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THE RELATIONSHIP OF SATISFIERS--DISSATISFIERS IN A MILITARY UNI--ETC(U)
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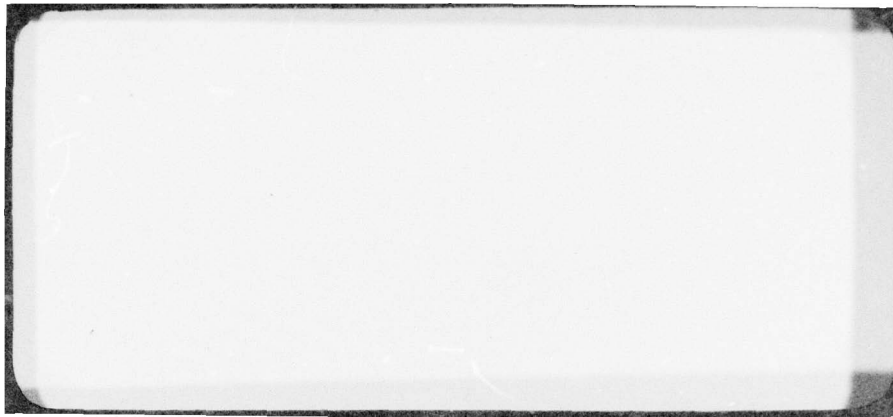
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IN A MILITARY UNIT TO RE-ENLISTMENT.

BY

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ABSTRACT

The Career Attitude Survey was administered to 240 first term airmen and 160 in their second or greater terms. By comparing these two groups it was hoped that the basis for reenlistment might be further illuminated. Only about one third of the first termers will reenlist so this group could conservatively be considered the deenlistment sample.

A discriminant analysis showed that the two samples could be successfully separated at the .001 level. Number of children, intention to reenlist, Air Force should be more military, decision influenced wife, friends pleased with decision, luck not basis for advancement, were among twenty major variables discriminating in favor of reenlistment. This study confirmed earlier studies indicating that the best single predictor of reenlistment is to "ask them". Only eleven of the first term were classified with the second term and eighteen of the second term were found matching the first term more closely. These misclassifications although minimal could be associated with recent second term reenlistments and first termers who do intend to reenlist.

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THE RELATIONSHIP OF SATISFIERS-DISSATISFIERS IN
A MILITARY UNIT TO RE-ENLISTMENT

John A. Belt &
Gerald S. Parrott

Despite the grave misgivings of many civilian and military planners, it seems virtually certain that the United States is now on the threshold of creating an all volunteer military force. While the inevitability of this new military posture reflects political reality more than it does practical considerations, there can be little doubt as to the wide spread dissatisfaction with the draft as a means of maintaining U.S. defenses. Various public opinion polls repeatedly have shown a consensus for abolishing peace time conscription. The newly franchised young, faced with the vicissitudes of the draft, oppose it, and so do their parents. Across the political spectrum, liberals, moderates, and conservatives all agree that it is in the national self interest to end forced conscription. It is one of the few national issues upon which people such as William F. Buckley, John Kenneth Galbraith, Barry Goldwater and George McGovern find themselves in agreement. Although ideological reasons for the support differ markedly, the solidarity on the issue is so genuine that it is highly doubtful that Congress will extend the draft past the July '73 termination date. In the light of this rare political unanimity, President Nixon's recent reaffirmation of his earlier commitment to end the draft in 1973 should not have been unexpected.

In the 1968 presidential campaign Richard Nixon strongly pledged himself to an early end to the draft. In 1971, however, he was required to return to Congress and request a two year extension. The extra time was necessary, he

explained, in order to make the changes necessary for the successful transition to an all volunteer force. And some changes have been made, especially in the Army and Navy. Regulations pertaining to personal appearance, especially hair length and beards, have been relaxed. Improvements have been made in the physical facilities of the barracks, offering more comfort and privacy to the men. And most visibly, substantial pay raises have been enacted which have mitigated some of the more blatant inequities in the lower ranks of the service. While all of these changes were certainly necessary and long overdue, they hardly seem sufficient, in themselves, to dispel the doubt that President Nixon candidly expressed when he requested the 1971 extension. At that time he admitted "Nobody knows precisely when we can end conscription." Even the most optimistic authorities fear that the recent innovations represent too little accomplished too late.

And yet, despite the imminence of the transition and the accompanying problems, the few changes which have been implemented are at best only superficial. While the reforms have been exiguous, the rhetoric has been prolific. Unfortunately, much of it has centered on the difficulties, if not the impossibilities, of the proposed transition and too little has been concerned with the more important issue of how these difficulties may be overcome.

Considering the exigencies involved, perhaps this preoccupation is understandable. Nevertheless, the military must come to grips with the question of where the volunteers will come from when the pressure of the draft is no longer present. In the Air Force, a service which has always been manned by volunteers, it is estimated that only 40% of its volunteers are "true"

volunteers, the other 60% enlisting because of the threat of conscription.¹ While this does not mean that the Air Force's strength will be cut by more than half when conscription ends, it does mean that when the draft is removed the most potent motive for enlistment will be gone.

A harbinger of future Air Force recruiting difficulties appeared when the draft law was allowed to lapse in June of 1971. During that time category I enlistments (the highest mental category) fell 50% and even then the Air fell short by almost 2,000 enlistees.²

A recent survey of 172 base NCO Career Advisors revealed that the majority of them felt that men currently re-enlisting as well as those entering the Air Force were not of the same caliber as those men leaving the service.³

This drain of skilled manpower is evident in both the Air Force and the other services as well. At the AFA's 25th Anniversary Convention, Dr. Curtis W. Tarr, Director of the Selective Service System, observed that for all of the services the number of category I and II people entering military service had dropped between 1970 and 71.⁴ The percentage for the Air Force fell from 43% to 36% and this was regarded to be of critical significance.

At the same convention, Lt. Gen. Robert J. Dixon, the Air Force's Personnel Chief, noted that the percentage of new Air Force enlistees who have completed high school decreased from 96% a few years ago to only 84% in 1971.⁵

The conclusion is inescapable. The quality of the first term enlistees is declining, and probably more critical in the long run, the quality of the re-enlistees will also decline if this trend continues. The prospect for an

all volunteer Air Force composed of men possessing only marginal abilities is ominous.

The recruiting picture for the future is even more bleak when one compares the projected changes in the military in the 1980's to the motivations for volunteering for military service. A 1964 NORC survey of enlisted volunteers revealed that their motivations to enlist could be grouped under four categories (1) personal (travel, adventure, etc.); (2) patriotic (to serve one's country); (3) draft-motivated (to insure branch of service, speciality, etc.); and (4) self-advancement (receive specialized training, further education, make military a career, etc.).⁶

Obviously, those motivated by the draft, the largest percentage, will no longer be available. The motivation to enlist for personal reasons will also lessen as the military's role is reduced and forces are redeployed from foreign bases to the continental U.S. The prospect for an adventurous life, the opportunity for overseas duty, and foreign travel will greatly diminish. The British experience in the constriction and redeployment of forces to home bases and the ensuing pallor of a military career should serve as an example. Patriotic motivations, the least powerful of the attractions of military service, will likely also suffer if the present anti-militarism among the young continues. Even if the hostility toward the military is replaced by apathy, as will probably occur, patriotism will serve as an even less important magnet to military service. Also, the break up of the threat of "monolithic communism", the improving relations with both China and Russia, and the success of arms limitation agreements will all make patriotism a less potent motivator. It is only the fourth motivator, self-advancement, that will

continue to exert an important attraction for volunteering. But the efficacy of this source of motivation is suspect, since it has, (and will continue to) operated in a differential fashion. The military as an avenue to self improvement is seen as desirable in relation to the lack of opportunity available in the civilian world. Thus, this motivation will largely operate to attract the uneducated, the underprivileged, the unskilled, and the unemployed. While this may be socially desirable, it will not fulfill the quality manpower requirements of an all volunteer force.

Faced with these serious recruiting problems, it is imperative that the services develop persuasive, aggressive, and effective recruiting programs. The success reported by the Army at last year's Inter-University Seminar is encouraging in this regard. By increasing the absolute number of recruiters, by establishing new stations, and by paying attention to the type of recruiters employed (those who will attract volunteers) they increased the number of "true" volunteers from about 500 a month to 3-4,000 a month.

Perhaps, the most obvious answer to the recruitment dilemma is to convince a significant portion of those enlisted to choose the military as a career, or at least to re-enlist for more than one term. If the all volunteer force concept is to be viable, the high turnover figures must be reduced to more acceptable levels. Civilian businessmen express concern bordering on astonishment with the 20% annual turnover among enlisted men and 15% officer replacement necessary in the Air Force today.⁷ This turnover situation is particularly acute in the highly technical services such as the Air Force where large portions of the resources are spent training new individuals to fill slots left open by those who leave after one or two terms.

One of the task forces associated with the AFOSR-72-2001 has been concerned with human resource accounting. Although the figures are only tentative it appears that the cost of developing a new second lieutenant approaches \$5,000 for an OTS graduate and tops \$66,000 for one who has completed the Air Force Academy. For enlisted men the costs are approximately \$1,500 for basic training and another \$250 per week for their technical school training. Thus, even for enlisted personnel the cost of training is \$10,000 for an airman sent to a 30 week tech school. In addition the costs associated with upgrading the man's skill level for the next several years must be added. When these figures are multiplied by the 100,000 men or so the Air Force requires yearly to maintain its current defense posture, and considering the fact that 82% of first-term airmen attend a technical school, it is readily apparent that the Air Force spends billions of dollars on the process of turning a civilian into an airman. It is also apparent that a substantial amount of money could be saved if more trained personnel would re-enlist.

Because retention of trained personnel is a continuing problem in the Air Force, and since it is certain to become an even more pressing problem as the all-volunteer service develops, this seemed an appropriate time to investigate why some men re-enlist and others terminate their military careers after a single tour of duty.

First, an instrument had to be developed to measure areas of satisfaction and dissatisfaction with military life and to show how these factors affect the re-enlistment decision. It was decided that the men to be tested were in the best position to determine which topics were relevant to such a survey. And

since men completing a tour of duty were assumed to be more immediately concerned with this subject, (i.e. they were faced with the re-enlistment decision) interviews were arranged with those persons scheduled for official re-enlistment interviews during the Spring of 1972.

A total of 43 men - 14 officers and 29 enlisted men were individually interviewed approximately one week prior to their official interview. They were asked about military life, its satisfactory and non-satisfactory aspects, and how these factors affected their re-enlistment decision. From the information gained in the interviews, a Career Attitude Survey questionnaire was constructed. The questionnaire contained 49 closed-end questions and 5 open-ended questions. In addition, a few items from earlier tests were included to serve as a check on the validity of the instrument.⁸⁻⁹ The questionnaire was first administered to 60 men on a trial basis. Several items were subsequently revised for clarity. Following the pilot testing, the final instrument was administered to 537 men, and 133 officers and 404 enlisted men, in the Operations, Maintenance and Communications squadrons of the 381st Strategic Missile Wing. The testing took place during July and August of 1972.

Answers to the open-minded questions (nos. 49,51,52,53 in Table I) were coded accordingly to the most frequently appearing categories. All data was keypunched and computer analyzed. The first analysis was a simple frequency distribution (in percentages) of the responses to each question. For purposes of comparison, the data was divided into officers and enlisted men, the further subdivided into those serving their first term and those with more than one term of service. The complete results of this analysis appears in Table I.

It was hypothesized that the decision to re-enlist would be related to the number of perceived occupational options available in civilian life. A correlation was computed between item #48 (re-enlistment decision) and #54 (number of expected civilian job opportunities). The resulting r of .44 supported the hypothesis, i.e., the more civilian occupations considered obtainable, the less the tendency to make an affirmative re-enlistment decision. This tendency is much stronger among those with more than one term of service ($r=.59$) than for first termers ($r=.36$).

Another area of interest examined was the point in time at which career decisions were made. The data revealed that these decisions depend largely on whether the individual is an officer or an enlisted man and whether or not he had a positive career intention. It was found, for instance, that first term enlisted men tend to make this decision quite early. For those who responded to the question, 41% had decided before the end of their first year. Interestingly, the pre-survey interviews revealed that the vast majority of those who make an early negative decision do so during basic training, often within the first week. Enlisted men who do re-enlist do not make this decision until much later, usually during the last year of their first term. Officers on the whole take longer to decide about re-enlistment. First term officers are similar to first term enlisted men in making an early decision. Although the decision is made early, it is more likely to be made during the second or third years. Those officers with positive career interests, like their enlisted counterparts, tend to make the decisions quite late, most likely at the end of their first term of service. Thus, it was found that on this item (and on several other items as well) there is a greater similarity

between the first term personnel (whether enlisted men or officers) than between officers as a group or enlisted men as a group.

At this point in the analysis it was decided to concentrate on the enlisted men. This decision was dictated by the time constraints for this report and because the data showed that the first term enlisted man represents a much greater retention problem than does any other group. Item #48 in Table I shows that twice as many (74.3%) first term enlisted men indicated negative re-enlistment decisions than did first term officers (37.9%). Also, several studies have already examined the career motivations of A.F. officers.¹⁰⁻¹¹ while little research attention has been focused on the enlisted man.

A Step Wise Discriminant Function Analysis was performed to determine the variables which would discriminate between the two groups of enlisted men (first term vs. more than one term). The results of this analysis are shown in Table 2. The Discriminant Function Analysis further involves the classification of each respondent into one of the pre-selected groups (first term or more than one term). A two by two matrix was generated to display the number of observations classified into each group. The matrix is shown in Table 3.

Finally, a factor analysis was performed on the first term enlisted men's data. Several factors were generated and two of them were identified as representing dissatisfaction and satisfaction, respectively. On the basis of the dissatisfaction factor, major irritants were found to be barracks life, harassment, pay, job satisfaction, a feeling of alienation from civilian society and the performance evaluation report. Areas of satisfaction were

duty station, educational opportunities, personal pride and job classification (not content).

Analysis of the data from the Career Attitude Survey points out some of the specific irritants in military life and sheds light on changes that may need to be implemented in order to retain quality personnel in the Air Force.

From the information gained in the analyses and preliminary interviews, several conclusions and/or recommendations can be offered.

One of the major irritants cited on the survey dealt with the regimental conditions of life in military barracks. A good deal of resentment was expressed over the lack of relative privacy and the repression of individuality experienced under barracks conditions. Unannounced inspections and visitors were other complaints registered by barracks residents.

It is difficult, if not impossible to convince individuals living in base quarters that their homes should be used as goldfish bowls for base staff and visitors. The men resent the fact that regimentation is required of them by superiors who do not have to subscribe to that same regimentation.

Quarters should be "off limits" to unannounced visitors and inspections should be limited to those necessary for conservation of government resources. A more acceptable concept of barracks life was offered in a statement by one of the survey respondents: "If anyone enters another man's room, he should do so as a guest, not as a judge."

Another major complaint of military life was the excessive presence of "Mickey Mouse". This term is a rather nebulous bit of vernacular which was extensively used to explain certain military customs, traditions or policies which the men feel are petty, unnecessary, and often abused for a superior's personal gratification. In the survey, numerous examples of "Mickey Mouse" were offered, ranging from endless saluting to shining one's shoes before standing inspection in the rain and mud to creasing one's fatigues before beginning physical labor.

Frequent inspections and alerts were often cited as examples of "Mickey Mouse". Realistically, however, such routines may be necessary to maintain the combat ready stature of the Air Force, but it is difficult to convince individuals that this is the case when the frequency of inspections would seem to indicate that they are being held for the purpose of harassment rather than of necessity. Meaningless and archaic customs are, in the long run, dysfunctional, for the men tend to view them as devices used by superiors to re-emphasize the enlisted man's subordinate position.

Another commonly expressed negative factor in the re-enlistment decision was the low salary levels. Many men feel that their opportunities for economic advancement are so limited in the service that re-enlistment would serve as an economic hardship, compared to the opportunities available on the outside. Initial low salary levels create such negative feelings about the military as a career opportunity that even when attractive re-enlistment bonuses are offered as an added incentive they are many times viewed with disdain. The common use of the word "bribe" as a synonym for bonus would seem to illustrate this ossification of attitudes.

Following the recommendations of the Gates Commission certain adjustments already have been made in the area of salary levels. But some kind of parity between military and civilian pay will have to be achieved in order to induce young men to join or remain in the Air Force. Inequities in pay between the enlisted and officer ranks also were delineated by the Gates Commission. For example, between 1948 and 1965, the average basic pay for an enlisted man with less than two years service increased only one third the amount received by his peers with more than two years of service. Likewise, lower ranking officers received only one tenth of the raises received by their supervisors.

Another factor cited as a source of major concern was alienation from civilian life. First termers in particular expressed the feeling that civilians tend to prejudge them because of their association with the military. Since servicemen must function in a variety of roles, for example, airman, citizen, church member, it is difficult for them to keep these roles compatible; especially when that military role is criticized by their civilian peers.

Elimination of dissatisfiers such as low pay, restrictive barracks' regulations, and strict personal appearance codes, as well as a general reduction in the level of "Mickey Mouse" duties will certainly enhance the desirability of the Air Force as a career.

There is every reason to believe, however, that while these cosmetic changes are a necessary prerequisite to an all volunteer force, they are not in themselves sufficient inducement to retain trained personnel or to

recruit new volunteers. It is a mistake to think that the removal of dissatisfiers will automatically lead to satisfaction. The absence of dissatisfaction is not satisfaction; it is more likely apathy.

Once these changes are in effect it will be necessary to focus attention on the more fundamental issue of job satisfaction. Although these changes may not be accomplished smoothly at first, they will provide an excellent opportunity for a sweeping reappraisal and redesign of military work. The reduction in forces will inevitably lead to a restructuring of jobs in the military. In effect, the military will be afforded the change to make observations about itself and to design its work loads for greater efficiency and job satisfaction.

A reduction in forces will mean that individuals will have more to do. Job enlargement alone is an important step forward in increasing satisfaction with military life. But extra work alone is not enough. It must be coupled with sufficient challenge, diversity and responsibility in order to make a military career meaningful and rewarding to volunteers. This will be absolutely essential if the Air Force is to continue to enlist and retain the highest caliber of men and women.

TABLE I: RESPONSES TO CAREER ATTITUDE SERVEY
FOR ENLISTED MEN AND OFFICERS

QUESTION	ENLISTED		OFFICERS	
	First Term	All Others	First Term	All Others
1. What is your marital status?				
a. Married	57.1%	92.5%	71.6%	90.5%
b. Single	38.3%	5.0%	23.9%	9.5%
c. Engaged	3.3%	0.0%	1.8%	0.0%
d. Separated	0.0%	1.9%	0.0%	0.0%
e. Divorced	1.3%	0.6%	2.7%	0.0%
2. Marital status at time of enlistment?				
a. Married	22.1%	17.5%	48.6%	19.0%
b. Single	73.3%	80.6%	46.8%	81.0%
c. Engaged	4.2%	1.3%	4.6%	0.0%
d. Separated	0.0%	0.0%	0.0%	0.0%
e. Divorced	0.4%	0.6%	0.0%	0.0%
3. Has being in the Air Force affected your marriage plans?				
a. No effect	74.4%	85.5%	85.0%	90.5%
b. Delayed your marriage	13.0%	5.0%	7.5%	9.5%
c. Hastened your marriage	11.8%	9.5%	7.5%	0.0%
4. How many children do you have?				
a. None	76.3%	21.9%	64.2%	38.1%
b. One	19.6%	21.9%	26.6%	23.8%
c. Two	3.3%	18.7%	8.3%	14.3%
d. Three or more	.8%	37.5%	.9%	23.8%
5. Do you live on base or off base?				
a. On base	30.0%	26.3%	8.3%	40.0%
b. Off base	70.0%	73.7%	91.7%	60.0%
6. Would you prefer to live on or off base?				
a. On base	4.1%	16.2%	6.4%	42.9%
b. Off base	92.1%	71.9%	87.2%	42.9%
c. It makes no difference	3.8%	11.9%	6.4%	14.2%
7. What would be your parent's attitude if you decided to make the Air Force a Career?				
a. Not applicable	27.3%	52.2%	25.9%	38.1%
b. Extremely pleased	9.7%	14.0%	19.5%	28.5%
c. Somewhat pleased	23.5%	20.4%	31.5%	23.8%
d. Somewhat displeased	20.2%	10.2%	22.2%	4.8%
e. Extremely displeased	19.3%	3.2%	.9%	4.8%

QUESTION	ENLISTED		OFFICERS	
	First	All	First	All
	Term	Others	Term	Others
8. What would be your wife's attitude if you decided to make the Air Force a Career?				
a. Not applicable	40.2%	37.3%	34.9%	28.6%
b. Extremely pleased	2.9%	19.6%	6.4%	33.3%
c. Somewhat pleased	13.0%	27.9%	24.8%	33.3%
d. Somewhat displeased	15.0%	7.0%	23.8%	4.8%
e. Extremely displeased	28.9%	8.2%	10.1%	0.0%
9. Who, beside yourself, has most influenced your decision about a career in the Air Force?				
a. Wife	21.3%	20.6%	27.1%	31.6%
b. Family	7.6%	12.9%	19.8%	15.8%
c. Supervisor	10.2%	5.2%	17.7%	10.5%
d. Friends	16.4%	7.7%	23.9%	26.3%
e. Retention officer	3.6%	2.6%	2.1%	0.0%
f. No One	40.9%	51.0%	9.4%	15.8%
10. What would be your civilian friends' attitudes if you decided to make the Air Force a career?				
a. Extremely pleased	1.3%	3.8%	0.0%	5.0%
b. Somewhat pleased	2.5%	6.9%	5.5%	9.9%
c. Neutral	56.2%	80.5%	70.6%	80.1%
d. Somewhat displeased	15.6%	6.3%	18.4%	5.0%
e. Extremely displeased	24.4%	2.5%	5.5%	0.0%
11. What would be your Military friends' attitudes if you decided to make the Air Force a career?				
a. Extremely pleased	2.5%	8.8%	9.2%	20.0%
b. Somewhat pleased	9.7%	14.6%	23.9%	39.9%
c. Neutral	44.3%	64.6%	55.0%	35.1%
d. Somewhat displeased	22.0%	7.6%	11.0%	5.0%
e. Extremely displeased	21.5%	4.4%	0.9%	0.0%
12. How much respect do civilians have for military personnel?				
a. A great deal	2.5%	11.0%	1.9%	9.5%
b. Some	28.5%	43.2%	51.4%	61.9%
c. Little	38.5%	31.6%	37.4%	19.1%
d. None	30.5%	14.2%	9.3%	9.5%
13. Were you promised any specialized training when you first came in the Air Force?				
a. Yes	68.2%	44.1%	50.5%	47.6%
b. No	31.8%	55.9%	49.5%	52.4%

QUESTIONS	ENLISTED		OFFICERS	
	First	All	First	All
14. Did you get that training?				
a. Yes	37.6%	37.3%	46.8%	72.2%
b. No	45.1%	26.1%	52.1%	16.7%
c. N/A	17.3%	36.6%	1.1%	11.1%
15. Of what value was your Air Force technical training in preparing you to perform well on your job?				
a. Very high	3.8%	19.5%	12.8%	14.3%
b. High	19.7%	22.0%	26.6%	33.3%
c. Average	43.6%	36.5%	39.5%	28.6%
d. Low	18.0%	10.1%	11.9%	14.3%
e. Very low	15.0%	11.9%	9.2%	9.5%
16. At the time of your enlistment, what were your intentions concerning a career in the Air Force?				
a. Intended to make a career of the Air Force	8.0%	22.0%	19.3%	52.4%
b. Did not intend to make a career of the Air Force	43.5%	30.2%	23.8%	33.3%
c. Had a "wait and see" attitude	48.5%	47.8%	56.9%	14.3%
17. If you had it to do over again, which of the services would you join?				
a. Air Force	42.9%	64.5%	67.6%	80.0%
b. Army	16.4%	7.6%	0.9%	5.0%
c. Navy	11.3%	12.7%	26.8%	10.0%
d. Marines	1.7%	2.5%	1.9%	5.0%
e. Coast Guard	4.6%	1.9%	1.9%	0.0%
f. None-would have waited to be drafted	16.4%	7.0%	0.9%	0.0%
g. None-would have refused induction	6.7%	3.8%	0.0%	0.0%
18. What is your attitude about the Air Force at this time?				
a. Very positive	4.6%	25.6%	18.3%	66.7%
b. Somewhat positive	16.3%	36.8%	37.6%	19.0%
c. Not sure	17.2%	8.8%	15.6%	0.0
d. Somewhat negative	25.9%	20.0%	19.3%	4.8%
e. Very negative	36.0%	8.8%	9.2%	9.5%
19. Overall, would you say that your opinion of the Air Force has gone up or down since you came into the Air Force?				
a. Gone down a lot	48.0%	22.1%	19.4%	9.5%
b. Gone down somewhat	24.4%	29.8%	27.8%	38.1%
c. Gone down just a little	10.9%	12.7%	19.4%	14.3%
d. Gone up just a little	7.1%	8.9%	12.1%	0.0
e. Gone up somewhat	5.9%	20.2%	16.7%	28.6%
f. Gone up a lot	3.7%	6.3%	4.6%	9.5%

QUESTION	ENLISTED		OFFICERS	
	First Term	All Others	First Term	All Others
20. Do you think that you would have come into the military service even if there had not been a draft?				
a. Yes	27.7%	61.9%	33.9%	61.9%
b. No	55.4%	28.7%	45.9%	19.1%
c. Not sure	16.9%	9.4%	20.2%	19.0%
21. Has Air Force life been better or worse than you expected it to be?				
a. Better	20.6%	30.6%	32.1%	28.6%
b. Worse	42.0%	20.6%	22.6%	0.0
c. About the way I thought it would be	37.4%	48.8%	45.3%	71.4%
22. Do you think you have progressed as well in the Air Force as you expected?				
a. Better than I expected	9.2%	8.2%	20.8%	33.3%
b. About the same as I expected	60.4%	36.5%	61.3%	52.4%
c. Not as well as I expected	30.4%	55.3%	17.9%	14.3%
23. Do you think your military service has been:				
a. A valuable experience	23.4%	56.0%	36.1%	61.9%
b. A waste of time	18.4%	3.2%	9.3%	0.0
c. A little of both	58.2%	40.8%	54.6%	38.1%
24. How much social distance exists between officers and enlisted men?				
a. A great deal	48.5%	49.4%	22.2%	28.6%
b. Some	33.9%	36.9%	58.3%	57.1%
c. Little	13.0%	10.6%	16.7%	9.5%
d. None	4.6%	3.1%	2.8%	4.8%
25. How much social distance exists between career personnel and "first termers"?				
a. A great deal	45.8%	28.7%	26.4%	23.8%
b. Some	36.7%	47.5%	54.7%	38.0%
c. Little	15.0%	17.5%	15.1%	19.1%
d. None	2.5%	6.3%	3.8%	19.1%
26. Have the working conditions in the Air Force been as acceptable as those you would have anticipated in civilian employment?				
a. Definitely yes	8.3%	16.2%	10.2%	14.3%
b. Probably yes	20.9%	29.4%	22.2%	42.9%
c. Uncertain	15.9%	16.9%	13.9%	19.0%
d. Probably no	21.6%	20.0%	25.9%	23.8%
e. Definitely no	33.3%	17.5%	27.8%	0.0

QUESTION	ENLISTED		OFFICERS	
	First	All	First	All
	Term	Others	Term	Others
27. How would you say that your chances for economic advancement within the Air Force compare to your chances for economic advancement in civilian life?				
a. Better	7.9%	16.2%	29.6%	23.8%
b. Equal	17.9%	30.0%	36.1%	47.6%
c. Worse	60.0%	33.8%	23.2%	9.5%
d. Don't know	14.2%	20.0%	11.1%	19.1%
28. In your opinion, how does the rate of promotion in the military service compare with advancement in a civilian occupation?				
a. Better	11.2%	18.9%	25.0%	19.1%
b. Equal	21.7%	20.1%	38.0%	38.1%
c. Worse	52.1%	35.2%	25.9%	23.8%
d. Don't know	15.0%	25.8%	11.1%	19.0%
29. Do you feel that your OER/APRS truly measures your performance relative to your co-workers?				
a. Yes	16.3%	31.4%	8.3%	19.1%
b. No	66.5%	64.2%	79.8%	71.4%
c. Uncertain	17.2%	4.4%	11.9%	9.5%
30. What role do you think the OER/APR plays in the promotion decision?				
a. Very important	25.5%	52.8%	63.3%	95.2%
b. Somewhat important	42.7%	33.3%	17.4%	4.8%
c. Somewhat unimportant	10.0%	7.6%	3.7%	0.0%
d. Not important	8.0%	5.0%	4.6%	0.0%
e. Don't know	13.8%	1.3%	11.0%	0.0%
31. Do you feel that your superiors have been in a position to make fair and accurate judgement of your abilities?				
a. Yes	44.1%	56.8%	35.8%	52.4%
b. No	37.5%	34.4%	35.8%	33.3%
c. Uncertain	18.4%	8.8%	28.4%	14.3%
32. What was the last grade you finished in school prior to coming into the Air Force?				
a. Grade School	0.0%	2.5%	.9%	0.0%
b. Junior high	0.8%	13.8%	0.0%	0.0%
c. High school	63.9%	76.1%	0.0%	28.6%
d. College	33.2%	7.6%	83.3%	66.7%
e. Graduate School	2.1%	0.0%	15.8%	4.7%

QUESTIONS	ENLISTED		OFFICERS	
	First	All	First	All
	<u>Term</u>	<u>Others</u>	<u>Term</u>	<u>Others</u>
33. Have you had any further formal education since you have been in the Air Force?				
a. None	80.6%	48.1%	56.5%	38.1%
b. High school level	0.8%	15.8%	0.0%	0.0%
c. College level	17.8%	34.8%	4.6%	23.8%
d. Graduate level	.8%	1.3%	38.9%	38.1%
34. Do you have any plans for further education?				
a. No plans	15.2%	33.1%	17.5%	33.3%
b. Finish high school	0.4%	0.0%	0.0%	0.0%
c. Vocational training	26.7%	34.3%	0.9%	0.0%
d. Finish College	50.2%	26.7%	0.0%	9.5%
e. Finish Graduate or professional school	7.5%	5.7%	81.5%	57.2%
35. Have you investigated the educational benefits available in the Air Force?				
a. Yes	82.9%	90.6%	90.7%	100.0%
b. No	17.1%	9.4%	9.3%	0.0%
36. Do you feel that the opportunities for advancing your education in the Air Force are:				
a. Excellent	19.3%	46.5%	29.4%	61.9%
b. Good	41.6%	36.5%	36.7%	33.3%
c. Adequate	22.3%	13.2%	22.9%	0.0%
d. Poor	16.8%	3.8%	11.0%	4.8%
37. Do you think that you could get as good a job in civilian life as you have in the Air Force?				
a. Yes	82.0%	62.5%	78.0%	57.1%
b. No	8.4%	16.9%	7.3%	28.6%
c. Not sure	9.6%	20.6%	14.7%	14.3%
38. Do you think you would have as much responsibility in a civilian job?				
a. More	55.4%	26.2%	38.5%	33.3%
b. Less	17.7%	46.3%	25.7%	47.6%
c. Not sure	26.9%	27.5%	35.8%	19.1%
39. Do you think that you have better opportunities for promotion in the Air Force than you would have outside the Air Force?				
a. Better in the Air Force	10.5%	21.0%	22.4%	23.8%
b. Better as a civilian	58.6%	40.1%	34.6%	28.6%
c. About the same	30.9%	38.9%	43.0%	47.6%
40. How do you rate your chances for promotion in the Air Force?				
a. Very good	5.4%	10.0%	26.2%	35.0%
b. Good	24.8%	33.8%	49.5%	55.0%
c. Fair	45.4%	30.0%	20.6%	0.0%
d. Poor	24.4%	26.2%	3.7%	10.0%

QUESTION	ENLISTED		OFFICERS	
	First	All	First	All
	Term	Others	Term	Others
41. How do you think the fringe benefits found in civilian employment compare with the benefits in the Air Force?				
a. Better	16.4%	11.9%	10.1%	9.5%
b. Same	29.4%	18.1%	17.4%	14.3%
c. Worse	39.5%	50.6%	63.3%	66.7%
d. Not sure	14.7%	19.4%	9.2%	9.5%
42. Do you care whether or not you are a good Airman/Officer?				
a. Yes, I care a lot	40.7%	81.9%	70.5%	100.0%
b. Yes, I care some	39.5%	15.0%	26.7%	0.0%
c. No, I don't care very much	9.7%	2.5%	0.9%	0.0%
d. No, I don't care at all	10.1%	0.6%	1.9%	0.0%
43. Are you satisfied with your current duty station?				
a. Yes, very much	11.8%	19.4%	6.4%	23.8%
b. Yes, generally	34.2%	35.0%	45.0%	33.3%
c. Not particularly	28.7%	20.6%	32.1%	19.1%
d. No, dislike location	25.3%	25.0%	16.5%	23.8%
44. Are you satisfied with your present job?				
a. Yes, very much	13.0%	19.4%	8.3%	28.6%
b. Yes, generally	36.6%	40.0%	39.4%	47.6%
c. Not particularly	27.7%	23.1%	29.4%	0.0%
d. No, not at all	22.7%	17.5%	22.9%	23.8%
45. Do you think that if a man were placed in the wrong kind of job in the military service, his superiors would do their best to help him get changed into a more suitable one?				
a. Most superiors would help	14.5%	28.1%	11.2%	28.6%
b. About half the superiors would help	16.6%	12.5%	9.4%	23.8%
c. Less than half the superiors would	28.5%	25.6%	32.7%	19.0%
d. Most superiors would take no action	40.4%	33.8%	46.7%	28.6%
46. Would a guaranteed change in job assignment affect your career decision?				
a. Yes	25.7%	41.8%	44.0%	42.8%
b. No	51.9%	41.3%	33.0%	52.4%
c. Uncertain	22.4%	16.9%	23.0%	4.8%
47. How does your wife feel about the moving associated with military assignments?				
a. Not applicable	45.1%	13.2%	30.3%	9.5%
b. Enjoys moving very much	2.1%	5.7%	8.3%	19.1%
c. Does not mind moving	11.1%	40.2%	28.4%	52.4%
d. Would rather not move	17.9%	25.2%	22.0%	9.5%
e. Objects very much to moving	23.8%	15.7%	11.0%	9.5%

QUESTION	ENLISTED		OFFICERS	
	First	All	First	All
	Term	Others	Term	Others
48. When your present term of service is up, do you think that you will stay in the Air Force?				
a. Definitely will	4.2%	21.4%	13.0%	52.4%
b. Probably will	3.8%	19.5%	18.5%	14.3%
c. Not sure	17.7%	20.1%	30.6%	19.0%
d. Probably will not	21.4%	12.6%	11.1%	4.8%
e. Definitely will not	52.9%	26.4%	26.8%	9.5%
*49. Why did you choose the Air Force over the other services?				
a. Other choices are not available	2.5%	9.4%	17.4%	14.3%
b. Less BS./"Best" Service	27.9%	33.8%	36.7%	52.4%
c. Avoid Draft/Higher Survival Factor	23.3%	10.0%	19.3%	0.0%
d. Educational	15.4%	8.1%	3.5%	14.3%
e. Personal Reasons/Recommendation	10.0%	5.6%	8.3%	4.8%
f. Tech. Training/Orientation	13.8%	21.9%	8.3%	9.5%
g. Travel	4.2%	4.4%	3.7%	0.0%
h. Flying	2.5%	5.6%	14.7%	19.0%
i. No response/not comprehensible	13.3%	7.0%	21.8%	4.8%
50. Were those reasons fulfilled?				
a. Yes	6.7%	13.8%	11.9%	19.0%
b. No	37.9%	47.5%	44.0%	52.4%
c. Some were/some were not	29.2%	15.6%	19.3%	4.8%
d. Most were	8.7%	13.1%	0.0%	9.5%
e. Most were not	12.5%	7.5%	24.8%	14.3%
f. Other	5.0%	2.5%	0.0%	0.0%
*51. What do you feel are the most important factors for rapid advancement in the Air Force?				
a. Job Knowledge/Job Performance	17.5%	28.1%	24.8%	33.3%
b. Success on SKT & PFE tests	17.9%	24.4%	0.0%	0.0%
c. Good APR'S/OER'S	12.1%	7.5%	15.6%	33.3%
d. Education	3.3%	10.0%	3.7%	23.8%
e. TIG,TIS/Just wait	5.0%	1.3%	1.8%	0.0%
f. Good attitude/keep nose clean	10.8%	6.9%	18.3%	9.5%
g. Brown nose politics	30.0%	10.6%	45.0%	23.8%
h. Luck/Right place at the right time/right career field	5.4%	16.2%	18.4%	19.0%
i. Initiative/work	5.0%	16.9%	10.1%	42.9%
j. No response/not comprehensible	25.0%	18.8%	9.2%	4.8%

QUESTION	ENLISTED		OFFICERS	
	First	All	First	All
	Term	Others	Term	Others
*52. In your opinion, what changes will the military have to make in order to retain the highest caliber of personnel?				
a. Get rid of "dead wood"	10.0%	6.9%	7.3%	9.5%
b. Improve communication & organization	8.3%	15.6%	29.4%	28.6%
c. Better job placement/ use prior skills	1.7%	3.1%	5.5%	0.0%
d. Improve promotions/link productivity	6.7%	12.5%	14.7%	23.8%
e. Be more "military"	3.8%	21.2%	2.7%	4.8%
f. Less "Mickey Mouse"/ESP (Haircuts, Inspections)	47.5%	21.2%	37.6%	28.6%
g. More pay	16.2%	18.7%	11.0%	19.0%
h. Increase Job Satisfaction	9.6%	7.5%	15.6%	9.5%
i. More stabelized tours	.8%	2.5%	6.4%	0.0%
j. No Response/not comprehensible	25.8%	21.3%	13.8%	19.0%
53. When (what point in time) did you make your decision about the Air Force as a career?				
a. Before enlistment	13.3%	8.7%	11.0%	14.3%
b. 0-1 years	22.5%	.6%	11.9%	0.0%
c. 1-2 years	12.1%	1.3%	9.2%	0.0%
d. 2-3 years	4.2%	3.1%	10.1%	9.5%
e. 3-4 years	2.9%	26.2%	4.6%	4.8%
f. 4-6 years	0.0%	6.2%	1.8%	14.3%
g. After 1st re-enlistment	0.0%	17.5%	0.0%	14.3%
h. After trying civilian life	.4%	6.9%	0.0%	9.5%
i. No Response/Undecided	44.6%	29.5%	51.4%	33.3%
54. List all of the occupational positions you could reasonably expect to obtain in civilian life upon discharge with your present level of education, job training and experience.				
0. No response/none until more education is obtained	42.9%	42.5%	26.6%	42.9%
1.	13.8%	7.5%	14.7%	9.5%
2.	12.5%	15.0%	22.9%	4.8%
3.	7.9%	4.4%	10.1%	9.5%
4.	8.8%	8.1%	12.8%	19.0%
5.	6.2%	6.9%	6.4%	0.0%
6.	2.1%	3.7%	2.8%	9.5%
7.	1.7%	4.4%	2.8%	0.0%
8.	.8%	1.9%	0.0%	4.8%
9.	3.3%	5.6%	0.9%	0.0%

* On questions #49, 51 & 52 multiple responses were requested if applicable, and therefore, the total response in each group do not total 100%

Table 2: STEPWISE DISCRIMINANT FUNCTION
FOR ENLISTED MEN

<u>STEP NUMBER</u>	<u>VARIABLE ENTERED</u>	<u>F VALUE TO ENTER</u>	<u>LEVEL OF SIGNIFICANCE</u>
1	4	261.3257	.01
2	48	39.2789	.01
3	53e	24.4486	.01
4	32	19.9365	.01
5	9	12.0900	.01
6	51h	10.8316	.01
7	18	9.4624	.01
8	22	11.8174	.01
9	1	9.9433	.01
10	52b	7.8935	.01
11	20	6.7109	.01
12	38	7.2276	.01
13	52e	4.4685	.05
14	49e	3.8744	.05
15	8	3.4571	.05
16	47	3.9975	.05
17	30	3.5895	.05
18	37	3.9475	.05
19	33	4.0166	.05
20	50	4.4518	.05

Table 3: DISCRIMINATION MATRIX FOR ENLISTED MEN

<u>Pre-selected Groups</u>	<u>First Term</u>	<u>Second or More Terms</u>
First Term	229	11
Second or More Terms	18	142

Table 4: DISSATISFACTION FACTOR FOR
FIRST TERM ENLISTED MEN

<u>ITEM#</u>	<u>Description</u>	<u>Load Factor</u>
6	Would you prefer to live on or off base?	.84
52f	Less "Mickey Mouse"	.65
27	How do your chances for economic advancement in the AF compare to your chances for economic advancement in civilian life?	.49
38	Do you think you would have as much responsibility in a civilian job?	.42
12	How much respect do civilians have for military personnel?	.34
29	Do you feel that your APR truly measures your performance relative to your co-workers?	.31

Table 5: SATISFACTION FACTOR FOR FIRST
TERM ENLISTED MEN

<u>Item#</u>	<u>Description</u>	<u>Load Factor</u>
43	Are you satisfied with your current duty station?	.72
36	Opportunities for advancing education in A.F.:	.58
42	Do you care whether or not you are a good airman?	.39
44	Are you satisfied with your present job?	.31

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**CENTER FOR HUMAN APPRAISAL AND
COMMUNICATION RESEARCH**

WICHITA STATE UNIVERSITY

CAREER ATTITUDE SURVEY

As a representative member of the United States Air Force, your attitudes and opinions about the military are important. This questionnaire is designed to gather information about your feelings concerning the Air Force as a career opportunity.

All information given on the questionnaire will be held confidential. No identification of individual respondents will be released to any level of the Air Force. Any identification requested is for our use only; it will enable us to correlate this information with other data.

INSTRUCTIONS

As in all surveys of this type, there are no right or wrong answers. Answer each question according to your first impulse. Mark your answer by circling the letter of the alternative which most closely corresponds to your feelings. If the question does not apply to your personal situation, circle the "not applicable" response. For those questions which ask for a written response, use the back of the page if more space is needed.

Section II

10. What would be your parent's attitude if you decided to make the Air Force a Career?
 - a. Not applicable
 - b. Extremely pleased
 - c. Somewhat pleased
 - d. Somewhat displeased
 - e. Extremely displeased

11. What would be your wife's attitude if you decided to make the Air Force a career?
 - a. Not applicable
 - b. Extremely pleased
 - c. Somewhat pleased
 - d. Somewhat displeased
 - e. Extremely displeased

12. Who, beside yourself, has most influenced your decision about a career in the Air Force?
 - a. Wife
 - b. Family
 - c. Supervisor
 - d. Friends
 - e. Retention officer
 - f. No one

13. What would be your civilian friends' attitude if you decided to make the Air Force a career?
 - a. Extremely pleased
 - b. Somewhat pleased
 - c. Neutral
 - d. Somewhat displeased
 - e. Extremely displeased

14. What would be your Military friends' attitude if you decided to make the Air Force a career?
 - a. Extremely pleased
 - b. Somewhat pleased
 - c. Neutral
 - d. Somewhat displeased
 - e. Extremely displeased

15. How much respect do civilians have for military personnel?
 - a. A great deal
 - b. Some
 - c. Little
 - d. None

Section III

16. Were you promised any specialized training when you first came in the Air Force?
 - a. Yes
 - b. No
17. Did you get that training?
 - a. Yes
 - b. No
 - c. N/A
18. Of what value was your Air Force technical training in preparing you to perform well on your job?
 - a. Very high
 - b. High
 - c. Average
 - d. Low
 - e. Very low
19. At the time you joined the Air Force, what were your intentions concerning a career in the Air Force?
 - a. Intended to make a career in the Air Force
 - b. Did not intend to make a career of the Air Force
 - c. Had a "wait and see" attitude
20. If you had it to do over again, which of the services would you join?
 - a. Air Force
 - b. Army
 - c. Navy
 - d. Marines
 - e. Coast Guard
 - f. None-Would have waited to be drafted
 - g. None-Would have refused induction
21. What is your attitude toward the Air Force at this time?
 - a. Very positive
 - b. Somewhat positive
 - c. Not sure
 - d. Somewhat negative
 - e. Very negative
22. Overall, would you say that your opinion of the Air Force has gone up or down since you came into the Air Force?
 - a. Gone down a lot
 - b. Gone down somewhat
 - c. Gone down just a little
 - d. Gone up just a little
 - e. Gone up just somewhat
 - f. Gone up a lot
23. Do you think you would have come into the military service even if there had not been a draft?
 - a. Yes
 - b. No
 - c. Not sure

24. Has Air Force life been better or worse than you expected it to be?
 - a. Better
 - b. Worse
 - c. About the way I thought it would be
25. Do you think you have progressed as well in the Air Force as you expected?
 - a. Better than I expected
 - b. About the same as I expected
 - c. Not as well as I expected
26. Do you think your military service has been:
 - a. A valuable experience
 - b. A waste of time
 - c. A little of both
27. How much social distance exists between officers and enlisted men?
 - a. A great deal
 - b. Some
 - c. Little
 - d. None
28. How much social distance exists between career personnel and military personnel serving on their first active tour?
 - a. A great deal
 - b. Some
 - c. Little
 - d. None

Section IV

29. Have the working conditions in the Air Force been as acceptable as those you would have anticipated in civilian employment?
 - a. Definitely yes
 - b. Probably yes
 - c. Uncertain
 - d. Probably no
 - e. Definitely no
30. How would you say that your chances for economic advancement within the Air Force compare to your chances for economic advancement in civilian life?
 - a. Better
 - b. Equal
 - c. Worse
 - d. Don't know
31. In your opinion, how does the rate of promotion in the military service compare with advancement in a civilian occupation?
 - a. Better
 - b. Equal
 - c. Worse
 - d. Don't know

32. Do you feel that your OER/APRS truly measures your performance relative to your co-workers?
- a. Yes
 - b. No
 - c. Uncertain
33. What role do you think the OER/APR plays in the promotion decision?
- a. Very important
 - b. Somewhat important
 - c. Somewhat unimportant
 - d. Not important
 - e. Don't know
34. Do you feel that your superiors have been in a position to make fair and accurate judgement of your abilities?
- a. Yes
 - b. No
 - c. Uncertain

Section V

35. What was the last grade you finished in school prior to coming into the Air Force?
- a. Grade School
 - b. Junior High
 - c. High school
 - d. College
 - e. Graduate School
36. Have you had any further formal education since you have been in the Air Force?
- a. None
 - b. High school level
 - c. College level
 - d. Graduate level
37. Do you have any plans for further education?
- a. No plans
 - b. Finish high school
 - c. Vocational training
 - d. Finish College
 - e. Finish Graduate or professional school
38. Have you investigated the educational benefits available in the Air Force?
- a. Yes
 - b. No
39. Do you feel that the opportunities for advancing your education in the Air Force are:
- a. Excellent
 - b. Good
 - c. No opinion
 - d. Poor
 - e. None

Section VI

40. Do you think that you could get as good a job in civilian life as you have in the Air Force?
 - a. Yes
 - b. No
 - c. Not sure
41. Do you think you would have as much responsibility in a civilian job?
 - a. More
 - b. Less
 - c. Not sure
42. Do you think that you have better opportunities for promotion in the Air Force than you would have outside the Air Force?
 - a. Better in the Air Force
 - b. Better as a civilian
 - c. About the same
43. How do you rate your chances for promotion in the Air Force?
 - a. Very good
 - b. Good
 - c. Fair
 - d. Poor
44. How do you think the fringe benefits found in civilian employment compare with the benefits in the Air Force?
 - a. Better
 - b. Same
 - c. Worse
 - d. Not sure
45. Do you care whether or not you are a good Airman/Officer?
 - a. Yes, I care a lot
 - b. Yes, I care some
 - c. No, I don't care very much
 - d. No, I don't care at all
46. Are you satisfied with your current duty station?
 - a. Yes, very much
 - b. Yes, generally
 - c. Not particularly
 - d. No, dislike location
47. Are you satisfied with your present job?
 - a. Yes, very much
 - b. Yes, generally
 - c. Not particularly
 - d. No, not at all

48. Do you think that if a man were placed in the wrong kind of job in the military service, his superiors would do their best to help him get changed into a more suitable one?
- a. Most superiors would help
 - b. About half the superiors would help
 - c. Less than half the superiors would help
 - d. Most superiors would take no action
49. Would a guaranteed change in job assignment affect your career decision?
- a. Yes
 - b. No
 - c. Uncertain
50. How does your wife feel about the moving associated with military assignments?
- a. Not applicable
 - b. Enjoys moving very much
 - c. Does not mind moving
 - d. Would rather not move
 - e. Objects very much to moving
51. Why did you choose the Air Force over the other service?

52. Were those reasons fulfilled?
- a. Yes
 - b. No
 - c. Most were
 - d. Most were not

Section VII

53. When were you most satisfied and dissatisfied with the military?

a. Satisfied: _____

b. Dissatisfied: _____

54. What do you feel are the most important factors for rapid advancement in the Air Force ?

55. In your opinion, what changes will the military have to make in order to retain the highest caliber of personnel?

56. When your present term of service is up, do you think that you will stay in the Air Force?

- a. Definitely will
- b. Probably will
- c. Not sure
- d. Probably will not
- e. Definitely will not

57. When (what point in time) did you make your decision about the Air Force as a career?

58. Upon completion of your current tour of duty what are your intentions?

- a. Stay in the Air Force
- b. Enter college
- c. Continue college
- d. Complete vocational/technical training
- e. Accept civilian employment full-time
- f. Work part-time and attend college or technical school
- g. Retire
- h. Undecided

59. List below all of the occupational positions you could reasonably expect to obtain in civilian life upon discharge with your present level of education, Job Training and experience.

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The <u>Career Attitude Survey</u> was administered to 240 first term airmen and 160 in their second or greater terms. By comparing these two groups it was hoped that the basis for reenlistment might be further illuminated. Only about one third of the first termers will reenlist so this group could conservatively be considered the reenlistment sample. (Cont'd on reverse)		

A discriminant analysis showed that the two samples could be successfully separated at the .001 level. Number of children, intention to reenlist, Air Force should be more military, decision influenced wife, friends pleased with decision, luck not basis for advancement, were among twenty major variables discriminating in favor of reenlistment. This study confirmed earlier studies indicating that the best single predictor of reenlistment is to "ask them." Only eleven of the first term were classified with the second term and eighteen of the second term were found matching the first term more closely. These misclassifications although minimal could be associated with recent second term reenlistments and first termers who do intend to reenlist.

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