	NUM	8	USEFMT	USED MED ADV/CARE		
		.M				18	10.1
		1		YES		79	44.1
		2		NO		74	41.3
		3		NOT HEARD OF		8	4.5

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
76	Q11MAC	NUM	8	FRQFMT	TMS USED MED ADV/CARE LAST 3 MOS		
		.M				23	12.8
		.S				80	44.7
		1		ONCE		17	9.5
		2		COUPLE OF TIMES		36	20.1
		3		MANY TIMES		23	12.8
77	Q12MAC	NUM	8	YESNOS	MED ADV/CARE PERSON KNEW HOW TO HELP		
		.M				24	13.4
		.S				80	44.7
		1		YES		53	29.6
		2		SOMEWHAT		19	10.6
		3		NO		3	1.7
78	Q13MAC	NUM	8	YESNOS	MED ADV/CARE HELPED TRANSITION		
		.M				28	15.6
		.S				80	44.7
		1		YES		21	11.7
		2		SOMEWHAT		16	8.9
		3		NO		34	19.0
79	Q14MAC	NUM	8	USEFMT	OTHERS IN FAMLY USED MED ADV/CARE		
		.M				52	29.1
		.S				68	38.0
		1		YES		14	7.8
		2		NO		44	24.6
		3		NOT HEARD OF		1	0.6
80	Q15MAC	NUM	8	FRQFMT	TMS FAM USED MED ADV/CARE LAST 3 MO		
		.M				53	29.6
		.S				112	62.6
		1		ONCE		8	4.5
		2		COUPLE OF TIMES		6	3.4
81	Q16MAC	NUM	8	YESNOS	MED ADV/CARE HELPED FAMLY TRANSITION		
		.M				53	29.6
		.S				112	62.6
		1		YES		4	2.2
		2		SOMEWHAT		4	2.2
		3		NO		6	3.4

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
82	Q10DAC	NUM	8	USEFMT	USED DENT ADV/CARE		
		.M				20	11.2
		1		YES		60	33.5
		2		NO		90	50.3
		3		NOT HEARD OF		9	5.0
83	Q11DAC	NUM	8	FRQFMT	TMS USED DENT ADV/CARE LAST 3 MOS		
		.M				24	13.4
		.S				96	53.6
		1		ONCE		23	12.8
		2		COUPLE OF TIMES		32	17.9
		3		MANY TIMES		4	2.2
84	Q12DAC	NUM	8	YESNOS	DENT ADV/CARE PERSON KNEW HOW TO HELP		
		.M				24	13.4
		.S				96	53.6
		1		YES		44	24.6
		2		SOMEWHAT		12	6.7
		3		NO		3	1.7
85	Q13DAC	NUM	8	YESNOS	DENT ADV/CARE HELPED TRANSITION		
		.M				28	15.6
		.S				96	53.6
		1		YES		19	10.6
		2		SOMEWHAT		13	7.3
		3		NO		23	12.8
86	Q14DAC	NUM	8	USEFMT	OTHERS IN FAMLY USED DENT ADV/CARE		
		.M				53	29.6
		.S				68	38.0
		1		YES		10	5.6
		2		NO		46	25.7
		3		NOT HEARD OF		2	1.1
87	Q15DAC	NUM	8	FRQFMT	TMS FAM USED DENT ADV/CARE LAST 3 MO		
		.M				56	31.3
		.S				113	63.1
		1		ONCE		5	2.8
		2		COUPLE OF TIMES		5	2.8

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
88	Q16DAC	NUM	8	YESNOS	DENT ADV/CARE HELPED FAMLY TRANSITION		
		.M				56	31.3
		.S				113	63.1
		1		YES		3	1.7
		2		SOMEWHAT		2	1.1
		3		NO		5	2.8
89	Q10EPA	NUM	8	USEFMT	USED ED PLAN/ADV		
		.M				17	9.5
		1		YES		58	32.4
		2		NO		87	48.6
		3		NOT HEARD OF		17	9.5
90	Q11EPA	NUM	8	FRQFMT	TMS USED ED PLAN/ADV LAST 3 MOS		
		.M				19	10.6
		.S				101	56.4
		1		ONCE		33	18.4
		2		COUPLE OF TIMES		17	9.5
		3		MANY TIMES		9	5.0
91	Q12EPA	NUM	8	YESNOS	ED PLAN/ADV PERSON KNEW HOW TO HELP		
		.M				22	12.3
		.S				101	56.4
		1		YES		38	21.2
		2		SOMEWHAT		15	8.4
		3		NO		3	1.7
92	Q13EPA	NUM	8	YESNOS	ED PLAN/ADV HELPED TRANSITION		
		.M				23	12.8
		.S				101	56.4
		1		YES		32	17.9
		2		SOMEWHAT		12	6.7
		3		NO		11	6.1
93	Q14EPA	NUM	8	USEFMT	OTHERS IN FAMLY USED ED PLAN/ADV		
		.M				56	31.3
		.S				69	38.5
		1		YES		4	2.2
		2		NO		47	26.3
		3		NOT HEARD OF		3	1.7

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
94	Q15EPA	NUM	8	FRQFMT	TMS FAM USED ED PLAN/ADV LAST 3 MO		
		.M				56	31.3
		.S				117	65.4
		1		ONCE		2	1.1
		2		COUPLE OF TIMES		2	1.1
		3		MANY TIMES		2	1.1
95	Q16EPA	NUM	8	YESNOS	ED PLAN/ADV HELPED FAMLY TRANSITION		
		.M				55	30.7
		.S				117	65.4
		1		YES		2	1.1
		2		SOMEWHAT		1	0.6
		3		NO		4	2.2
96	Q10LAA	NUM	8	USEFMT			
		.M				17	9.5
		1		YES		76	42.5
		2		NO		76	42.5
		3		NOT HEARD OF		10	5.6
97	Q11LAA	NUM	8	FRQFMT	TMS USED LEG ASTCE/ADV LAST 3 MOS		
		.M				21	11.7
		.S				83	46.4
		1		ONCE		25	14.0
		2		COUPLE OF TIMES		32	17.9
		3		MANY TIMES		18	10.1
98	Q12LAA	NUM	8	YESNOS	LEG ASTCE/ADV PERSON KNEW HOW TO HELP		
		.M				26	14.5
		.S				83	46.4
		1		YES		34	19.0
		2		SOMEWHAT		23	12.8
		3		NO		13	7.3
99	Q13LAA	NUM	8	YESNOS	LEG ASTCE/ADV HELPED TRANSITION		
		.M				29	16.2
		.S				83	46.4
		1		YES		30	16.8
		2		SOMEWHAT		11	6.1
		3		NO		26	14.5

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
100	Q14LAA	NUM	8	USEFMT	OTHERS IN FAMLY USED LEG ASTCE/ADV		
		.M				50	27.9
		.S				68	38.0
		1		YES		7	3.9
		2		NO		51	28.5
		3		NOT HEARD OF		3	1.7
101	Q15LAA	NUM	8	FRQFMT	TMS FAM USED LEG ASTCE/ADV LAST 3 MO		
		.M				52	29.1
		.S				118	65.9
		1		ONCE		4	2.2
		2		COUPLE OF TIMES		3	1.7
		3		MANY TIMES		2	1.1
102	Q16LAA	NUM	8	YESNOS	LEG ASTCE/ADV HELPED FAMLY TRANSITION		
		.M				51	28.5
		.S				118	65.9
		1		YES		3	1.7
		2		SOMEWHAT		2	1.1
		3		NO		5	2.8
103	Q10HA	NUM	8	USEFMT	USED HOUSING ASTCE		
		.M				22	12.3
		1		YES		19	10.6
		2		NO		117	65.4
		3		NOT HEARD OF		21	11.7
104	Q11HA	NUM	8	FRQFMT	TMS USED HOUSING ASTCE LAST 3 MOS		
		.M				25	14.0
		.S				133	74.3
		1		ONCE		12	6.7
		2		COUPLE OF TIMES		4	2.2
		3		MANY TIMES		5	2.8
105	Q12HA	NUM	8	YESNOS	HOUSING ASTCE PERSON KNEW HOW TO HELP		
		.M				25	14.0
		.S				133	74.3
		1		YES		11	6.1
		2		SOMEWHAT		5	2.8
		3		NO		5	2.8

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
106	Q13HA	NUM	8	YESNOS	HOUSING ASTCE HELPED TRANSITION		
		.M				26	14.5
		.S				133	74.3
		1		YES		6	3.4
		2		SOMEWHAT		3	1.7
		3		NO		11	6.1
107	Q14HA	NUM	8	USEFMT	OTHERS IN FAMLY USED HOUSING ASTCE		
		.M				55	30.7
		.S				68	38.0
		1		YES		5	2.8
		2		NO		49	27.4
		3		NOT HEARD OF		2	1.1
108	Q15HA	NUM	8	FRQFMT	TMS FAM USED HOUSING ASTCE LAST 3 MC		
		.M				56	31.3
		.S				117	65.4
		1		ONCE		4	2.2
		2		COUPLE OF TIMES		2	1.1
109	Q16HA	NUM	8	YESNOS	HOUSING ASTCE HELPED FAMLY TRANSITION		
		.M				56	31.3
		.S				117	65.4
		1		YES		2	1.1
		2		SOMEWHAT		1	0.6
		3		NO		3	1.7
110	Q10TSHG	NUM	8	USEFMT	USED TRAVEL/HHLD SHIP		
		.M				16	8.9
		1		YES		101	56.4
		2		NO		59	33.0
		3		NOT HEARD OF		3	1.7
111	Q11TSHG	NUM	8	FRQFMT	TMS USED TRAV/SHIP HHLD LAST 3 MCS		
		.M				22	12.3
		.S				59	33.0
		1		ONCE		72	40.2
		2		COUPLE OF TIMES		21	11.7
		3		MANY TIMES		5	2.8

requencies of Army Model Exit Survey Pretest Data

RDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
112	Q12TSHG	NUM	8	YESNOS	TRAV/HHLD SHIP PERSON KNEW HOW TO HELP		
		.M				26	14.5
		.S				59	33.0
		1		YES		63	35.2
		2		SOMEWHAT		22	12.3
		3		NO		9	5.0
113	Q13TSHG	NUM	8	YESNOS	TRAV/HHLD SHIP HELPED TRANSITION		
		.M				32	17.9
		.S				59	33.0
		1		YES		30	16.8
		2		SOMEWHAT		20	11.2
		3		NO		38	21.2
114	Q14TSHG	NUM	8	USEFMT	OTHERS IN FAMLY USED TRAV/HHLD SHIP		
		.M				49	27.4
		.S				67	37.4
		1		YES		10	5.6
		2		NO		50	27.9
		3		NOT HEARD OF		3	1.7
115	Q15TSHG	NUM	8	FRQFMT	TMS FAM USED TRAV/HHLD SHIP LAST 3 MC		
		.M				52	29.1
		.S				118	65.9
		1		ONCE		6	3.4
		2		COUPLE OF TIMES		3	1.7
116	Q16TSHG	NUM	8	YESNOS	TRAV/HHLD SHIP HELPED FAMLY TRANSITION		
		.M				51	28.5
		.S				118	65.9
		1		YES		3	1.7
		2		SOMEWHAT		2	1.1
		3		NO		5	2.8
117	Q10VA	NUM	8	USEFMT	USED VA BEN INFO		
		.M				18	10.1
		1		YES		68	38.0
		2		NO		82	45.8
		3		NOT HEARD OF		11	6.1

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
118	Q11VA	NUM	8	FRQFMT	TMS USED VA BEN INFO LAST 3 MOS		
		.M				22	12.3
		.S				90	50.3
		1		ONCE		44	24.6
		2		COUPLE OF TIMES		19	10.6
		3		MANY TIMES		4	2.2
119	Q12VA	NUM	8	YESNOS	VA BEN INFO PERSON KNEW HOW TO HELP		
		.M				26	14.5
		.S				90	50.3
		1		YES		42	23.5
		2		SOMEWHAT		15	8.4
		3		NO		6	3.4
120	Q13VA	NUM	8	YESNOS	VA BEN INFO HELPED TRANSITION		
		.M				28	15.6
		.S				90	50.3
		1		YES		29	16.2
		2		SOMEWHAT		19	10.6
		3		NO		13	7.3
121	Q14VA	NUM	8	USEFMT	OTHERS IN FAMLY USED VA BEN INFO		
		.M				51	28.5
		.S				68	33.0
		1		YES		8	4.5
		2		NO		48	26.8
		3		NOT HEARD OF		4	2.2
122	Q15VA	NUM	8	FRQFMT	TMS FAM USED VA BEN INFO LAST 3 MO		
		.M				52	29.1
		.S				118	65.9
		1		ONCE		5	2.8
		2		COUPLE OF TIMES		4	2.2
123	Q16VA	NUM	8	YESNOS	VA BEN INFO HELPED FAMLY TRANSITION		
		.M				51	28.5
		.S				118	65.9
		1		YES		1	0.6
		2		SOMEWHAT		5	2.8
		3		NO		4	2.2

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
124	Q10ORA	NUM	8	USEFMT	USED OTH RELOC INFO		
		.M				20	11.2
		1		YES		12	6.7
		2		NO		115	64.2
		3		NOT HEARD OF		32	17.9
125	Q11ORA	NUM	8	FRQFMT	TMS USED OTH RELOC INFO LAST 3 MOS		
		.M				23	12.8
		.S				142	79.3
		1		ONCE		9	5.0
		2		COUPLE OF TIMES		3	1.7
		3		MANY TIMES		2	1.1
126	Q12ORA	NUM	8	YESNOS	OTH RELOC INFO PERSON KNEW HOW TO HELP		
		.M				22	12.3
		.S				142	79.3
		1		YES		10	5.6
		2		SOMEWHAT		2	1.1
		3		NO		3	1.7
127	Q13ORA	NUM	8	YESNOS	OTH RELOC INFO HELPED TRANSITION		
		.M				24	13.4
		.S				142	79.3
		1		YES		5	2.8
		2		SOMEWHAT		4	2.2
		3		NO		4	2.2
128	Q14ORA	NUM	8	USEFMT	OTHERS IN FAMLY USED OTH RELOC INFO		
		.M				55	30.7
		.S				68	38.0
		1		YES		6	3.4
		2		NO		45	25.1
		3		NOT HEARD OF		5	2.8
129	Q15ORA	NUM	8	FRQFMT	TMS FAM USED OTH RELOC INFO LAST 3 MO		
		.M				56	31.3
		.S				116	64.8
		1		ONCE		5	2.8
		2		COUPLE OF TIMES		2	1.1

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
130	Q16ORA	NUM	8	YESNOS	OTH RELOC INFO HELPED FAMLY TRANSITION		
		.M				55	30.7
		.S				116	64.8
		1		YES		3	1.7
		2		SOMEWHAT		2	1.1
		3		NO		3	1.7
131	Q17	NUM	8	YESNO	RECEIVED TA GUIDE BOOK		
		.M				3	1.7
		1		YES		7	3.9
		2		NO		169	94.4
132	Q17A	NUM	8	YESNOS	GUIDE BOOK EASY TO UNDERSTAND?		
		.M				3	1.7
		.S				166	92.7
		1		YES		4	2.2
		2		SOMEWHAT		4	2.2
		3		NO		2	1.1
133	Q17B	NUM	8	HLPFMT	GUIDE BOOK HELPFUL?		
		.M				3	1.7
		.S				166	92.7
		1		HELPFUL		6	3.4
		2		SOMEWHAT HELPFUL		2	1.1
		3		NOT HELPFUL		2	1.1
134	Q18A	NUM	8	IMPROV	IMPROV: KINDS TRANS ASTCE SVCS		
		.M				6	3.4
		1		LOT OF IMPROVT		63	35.2
		2		SOME IMPROVT		67	37.4
		3		NO IMPROVT		22	12.3
		4		DK/NOT APPLIC		21	11.7
135	Q18B	NUM	8	IMPROV	IMPROV: KINDS TRANS ASTCE SVCS FOR FAM		
		.M				12	6.7
		1		LOT OF IMPROVT		44	24.6
		2		SOME IMPROVT		32	17.9
		3		NO IMPROVT		9	5.0
		4		DK/NOT APPLIC		82	45.8

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
136	Q18C	NUM	8	IMPROV	IMPROV: NUMBER TRANSITION STAFF		
		.M				8	4.5
		1		LOT OF IMPROVT		53	29.6
		2		SOME IMPROVT		53	29.6
		3		NO IMPROVT		38	21.2
		4		DK/NOT APPLIC		27	15.1
137	Q18D	NUM	8	IMPROV	IMPROV: QUALITY TRANSITION STAFF		
		.M				8	4.5
		1		LOT OF IMPROVT		32	17.9
		2		SOME IMPROVT		53	29.6
		3		NO IMPROVT		61	34.1
		4		DK/NOT APPLIC		25	14.0
138	Q18E	NUM	8	IMPROV	IMPROV: HRS SERVICES AVAILABLE		
		.M				7	3.9
		1		LOT OF IMPROVT		50	27.9
		2		SOME IMPROVT		48	26.8
		3		NO IMPROVT		53	29.6
		4		DK/NOT APPLIC		21	11.7
139	Q18F	NUM	8	IMPROV	IMPROV: TIME ALLOWED TO USE SVCES		
		.M				8	4.5
		1		LOT OF IMPROVT		48	26.8
		2		SOME IMPROVT		50	27.9
		3		NO IMPROVT		46	25.7
		4		DK/NOT APPLIC		27	15.1
140	Q18G	NUM	8	IMPROV	IMPROV: QUAL FURN/EQPT AT TRANS FACIL		
		.M				11	6.1
		1		LOT OF IMPROVT		43	24.0
		2		SOME IMPROVT		51	28.5
		3		NO IMPROVT		50	27.9
		4		DK/NOT APPLIC		24	13.4
141	Q19A	NUM	8		NUM DEPENDENTS: PRESCHOOL AGE		
		.M				49	27.4
		0				83	46.4
		1				40	22.3
		2				6	3.4
		3				1	0.6

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL
142	Q19B	NUM	8		NUM DEPENDENTS: ELEMENTARY SCHOOL AGE
		.M			49 27.4
		0			106 59.2
		1			15 8.4
		2			8 4.5
		4			1 0.6
143	Q19C	NUM	8		NUM DEPENDENTS: HS AGE
		.M			48 26.8
		0			127 70.9
		1			2 1.1
		2			2 1.1
144	Q19D	NUM	8		NUM DEPENDENTS: 18-22 YRS OLD
		.M			48 26.8
		0			122 68.2
		1			8 4.5
		2			1 0.6
145	Q19E	NUM	8		NUM DEPENDENTS: OVER 22 YRS OLD
		.M			48 26.8
		0			102 57.0
		1			28 15.6
		3			1 0.6
146	Q20	NUM	8	DEPEND	ANY DISABLED/HANDICAPPED DEPENDENTS?
		.M			48 26.8
		1		YES	7 3.9
		2		NONE HANDICAPPED	71 39.7
		3		NO DEPENDENTS	53 29.6
147	Q21	NUM	8	YESNO	MARITAL STATUS
		.M			27 15.1
		1		YES	74 41.3
		2		NO	78 43.6

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
148	Q22	NUM	8	YESNO	SPOUSE ACCOMPANYING RESPONDENT?		
		.M				30	16.8
		.S				75	41.9
		1		YES		19	10.6
		2		NO		55	30.7
149	Q23	NUM	8	YESNO	SPOUSE LEAVE CURR EMPLYMT DUE TO SEPAR		
		.M				30	16.8
		.S				75	41.9
		1		YES		28	15.6
		2		NO		46	25.7
150	Q24	NUM	8	SEXFMT	RESPONDENT GENDER		
		.M				1	0.6
		1		FEMALE		29	16.2
		2		MALE		149	83.2
151	Q25	NUM	8		LAST 2 DIGITS OF YEAR BORN		
		.				1	0.6
		.M				3	1.7
		50				2	1.1
		52				1	0.6
		53				1	0.6
		55				1	0.6
		56				3	1.7
		57				2	1.1
		58				4	2.2
		59				2	1.1
		60				5	2.8
		61				11	6.1
		62				5	2.8
		63				7	3.9
		64				10	5.6
		65				9	5.0
		66				19	10.6
		67				15	8.4
		68				19	10.6
		69				24	13.4
		70				21	11.7
		71				11	6.1
		72				1	0.6
		90				2	1.1

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
152	Q26	NUM	8	RACEFMT	RACIAL/ETHNIC BACKGROUND		
		.M				4	2.2
		1		WHITE NONHISP		93	52.0
		2		BLACK NONHISP		50	27.9
		3		HISPANIC		10	5.6
		4		ASIAN/PAC ISL		4	2.2
		5		AMERIND/ALEUT		5	2.8
		6		OTHER		13	7.3
153	Q27	NUM	8	EDFMT	HIGHEST LEVEL EDUC COMPLETED		
		.M				3	1.7
		.S				2	1.1
		1		GRADE SCHOOL		1	0.6
		3		GED/HS EQUIV		27	15.1
		4		HS DIPLOMA		128	71.5
		5		ASSOCIATE DEG		15	8.4
		6		BACHELORS DEG		3	1.7
154	Q28A	NUM	8	FUTPLAN	PLANS: SCHOOL, NO SPECIFIC JOB PLANS		
		.M				26	14.5
		1		YES		58	32.4
		2		NO		63	35.2
		3		DONT KNOW		32	17.9
155	Q28B	NUM	8	FUTPLAN	PLANS: SCHOOL FOR SPECIF JOB/SKILL		
		.M				16	8.9
		1		YES		81	45.3
		2		NO		44	24.6
		3		DONT KNOW		38	21.2
156	Q28C	NUM	8	FUTPLAN	PLANS: FT JOB ALREADY LINED UP		
		.M				16	8.9
		1		YES		61	34.1
		2		NO		67	37.4
		3		DONT KNOW		35	19.6
157	Q28D	NUM	8	FUTPLAN	PLANS: FOLLOW UP ON PROMISING LEADS		
		.M				20	11.2
		1		YES		72	40.2
		2		NO		63	35.2
		3		DONT KNOW		24	13.4

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
158	Q28E	NUM	8	FUTPLAN	PLANS: NO LEADS, CONTINUE LOOKING		
		.M				26	14.5
		1		YES		40	22.3
		2		NO		88	49.2
		3		DONT KNOW		25	14.0
159	Q28F	NUM	8	FUTPLAN	PLANS: TAKE ANY FT JOB TIL BETTER OFFER		
		.M				24	13.4
		1		YES		61	34.1
		2		NO		71	39.7
		3		DONT KNOW		23	12.8
160	Q28G	NUM	8	FUTPLAN	PLANS: TAKE A BREAK		
		.M				23	12.8
		1		YES		57	31.8
		2		NO		78	43.6
		3		DONT KNOW		21	11.7
161	Q28H	NUM	8	FUTPLAN	PLANS: RETIRE		
		.M				27	15.1
		1		YES		8	4.5
		2		NO		127	70.9
		3		DONT KNOW		17	9.5
162	Q29	NUM	8	JOB AID	DID JOB ASTCE CTR HELP FIND NEW JOB?		
		.M				7	3.9
		1		YES		7	3.9
		2		NO		112	62.6
		3		NO JOB LINED UP		53	29.6

Frequencies of Army Model Exit Survey Pretest Data

ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL		
163	Q30	NUM	8	Q30FMT	MONTHS PLAN TO COLLECT UNEMP INSURANCE		
	.M					22	12.3
	0					74	41.3
	1					14	7.8
	2					17	9.5
	3					14	7.8
	4					4	2.2
	5					2	1.1
	6					12	6.7
	10					2	1.1
	12					1	0.6
	13-88			OVER 1 YEAR		17	9.5
164	Q31A	NUM	8	AGREEFMT	PLAN TO JOIN RESERVE UNIT		
	.M					6	3.4
	1			STRONGLY AGREE		25	14.0
	2			AGREE		25	14.0
	3			DISAGREE		52	29.1
	4			STRONGLY DISAGR		71	39.7
165	Q31B	NUM	8	AGREEFMT	PROUD TO HAVE BEEN A SOLDIER		
	.M					8	4.5
	1			STRONGLY AGREE		71	39.7
	2			AGREE		67	37.4
	3			DISAGREE		9	5.0
	4			STRONGLY DISAGR		24	13.4
166	Q31C	NUM	8	AGREEFMT	SATISFIED WITH ARMY EXPERIENCE		
	.M					6	3.4
	1			STRONGLY AGREE		36	20.1
	2			AGREE		64	35.8
	3			DISAGREE		30	16.8
	4			STRONGLY DISAGR		43	24.0
167	Q31D	NUM	8	AGREEFMT	ARMY VALUABLE EXPERIENCE		
	.M					4	2.2
	1			STRONGLY AGREE		83	46.4
	2			AGREE		59	33.0
	3			DISAGREE		20	11.2
	4			STRONGLY DISAGR		13	7.3

Frequencies of Army Model Exit Survey Pretest Data

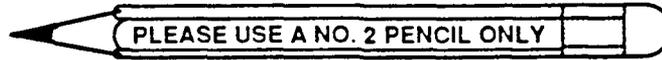
ORDER	VARIABLE	TYPE	LENGTH	FORMAT	LABEL
168	Q31E	NUM	8		AGREEFMT WOULD JOIN ARMY IF DO IT OVER AGAIN
		.M		8	4.5
		1		33	18.4
		2		37	20.7
		3		42	23.5
		4		59	33.0
169	Q31F	NUM	8		AGREEFMT RECOMMEND FRIEND TO JOIN ARMY
		.M		7	3.9
		1		23	12.8
		2		55	30.7
		3		40	22.3
		4		54	30.2
170	Q31G	NUM	8		AGREEFMT HAPPY TO LEAVE ARMY
		.M		7	3.9
		1		90	50.3
		2		49	27.4
		3		13	7.3
		4		20	11.2
171	Q31H	NUM	8		AGREEFMT SATISFIED WITH TRANSITION EXPERIENCE
		.M		5	2.8
		1		22	12.3
		2		80	44.7
		3		44	24.6
		4		28	15.6
172	SITE	CHAR	8		PRETEST SITE
		DIX		62	34.6
		JACKSON		59	33.0
		PRESIDIO		58	32.4

U.S. ARMY MODEL EXIT SURVEY

Funding for initial questionnaire development and field testing
was completed under a U.S. Army Research Institute contract.

Survey Approval Authority: U.S. Army Personnel Integration Command
Survey Control Number: ATNC-AO-91-20A RCS: MILPC8
1991

INSTRUCTIONS FOR COMPLETING THE QUESTIONNAIRE



- Make heavy black marks that fill the circle for your answer.
- Please do not make stray marks of any kind.

INCORRECT MARK



CORRECT MARK



MARKING NUMBERS

Sometimes you will be asked to give numbers for your answer by filling in a grid. If you are asked to give numbers, please record the numbers in the boxes along side the grid, then fill in the circles of the grid as shown below.

EXAMPLE:

1. What is today's date?

Day	1	<input type="radio"/> 0 <input checked="" type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3
	4	<input type="radio"/> 4 <input type="radio"/> 5 <input checked="" type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 0
Month	3	<input type="radio"/> 1 <input type="radio"/> 2 <input checked="" type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> 6 <input type="radio"/> 7 <input type="radio"/> 8 <input type="radio"/> 9 <input type="radio"/> 10 <input type="radio"/> 11 <input type="radio"/> 12 <small>Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec</small>

- Round to the nearest whole number.
- Record the numbers in the boxes.
- Place the last digit of the number in the box.
- Fill the unused boxes with zeros.
- Then mark the matching circle along side each box.

SELECTING ONLY ONE RESPONSE

Sometimes you will be asked to select only one response from a list of possible items.

EXAMPLE:

2. When you first entered the Army, did you plan the Army as a career (that is, serve a minimum of 20 years)?

- Definitely
- Probably
- Was not sure/Do not remember
- Probably not
- Definitely not

USING A COMMON SCALE FOR MORE THAN ONE QUESTION

Sometimes you will be asked to "USE THE SCALE BELOW" to answer a number of different questions.

EXAMPLE:

		No improvement needed	Don't know	
A lot of improvement needed	Some improvement needed	Little improvement needed	No improvement needed	Don't know
<p>3. How much do you feel the Army needs to improve each of the following transition services for your family?</p> <p>Information on transition services available to your family</p> <p>Kinds of transition services available to your family</p> <p>Number of transition staff available to your family</p> <p>Hours during which services are available to your family</p>	<p>●</p> <p>○</p> <p>○</p> <p>○</p>	<p>○</p> <p>●</p> <p>○</p> <p>○</p>	<p>○</p> <p>○</p> <p>○</p> <p>○</p>	<p>○</p> <p>○</p> <p>○</p> <p>○</p>

BEGIN RESPONDING HERE

YOUR LEAVING THE ARMY

1. What is today's date?

Day		<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">0</td><td style="width: 10%; text-align: center;">1</td><td style="width: 10%; text-align: center;">2</td><td style="width: 10%; text-align: center;">3</td><td colspan="8"></td> </tr> <tr> <td style="width: 10%; text-align: center;">1</td><td style="width: 10%; text-align: center;">2</td><td style="width: 10%; text-align: center;">3</td><td style="width: 10%; text-align: center;">4</td><td style="width: 10%; text-align: center;">5</td><td style="width: 10%; text-align: center;">6</td><td style="width: 10%; text-align: center;">7</td><td style="width: 10%; text-align: center;">8</td><td style="width: 10%; text-align: center;">9</td><td style="width: 10%; text-align: center;">0</td><td colspan="2"></td> </tr> </table>	0	1	2	3									1	2	3	4	5	6	7	8	9	0		
0	1	2	3																							
1	2	3	4	5	6	7	8	9	0																	
Month		<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%; text-align: center;">1</td><td style="width: 10%; text-align: center;">2</td><td style="width: 10%; text-align: center;">3</td><td style="width: 10%; text-align: center;">4</td><td style="width: 10%; text-align: center;">5</td><td style="width: 10%; text-align: center;">6</td><td style="width: 10%; text-align: center;">7</td><td style="width: 10%; text-align: center;">8</td><td style="width: 10%; text-align: center;">9</td><td style="width: 10%; text-align: center;">10</td><td style="width: 10%; text-align: center;">11</td><td style="width: 10%; text-align: center;">12</td> </tr> <tr> <td style="font-size: small; text-align: center;">Jan</td><td style="font-size: small; text-align: center;">Feb</td><td style="font-size: small; text-align: center;">Mar</td><td style="font-size: small; text-align: center;">Apr</td><td style="font-size: small; text-align: center;">May</td><td style="font-size: small; text-align: center;">Jun</td><td style="font-size: small; text-align: center;">Jul</td><td style="font-size: small; text-align: center;">Aug</td><td style="font-size: small; text-align: center;">Sep</td><td style="font-size: small; text-align: center;">Oct</td><td style="font-size: small; text-align: center;">Nov</td><td style="font-size: small; text-align: center;">Dec</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10	11	12	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	2	3	4	5	6	7	8	9	10	11	12															
Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec															

2. How many months have you been stationed at this post or installation?

MONTHS

	0	1	2	3	4	5	6	7	8	9
--	---	---	---	---	---	---	---	---	---	---

3. What is your pay grade? MARK E1, E2... OR O1, O2....OR W1, W2....:

LETTER		E	O	W						
NUMBER		1	2	3	4	5	6	7	8	9

4. Right now, are you an Army Reservist or Army National Guardsman serving on active duty?

- Yes
- No

5. What is your Primary Military Occupational Speciality/ MOS (if enlisted or warrant officer), OR Area of Concentration/AOC (if commissioned officer)?

<p>ENLISTED OR OFFICER, such as 11B:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 100px; text-align: center;">0 1 2 3 4 5 6 7 8 9</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 100px; text-align: center;">0 1 2 3 4 5 6 7 8 9</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 100px; text-align: center;">0 1 2 3 4 5 6 7 8 9</td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 100px; text-align: center;">A B C D E F G H I J K L M N O P Q R S T U V W X Y Z</td> </tr> </table>		0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		0 1 2 3 4 5 6 7 8 9		A B C D E F G H I J K L M N O P Q R S T U V W X Y Z	<p>WARRANT OFFICER, such as 420A:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 100px; text-align: center;">0 1 2 3 4 5 6 7 8 9</td> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 100px; text-align: center;">0 1 2 3 4 5 6 7 8 9</td> <td style="width: 20px; height: 20px;"></td> </tr> <tr> <td style="width: 20px; height: 20px;"></td> <td style="width: 100px; text-align: center;">0 1 2 3 4 5 6 7 8 9</td> <td style="width: 20px; height: 20px;"></td> </tr> </table>		0 1 2 3 4 5 6 7 8 9			0 1 2 3 4 5 6 7 8 9			0 1 2 3 4 5 6 7 8 9	
	0 1 2 3 4 5 6 7 8 9																	
	0 1 2 3 4 5 6 7 8 9																	
	0 1 2 3 4 5 6 7 8 9																	
	A B C D E F G H I J K L M N O P Q R S T U V W X Y Z																	
	0 1 2 3 4 5 6 7 8 9																	
	0 1 2 3 4 5 6 7 8 9																	
	0 1 2 3 4 5 6 7 8 9																	

6. Which ONE of the following statements best describes your separation from the Army?

MARK ONLY ONE ANSWER.

- I chose to leave the Army AT THE END of my current obligation or term of service
- I chose to leave the Army BEFORE THE END of my current obligation (early out option)
- I chose to retire from the Army after becoming eligible for retirement benefits
- The Army has asked me to leave BEFORE THE END of my current obligation
- The Army is not allowing me to re-enlist or stay PAST THE END of my current obligation
- The Army is discharging me under less than honorable conditions

7. How many months ago did you first know that you would separate from the Army at this time?

MONTHS

	0	1	2	3	4	5	6	7	8	9
--	---	---	---	---	---	---	---	---	---	---

8. Was your planned separation date from the Army extended by the "Stop-Loss" Orders of Sep/Dec 1990?

- Yes
- No

9. How many months was your original separation date extended?

MONTHS

	0	1	2	3	4	5	6	7	8	9
--	---	---	---	---	---	---	---	---	---	---

10. How many years have you served on active duty in the military?

IF FEWER THAN 6 MONTHS, MARK "00".
IF 6 MONTHS TO A YEAR, MARK "01".

YEARS

	0	1	2	3							
	0	1	2	3	4	5	6	7	8	9	

11. When you first entered the Army, did you plan the Army as a career (that is, serve a minimum of 20 years)?

- Definitely
- Probably
- Was not sure/Do not remember
- Probably not
- Definitely not

12. Did you receive a copy of the Transition Assistance Guide Book?

- Yes
- No **GO TO Q15**

13. How easy is to understand the Guide Book?

- Very easy
- Somewhat easy
- Somewhat difficult
- Very difficult
- Does not apply; I have not used the Guide Book

14. How helpful has the Guide Book been for you during your transition from the Army?

- Extremely helpful
- Very helpful
- Moderately helpful
- Slightly helpful
- Not at all helpful
- Does not apply; I have not used the Guide Book

TRANSITION ASSISTANCE SERVICES FOR YOU

Below is a list of transition assistance services available at your installation. Please answer the questions for each transition service that you personally used during the last 6 months.

	Q15.			<i>If you have answered "YES" to a service in Q15, please answer Q16, Q17, & Q18 for that service.</i>								
	Have YOU PERSONALLY used this service during the last 6 months, as part of your transition?			Q16.			Q17.			Q18.		
	GO TO NEXT SERVICE			During the last 6 months, about how many times did you use this service as part of your transition?			How would you rate the helpfulness of transition staff toward you?			How useful do you feel this service will be in preparing you for the transition to civilian life?		
	Not Heard of It	No	Yes	Once	2 or 3 Times	4 or More Times	Very Helpful	Somewhat Helpful	Not at All Helpful	Very Useful	Somewhat Useful	Not at All Useful
a. Transition Assistance Office	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Job Assistance Center	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Individual Job Search Information	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Vocational Counseling	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Job Search Skills Workshop	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Resume Preparation	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Financial Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. VA Benefits Advice/Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Chaplain's Office	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Medical Advice/Care	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Educational Planning/Advice	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Legal Advice/Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Housing Advice	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Travel/Shipmt of Household Goods	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Retention/Advice & Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Other Relocation Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

TRANSITION ASSISTANCE SERVICES FOR YOUR FAMILY

Below is a list of transition assistance services available at your installation. Please answer the questions for each transition service that any of your family used during the last 6 months.

If you do not have any family members (no spouse or children)

GO TO Q48

	Q19.			If you have answered "YES" to a service in Q19, please answer Q20, Q21, & Q22 for that service.								
	Has ANYONE IN YOUR FAMILY (other than yourself) used this service during the last 6 months, as part of the transition? GO TO NEXT SERVICE			Q20.			Q21.			Q22.		
	Not Heard of It	No	Yes	Once	2 or 3 Times	4 or More Times	Very Helpful	Somewhat Helpful	Not at All Helpful	Very Useful	Somewhat Useful	Not at All Useful
a. Transition Assistance Office	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Job Assistance Center	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Individual Job Search Information	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Vocational Counseling	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Job Search Skills Workshop	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Resume Preparation	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Financial Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. VA Benefits Advice/Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Chaplain's Office	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Medical Advice/Care	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Educational Planning/Advice	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Legal Advice/Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Housing Advice	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Travel/Shipmt of Household Goods	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Civilian Personnel	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Other Relocation Assistance	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

YOUR FAMILY

"Dependent Children" are unmarried children who depend on you for one-half their support. This includes adopted children and stepchildren. A dependent child also must be in one of the following categories:

- *Not yet 21 years old*
- *Attends college and not 23 years old, OR*
- *Has mental or physical handicap and is of any age*

As defined above, how many dependent children do you have in each category?

MARK "0" IN THE CATEGORY, IF YOU HAVE NO CHILDREN IN THAT CATEGORY.

	NUMBER OF DEPENDENT CHILDREN						
	0	1	2	3	4	5	6+
23. Preschool age (under 5 yrs old)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Elementary school age (5-12 yrs old)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. High school age (13-17 yrs old)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Young adults (18-22 yrs old)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Adults (over 22 yrs old)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

IF YOU HAVE NO DEPENDENT CHILDREN GO TO Q30.

28. How many of your dependent children are currently living with you?

	1	2	3	4	5	6	7	8	9
--	---	---	---	---	---	---	---	---	---

29. Do any of these dependent children have a disability or handicap that requires specialized treatment?

- Yes
- No

30. What is your marital status?

- Married
- Single GO TO Q35
- Divorced/Separated/Widowed .. GO TO Q35

31. Is your spouse currently serving on active duty in the U.S. Armed Forces?

- Yes
- No

32. Did or will your spouse leave his/her current employment because you are separating from the Army?

- Yes
- No

33. Is your spouse living with you at your current post or installation?

- Yes GO TO Q35
- No GO TO Q34

34. Is your spouse at a post or installation where transition services are available?

- Yes
- No
- I don't know if transition services are available or not

USE THE SCALE BELOW TO ANSWER QUESTIONS 35 THROUGH 42 ABOUT YOUR FAMILY'S TRANSITION SERVICES.

	A lot of improvement needed	Some improvement needed	Little improvement needed	No improvement needed	Don't know
How much do you feel the Army needs to improve each of the following transition services for your family?					
35. Information on transition services available to your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
36. Kinds of transition services available to your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
37. Number of transition staff available to your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
38. Hours during which services are available to your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
39. Helpfulness of transition staff toward your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
40. Caring and concern of transition staff shown toward your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
41. Time allowed for your family to use offered services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
42. Quality of furnishings and equipment at transition facilities for your family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Please say how much you agree or disagree with the following statements:					
43. Overall, my family is satisfied with the transition services provided by the Army	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
44. At this time, my family is happy that I am leaving the Army	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
45. The Army has treated my family fairly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
46. The Army took care of my family in times of need	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
47. If I had to do it all over again, my family would want me to join the Army	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

60. What is the highest level of education you have completed?

- Some high school, but no diploma or certificate
- GED/High school equivalency
- High school diploma
- Some college
- Bachelor's degree
- Graduate degree

61. After the start of Operation Desert Shield, were you

MARK ALL THAT APPLY.

- deployed to the Middle East (e.g., Saudi Arabia)?
- relocated to CONUS?
- relocated within CONUS?
- relocated to OCONUS (but not to the Middle East)?
- relocated within OCONUS (but not to the Middle East)?
- Does not apply; I was not moved after the start of Operation Desert Shield.

YOUR ARMY EXPERIENCE AND FUTURE PLANS

62. What effect, if any, have your Army experiences had on the development of SPECIFIC JOB KNOWLEDGE, SKILLS, AND ABILITIES that will help you obtain a civilian job?

- Strong positive effect
- Positive effect
- No effect
- Negative effect
- Strong negative effect

63. What effect, if any, have your Army experiences had on the development of PERSONAL CHARACTERISTICS AND ATTITUDES that will help you obtain a civilian job?

- Strong positive effect
- Positive effect
- No effect
- Negative effect
- Strong negative effect

64. If you have a job lined-up, did the Job Assistance Center help you find this job?

- I don't have a job lined-up yet
- No
- Yes

65. After you leave the Army, how many weeks do you plan to collect unemployment insurance?

WEEKS	<input type="checkbox"/>																		
	<input type="checkbox"/>																		

66. What are your plans after you leave the Army?

MARK A RESPONSE FOR EACH ITEM.

	Yes	No	Don't know
Go to school or college	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in a federal job already lined up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in a non-federal job already lined up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Follow-up on several promising job leads	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No promising job leads; continue to look for work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Will take any job to hold me over until I find a better job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Will take a break (at least 3 months)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Will retire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

67. If you met someone who asked your advice about joining the Army, would you recommend he/she:

MARK ONLY ONE ANSWER.

- Enlist in the Army
- Enlist in another military service
- Not enlist in military service

68. Would you like to see your son or daughter, at some point, join the military?

ANSWER EVEN IF YOU DO NOT HAVE CHILDREN OR DO NOT PLAN TO HAVE CHILDREN.

a. YOUR SON:

- Yes
- No

b. YOUR DAUGHTER:

- Yes
- No

69. Would you have joined the Army if there had been only very limited opportunities for overseas travel?

- Yes, I didn't want overseas travel.
- Yes, even though I wanted overseas travel.
- No, overseas travel was a major reason I joined.

70. Please indicate whether you agree or disagree with EACH of the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I intend to join a Reserve or Guard unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am proud to have been a soldier.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In general, I am satisfied with my Army service.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My Army experience -- whether I am satisfied or not -- was a valuable experience for me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If I had to do it again, I would join the Army.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If a good friend of mine asked my advice about joining the Army, I would recommend joining.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
At this time, I am happy to leave the Army.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Army has treated me fairly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Army took care of me in times of need.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall, I am satisfied with the transition services provided by the Army.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

71. IF YOU HAVE ANY COMMENTS YOU WANT TO MAKE, THEN PLEASE WRITE THEM IN THE SPACE BELOW.

PLEASE RETURN YOUR COMPLETED SURVEY FORM TO THE PERSON WHO GAVE YOU THE SURVEY.