Findings from the Survey on Officer Careers -- 1996

Human Resources Research Organization

June T. Jones
U.S. Army Research Institute

United States Army Research Institute for the Behavioral and Social Sciences

August 1999

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Findings from the Survey on Officer Careers--1996

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This report summarizes findings from the 1996 Survey on Officer Careers (SOC). SOC is a continuation of the Longitudinal Research on Officer Careers (LROC) survey research program. The LROC program called for similar surveys to be mailed to a longitudinal sample of company grade officers each year over a number of years. Surveys were administered in 1988, 1989, 1990, and 1992. The SOC was first administered in May of 1996. Samples for SOC included all officers who had responded to any of the LROC surveys and who were still on active duty, as well as a new randomly-drawn cross-sectional sample of officers at all ranks. This report summarizes findings for the new 1996 cross-sectional sample of officers. The SOC continues to provide data on the values, attitudes, family situations, and career experiences of Army officers who are serving in Army Competitive Category branches. SOC results will be used to test models of work, career, family, and personal factors that influence officers' career decisions. The SOC also provides a rich longitudinal database for examining the Army experience from a long-term perspective.
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FOREWORD

In 1987, the Vice Chief of Staff of the Army tasked the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) with continuing the officer research initiated by the U.S. Military Academy in the mid-1980's (Project Proteus). In 1988, ARI substantially revised both the Proteus survey and the sampling plan. This marked the beginning of the Longitudinal Research on Officer Careers (LROC) survey research program. The LROC program called for similar surveys to be mailed to a longitudinal sample of company grade officers (second lieutenant through captain) each year over a number of years. Surveys were administered in 1988, 1989, 1990, and 1992.

In 1995, ARI revised the LROC survey and expanded the sampling plan to include a cross-sectional sample of officers at all ranks (second lieutenant through colonel). The revised survey was renamed Survey on Officer Careers (SOC) and was first fielded in April of 1996. The Army Personnel Survey Office at ARI conducts the SOC biennially. A number of questions in the SOC track to the LROC survey and will allow a trend analysis linked to 1988 as ARI continues this longitudinal project.

The SOC continues to provide data on the values, attitudes, family situations, and career experiences of Army officers who are serving in Army Competitive Category branches. The SOC results are being used to test models of work, career, family, and personal factors that potentially influence officers’ career decisions. The SOC will also provide a rich longitudinal database for examining the Army experience from a long-term perspective.

Findings from the 1996 SOC were distributed in four short topical papers over a one-year period. These papers focused on officers' attitudes at the time of the survey and addressed issues of interest to a variety of Army agencies. This report is a compendium of those papers. Trend analyses comparing LROC and SOC findings will be the subjects of future reports.

EDGAR M. JOHNSON
Director
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Introduction

The U.S. Army Research Institute has been collecting information on officer attitudes on a number of topics and issues of importance to both Army leadership and the officer corps. The effort began with the administration of the Longitudinal Research on Officer Careers (LROC) survey from 1988 to 1992 and continues with the Survey on Officer Careers (SOC). The SOC was fielded for the first time in 1996 and will be conducted on a biennial basis.

The 1996 SOC was mailed to a random sample of officers stratified by rank and source of commission. Minority and female officers were over-sampled to allow the survey results to be compared by both race and gender with a sampling error of ±5% or less. Over 10,000 officers responded to the 1996 SOC. The longitudinal sample comprises approximately 500 officers who responded to at least one of the four versions of the LROC project and also responded to the SOC.

The SOC is a compilation of a large number of the original LROC items and a group of new items, some of which have been used in other Army survey instruments (a copy of the 1996 SOC is at Appendix A). The SOC covers a variety of issues, including leader development, current assignment, Army life, Army life expectations, family matters, and current events. Items found to be useful as composites or scales include: satisfaction with supervision, with peers, with promotions, and with work; tolerance of military demands; civilian vs. Army standard of living; civilian market ease of entry; characteristics of the job; organizational commitment; and retention propensity.

A key goal in analyzing the 1996 SOC data was to ensure that findings from the survey were available in a timely fashion to both policy makers and the officer corps. To that end, four short topical papers were published. These papers focused on officers' attitudes at the time of the survey and addressed issues of interest to a variety of Army agencies. Topics included: (1) officers' career expectations by type of branch assignment, (2) officers' attitudes by commissioning source, (3) officers' intentions to remain in the Army, and (4) differences in officers' attitudes toward the Army among racial and gender groups. These short papers, which addressed selected topics from the survey, were published over a one-year period and were disseminated to Army staff and members of the officer corps by request. The purpose of this Study Report is to offer a compendium of those papers in a published report for a wider audience.

Future plans include trend analyses for a number of the items in the survey, survival analyses (how officers who stay in the Army differ from those who leave), and briefings or reports in response to specific requests of Army leaders. Current reports and briefings will be updated with results from the 1998 SOC and future SOC surveys.

For additional information on the SOC program, contact June Taylor Jones, Survey Statistician, Army Personnel Survey Office, 703-617-7807, jonesj@ari.army.mil.
1. Career Expectations by Type of Branch Assignment

Background: The branches (or career fields) to which Army officers are assigned can be separated into four broad categories—combat arms (CA), combat support (CS), combat service support (CSS), and special branches. Each of the first three categories identifies a group of branches related by their functions on the battlefield.  

Focus: This section of the report focuses on the perceptions of a subset of more than 5,500 company grade officers (second lieutenant through captain). Most of these officers had been in the Army for 10 years or less and were at a stage of their individual careers where they were still making decisions about their future with the military. Analyses will identify whether there were differences in officer career expectations based on type of branch assignment.

Findings: A number of measures were used in analyzing career expectations by type of branch. These measures included the length of time officers would like or desired to serve, the length of time they expected to serve, their current career intent, and other less direct measures of career expectations, including officers’ perceptions of command opportunities, advancement opportunities, and their satisfaction with certain aspects of Army life.

A large majority of company grade officers were not eligible to retire at the time of the survey and may still have been weighing the pros and cons of staying in the Army until retirement. Measures of an officer’s competitiveness for promotion and satisfaction with the Army are also good indirect indicators (or moderators) of career expectations and career intent—that is, officers who are satisfied may be more likely to stay.

Length of Career. SOC respondents were asked to report both how many years they would have liked to have completed by the time they leave the Army and how many years they expected to have completed. Figure 1 depicts, by type of branch, the percent of company grade officers who reported 20 years or more to each of these questions.

There are no differences by type of branch assignment in the percentages of company grade officers who would have liked to serve at least 20 years (ranging from 75% to 77%) and those who expected to serve at least twenty years (ranging from 62% to 63%). However, the majority of these officers, regardless of type of branch, were significantly more likely to indicate that they expected to serve fewer years than they would have liked to. For example, 77% of company grade CA officers would have liked to serve for 20 years or more; however, only 61% expected to serve 20 years or more.

Figure 1. Desired and Expected Career Length

There were no differences among individual branches within CS or CSS. However, there were some variations among

---

1 The special branches include officers who are in the medical, dental, religious, or legal fields.
CA branches. Infantry officers were most likely to desire (80%) and expect (69%) to serve at least until retirement, while Engineer officers were least likely to desire (72%) and expect (55%) to do so.

**Current Career Intent:** There were two additional items on the SOC that dealt directly with career expectations. The first of these items asked the respondents to rate, at the time they completed the survey, whether they were planning or leaning toward an Army career, were undecided, or were planning or leaning toward a civilian career.

There were no differences by type of branch in reporting career plans. About three out of five officers (ranging from 58% to 60%) reported that they were planning or leaning toward a career in the Army (Figure 2).

There were no significant differences among individual CS or CSS branches. Among the CA branches, Infantry officers (64%) were most likely to report they planned an Army career while Air Defense Artillery officers (52%) were least likely to do so.

The second career intent item (Figure 3) asked respondents to rate their individual career intentions on a scale of "1: I plan to stay beyond 20 years," to "6: I will definitely leave upon completion of my obligation." As with the previous career intent item, there were virtually no differences by type of branch with over half (ranging from 54% to 58%) of all company grade officers reporting that they intended to stay until retirement or beyond.

Among the individual CA branches, Infantry officers (63%) were most likely to report that they intended to stay at least until retirement while Engineer officers (47%) were least likely to do so.

![Figure 3. Current Career Intent](image)

**Command Opportunities.** In the Army’s promotion system, having the opportunity to command tends to increase an individual’s competitiveness for promotion and thereby continuation in service. Perceptions of opportunities to command in an individual’s current branch varied significantly by type of branch (Figure 4). Company grade officers in CA branches (59%) were significantly more likely than CS (30%) or CSS (51%) officers to report that opportunities for command in their branches were very good or excellent.

---

2 There are too few respondents from the Special Forces (n=74) and Finance Corps (n=93) to include them in the analyses of individual branches.
Among individual CA branches, Infantry officers (67%) were most likely to report command opportunities were very good or excellent while Aviation officers (48%) were least likely to do so.

Among CS branches, Military Police (64%) were most likely to be positive about their command opportunities while Chemical Corps officers (7%) and Military Intelligence officers (13%) were least likely to be positive.

Among CSS branches, Transportation Corps officers (60%) were most likely to be positive about command opportunities while Adjutant General Corps officers (23%) were least likely to be positive.

Within CS branches, Military Police (65%) were most likely to be positive about advancement opportunities and Chemical Corps (46%) officers were least likely to be positive.

Among CSS branches, Transportation Corps officers (75%) were most likely to be positive and Ordnance officers (61%) were least likely to be positive.

**Figure 4. Command Opportunities**

**Advancement Opportunities.** CSS officers (67%) were significantly more likely than officers in CA (61%) or CS (60%) branches to report that the chances for advancement within their branches were very good or excellent (Figure 5).

Among individual CA branches, Engineer officers (65%) were most likely to report their chances for advancement were very good or excellent while Air Defense Artillery officers (51%) were least likely to do so.

**Figure 5. Advancement Opportunities**

**Satisfaction with the Army.** Another indicator of career expectations is satisfaction with the Army. The SOC contains measures of satisfaction with a variety of facets of Army life including satisfaction with current assignment, life as an Army officer, and career prospects. Figure 6 shows that there were virtually no differences by type of branch for any of these three items. The majority of all officers were satisfied or very satisfied with both their current assignment (ranging from 67% to 72%) and with life as an officer (ranging from 76% to 78%). While there were no differences by type of branch, significantly fewer officers reported satisfaction with career prospects in the Army (ranging from 53% to 57%) than satisfaction with current assignment or for life as an officer.
Within the individual branches there were no differences in satisfaction with current assignment or life as an officer. However, for CA branches and CSS branches there were differences in satisfaction with career prospects.

Within the CA branches, Infantry officers (60%) were most likely to be satisfied with career prospects and Air Defense Artillery officers (47%) were least likely to be satisfied.

Within CSS branches, Adjutant General Corps officers (67%) were most likely to be satisfied with career prospects while Transportation Corps officers (50%) were least likely to be satisfied.

For the remaining items, there were no differences based on type of branch assignment. In summary:

- 76% of all company grade officers would have liked to serve at least 20 years
- 61% were planning or leaning toward an Army career (as opposed to a civilian career)
- 56% planned to stay at least until retirement
- 62% rated their advancement opportunities as very good or excellent
- 70% were satisfied with their current assignment
- 76% were satisfied with life as an officer, and
- 55% were satisfied with their career prospects.

![Figure 6. Satisfaction Levels](image)

**Summary:** Type of current branch assignment does not appear to have an influence on the career expectations of most company grade officers. Only one item resulted in a significant difference by branch type: Company grade officers in CA were significantly more likely than CS or CSS officers to rate their opportunities for command as very good or excellent.
2. Officer Attitudes by Commissioning Source

Background: Army officers are commissioned through several sources including Reserve Officer Training Corps (ROTC) graduates; graduates from the U.S. Military Academy (USMA); Officer Candidate School (OCS), which promotes enlisted soldiers into the officer corps; and direct commissioning for officers entering Army occupations in the professional (doctors, attorneys, etc.), technical (warrant officers), or scientific arenas.

Over the past few years, several studies have focused on the costs of producing officers through the service academies compared to the ROTC or OCS programs. At issue is whether the academies and, to a lesser extent, ROTC scholarship programs are “worth” their relatively high price tags. How long officers stay in the Army and their attitudes and experiences are of interest in this debate.

Many factors, including officers' attitudes and career intentions, are germane to this issue. Attitudes are important to consider, given their relationship to performance and behavior in general. If there are differences in officer attitudes based on their source of commission, what do these differences imply about future performance and behavior?

Focus: This section of the report is based on a subset of approximately 8,000 officers who were commissioned into the Army through ROTC or USMA (officers who received their commission through direct appointment or through Officer Candidate School were not included). Analyses compare attitudes and career intentions by source of commission.

Findings: In rating pre-commissioning military training (Table 1), USMA graduates were most likely—and ROTC non-scholarship officers least likely—to agree that their training prepared them
- for subsequent training at their officer basic course,
- to conduct oral presentations and briefings,
- to write memos and short reports, and
- to be an effective officer.

<table>
<thead>
<tr>
<th>% of Officers Who Agree/Strongly Agree</th>
<th>ROTC-S (scholarship)</th>
<th>ROTC-NS (non-scholarship)</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td>My pre-commissioning military training (USMA, ROTC, OCS) prepared me to...</td>
<td>SE=±1-2%</td>
<td>SE=±1-2%</td>
<td>SE=±1-2%</td>
</tr>
<tr>
<td>• master the requirements of my Branch Basic Course</td>
<td>58%</td>
<td>53%</td>
<td>81%</td>
</tr>
<tr>
<td>• conduct oral presentations and briefings</td>
<td>69%</td>
<td>61%</td>
<td>95%</td>
</tr>
<tr>
<td>• write memos and short reports</td>
<td>55%</td>
<td>45%</td>
<td>89%</td>
</tr>
<tr>
<td>• be an effective officer</td>
<td>78%</td>
<td>73%</td>
<td>95%</td>
</tr>
</tbody>
</table>

1 See Appendix B—Briefing on Officer Attitudes by Commissioning Source.
Table 2 shows that USMA officers were also significantly more likely than their ROTC counterparts to . . .

- be currently assigned to a branch which was their “first choice,”
- be assigned to a Combat Arms (CA) branch,
- want to be assigned to a CA branch, and
- report a close fit between initial expectations and the reality of their branch duties.

The majority of both USMA and ROTC officers . . .

- believed the Army provides the same or better job security than civilian organizations,
- were satisfied or very satisfied with their current job,
- were satisfied with their chances for promotion, and
- believed their opportunities for advancement are excellent or very good.

While the majority of officers responded positively to the job satisfaction items in Table 2, there were significant differences based on commissioning source for two of these items:

- compared to ROTC scholarship graduates, a smaller proportion of non-scholarship graduates were satisfied with their promotion opportunities,
- USMA graduates were least satisfied with their current jobs.

**Career Intent:** The **SOC** contained a number of questions to assess officers’ career intent. In contrast to their more positive responses in Tables 1 and 2, USMA graduates were the least likely (54%) to report that they were planning to stay in the Army until retirement (upper half of Table 3). ROTC non-scholarship graduates were the most likely (75%) to report that they were planning to stay in the Army until retirement, followed by ROTC scholarship graduates (62%). The differences among the three groups are statistically significant.

### Table 2. Officer Attitudes on Selected Survey Items

<table>
<thead>
<tr>
<th>BRANCH SATISFACTION ITEMS</th>
<th>ROTC-S SE=+-2%</th>
<th>ROTC-NS SE=+-2%</th>
<th>USMA SE=+-2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current branch “first” choice</td>
<td>66%</td>
<td>63%</td>
<td>87%</td>
</tr>
<tr>
<td>Currently assigned to combat arms (CA)</td>
<td>50%</td>
<td>50%</td>
<td>80%</td>
</tr>
<tr>
<td>Want to be in CA</td>
<td>53%</td>
<td>55%</td>
<td>78%</td>
</tr>
<tr>
<td>Close fit between expectations and duties</td>
<td>67%</td>
<td>69%</td>
<td>73%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>JOB SATISFACTION ITEMS</th>
<th>ROTC-S SE=+-2%</th>
<th>ROTC-NS SE=+-2%</th>
<th>USMA SE=+-2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same or better job security than civilian</td>
<td>85%</td>
<td>84%</td>
<td>87%</td>
</tr>
<tr>
<td>Satisfied/very satisfied with current job</td>
<td>77%</td>
<td>79%</td>
<td>72%</td>
</tr>
<tr>
<td>Satisfied/very satisfied with promotion opportunities</td>
<td>65%</td>
<td>60%</td>
<td>64%</td>
</tr>
<tr>
<td>Advancement opportunities excellent/very good</td>
<td>61%</td>
<td>57%</td>
<td>59%</td>
</tr>
</tbody>
</table>
Table 3. Current Career Intent for Officers by Source of Commission

<table>
<thead>
<tr>
<th>Survey Items</th>
<th>ROTC-S SE=+-2%</th>
<th>ROTC-NS SE=+-2%</th>
<th>USMA SE=+-2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Which of the following best describes your current career intentions?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plan to stay until retirement or beyond</td>
<td>62%</td>
<td>75%</td>
<td>54%</td>
</tr>
<tr>
<td>Plan to stay beyond my obligation, but am undecided about staying until retirement.</td>
<td>18%</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>Undecided whether I will stay upon completion of my obligation</td>
<td>9%</td>
<td>5%</td>
<td>12%</td>
</tr>
<tr>
<td>Probably or definitely will leave upon completion of my obligation</td>
<td>12%</td>
<td>6%</td>
<td>17%</td>
</tr>
<tr>
<td>Planning/leaning towards an Army career at each of the following seven points in time:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-When I began pre-commissioning training</td>
<td>54%</td>
<td>56%</td>
<td>55%</td>
</tr>
<tr>
<td>2-When I received my commission</td>
<td>68%</td>
<td>74%</td>
<td>63%</td>
</tr>
<tr>
<td>3-After first leadership assignment</td>
<td>68%</td>
<td>75%</td>
<td>63%</td>
</tr>
<tr>
<td>4-After first staff-type assignment</td>
<td>60%</td>
<td>71%</td>
<td>54%</td>
</tr>
<tr>
<td>5-At the end of the Advanced Course</td>
<td>75%</td>
<td>82%</td>
<td>72%</td>
</tr>
<tr>
<td>6-After first company command assignment</td>
<td>86%</td>
<td>88%</td>
<td>84%</td>
</tr>
<tr>
<td>7-Right now</td>
<td>65%</td>
<td>73%</td>
<td>57%</td>
</tr>
</tbody>
</table>

As shown in the lower half of Table 3, the same pattern is apparent when officers were asked to assess their career intentions at various points over time—i.e., ROTC non-scholarship graduates were the most likely and USMA graduates were the least likely to report that they were planning on, or leaning towards, an Army career at six of the seven points of time.

Possible Reasons Why USMA Graduates May Leave Early: Additional analyses indicated that USMA graduates were significantly more likely than ROTC graduates to believe that a career move into the civilian sector would be easy and would have positive benefits, not only in terms of their own individual career prospects and benefits, but also for their families.

Table 4 shows that USMA graduates were most likely to believe that civilian life offers better opportunities in terms of pay, standard of living, overall quality of life, advancement opportunities in one's chosen field, total family income, and spouse/family satisfaction, and that the transition to civilian life would be easy or very easy for them.

In contrast, ROTC non-scholarship graduates were least likely to report that civilian life offers better opportunities and were most likely to report that their spouses supported an Army career and were satisfied with the Army life and the Army's support...
Table 4. Officer Ratings of Career and Family Benefits With Civilian Job

<table>
<thead>
<tr>
<th>Survey Items</th>
<th>ROTC-S SE=+/-2%</th>
<th>ROTC-NS SE=+/-2%</th>
<th>USMA SE=+/-2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage reporting following benefits somewhat or much better in civilian life</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pay</td>
<td>70%</td>
<td>63%</td>
<td>87%</td>
</tr>
<tr>
<td>Overall standard of living</td>
<td>60%</td>
<td>54%</td>
<td>73%</td>
</tr>
<tr>
<td>Overall quality of life</td>
<td>58%</td>
<td>54%</td>
<td>67%</td>
</tr>
<tr>
<td>Opportunities to advance in chosen field</td>
<td>41%</td>
<td>36%</td>
<td>52%</td>
</tr>
<tr>
<td>Percentage believing transition to civilian sector would be easy or very easy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finding a good civilian job right now</td>
<td>53%</td>
<td>44%</td>
<td>68%</td>
</tr>
<tr>
<td>Leaving the Army in the next year</td>
<td>37%</td>
<td>27%</td>
<td>51%</td>
</tr>
<tr>
<td>Percentage reporting that spouse/significant other (SO) is supportive of or satisfied with the Army</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spouse/SO supports an Army career</td>
<td>74%</td>
<td>84%</td>
<td>71%</td>
</tr>
<tr>
<td>Overall, spouse/SO is satisfied with Army life</td>
<td>58%</td>
<td>65%</td>
<td>54%</td>
</tr>
<tr>
<td>Spouse/SO satisfied with Army support for family</td>
<td>44%</td>
<td>50%</td>
<td>44%</td>
</tr>
<tr>
<td>Percentage believing civilian life would have positive impact on family [these are representative, but are not all of the items reviewed]</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total family income better in civilian life</td>
<td>71%</td>
<td>65%</td>
<td>86%</td>
</tr>
<tr>
<td>Employment/educational opportunities better for spouse</td>
<td>55%</td>
<td>54%</td>
<td>59%</td>
</tr>
<tr>
<td>Spouse’s overall satisfaction better in civilian life</td>
<td>64%</td>
<td>58%</td>
<td>69%</td>
</tr>
<tr>
<td>Time for personal/family life better in civilian life</td>
<td>86%</td>
<td>86%</td>
<td>87%</td>
</tr>
<tr>
<td>Better quality of child care/schools/youth facilities in civilian life</td>
<td>41%</td>
<td>42%</td>
<td>48%</td>
</tr>
</tbody>
</table>

for families. They were also least likely to think it would be easy to find a good civilian job.

The majority of all officers believed that time for personal and family life would be better in civilian life.

Summary. There are statistically significant differences in officer commitment to an Army career among the three commissioning sources examined.

USMA officers were most likely to believe a return to civilian life would be easy and beneficial in terms of career opportunities and family life. Conversely, ROTC non-scholarship officers were most likely to report that they planned to stay in the Army to retirement and that their spouse/SO supported an Army career and was satisfied with Army life and the support the Army provides for families.
3. Officers' Intentions to Remain in the Army

Background: An understanding of factors related to officer turnover can help the Army better manage retention, forecast personnel requirements, and maintain necessary staffing levels.

Focus: This section of the report focuses on the perceptions of officers in the ranks of second lieutenant through lieutenant colonel and examines the relationships between selected officer demographics and career intent. Demographic characteristics at the time SOC 1996 was conducted showed that 85% of Army Competitive Category officers were male, 15% were female, 77% were White, 12% were Black, and 5% were Hispanic.

Findings: In the analyses, officers were classified into three groups (Figure 1): those who intended to remain in the Army until retirement or beyond retirement eligibility (68% of officers), those who were undecided about when to leave (22% of officers), and those who indicated they were likely to leave at the end of their current obligation (10% of officers).

There was no difference in the intention to stay in the Army between second and first lieutenants, with about one out of five reporting they intended to leave early and 40% reporting they were undecided (Figure 2). However, as rank increased, the likelihood of reporting an intention to stay in the Army also increased. About two out of three captains and more than nine out of ten majors and lieutenant colonels reported that they intended to stay in the Army long-term.

![Figure 2. Intention to Stay by Rank](image)

Additional analyses were conducted to simultaneously examine the relationship between intention to remain and a range of personal characteristics and career variables. Besides rank, these included: current status (Regular Army or other), years of service completed, current branch type (CA, CS, CSS), command assignment, commissioning source, gender, race, educational attainment, marital status, and presence of young children in the household.
The pattern of being more likely to remain as rank increases (shown in Figure 2 above) did not change significantly when the other personal characteristics and career variables were also included in the same analysis (although the differences among ranks did not remain as large as in the figure above).

Commissioning source was associated with intention to stay. Individuals who received a commission after completing Officer Candidate School were significantly more likely than others to report an intention to remain in the Army (Figure 3). Of officers commissioned through ROTC, those who held an ROTC scholarship were less likely to report intending to stay than officers who did not have a scholarship. Officers who were commissioned through USMA were the least likely to report intending to remain in the Army.

Other features of an officer's educational and parental background also were associated with career intent. Officers who had been enrolled in Junior ROTC in high school were slightly more likely than others to report intending to stay in the Army. A similar finding emerged for officers with an Army parent or guardian. Having attended a military high school, however, was not a significant factor. Overall, officers with master's degrees had a higher propensity to stay than those with higher or lower levels of education (Figure 4).

What factors might account for these differences? Prior military service could be a contributing factor. Persons who had been in Officer Candidate School or in an ROTC program but without a scholarship were more likely than others to have had prior active-duty military experience. The lure of civilian job opportunities also seemed to have an impact. USMA graduates anticipated the least difficulty finding a good civilian job. They also were more likely to indicate that they believed that pay and opportunities to advance in the civilian sector were better than in the military. These differences were found for both male and female USMA graduates, but were more pronounced for male officers.

Differences by race, ethnicity, and gender were also examined and are discussed in detail in Section 4 of this report. Briefly, compared to White and Hispanic officers, Black officers were significantly more likely to report an intent to remain in the Army long-term and male officers were significantly more likely than female officers to report that they intended to remain in the Army long-term.
Summary. Overall, the majority of Army officers (68%) intended to stay in the Army for 20 years or longer. Differences by commissioning source in the intention to remain in the Army showed that OCS officers were most likely and USMA officers were least likely to intend to remain until retirement. (A more thorough investigation of these differences was explored in Section 2 of this report.)

Rank, educational attainment, and perceived civilian job opportunities were also found to be significant factors associated with intent to stay until retirement.

Compared to White and Hispanic officers, Black officers were significantly more likely to report an intent to remain until retirement and male officers were significantly more likely than female officers to report that they intended to stay until retirement.
4. Differences in Attitudes Toward the Army Among Racial and Gender Groups

Background: Attitudes towards and perceptions of the Army were analyzed to determine whether there were differences among White, Black, and Hispanic officers—as well as between male and female officers—in terms of their commitment to and intention to remain in the Army. Understanding such differences can assist policy makers in managing retention and maintaining necessary staffing levels within the officer corps.

Focus: This section of the report focuses on whether there are differences in attitudes and career intent based on race, ethnicity, and/or gender.

Findings: Organizational Commitment. Organizational commitment is assessed by a composite of items asking officers such things as whether they are proud to say they are in the Army, would be reluctant to leave for a civilian job, enjoy the Army community, and would rather be affiliated with the Army than in a civilian job. High scores for the composite indicate high levels of commitment.

There were no statistically significant differences by race or ethnicity in the percentages of officers reporting a high level of commitment to the Army (61% of White and Black officers and 65% of Hispanic officers—Figure 1). However, there was a statistically significant difference between genders with female officers being significantly less likely than male officers to report a high level of commitment to the Army.

Figure 1. Organizational Commitment

Career Intent. Figure 2 shows percentages for each group who reported that they intend to stay in the Army for 20 or more years or until retirement. Relative to White and Hispanic officers, Black officers are significantly more likely to report an intent to remain in the Army. Female officers are significantly less likely than male officers to report an intent remain in the Army.

Figure 2. Propensity to Remain in the Army

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1See Appendix C—Briefing on Differences in Attitudes Toward the Army Among Racial and Gender Groups.
Analysis of Satisfaction with the Army.

Figures 3 through 8 show the percentage of respondents who reported that they were satisfied with their supervisors, promotion opportunities, type of work, co-workers, pay, and family issues (satisfaction with pay was assessed by using officers’ perceptions of how their pay and benefits compared with the civilian sector).

Black officers were significantly more likely than either White or Hispanic officers to report that they were satisfied with their supervisors, promotions, the work they did, pay, and family issues. The only dimension on which Black officers were less satisfied than White officers was satisfaction with co-workers. Hispanic officers, compared to White officers, were more satisfied with pay and family issues; were less satisfied with supervisors and co-workers; and were equally satisfied with promotions and the work they did.

Compared with male officers, female officers were significantly more satisfied with their pay, but were significantly less satisfied with family issues. There were no statistically significant differences between male and female officers’ satisfaction with supervisors, promotions, the work they did, or their co-workers.
Met Between Expectations and Duties. Figure 9 shows the degree of fit officers experienced between their initial expectations and their actual branch duties. Fewer female officers than male officers and fewer Hispanic officers than Black or White officers reported that their duties were a close or very close fit with their initial expectations of their branch duties.

Command Opportunities. Figure 10 depicts officers' perceptions of command opportunities within their branches. About three out of four Black (73%) and White (74%) officers reported that their opportunities for command were good, very good, or excellent compared to Hispanic officers (67%) who were less likely to report good, very good, or excellent command opportunities.

Female officers (72%) were as likely as their male counterparts (73%) to report that their command opportunities were good, very good, or excellent.
Choice of Branch. Figure 11 indicates that White officers (71%) were significantly more likely than Black (58%) or Hispanic (56%) officers to report that their current branch was their first choice. Female officers (60%) were significantly less likely than male officers (71%) to report that their current branch was their first choice.

![Bar chart showing percentage of officers by race and gender](chart)

<table>
<thead>
<tr>
<th>% Who Got Branch of First Choice</th>
<th>BLACK OFFICERS</th>
<th>HISPANIC OFFICERS</th>
<th>WHITE OFFICERS</th>
<th>MALES</th>
<th>FEMALES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SE=+3%</td>
<td>SE=+3%</td>
<td>SE=+1%</td>
<td>SE=+1%</td>
<td>SE=+3%</td>
</tr>
<tr>
<td>58%</td>
<td>56%</td>
<td>71%</td>
<td>71%</td>
<td>60%</td>
<td></td>
</tr>
</tbody>
</table>

Figure 11. Choice of Branch

Gender: Female officers reported significantly lower satisfaction with family issues; slightly lower satisfaction with supervisors, promotions, work, and co-workers; lower feelings of fit between branch expectations and duties; and fewer received their branch of first choice. Female officers' dissatisfaction with these aspects of their Army careers is accompanied by significantly lower commitment and retention propensity.

Summary. Race/Ethnicity: Several differences in the attitudes of racial/ethnic groups were found. Compared to White officers, a higher proportion of Black officers reported that they intended to remain in the Army long-term, although both groups reported a high level of commitment to the organization.

Black officers were more likely than White officers to report their branch was not their first choice and to express dissatisfaction with co-workers. However, Black officers were more likely to report higher satisfaction with supervisors, promotions, the work they did, pay, and family issues.

No significant difference was found between White officers and Hispanic officers in terms of propensity to remain in the Army; however, Hispanic officers were less likely than White officers to be satisfied with
5. Summary and Discussion

**Key Findings.** Type of branch assignment was not related to the career expectations of company grade officers, except that CA officers were significantly more likely than CS or CSS officers to rate their opportunities for command as very good or excellent. And although officers generally perceived a career in the Army as desirable, they were not especially optimistic about their chances of implementing such a career. Officers rated their expected length of career as shorter than their desired length of career and also reported themselves as considerably less satisfied with their career prospects than they were satisfied with their current assignments or their lives as officers.

There also were statistically significant differences among officers by source of commission, racial/ethnic background, and gender with respect to attitudes toward training, branch satisfaction, career intent, organizational commitment, and various aspects of their jobs. For example, USMA graduates rated their pre-commissioning training more highly than did the graduates of the ROTC scholarship program or the ROTC non-scholarship program, and more USMA graduates reported satisfaction with their branches than did graduates of the other two programs. USMA graduates were least likely to report intent to stay in the Army for 20 years or until retirement than were the ROTC scholarship or non-scholarship groups. This lower level of career intent was related to the USMA graduates’ expectations of an easier transition to civilian life and to their perceptions that benefits, career opportunities, and family life would be better in the civilian sector.

Although high levels of organizational commitment did not vary across racial/ethnic (White, Black, Hispanic) groups, Black officers were more likely than White or Hispanic officers to report their intent to stay in the Army for 20 years or until retirement. Female officers, on the other hand, reported both a lower level of organizational commitment and a lower level of career intent than did male officers.

There also were some differences among groups with respect to dimensions of job satisfaction (supervisors, promotions, work itself, co-workers, pay, and family issues), with Black officers indicating greater satisfaction on five of the six dimensions and female officers reporting less satisfaction with family issues and more satisfaction with pay than male officers.

**Implications.** Some of the findings described in this report have implications for Army management. For example, if the lower level of career intent for USMA graduates actually results in more of those officers leaving the Army prematurely, what can the Army do to increase retention of such officers, assuming it wishes to do so? As women officers demonstrated lower levels of career intent, what can be done to increase their retention—again assuming that this is a desirable outcome? Because response patterns for both male and female officers indicated that those holding the most unfavorable views of the Army (e.g., concerning the promotion system and downsizing) were most likely to intend to leave the Army, what can be done to change such attitudes?
APPENDIX A

1996 SURVEY ON OFFICER CAREERS
SURVEY ON OFFICER CAREERS

1996
The Survey on Officer Careers (SOC) continues a research project to track the attitudes and experiences of officers during their careers in the Active Component of the United States Army. The U.S. Army Research Institute (ARI) began this project with the Longitudinal Research on Officer Careers (LROC) Survey which was conducted in 1988, 1989, 1990 and 1992. The SOC gives you an opportunity to provide input into the policy and program decisions impacting all officers. The survey questionnaire covers a wide range of issues related to your job, your career, and the Army. The results will be provided to senior Army leaders for their planning and policy and program decisions. The SOC provides the Army with in-depth coverage of issues and changes in an officer’s career and in the officer corps over time.

Thank you for your support for this survey and your dedication to duty!

PRIVACY ACT STATEMENT

1. Public Law 93-573 (Privacy Act of 1974) requires that you be informed of the purpose and uses to be made of the information collected.

2. The Department of the Army may collect the information requested in this survey under the authority of 10 United States Code 2358. Use of Social Security Numbers is authorized by Executive Order 9397. Providing information in this questionnaire is voluntary. Failure to respond to any specific question will not result in any penalty.

4. The information collected in the survey will be used solely for research purposes. Your Social Security Number (SSN) is requested only for linking data files. In accordance with federal regulations, the survey data will be safeguarded to protect your privacy. After we have used your SSN to create the data files, a new identification code will be created to replace your SSN. The file linking your SSN to the new ID code will be placed in a classified safe at ARI. Only survey statisticians with a documented, approved need will have access to the linking file.

5. After you have completed the survey, please place the questionnaire in the business reply mail envelope provided, seal the envelope, and mail it.

Prepared by:

ARMY PERSONNEL SURVEY OFFICE
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for the Behavioral and Social Sciences
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DSN 767-7801

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**MARKING INSTRUCTIONS**

**GENERAL INSTRUCTIONS**

- Please use a No. 2 pencil.
- Make heavy black marks that fill the circle for your answer.
- Please do not make stray marks of any kind.

**INCORRECT MARKS**

**CORRECT MARK**

**Marking all that apply**

Sometimes you will be asked to "MARK ALL THAT APPLY." When this instruction appears, you may mark more than one answer.

**EXAMPLE:**

Did you participate in the Junior Reserve Officer Training Program (JROTC) during high school?
- No, there was no JROTC program at my high school.
- Yes, I participated in JROTC in high school.

**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 at the left of the grid, then fill in the circles of the grid as shown below.

**EXAMPLE:**

What year did you complete the most recent course/school you identified above?

19

**Selecting only one response**

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

**EXAMPLE:**

For that most recent course/school identified above, would you say you received it . . . MARK ONE.

- too early in your career?
- at about the right time in your career?
- too late in your career?

**Using a common scale for more than one question**

Sometimes you will be asked to "MARK A RESPONSE FOR EACH" to answer a number of different questions.

**EXAMPLE:**

To what extent did the most recent course/school you have completed . . . MARK A RESPONSE FOR EACH.

- prepare you for successful leadership?
- contribute toward your professional development?
- instill Army values?

- prepare you to perform your current duties?
- prepare you to perform your current leader tasks?
- prepare you for your future assignments?
1. Of the training courses/schools listed below, which ONE did you complete most recently? MARK ONE.
   - Officer Basic Course (OBC)
   - Officer Advanced Course (OAC)
   - Combined Arms and Services Staff School (CAS^3)—non-resident
   - Combined Arms and Services Staff School (CAS^3)—resident
   - Command and General Staff Officers Course (CGSC)—non-resident
   - Command and General Staff Officers Course (CGSC)—resident
   - Other Service MEL-4 equivalent—non-resident
   - Other Service MEL-4 equivalent—resident

2. What year did you complete the most recent course/school you identified above?
   [ ] 19 [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ] [ ]

3. For that most recent course/school identified above, would you say you received it . . . MARK ONE.
   - too early in your career?
   - at about the right time in your career?
   - too late in your career?

4. To what extent did the most recent course/school you have completed . . . MARK A RESPONSE FOR EACH.
   - prepare you for successful leadership?
   - contribute toward your professional development?
   - instill Army values?
   - prepare you to perform your current duties?
   - prepare you to perform your current leader tasks?
   - prepare you for your future assignments?
   - prepare you to effectively perform your wartime duties?
   - prepare you to perform multinational contingency missions (such as peace-keeping)?

5. Please indicate your level of agreement with the following statements.
   MARK A RESPONSE FOR EACH.
   - I am confident I will be promoted as high as my ability and interest warrant if I stay in the Army.
   - The Army will protect my benefits and retirement.
   - I am confident I will get the kinds of assignments I need to be competitive for promotions.
   - I am very likely to get assignments that match my skills and interests if I stay in the Army.
   - The officer evaluation/selection system is effective in promoting the best officers.
   - The officer evaluation/selection system rewards officers for integrity and professionalism.
6. Did you participate in the Junior Reserve Officer Training Program (JROTC) during high school?
   ○ No, there was no JROTC program at my high school.
   ○ No, I did not participate in JROTC in high school.
   ○ Yes, I participated in JROTC during the following grades: MARK ALL THAT APPLY.
     ○ 9th grade  ○ 11th grade
     ○ 10th grade  ○ 12th grade

7. If you participated in JROTC in high school, what was the service branch?
   ○ Does not apply; I did not participate in JROTC.
   ○ Army
   ○ Navy
   ○ Air Force
   ○ Marines

8. Did you attend a military high school?
   ○ No
   ○ Yes, I attended during the following grades: MARK ALL THAT APPLY.
     ○ 9th grade  ○ 11th grade
     ○ 10th grade  ○ 12th grade

Please indicate your level of agreement with the following statements.

9. My pre-commissioning military training (USMA, ROTC, OCS) prepared me to . . .
   MARK A RESPONSE FOR EACH.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>
   master the requirements of my Branch
   Basic Course.
   conduct oral presentations and briefings.
   write memos and short reports.
   be an effective officer.

10. When did you begin your active commissioned service in the Army?
   1996

11. What was the source of your commission?
    ○ ROTC scholarship
    ○ ROTC non-scholarship
    ○ USMA
    ○ OCS
    ○ Direct
    ○ Other

12. Upon commissioning from ROTC, were you designated as a DMG (Distinguished Military Graduate)?
    ○ Does not apply; I am not an ROTC graduate.
    ○ Yes
    ○ No

13. How many years of active duty service have you completed (including any enlisted or warrant officer time)?

   NOTE: FOR SINGLE-DIGIT RESPONSES, START WITH "0."

   Years
   Completed

14. How many years of active duty service do you expect to have completed by the time you leave the Army?

   Years
   Expected

15. How many years of active duty service would you like to have completed by the time you leave the Army?

   Years
   Like to

16. When you were first commissioned, how many years was your initial obligation to the Army?

   Initial
   Obligation

17. How many months do you have left in your obligated period of active duty service (including additional obligations incurred from PCS, military training, civilian schooling)?

   ○ I have completed my current obligation.

   Months
   Left
18. Please use the following scale to indicate (to the best of your recollection) how you felt at the time of each event/experience described below.

When I began pre-commissioning training (e.g., USMA, ROTC, OCS), I was . . .
At the time I received my commission, I was . . .
After my first leadership assignment (e.g., platoon leader), I was . . .
After my first staff-type assignment, I was . . .
At the end of the Advanced Course, I was . . .
After my first company command assignment, I was . . .
Right now I am . . .

YOUR BRANCH AND FUNCTIONAL AREA

19. In COLUMN A below, indicate the basic branch in which you were commissioned. MARK ONE.
20. In COLUMN B below, indicate your current branch (not detailed to). MARK ONE.
21. In COLUMN C below, indicate the branch you would like to be in (if you could choose any ONE branch).
22. Are you currently detailed to a branch other than your basic branch?
   ○ Yes—In COLUMN D below, indicate the branch to which you are currently detailed. MARK ONE.
   ○ No—GO TO QUESTION 23 ON PAGE 7.

<table>
<thead>
<tr>
<th>COMBAT ARMS</th>
<th>COL. A</th>
<th>COL. B</th>
<th>COL. C</th>
<th>COL. D</th>
</tr>
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<tbody>
<tr>
<td>11—Infantry (IN)</td>
<td>O</td>
<td>O</td>
<td>O</td>
<td>O</td>
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<td>12—Armor (AR)</td>
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<td>O</td>
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<td>13—Field Artillery (FA)</td>
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<td>14—Air Defense Artillery (AD)</td>
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<td>15—Aviation (AV)</td>
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<td>18—Special Forces (SF)</td>
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<td>21—Corps of Engineers (COE)</td>
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<table>
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<td>35—Military Intelligence (MI)</td>
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<td>74—Chemical Corps (CM)</td>
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<td>42—Adjutant General’s Corps (AG)</td>
<td>O</td>
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<tr>
<td>44—Finance Corps (FC)</td>
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<td>88—Transportation Corps (TC)</td>
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<td>92—Quartermaster Corps (QM)</td>
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<tr>
<td>55—Judge Advocate General’s Corps (JA)</td>
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</tr>
<tr>
<td>56—Chaplain (CH)</td>
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<tr>
<td>60—Medical Corps (MC)</td>
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<td>O</td>
<td>O</td>
<td>O</td>
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<tr>
<td>63—Dental Corps (DC)</td>
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<td>O</td>
</tr>
<tr>
<td>64—Veterinary Corps (VC)</td>
<td>O</td>
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<tr>
<td>65—Army Medical Specialist Corps (AM)</td>
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<tr>
<td>66—Army Nurse Corps (AN)</td>
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</tr>
<tr>
<td>67—Medical Service Corps (MS)</td>
<td>O</td>
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<td>O</td>
<td>O</td>
</tr>
</tbody>
</table>
23. Is your current branch your...
   ○ first choice?
   ○ second choice?
   ○ third choice?
   ○ fourth choice?
   ○ Other

24. How close/far is the fit between your initial expectations versus the reality of your branch duties?
   ○ Very close
   ○ Close
   ○ Borderline
   ○ Far
   ○ Very far

   GO TO QUESTIONS 25–27 IN THE RIGHHAND COLUMN.

25. Do you intend to try to transfer into a different branch?
   ○ No, I am not interested in changing branches.
   ○ No, I cannot get into the branch I want.
   ○ Yes, but I do not expect to get the branch I want.
   ○ Yes, and I do expect to get the branch I want.
   ○ Undecided or don't know

26. How good are the opportunities for advancement in your branch for someone who has had the types of assignments you have had?
   ○ Excellent
   ○ Very good
   ○ Good
   ○ Limited
   ○ Very limited

27. How good are the opportunities for command in your branch?
   ○ Excellent
   ○ Very good
   ○ Good
   ○ Limited
   ○ Very limited

28. In COLUMN A below, indicate the functional area you are now in. MARK ONE.

29. In COLUMN B below, indicate the functional area you would prefer (if you stay in the Army). MARK ONE.

<table>
<thead>
<tr>
<th>COL. A Now</th>
<th>COL. B Prefer</th>
</tr>
</thead>
<tbody>
<tr>
<td>35—Military Intelligence</td>
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<tr>
<td>39—Psychological Operations and Civil Affairs</td>
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<tr>
<td>41—Personnel Programs Management</td>
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<td>45—Comptroller</td>
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<td>46—Public Affairs</td>
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<tr>
<td>47—USMA Permanent Faculty</td>
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</tr>
<tr>
<td>48—Foreign Area Officer</td>
<td>○</td>
</tr>
<tr>
<td>49—Operations Research/Systems Analysis</td>
<td>○</td>
</tr>
<tr>
<td>50—Force Development</td>
<td>○</td>
</tr>
<tr>
<td>51—Research, Development and Acquisition</td>
<td>○</td>
</tr>
<tr>
<td>52—Nuclear Research and Operations</td>
<td>○</td>
</tr>
<tr>
<td>53—Systems Automation Officer</td>
<td>○</td>
</tr>
<tr>
<td>54—Operations, Plans and Training</td>
<td>○</td>
</tr>
<tr>
<td>70—Health Services</td>
<td>○</td>
</tr>
<tr>
<td>71—Laboratory Sciences</td>
<td>○</td>
</tr>
<tr>
<td>72—Preventive Medical Sciences</td>
<td>○</td>
</tr>
<tr>
<td>73—Behavioral Sciences</td>
<td>○</td>
</tr>
<tr>
<td>75—Veterinary Services</td>
<td>○</td>
</tr>
<tr>
<td>90—Logistics</td>
<td>○</td>
</tr>
<tr>
<td>97—Contracting and Industrial Management</td>
<td>○</td>
</tr>
</tbody>
</table>
30. Please use the scale below to evaluate your current supervisor/rater. However, if you are currently in school or training, please evaluate your previous supervisor/rater.

- Recognizing/rewarding subordinates
- Overall leadership effectiveness
- Technical competence

Caring about what happens to his/her soldiers
Interested in what I think and feel about things
In terms of work habits and on-the-job behavior, sets the right example by his/her actions

31. Please use the scale below to evaluate the nature of your current assignment. However, if you are currently in school or training, please evaluate your previous assignment.

- Opportunity to learn/develop skills relevant to your career
- Opportunity to do work that interests you
- Opportunity to exercise initiative/put your ideas into action

32. In COLUMN A below, indicate the command level at which you are currently assigned.
33. In COLUMN B below, indicate which ONE position BEST describes the nature of your current duty assignment.
34. In COLUMN C below, indicate the command level of your previous assignment.
35. In COLUMN D below, indicate which ONE position BEST describes the nature of your previous duty assignment.

<table>
<thead>
<tr>
<th>COL. A</th>
<th>COL. B</th>
<th>COL. C</th>
<th>COL. D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Command Level MARK ONE</td>
<td>Current Assignment MARK ONE</td>
<td>Previous Command Level MARK ONE</td>
<td>Previous Assignment MARK ONE</td>
</tr>
</tbody>
</table>

Company
Battalion
Brigade
Division, Corps. or MACOM
HQDA
Joint
Other Level (Please list on page 19.)

Platoon Leader (or equivalent)
Executive Officer (XO)
Commander
S-, G- or J-1 Personnel
S-, G- or J-2 Intelligence
S-, G- or J-3 Operations
S-, G- or J-4 Logistics
Other Staff Officer

Special Branch Position (e.g., Doctor, Chaplain)
Instructor/Trainer
Military Training/School
In Civilian School
Other (Please list on page 19.)
36. How many **hours per week** (on average) do you usually work in your current assignment?

- [ ] 0
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5
- [ ] 6
- [ ] 7
- [ ] 8
- [ ] 9
- [ ] 10

**Hours Per Week**

37. How many **hours per week** (on average) would you **like to work** on your job?

- [ ] 0
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5
- [ ] 6
- [ ] 7
- [ ] 8
- [ ] 9
- [ ] 10

**Hours**

**Like to**

38. Under normal circumstances, what is the **highest number of hours** that you might be asked to work in a week on your job?

- [ ] 0
- [ ] 1
- [ ] 2
- [ ] 3
- [ ] 4
- [ ] 5
- [ ] 6
- [ ] 7
- [ ] 8
- [ ] 9
- [ ] 10

**Highest No. of Hrs.**

39. How common is it for the number of hours you work per week to vary on this job?

- [ ] Very common
- [ ] Somewhat common
- [ ] Hard to say
- [ ] Somewhat uncommon
- [ ] Very uncommon

**Please complete the next five questions with the response that is most true for you.**

40. Most important to my personal pride is . . .

- [ ] my service to the Army and the U.S. as a soldier.
- [ ] my technical/professional skills.

41. When I think of myself as a professional, I compare myself most often with . . .

- [ ] Army leaders whom I know and respect.
- [ ] those who are respected in my technical/career field, whether or not they are in the Army.

42. The kind of work I enjoy most is available . . .

- [ ] only in the military.
- [ ] primarily in the military.
- [ ] equally in the military and civilian world.
- [ ] primarily in the civilian world.
- [ ] only in the civilian world.

43. Is there affordable, decent housing available at your current location—either on or off post? **MARK ALL THAT APPLY.**

- [ ] Yes, on post
- [ ] Yes, off post
- [ ] No

44. If affordable, decent housing were available both on post and off post, I would generally prefer to live . . .

- [ ] on post.
- [ ] off post.

45. Given the nature of the work in your current assignment, how often do the following occur?

- [ ] Routines vary at a moment's notice
- [ ] You are able to risk doing things differently
- [ ] Changes occur gradually
- [ ] Precise instructions for most tasks are provided
- [ ] Decisions that you make must have novel approaches
- [ ] You are able to influence changes in policies and procedures
- [ ] You are able to make decisions independently

**Not at all**

**All the time**

46. How satisfied are you with . . .

**MARK A RESPONSE FOR EACH.**

- [ ] Very dissatisfied
- [ ] Dissatisfied
- [ ] Neither satisfied nor dissatisfied
- [ ] Satisfied
- [ ] Very satisfied

**your current assignment?**

**the quality of supervision you receive in your current assignment?**

**the kinds of assignments you have had?**

**the quality of information you have received about Army career options?**

**opportunities for informal contacts with superiors/senior officers?**

**your current compensation (pay, allowances, benefits, etc.)?**

**the respect and recognition given to officers in your career field?**

**social relations with peers?**

**your current job?**

**your career prospects in the Army?**

**your chances of being promoted?**

**the selection rates for promotion to the next higher rank?**

**the amount of time it takes to be selected for promotion to the next higher rank?**
47. Please indicate to what extent you would describe yourself as "A PERSON WHO . . ." MARK A RESPONSE FOR EACH.

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>has original ideas.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>masters all details painstakingly.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>never acts without proper authority.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>copes with several new ideas at the same time.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>conforms.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>is methodical and systematic.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>proliferates ideas.</td>
<td></td>
<td></td>
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<tr>
<td>is thorough.</td>
<td></td>
<td></td>
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<tr>
<td>is stimulating.</td>
<td></td>
<td></td>
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<tr>
<td>fits readily into &quot;the system.&quot;</td>
<td></td>
<td></td>
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<tr>
<td>is prudent when dealing with authority.</td>
<td></td>
<td></td>
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<tr>
<td>has fresh perspectives on old problems.</td>
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<td></td>
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<tr>
<td>enjoys detailed work.</td>
<td></td>
<td></td>
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<tr>
<td>motivates subordinates.</td>
<td></td>
<td></td>
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<tr>
<td>is flexible.</td>
<td></td>
<td></td>
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<tr>
<td>is easily adaptable.</td>
<td></td>
<td></td>
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<tr>
<td>copes well with uncertainty.</td>
<td></td>
<td></td>
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<tr>
<td>demonstrates Army values.</td>
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</tbody>
</table>

48. While serving at your current rank, how often have you been faced with problems that require unique solutions?

<table>
<thead>
<tr>
<th>Not at all</th>
<th>All of the time</th>
</tr>
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<tbody>
<tr>
<td>○</td>
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</tbody>
</table>

49. In your capacity as an officer, have you ever been asked or pressured by a superior to do something you consider unethical?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td></td>
</tr>
</tbody>
</table>

50. While serving at your current rank, have you ever been asked or pressured by a superior to do something you consider unethical?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td></td>
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</tbody>
</table>

51. Do you feel that unethical behavior is a problem in the Army Officer Corps?

<table>
<thead>
<tr>
<th>Not at all</th>
<th>Small problem</th>
<th>Moderate problem</th>
<th>Serious problem</th>
<th>Very serious problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
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</tr>
</tbody>
</table>

52. To what extent have the Army values taught in Army leadership courses been put into practice by the superiors in your chain of command?

<table>
<thead>
<tr>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Slight extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

53. Have you been treated any differently in your job or career because of your race or ethnic background?

<table>
<thead>
<tr>
<th>Yes, more positively</th>
<th>Yes, more negatively</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

54. Have you been treated any differently in your job or career because of your sex (gender)?

<table>
<thead>
<tr>
<th>Yes, more positively</th>
<th>Yes, more negatively</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

55. What are the primary sources of any uncertainty you have right now about what you could expect from an Army career? MARK ALL THAT APPLY.

<table>
<thead>
<tr>
<th>My lack of experience in the Army</th>
<th>My career goals are unclear</th>
<th>Inconsistent or unclear selection criteria for officers</th>
<th>Changes in Army manpower needs</th>
<th>Impending Congressional action (budgets, RIFs, etc.)</th>
<th>I don't have any uncertainty</th>
<th>Other (Please list on page 19.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
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</tr>
</tbody>
</table>

56. How easy or difficult will it be for you to adapt to the increasing high-tech demands of the future Army?

<table>
<thead>
<tr>
<th>Does not apply; I am retiring or leaving the Army soon.</th>
<th>Does not apply; my job will not become increasingly high-tech.</th>
<th>Very easy</th>
<th>Easy</th>
<th>Neither easy nor difficult</th>
<th>Difficult</th>
<th>Very difficult</th>
</tr>
</thead>
<tbody>
<tr>
<td>○</td>
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</tbody>
</table>

1996 SOC – 10
57. Please use the following scale to indicate your level of agreement with the following statements. MARK A RESPONSE FOR EACH.

- Civilians are more likely to share my values and beliefs than other officers.
- An Army career would allow/allows me to attain the standard of living I want for myself/my family.
- One of the things I value most about the Army is the sense of community or camaraderie I feel.
- An Army career would does create a lot of conflict between my work and my family life.
- I would rather be affiliated with the Army than any civilian organization I know of.
- An Army career would allow/allows me to maintain the kind of balance I want between my work and personal life.
- Even if I had an offer of a bit more pay from a civilian organization, I would be reluctant to leave the Army.
- I would discourage a close friend from joining the Army.
- The demands of an Army career would does make it difficult to have the kind of family life I would like.
- I can count on Army people to help out when needed.
- I frequently feel like leaving the Army.
- I am quite proud to tell people that I am in the Army.
- I feel I am really a part of the Army organization.
- For me, a rewarding career can compensate for limited personal/family time.
- I can get ahead in the Army doing the kinds of work I like best.
- An Army career would allow/allows me to provide my family with the opportunities and experiences I think are most important.

58. Please use the scale below to indicate your overall level of satisfaction with the following aspects of Army life at the present time.

- How satisfied are you with . . . MARK A RESPONSE FOR EACH.
  - personal and family life?
  - life as an officer?
  - support received from branch assignment officer(s)?
  - time available to pursue personal life goals?
  - relationships with superior/senior officers?
  - relationships with peers?
  - relationships with subordinates?
59. Please use the scale below to indicate the importance of these factors to your career decision.

MARK A RESPONSE FOR EACH.

Unimportant (not a factor at all)          Important
Somewhat Important
Very important
Extremely important

1. Pay
2. Retirement benefits
3. Benefits other than retirement (e.g., medical, PX)
4. Assistance for civilian graduate education
5. Overall standard of living in the Army
6. Opportunities to advance in your chosen field
7. Opportunities for job satisfaction
8. Quality of co-workers
9. Your feelings about the organization mission/goals
10. Working hours/schedule
11. Employment/educational opportunities for spouse
12. Spouse's overall satisfaction
13. Quality of child care/schools/youth facilities
14. Time for personal/family life
15. Length of maternity/paternity leave available
16. Overall quality of life in military
17. Level of integrity in the organization
18. Level of professionalism in the organization
19. Personal freedom
20. Job security
21. Total family income
22. Civilian job alternatives available to you

TOP 3 FACTORS: In responding to the next 3 questions (60, 61, and 62), please select the three factors from 1–22 in Question 59 above that are most critical to your own decision about staying in or leaving the Army.

Please select only one response for each of the following questions.

60. Fill in the circle with the item number of the first most important factor. MARK ONLY ONE.
   1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22

61. Fill in the circle with the item number of the second most important factor. MARK ONLY ONE.
   1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22

62. Fill in the circle with the item number of the third most important factor. MARK ONLY ONE.
   1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22

CIVILIAN ALTERNATIVES

63. Please use the scale below to indicate how you perceive conditions in the military compared with conditions in a civilian job you could realistically expect to get. MARK A RESPONSE FOR EACH.

Don't know
Much better in civilian life
Somewhat better in civilian life
About the same
Somewhat better in Army
Much better in Army

1. Pay
2. Retirement benefits
3. Benefits other than retirement
4. Assistance for civilian graduate education
5. Overall standard of living
6. Opportunities to advance in your chosen field
7. Opportunities for job satisfaction
8. Quality of co-workers
9. Your feelings about the organization mission/goals
10. Working hours/schedule
11. Employment/educational opportunities for spouse
12. Spouse's overall satisfaction
13. Quality of child care/schools/youth facilities
14. Time for personal/family life
15. Length of maternity/paternity leave available
16. Overall quality of life
17. Level of integrity in the organization
18. Level of professionalism in the organization
19. Personal freedom
20. Job security
21. Total family income
ARMY LIFE EXPECTATIONS

64. If you were to stay in the Army, to what extent would you expect to . . .
MARK A RESPONSE FOR EACH.

much less than I like
Less than I like
About right for me
More than I like
much more than I like

PARTICIPATE IN FIELD EXERCISES AND/OR
combat training?
work in your functional area?
work in your branch?

65. How many weeks would you expect to spend away from home in a typical year (including TDY, field exercises, training, alerts, etc.)?
IF LESS THAN 10, START WITH "0."

weeks
away

66. How many unaccompanied tours (6 months or more) would you expect to have over the course of a 20-year career in the Army?

67. In most Army assignments, how much flexibility would you have in your daily schedule to adjust your hours or take time off for personal or family reasons?

- Almost no flexibility
- A little flexibility
- Some flexibility
- A lot of flexibility
- Almost total flexibility

68. In most Army assignments, how much control would you typically have over the timing (i.e., length and when you leave) of trips or assignments that would take you away from home?

- Almost no control
- A little control
- Some control
- A lot of control
- Almost total control

69. How often are personal or family plans (vacations, family outings, special dinners, etc.) likely to be disrupted by job demands/Army requirements?

- Very seldom
- Occasionally
- About half the time
- Frequently
- Almost always

Now, please use the scale below to indicate how willing or reluctant you are to accept the conditions/requirements you expect in an Army career.

70. How do you feel about . . .
MARK A RESPONSE FOR EACH.

very willing to accept
somewhat willing to accept
mixed feelings or neutral
somewhat reluctant to accept
very reluctant to accept

the number of weeks per year you would typically spend away from home?
the number of unaccompanied tours you would probably have over the course of a career?
the amount of flexibility you would have to adjust your schedule or take time off for personal or family reasons?
the amount of control you would have over the timing of trips/assignments that would take you away from home?
the frequency with which personal or family plans would be disrupted by job demands/Army requirements?
the average length of time you would stay in one location before a PCS?
the number of PCS moves over the course of your career?

71. How difficult do you think it would be for you to find a good civilian job right now, considering both your own qualifications and current labor market conditions?

- Very difficult
- Difficult
- Not particularly difficult or easy
- Easy
- Very easy

72. How difficult would it be for you to leave the Army in the next year or so, given your current personal or family situation?

- Very difficult
- Difficult
- Not particularly difficult or easy
- Easy
- Very easy
73. How difficult would it be for you financially to be unemployed for 2 or 3 months if you needed time to find a new job?
   - Very difficult
   - Difficult
   - Not particularly difficult or easy
   - Easy
   - Very easy

74. How competitive for schools and promotions would you be if you were to be evaluated right now, taking the nature of your assignments—as well as your performance—into account?
   - I'd have a strong advantage.
   - I'd have an advantage.
   - No advantage or disadvantage
   - I'd be at a disadvantage.
   - I'd be at a strong disadvantage.

75. Have the reductions in the size of the Army made you more or less interested in staying in the Army now than you were a year ago?
   - Much more interested
   - More interested
   - About the same
   - Less interested
   - Much less interested
   - Undecided

76. How does the Army's involvement in multinational contingency missions (e.g., peace-keeping) affect your career intentions?
   - I intend to stay longer.
   - I intend to leave sooner.
   - No change in my career intentions
   - Not sure

77. Do the recent changes in the Officer Professional Development System (OPDS) make you more or less interested in staying in the Army than you were a year ago?
   - No basis to judge: I have not heard about or do not know enough about the OPDS changes.
   - Much more interested
   - More interested
   - About the same
   - Less interested
   - Much less interested
   - Undecided

78. If the Army has to continue with a drawdown, to what extent do you think each of the following programs should be used to meet end-strength requirements? MARK A RESPONSE FOR EACH.

   - Voluntary Separation Incentive/ Special Separation Bonus Programs (VSI/SSB) [used as an alternative to a RIF]
   - Voluntary Early Release/Retirement Program (VERRP)
   - Reduction-in-Force (RIF)
   - Selective Early Retirement Board (SERB)
   - Promotion slowdown
   - Promotion selection rate reduction

79. All in all, how satisfied are you with your job?
   - Very satisfied
   - Satisfied
   - Neither satisfied nor dissatisfied
   - Dissatisfied
   - Very dissatisfied

80. All in all, how satisfied are you with your career prospects in the Army?
   - Very satisfied
   - Satisfied
   - Neither satisfied nor dissatisfied
   - Dissatisfied
   - Very dissatisfied

81. How would you rate your current level of morale?
   - Very high
   - High
   - Moderate
   - Low
   - Very low

82. At the present time, what level of strain, conflict, or stress—if any—are you experiencing . . .
   - None
   - Very low
   - Low
   - Moderate
   - High
   - Very high

   - in your job?
   - in your personal life?
   - in your family life?
83. In general, how well has your family adjusted to the demands of being an "Army family"? MARK ONE.
- Does not apply; I am not married and do not have dependent children.

<table>
<thead>
<tr>
<th>Extremely Well</th>
<th>Neither</th>
<th>Extremely Badly</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td></td>
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</tr>
</tbody>
</table>

84. How satisfied are you with the support and concern the Army has for your family?
- Does not apply; I am not married and do not have dependent children.
- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

85. What is your current marital status? MARK ONE.
- Married
- Legally separated or filing for divorce
- Single, never married
- Single, engaged to be married
- Divorced
- Widowed

86. Are you now engaged or significantly involved in a relationship with someone? In other words, is there an important girlfriend/boyfriend in your life right now?
- Does not apply; I am currently married
- Yes
- No

GO TO QUESTION 100 ON PAGE 16.

87. Where is your spouse currently living?
- Does not apply; I am single, divorced or widowed.
- With me at my current CONUS location
- With me at my current OCONUS location
- Not with me and within the 48 continental U.S.
- Not with me and outside the 48 continental U.S.

88. Is your spouse/boyfriend currently serving on active duty in the U.S. Armed Forces?
- No
- Yes, on active duty in the Army
- Yes, on active duty with another U.S. service

89. Is your civilian spouse/boyfriend currently working in a civilian job (including a job with the U.S. Army/Department of Defense)? MARK ONE.
- Does not apply; my spouse/boyfriend is on active duty.
- Yes, full-time
- Yes, part-time
- No, but is currently looking for work
- No, not looking for work but would like to work
- No, does not want to work now

90. How supportive is your spouse/boyfriend of your making a career of the Army?
- Very supportive
- Fairly supportive
- Mixed or neutral
- Fairly unsupportive
- Very unsupportive

91. When your spouse/boyfriend was growing up, did he/she have a parent/guardian who was career active duty military?
- Yes
- No
- Don't know

92. Has your spouse/boyfriend ever served in the military?
- No
- Yes, and left before we decided to get married
- Yes, and left after we were married/engaged
- Yes, and is still in, but intending to get out
- Yes, and is still in, but undecided about staying
- Yes, and is still in, and intending to stay

93. What is the highest level of education your spouse/boyfriend has completed?
- Less than high school degree
- High school degree, GED, or equivalent
- Some college, no degree
- Graduate of 2-year college or technical school
- Graduate of 4-year college
- Some graduate school courses, no degree
- Masters degree
- Doctorate or professional degree, such as MD, DDS, or JD
94. Does your spouse/girlfriend/boyfriend plan to get additional education/training? MARK ONE.
- No
- Yes, currently in school/training
- Yes, planning additional education/training

95. How difficult do you think it would be for your spouse/girlfriend/boyfriend to get the kind of jobs/career opportunities he/she wants if you decide to make the Army a career?
- Does not apply; my spouse/girlfriend/boyfriend is not interested in a paid job.
- Does not apply; I have already decided to make the Army a career.
- Very difficult
- Difficult
- Not especially difficult or easy
- Easy
- Very easy
- Don’t know

96. How difficult do you think it would be for your spouse/girlfriend/boyfriend to get the kind of jobs/career opportunities he/she wants if you left the Army at your next opportunity?
- Does not apply; my spouse/girlfriend/boyfriend is not interested in a paid job.
- Very difficult
- Difficult
- Not especially difficult or easy
- Easy
- Very easy
- Don’t know

97. Would you leave the Army if your spouse/girlfriend/boyfriend could not find the type of employment he/she wants?
- Definitely yes
- Probably yes
- Probably no
- Definitely no
- Don’t know

98. Overall, how satisfied is your spouse/girlfriend/boyfriend with the Army as a way of life?
- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

99. How satisfied is your spouse/girlfriend/boyfriend with the support and concern the Army has for your family?
- Does not apply; I do not have a family.
- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

100. As a result of world events in the late 1980s and thus far in the 1990s and with the decreasing size of the Army, please indicate the likelihood that the following may occur: MARK A RESPONSE FOR EACH.

- Very unlikely
- Unlikely
- Neither likely nor unlikely
- Likely
- Very likely

You will work more hours than you do now.
You will be able to stay in the Army and get promoted on or ahead of schedule.
You will be able to stay in the Army beyond your current obligation.
You will be allowed to serve until eligible for retirement from the Army.
The best field grade officers will stay in the Army.
The best company grade officers will stay in the Army.
The best Sr. NCOs will stay in the Army.
The best Jr. NCOs will stay in the Army.
The best junior enlisted soldiers will stay in the Army.
You will be involuntarily released from the Army.

101. If further/additional troop reductions are made, how likely is it that the reductions will result in the following: MARK A RESPONSE FOR EACH.

- Readiness will suffer.
- Morale will suffer.
- Your family will suffer.
- You will suffer.

102. In the past, the Army has been called upon to deploy troops to certain regions of the world in response to urgent international situations. Did you personally deploy/relocate to any of the following locations during the time periods indicated? MARK ALL THAT APPLY.
- Grenada (October 1983–November 1983)
- Panama (December 1989–January 1990)
- Southwest Asia (August 1990–April 1991)
- Somalia (December 1992–March 1994)
- Macedonia (July 1993–present)
- Haiti (September 1994–present)
- Bosnia (December 1995–present)
- Does not apply; I have not been deployed to any of these.
103. What is your current rank?
○ 2LT
○ 1LT
○ CPT
○ MAJ
○ LTC
○ COL

104. In what year were you born?
1 9 9 6

105. When you were growing up, did you have a parent/guardian who was career active duty military?
○ Yes
○ No

106. Are you male or female?
○ Male
○ Female

107. How many dependent children do you have (for whom you provide over half of their support)?
○ None
○ 1
○ 2
○ 3 or more

108. How many of your dependent children are now living with you?
○ Does not apply; I have no dependent children.
○ None
○ 1
○ 2
○ 3 or more

109. How old is your youngest dependent child?
○ Does not apply; I have no dependent children.
○ Under 2 years old
○ 2–4
○ 5–11
○ 12–17
○ 18 or over

110. Are you or your spouse currently expecting a child (i.e., next 9 months)?
○ Yes
○ No

111. Are you of Hispanic/Spanish origin or ancestry?
○ No
○ Yes, Mexican, Mexican American, Chicano
○ Yes, Puerto Rican
○ Yes, Cuban
○ Yes, other Hispanic/Spanish

112. What is your racial background?
○ American Indian, Eskimo or Aleut
○ Asian or Pacific Islander
○ Black
○ White
○ Other (Please list on page 19.)

113. What is the highest level of education you have completed?
○ Some college
○ Bachelor’s degree
○ Some graduate school credits
○ Master’s degree or equivalent
○ Doctorate or professional degree, such as MD, DDS, or JD

114. What was/were your major field(s) of study? Include completed undergraduate and graduate degrees. MARK ALL THAT APPLY.
○ Does not apply; I did not receive a degree.
○ Biological Sciences
○ Business/Finance/Public Administration
○ Computer Sciences/Statistics
○ Engineering/Applied Sciences
○ Humanities
○ Law
○ Medical/Dental
○ Nursing
○ Physical Sciences/Math
○ Social Sciences/Education
○ Other (Please list on page 19.)

115. How close/far is the fit between your college major(s) and your branch duties?
○ Very close
○ Close
○ Borderline
○ Far
○ Very far

116. What is your current status?
○ RA (Regular Army)
○ OTRA (Other Than Regular Army)
○ Other (Please list on page 19.)
117. Which of the following best describes your current career intentions?
- I plan to stay in the Army beyond 20 years.
- I plan to stay in the Army until retirement (e.g., 20 years or sooner).
- I plan to stay in the Army beyond my obligation, but am undecided about staying until retirement.
- I am undecided whether I will stay in the Army upon completion of my obligation.
- I will probably leave the Army upon completion of my obligation.
- I will definitely leave the Army upon completion of my obligation.

118. To which major command, agency, or field operating agency are you assigned?
- US Army Europe and Seventh Army (USAREUR)
- US Army Pacific (USARPAC)
- 8th US Army, Korea (USA
- US Army South (USARSO)
- US Army Materiel Command (AMC)
- Military Traffic Management Command (MTMC)
- US Army Criminal Investigation Command (CIDC)
- US Army Forces Command (FORSCOM)
- US Army Training and Doctrine Command (TRADOC)
- US Army Medical Command (MEDCOM)
- US Army Information Systems Command (USAISC)
- US Army Military District of Washington (MDW)
- Secretary of Defense or Joint Activity (JCS, DIA, and Other Defense Agencies)
- US Army Intelligence and Security Command (INSCOM)
- US Military Academy (USMA)
- US Army Recruiting Command (USAREC)
- US Army Corps of Engineers (COE)
- US Army Special Operations Command (USASOC)
- US Army Space and Strategic Defense Command (SSDC)
- Army Staff or Field Operating Agencies
- Other (Please list on page 19.)

119. Please print your Social Security Number in the boxes below; then fill in the circle with the matching number.

[Note: Use of Social Security Numbers is authorized by Executive Order 9397. Only persons involved in collecting or preparing the information for analysis will have access to completed questionnaires. Only group statistics will be reported.]

THANK YOU FOR YOUR TIME
AND COOPERATION!
If you would like to make any comments on the topics of this survey or any other Army topics of concern to you and your family members, please write them in the space below.

If applicable, please indicate the question number to which your comment is related.
APPENDIX B

BRIEFING CHARTS FOR

OFFICER ATTITUDES BY
COMMISSIONING SOURCE
From the 1996 Survey on Officer Careers

COMPARISON OF OFFICER ATTITUDES BY SOURCE OF COMMISSION

Prepared by:
U.S. Army Research Institute
Army Personnel Survey Office
5001 Eisenhower Avenue
Alexandria, VA 22333-5600
(703) 617-7801
DSN 767-7801
BACKGROUND

PURPOSE.....
Collect survey data on officer careers that addresses key issues and informs policy-makers

Data from the 1996 Survey on Officer Careers (SOC)
BACKGROUND

⇒ Project Athena (1976-1980)
   Studied impact of women in USMA

⇒ Project Proteus (1980-1987)
   Career development for 1980 class
   Focused on career commitment and pre-commissioning training

⇒ Longitudinal Research on Officer Careers (LROC) Survey
PRODUCTS

⇒ BRIEFINGS OF RESULTS

⇒ TOPICAL REPORTS

--Newsletter format
--Minimal technical detail
--Focus on policy issues
--Responsive to stakeholders
PRODUCTS

Topical Reports Now Available

★ Officer Attitudes by Commissioning Source

★ Career Expectations by Type of Branch Assignment

★ Analysis of Differences in Attitudes Toward the Army Among Racial and Gender Groups

★ Analysis of Officers Intentions to Remain with the Army
PRODUCTS

Future Reports Will Include:

★ Relationships between Officers’ Attitudes and Attrition Behaviors by Source of Commission

★ Analyses of the Effects of OPTEMPO and the Drawdown on Officers’ Attitudes

★ Analysis of Factors Differentiating Officers Who Leave the Army

★ Officer Attitudes and Experiences by Race and Gender Over Time
1996 SURVEY ON OFFICER CAREERS

- More than 10,000 officers responded
- Issues Addressed
  -- Satisfaction--Peers, Supervisor, Work
  -- Army vs. Civilian Life
  -- Influences on Career Decisions
  -- Retention Propensity
  -- Self-Assessments
  -- Current Events (e.g., downsizing)
FOCUS OF BRIEFING

Commissioning Source

USMA

ROTC Non-Scholarship

Do officers' attitudes differ significantly, based on their commissioning source?

ROTC Scholarship

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute
PRE-COMMISSIONING TRAINING

ROTC Non-scholarship officers are least likely ...

USMA officers are most likely ...

to report that pre-commissioning training prepared them to handle selected aspects of their duties as an officer

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute
## PRE-COMMISSIONING TRAINING

<table>
<thead>
<tr>
<th>My pre-commissioning military training prepared me to:</th>
<th>ROTC Non-Scholarship</th>
<th>ROTC Scholarship</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SE = +/-2%</td>
<td>SE = +/-2%</td>
<td>SE = +/-2%</td>
</tr>
<tr>
<td>be an effective officer</td>
<td>73%</td>
<td>78%</td>
<td>95%</td>
</tr>
<tr>
<td>conduct oral presentations and briefings</td>
<td>61%</td>
<td>69%</td>
<td>95%</td>
</tr>
<tr>
<td>master the requirements of my branch basic course</td>
<td>53%</td>
<td>58%</td>
<td>81%</td>
</tr>
<tr>
<td>write memos and short reports</td>
<td>45%</td>
<td>55%</td>
<td>89%</td>
</tr>
</tbody>
</table>

PERCENT OF OFFICERS WHO AGREE/STRONGLY AGREE

Data from the 1996 Survey on Officer Careers (SOC)  
Army Personnel Survey Office  
U.S. Army Research Institute  
16 Feb 98
USMA officers are most likely to ...

- have received their branch of "first choice"
- indicate a close fit between expectations and branch duties
- be in and want to be in Combat Arms
## SATISFACTION WITH BRANCH

<table>
<thead>
<tr>
<th></th>
<th>ROTC Non-Scholarship</th>
<th>ROTC Scholarship</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Is your current branch your first choice?</strong></td>
<td>SE = +/-2%</td>
<td>SE = +/-2%</td>
<td>SE = +/-2%</td>
</tr>
<tr>
<td><strong>Indicate your current branch (Combat Arms)</strong></td>
<td>63%</td>
<td>66%</td>
<td>87%</td>
</tr>
<tr>
<td><strong>Indicate the branch you would like to be in (Combat Arms)</strong></td>
<td>50%</td>
<td>50%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>How close is the fit between your initial expectations versus the reality of your branch duties? (Very close/close)</strong></td>
<td>55%</td>
<td>53%</td>
<td>78%</td>
</tr>
<tr>
<td></td>
<td>69%</td>
<td>67%</td>
<td>73%</td>
</tr>
</tbody>
</table>

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
ROTC officers are most likely to ...

- be satisfied/very satisfied with their current jobs
- be satisfied/very satisfied with their career
- report a higher level of morale
# JOB - CAREER - MORALE

<table>
<thead>
<tr>
<th></th>
<th>ROTC Non-Scholarship</th>
<th>ROTC Scholarship</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very satisfied/satisfied with job</td>
<td>SE = +/-2%</td>
<td>SE = +/-2%</td>
<td>SE = +/-2%</td>
</tr>
<tr>
<td></td>
<td>79%</td>
<td>77%</td>
<td>72%</td>
</tr>
<tr>
<td>Very satisfied/satisfied with career prospects</td>
<td>65%</td>
<td>62%</td>
<td>56%</td>
</tr>
<tr>
<td>Very high/high current level of morale</td>
<td>54%</td>
<td>50%</td>
<td>45%</td>
</tr>
</tbody>
</table>

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
CAREER INTENTIONS

- USMA officers are least likely ...

- ROTC Non-Scholarship officers are most likely ...

to report an intent to stay in the Army until retirement both now and at various times over their careers

Data from the 1996 Survey on Officer Careers (SOC)
Army Personnel Survey Office
U.S. Army Research Institute
### CAREER INTENTIONS

<table>
<thead>
<tr>
<th>Planning/leaning towards an Army career when commissioned</th>
<th>ROTC Non-Scholarship</th>
<th>ROTC Scholarship</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE = +/-2%</td>
<td>74%</td>
<td>68%</td>
<td>63%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planning/leaning towards an Army career after first staff assignment</th>
<th>ROTC Non-Scholarship</th>
<th>ROTC Scholarship</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE = +/-2%</td>
<td>71%</td>
<td>60%</td>
<td>54%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Planning/leaning towards an Army career at the end of the Advanced Course</th>
<th>ROTC Non-Scholarship</th>
<th>ROTC Scholarship</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE = +/-2%</td>
<td>82%</td>
<td>75%</td>
<td>72%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Currently planning to stay until retirement or beyond</th>
<th>ROTC Non-Scholarship</th>
<th>ROTC Scholarship</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td>SE = +/-2%</td>
<td>75%</td>
<td>62%</td>
<td>54%</td>
</tr>
</tbody>
</table>

Data from the 1996 Survey on Officer Careers (SOC)
CIVILIAN VS MILITARY LIFE

→ USMA officers are most likely ...

→ ROTC Non-Scholarship officers are least likely ...

to rate aspects of civilian life more highly than military life, and to believe transition to civilian life would be easy/very easy

Data from the 1996 Survey on Officer Careers (SOC) Army Personnel Survey Office U.S. Army Research Institute

16 Feb 98
### CIVILIAN VS MILITARY LIFE

<table>
<thead>
<tr>
<th></th>
<th>ROTC Non-Scholarship</th>
<th>ROTC Scholarship</th>
<th>USMA</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SE = +/-2%</td>
<td>SE = +/-2%</td>
<td>SE = +/-2%</td>
</tr>
<tr>
<td><strong>Much better/somewhat better in civilian life</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total family income</td>
<td>65%</td>
<td>71%</td>
<td>86%</td>
</tr>
<tr>
<td>Pay</td>
<td>63%</td>
<td>70%</td>
<td>87%</td>
</tr>
<tr>
<td>Overall standard of living</td>
<td>54%</td>
<td>60%</td>
<td>73%</td>
</tr>
<tr>
<td>Spouse's overall satisfaction</td>
<td>65%</td>
<td>58%</td>
<td>54%</td>
</tr>
<tr>
<td>Overall quality of life</td>
<td>54%</td>
<td>58%</td>
<td>67%</td>
</tr>
<tr>
<td>Opportunities to advance in your chosen field</td>
<td>36%</td>
<td>41%</td>
<td>52%</td>
</tr>
<tr>
<td><strong>Very easy/easy to do the following:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Find a new job</td>
<td>44%</td>
<td>53%</td>
<td>68%</td>
</tr>
<tr>
<td>Leave Army in the next year</td>
<td>27%</td>
<td>37%</td>
<td>51%</td>
</tr>
</tbody>
</table>
THERE ARE ATTITUDBINAL DIFFERENCES AMONG OFFICERS BASED ON COMMISSIONING SOURCE

USMA officers are most likely to report ...

- pre-commissioning training is effective
- they are satisfied with their branch
- things would be better in civilian life
- transition to civilian life would be easy/very easy
SUMMARY

THERE ARE ATTITUINAL DIFFERENCES AMONG OFFICERS BASED ON COMMISSIONING SOURCE

ROTC officers are more likely to report …

- satisfaction with their jobs
- satisfaction with their careers
- high or very high level of morale
- they intend to stay to retirement

Data from the 1996 Survey on Officer Careers (SOC)
Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
Are the findings from the 1996 SOC different from previous surveys?

Is there a difference in the actual rate of attrition by commissioning source?

Has downsizing had a differential impact?
APPENDIX C

BRIEFING CHARTS FOR

DIFFERENCES IN ATTITUDES TOWARD THE ARMY AMONG RACIAL AND GENDER GROUPS
COMPARISON OF OFFICER ATTITUDES BY RACIAL AND GENDER GROUPS

Prepared by:
U.S. Army Research Institute
Army Personnel Survey Office
5001 Eisenhower Avenue
Alexandria, VA 22333-5600
(703) 617-7801
DSN 767-7801
BACKGROUND

PURPOSE.....

Collect survey data on officer careers that addresses key issues and informs policy-makers

Data from the 1996 Survey on Officer Careers (SOC)
Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
BACKGROUND

→ Project Athena (1976-1980)
  Studied impact of women in USMA

→ Project Proteus (1980-1987)
  Focused on career issues and career commitment for USMA classes 1980-1984

→ Longitudinal Research on Officer Careers (LROC) Survey
PRODUCTS

⇒ BRIEFINGS OF RESULTS

⇒ TOPICAL REPORTS
  -- Newsletter format
  -- Minimal technical detail
  -- Focus on policy issues
  -- Responsive to stakeholders
PRODUCTS

Topical Reports Now Available

- Officer Attitudes by Commissioning Source
- Career Expectations by Type of Branch Assignment
- Analysis of Differences in Attitudes Toward the Army Among Racial and Gender Groups
- Analysis of Officers Intentions to Remain with the Army

Data from the 1996 Survey on Officer Careers (SOC)

U.S. Army Research Institute

16 Feb 98
PRODUCTS

Future Reports Will Include:

★ Relationships between Officers' Attitudes and Attrition Behaviors by Source of Commission

★ Analyses of the Effects of OPTEMPO and the Drawdown on Officers’ Attitudes

★ Analysis of Factors Differentiating Officers Who Leave the Army

★ Officer Attitudes and Experiences by Race and Gender Over Time

Data from the 1996 Survey on Officer Careers (SOC)
FOCUS OF SURVEY

1996 SURVEY ON OFFICER CAREERS

More than 10,000 officers responded

Issues Addressed

- Satisfaction—Peers, Supervisor, Work
- Army vs. Civilian Life
- Influences on Career Decisions
- Retention Propensity
- Self-Assessments
- Current Events (e.g. downsizing)
Are there differences in the attitudes of officers, based on racial/ethnic background or gender?
ORGANIZATIONAL COMMITMENT

3 OUT OF 5 OFFICERS (REGARDLESS OF RACE) REPORT BEING HIGHLY COMMITTED TO THE ARMY

MALE OFFICERS ARE SIGNIFICANTLY MORE LIKELY THAN FEMALES TO REPORT BEING HIGHLY COMMITTED

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute
BLACK OFFICERS AND MALE OFFICERS ARE MOST LIKELY TO REPORT THEY WILL STAY UNTIL RETIREMENT
CAREER INTENT

Percent reporting they will stay until retirement or beyond

68% 74% 67% 70% 56%

SE= +/- 1% SE= +/- 3% SE= +/- 5% SE= +/- 1% SE= +/- 3%
WHITES BLACKS HISPANIICS MALES FEMALES

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
Satisfaction with Army Life

Black Officers are ...

Most likely to be satisfied with

---The work itself (76%)
---Family issues (58%)
---PROMOTIONS (47%)
---Pay (46%)

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
SATISFACTION WITH ARMY LIFE

WHITE OFFICERS ARE ...

MOST LIKELY TO BE SATISFIED WITH
--COWORKERS  (70%)

AND LEAST LIKELY TO BE SATISFIED WITH
--PAY  (31%)

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
Satisfaction with Army Life

Male officers are more likely to be satisfied with

--Family Issues (41%)

Female officers are more likely to be satisfied with

--Pay (44%)

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
# SATISFACTION WITH ARMY LIFE

<table>
<thead>
<tr>
<th>Satisfaction with...</th>
<th>Whites</th>
<th>Blacks</th>
<th>Hispanics</th>
<th>Males</th>
<th>Females</th>
</tr>
</thead>
<tbody>
<tr>
<td>COWORKERS</td>
<td>70%</td>
<td>64%</td>
<td>62%</td>
<td>69%</td>
<td>67%</td>
</tr>
<tr>
<td>WORK ITSELF</td>
<td>68%</td>
<td>76%</td>
<td>67%</td>
<td>69%</td>
<td>66%</td>
</tr>
<tr>
<td>SUPERVISORS</td>
<td>64%</td>
<td>70%</td>
<td>60%</td>
<td>64%</td>
<td>60%</td>
</tr>
<tr>
<td>PROMOTIONS</td>
<td>39%</td>
<td>47%</td>
<td>39%</td>
<td>40%</td>
<td>38%</td>
</tr>
<tr>
<td>FAMILY ISSUES</td>
<td>38%</td>
<td>58%</td>
<td>43%</td>
<td>41%</td>
<td>35%</td>
</tr>
<tr>
<td>PAY</td>
<td>31%</td>
<td>46%</td>
<td>40%</td>
<td>33%</td>
<td>44%</td>
</tr>
</tbody>
</table>

Red indicates a significant difference from one other group (both are in red) or both other groups.

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

15
16 Feb 98
EXPECTATIONS AND REALITY

HISPANIC OFFICERS AND FEMALE OFFICERS ARE LEAST LIKELY TO REPORT A CLOSE/VERY CLOSE FIT BETWEEN INITIAL EXPECTATIONS AND ACTUAL BRANCH DUTIES

Data from the 1996 Survey on Officer Careers (SOC)  Army Personnel Survey Office  U.S. Army Research Institute  16 Feb 98
EXPECTATIONS AND REALITY

How close/far is the fit between your initial expectations versus the reality of your branch duties?

70% 72% 61% 71% 64%

SE=+/1% WHITES SE=+/-3% BLACKS SE=+/-5% HISPANICS SE=+/-1% MALES SE=+/-3% FEMALES

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
WITH THE EXCEPTION OF HISPANIC OFFICERS, OVER 7 OUT OF 10 OFFICERS RATE COMMAND OPPORTUNITIES AS GOOD/VERY GOOD/EXCELLENT

THE MAJORITY OF ALL OFFICERS (REGARDLESS OF RACE/GENDER) BELIEVE ADVANCEMENT OPPORTUNITIES ARE GOOD/VERY GOOD/EXCELLENT
COMMAND OPPORTUNITIES

How good are the opportunities for command in your branch?

- Whites: 73%
- Blacks: 74%
- Hispanics: 67%
- Males: 73%
- Females: 72%

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
How good are the opportunities for advancement in your branch for someone who has had the types of assignments you have had?

Data from the 1996 Survey on Officer Careers (SOC)
WHITE OFFICERS AND MALE OFFICERS ARE MOST LIKELY TO REPORT THEIR CURRENT BRANCH WAS THEIR FIRST CHOICE.
CURRENT BRANCH WAS FIRST CHOICE

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

16 Feb 98
SUMMARY

THE MAJORITY OF ALL OFFICERS (REGARDLESS OF RACE OR GENDER)

--ARE SATISFIED WITH SUPERVISORS

--BELIEVE ADVANCEMENT OPPORTUNITIES IN THEIR BRANCH ARE GOOD/VERY GOOD/EXCELLENT

Data from the 1996 Survey on Officer Careers (SOC)
SUMMARY

BLACK OFFICERS ARE MOST LIKELY TO...

--BE SATISFIED WITH...

THEIR WORK
FAMILY ISSUES
PROMOTIONS
PAY

--STAY UNTIL RETIREMENT

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

24
16 Feb 96
SUMMARY

WHITE OFFICERS ARE MOST LIKELY TO...

--BE SATISFIED WITH CO-WORKERS

--BE IN THEIR BRANCH OF "FIRST CHOICE"

Data from the 1996 Survey on Officer Careers (SOC)

Army Personnel Survey Office
U.S. Army Research Institute

25
16 Feb 98
SUMMARY

HISPANIC OFFICERS ARE LEAST LIKELY TO...

--BELIEVE COMMAND OPPORTUNITIES IN THEIR BRANCH ARE GOOD/VERY GOOD/EXCELLENT

--REPORT A CLOSE/VERY CLOSE FIT BETWEEN THEIR EXPECTATIONS AND ACTUAL BRANCH DUTIES

Data from the 1996 Survey on Officer Careers (SOC) Army Personnel Survey Office U.S. Army Research Institute
SUMMARY

MALE OFFICERS ARE MORE LIKELY THAN FEMALE OFFICERS TO...

--BE IN THEIR BRANCH OF FIRST CHOICE
--REPORT A CLOSE/VERY CLOSE FIT BETWEEN EXPECTATIONS AND ACTUAL BRANCH DUTIES
--BE SATISFIED WITH FAMILY ISSUES
--BE COMMITTED TO THE ARMY
--STAY UNTIL RETIREMENT

Data from the 1996 Survey on Officer Careers (SOC)
SUMMARY

FEMALE OFFICERS ARE MORE LIKELY THAN MALE OFFICERS TO

--BE SATISFIED WITH PAY