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The Royal Australian Navy  
Officer Retention Survey

The Effects of Career Stage and Branch Membership  
Upon the Attitudes of RAN Officers

Part 1

Between Branches

Part 11

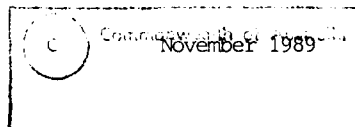
Within Branches

by

R.G. SALAS

Area Psychologist

Melbourne



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16. Abstract The attitudes of Royal Australian Navy officers generated from responses to the Officer Retention Survey were analysed within and between branches by using a four stage career model. It was concluded that the effects of major Service functional sub-divisions such as Branch or Corps should be taken into consideration in future such analyses.			

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The Royal Australian Navy  
Officer Retention Survey

The Effects of Career Stage and Branch Membership  
Upon the Attitudes of RAN Officers

Part 1

Between Branches

## Introduction

In October 1989 a request was received from the Head of the Royal Australian Navy Officers' Career Study Team\* for information relating to possible differential patterns of resignation propensity between officers serving at different career stages within the same branch and between officers serving in the same career stage in different branches.

The request was made in the context of a directive from the Chief of the Naval Staff to CDRE Chalmers on 11 July 1989 in which the Study Team is required to make recommendations to replace or refine the current rank pyramid model which embraces both the overall officer corps structure and branch substructures.

Detailed requirements included the need to examine the relevance of branches and lists; the relevance, extent and timing of where mid-career education fits into skill development and career motivation for officers and to identify the most effective promotion system. Retention and wastage were key concepts to be accounted for in any new career model produced by the Team.

## Background of Relevant Research

The 1987 Royal Australian Navy Officer Retention Survey (Salas, 1988(a)) which resulted in a response rate of 81%, provided a sample of male members whose questionnaire responses were available for study in terms of career stages.

Analysis was performed on the basis of a proposed four stage career model developed, tested and reported on in Salas, (1989). This model was forwarded as an alternative to the three stage model used by Jans (1988).

## Aim and Procedure

Although the original request from the Team specified resignation propensity, attraction towards the concept of Mid-career management education and relevant aspects of career motivation as being variables of prime interest in the analysis by career stages, all Retention Survey questionnaire items and scaled item clusters were tested for significant differentials across stages within and between branches. This resulted in a fuller coverage and enabled more conclusions to be made. Mean item and scale scores differentials were tested for statistical significance using t.

\*Commodore D.B. Chalmers, RAN

Branches by Career Stages

Part 1 Between Branches

Early Career

Years 1 to 12

Executive Branch

vs

Other, (Engineering (Eng), Supply (SU), and Instructor (IT) Branches)

Background Factors. Section 1 (of RAN Officer Retention Survey questionnaire)\*

Executive branch officers in this career stage are significantly younger and less academically qualified than are those in other branches.

Attitudes - Section 2

These officers are more interested in Mid career management education than are those in other branches. They also tend to be more satisfied with the Dream Sheet system than members of other branches in Early career.

Resignation Variables - Section 3

Executive branch officers report themselves as feeling more uncertain about gaining satisfactory employment in civilian life "without much trouble" than do other officers to a very highly significant degree. Their required income from any such prospective job is also significantly less than that stipulated as being required by members of other branches.

Satisfaction with Naval Life - Section 4

Executive branch officers appear to be significantly more satisfied with the sort of chance the Navy gives them to show what they can do and tend significantly to be more satisfied than other officers with their Service pay. They are significantly more satisfied with their Navy career to date than are other officers in this career stage.

\* Annex A

Possible Resignation Reasons - Section 5

No differences were observed across the 18 items in this Section between Executive Branch officers and the others.

Scale Scores

No significant mean scale score differences were observed between Executive branch officers and the others on any of the specially constructed measuring instruments. These include Resignation Propensity, Career Motivation, Career Prospects, Family Factor, Navy Commitment and Satisfaction scales.



Branches by Career Stages

Year 1 to 12

Engineering Branch

vs

Others (EX, SU, IT)

Background Factors - Section 1

Engineer officers in this career stage are higher ranking than those in other branches and are significantly more highly educated (bar the Instructors.) There are no age or length of service differences.

Attitudes - Section 2

Engineering officers are significantly less attracted to the concept of Mid career management education. However, this is not to say that Engineering officers are uninterested in this type of Mid-career education. Data from the main Retention survey sample show that 91% of all RAN officers are attracted to the concept, a very strong overall result.

It would be safer to say that despite significant statistical differences between the degree of subscription to this variable between Engineers and between Instructors and other officers very few individuals in any branch are not interested in the concept of Mid career management education.

Engineers tend to be significantly more dissatisfied with Navy personnel management, including officer career planning, than are those in other branches.

Resignation Variables - Section 3

Engineers appear to be very significantly more sure of getting a job outside of the Navy without trouble and in addition, appear to be more attracted to thoughts of a civilian career.

#### Satisfaction with Navy - Section 4

Engineer officers are significantly more of the opinion that the Navy is run badly.

#### Possible Resignation Reasons - Section 5

The only significant difference between mean scores on the 18 items in this section was confined to attitudes to Navy housing. Engineers were significantly less concerned with this aspect of service than are others.

#### Scales

Engineering officers appear to be significantly less satisfied with their Navy career prospects. They perceive the Navy not to be an efficient employer. They have significantly less emotional commitment to the Service than do members of the other branches.

Branches by Career Stages

Years 1 to 12

Supply Branch

vs

Others (EX, EN, IT)

Background Factors - Section 1

Supply branch officers are significantly younger and lower ranking than officers in other branches. They are significantly less academically qualified than those in other branches.

Attitudes - Section 2

Supply branch officers appear to be more attracted to the idea of Mid career education than other.

Resignation Variables - Section 3

Supply branch officers are significantly more satisfied with their Navy pay, than available civilian salaries.

Satisfaction with Navy - Section 4

Nil differences

Possible Resignation Reasons - Section 5

Nil differences

Scales

Nil differences

Branches by Career Stages

Years 1 to 12

Instructor Branch

vs

Others (EX, EN, SU)

Background Factors - Section 1

Instructor officers report significantly more time has elapsed since their last promotion, are older and are higher ranking than those in the other branches at this career stage. However their mean length of service time is significantly less.

They have a very much higher mean level of education than do other officers (all Instructors report tertiary qualifications). They are more prone to be married and more possess children in the 6 to 12 year age bracket than do officers in other branches. They appear less likely to own their own home than are other officers.

Attitudes - Section 2

Instructor officers are significantly less attracted to the idea of Mid career management education than are other officers. However, as with Engineers, very few are NOT attracted to the concept to some degree. They are significantly more dissatisfied with the Dream Sheet system than are others.

Resignation Variables - Section 3

Instructors report much more certainty about finding satisfactory civilian employment than do others.

Satisfaction with Navy - Section 4

Instructor officers are more significantly likely to be dissatisfied with their promotion prospects than are other officers.

Resignation Reasons - Section 5

Nil variations

Scales

The Family Factor

These officers score more highly on the Family Factor as a resignation influence than do others.

## Branches by Career Stage

Years 1 to 12

Executive, Engineering, Supply and Instructor Branch

### A Comparative Summary

#### Background Factors

Engineers and Instructors possess higher academic qualifications than their counterparts in the Executive and Supply branches. Members of the latter two branches also appear to be significantly younger and lower ranking. Other significant differences are reported below. Instructor branch officers are unique in reporting a shorter mean length of service at the time of the survey and they report a greater lapse of time since last they were promoted. In addition, they are also more prone to be married than are other officers and more report having children located in the six to twelve year age bracket than do members of the other branches at this career stage.

#### Attitudes

Executive and Supply branch officers at this stage of their career are significantly more attracted to the idea of Mid career management education than are the Engineers or Instructors. The latter two branches are significantly more dissatisfied with Navy management than are Executive or Supply branch officers. Instructors in particular tend to be dissatisfied with the Dream Sheet system. Engineers are more dissatisfied than others with Navy personnel management including officer career planning.

#### Resignation Variables

Executive and Supply branch officers appear to be more satisfied with their Navy remuneration compared with available civilian salaries than are Engineers or Instructors. The latter two branches report that they are significantly surer of being able to obtain civilian employment than are Executive or Supply branch officers. Engineers, particularly tend to be more attracted than others to the idea of a civilian career.

#### Satisfaction with Naval Life

Executive officers as a group appear to be more satisfied with their Service pay than are others and more of them feel that the Navy provides them with more chances to show their ability. Supply officers evince no significant satisfactions or dissatisfactions with Navy life.

Engineers are significantly more of the opinion that the Navy is badly run. Instructors are more dissatisfied than others with their chances of promotion.

#### Likely Resignation Reasons

No significant differences were observed between Executive, Supply and Instructor branch officers and others across the eighteen well known resignation influences comprising Section 5. In this section Engineers appeared to be less significantly concerned over Navy housing compared to officers of other branches.

#### Scales

No significant differences in mean scores were observed between Executive and Supply branch officers and others on these specially constructed measuring instruments. These include scales of Resignation Propensity, Family Factor, Career Motivation, Career Prospects, Naval Commitment and Satisfaction. With Instructor officers mean scores on the Family Factor scale were significantly higher. Engineers appear to be significantly less satisfied with their Career Prospects and they do not perceive the Navy to be an efficient employer/career-manager. Engineering branch officers report significantly less emotional commitment to the Navy (feeling of obligation etc) than do officers serving in the other branches over the career stage 1 to 12 years.

Table 4

Type Differences - A Summary

Early Career Stage

(Years 1 to 12)

Type A	Type B	Type C
Executive & Supply	Engineers	Instructors
Younger	Higher Acad Quals	Higher Acad Quals
Lower Ranking	More Dissatisfied with officer career planning	Less service time
More attracted to Mid-career education	More attracted to civilian career	Longer time since last promoted
More Satisfied with Navy management	Believe Navy is badly run	More prone to be married
More satisfied with remuneration	Less concerned with Navy housing	More children 6 to 12 years of age
Less sure of civilian employment	Less satisfied with career prospects	Dissatisfaction with Dream Sheet
	See Navy as inefficient employer	Dissatisfied with promotion chances
	Less emotional commitment to Navy	Higher Family Factor influence



COMMENT

The above three types appear to be reasonably distinct in terms of background facts and attitudes of various sorts. Engineers are clearly less satisfied with the Navy as an organization and as an employer and appear to be, in general, less committed to the Service. Executive and Supply officers in Early career seem to be more oriented to a Navy career. They appear to have no major dissatisfactions. Instructors in Early career appear more dominated by background factors (less time in service, higher marriage rate, lesser rate of home ownership, are older and have more children of primary school age.) Their dissatisfactions with the Service are relatively minor. Higher Family Factor scores appear to reflect the domestic circumstances of Instructors.

#### Branches by Career Stage

##### Career Stage 2

Years 13 to 15

Executive Branch

vs

Others (EN, SU, IO)

#### Background Factors

Executive branch officers are significantly younger and less academically qualified than others. They appear more prone to have children in the 1 to 5 year age bracket. No significant rank or length of service time differentials were observed.

#### Attitudes

Executive officers appear to approve of the Dream Sheet method significantly more than do others in this career stage

#### Resignation Variables

Officers of this branch report significantly fewer job offers from organizations or individuals outside of the Service over the past two years than other officers. They also report more feelings of uncertainty about getting satisfactory civilian employment "without too much trouble" than do officers in the other branches.

#### Satisfaction with Naval Life

#### Nil Variations

#### Likely Resignation Reasons

Officers of the Executive branch report that they are significantly less affected than others by the prospect of unattractive future postings

#### Scales

Significantly higher scores on the Career Prospects scale show that Executive officers are more satisfied in this area.

Career Stage 2

Years 13 to 15

Engineering Branch Officers

vs

Others (EX, SU, IT)

Background Factors

Engineering officers report a significantly higher mean education level than other officers.

Attitudes

Nil variations

Resignation Variables

Engineers at this career stage are significantly more confident of finding suitable civilian employment "without much trouble" than are other officers.

Satisfaction with Naval Life

Nil variations

Commitment to the Navy

Engineers report to a much less significant degree than other officers that their values and Navy values are very similar. They are less committed to the Navy.

Likely Resignation Reasons

Engineers report to a much more significant degree than others that upcoming unattractive postings are likely to be a possible reason for their resignation.

Scales

Members of the Engineering branch report their Career Prospects to be less favourable than do other officers.

Branches by Career Stage

Career Stage 2

Years 13 to 15

Supply Branch officers

vs

Others (EX, EN, IO)

There are no significant differences between these officers and others in either Background Factors, Attitudes, Resignation Variables, Satisfaction with Navy life, Commitment to the Navy or Likely Reasons for Resignation. No significant mean Scale score differences are observed.

Instructor Branch Officers

There were one or two significant differences between mean scores on a couple of the variables reported on above. However, the small sub-sample size (n=15) precludes the arrival at an acceptable level of statistical reliability.

Branches by Career Stage

Stage 2

Early Middle Career

Years 13 to 15

Executive, Engineering, Supply and Instructor Branches

A Summary

The main feature is the homogeneity of responses of those in Stage 2 of their career compared to those in Stage 1. There appear to be vastly more congruencies than differences between members of the four branches at the Early Middle career stage. Factors and attitudes which do differentiate between branches are reported below.

Executive branch officers in this career stage again appear to be significantly younger and less academically qualified than other officers and in addition are more prone to report possession of very young children. They approve more of the Dream Sheet method and appear to have had less civilian job offers than other officers. They appear relatively uninfluenced by the prospect of unattractive future postings, so far as resignation influences go, and tend to report greater satisfaction than other officers in their career prospects. They perceive that they have less prospects of gaining civilian employment without trouble than Engineering, Supply or Instructor officers.

Engineering officers, as in the Early career stage, continue to report having a significantly higher mean level of education than others. They are more likely to have received more civilian job offers than other officers and appear to possess less commitment to the Navy.

Engineers in Early Middle career report future unattractive postings as likely to be a potential resignation reason for them. They see their Navy career prospects as being less bright than those of other officers but they feel less likely to have trouble obtaining civilian employment than members of other branches (with the possible exception of Instructors).

Supply officers and probably Instructors too, do not appear to be much different from other officers in this career stage on the major variables.

Table 2

Branch Differences - A Summary

Early Middle Career Stage

(Years 13 to 15)

Executive	Engineer	Instructor	Supply
Younger	Higher acad credentials	NIL	NIL
More children aged 0-5 years	More civilian job offers received		
Like the Dream Sheet	Less trouble getting civilian job		
Uncertain about civilian job chances	Poor future postings seen as a resignation influence		
Not influenced by future unattractive postings	Dissimilar values to Navy		
Better career prospects seen			

Early and Early Middle Career

(1 to 12 yrs) and (13 to 15 yrs)

Review to Date

The differences visible between officers serving in the four branches in the First Stage of their careers (1 to 12 years) appear to have largely vanished by the time their Second career stage is entered into (13 to 15 years). In terms of branch differences, the 13 to 15 year career stage is relatively homogeneous across most measures taken compared with the preceding stage.

However there is consistent evidence that Engineers are significantly less committed to Navy than are members of the other branches. This is inferred from or expressed in several background and attitudinal response patterns. In neither of the two career stages studied to date however do Resignation Propensity or Career Motivation differentials appear between branches.

Attraction towards the concept of Mid career management education appears keyed to relative mean levels of formal education qualifications and rank level. Those already possessing higher levels of education and rank (Engineers, Instructors) are relatively less attracted than are Executive or Supply branch officers. However this conclusion should be treated with reserve as the concept of Mid-career management education is an extremely popular one in all branches.

Branches by Career Stage

Career Stage Three

Late Middle Career

16 to 19 years

Executive Branch

vs

Others

Responses within this stage appear to be even more homogeneous than those obtained from Executive branch officers serving in the preceding career stages.

In fact a summary statement will suffice to cover significant score differentials found under the Background, Attitudinal, Resignation Variable, Satisfaction, Resignation Reasons and Scales headings, as follows.

Executive branch officers continue to report possession of lower academic qualifications than those in other branches. They tend to be more significantly satisfied with Navy personnel management including officer career planning. They still report that they are less certain of obtaining civilian employment than those of other branches to a statistically significant degree. In terms of satisfaction with Naval life they report that their joining expectations had been met to a lesser extent when compared with the responses of other officers. Executive officers at this career stage see the desire to obtain pension benefits as being a significantly weaker reason for possible resignation than do those from other branches. There were no significant age, rank, length of service differentials between the Executive and other branches serving in Late Middle career



Career Stage Three

Late Middle Career

16 to 19 years

Engineering Branch

vs

Others

In concert with the response patterns of Executive Branch officers those of the present Engineering branch officers at this career stage showed a consistent homogeneity. The summary statement below covers those significant mean score differences which did appear.

No age, rank or length of service differentials appeared. Engineering officers at this stage appear to possess a significantly higher mean level of educational achievements than those of other branches. (with the exception of Instructors, all of whom possess tertiary qualifications) The Engineers are much more sanguine than others about their chances of obtaining civilian employment and they are significantly more satisfied with their Navy promotion chances. On the other hand, Engineers are significantly more dissatisfied with Navy personnel management including officer career planning than are the members of other branches in this career stage.

Career Stage 3

16 to 19 years

Late Middle Career

Supply Branch Officers

vs

Others

No significant mean score differences were detected at this career stage between Supply branch officers and other officers on any of the pertinent variables covered under the headings of Background, Attitudinal, Resignation, Satisfaction, Resignation Reasons and Scales.

Career Stage Three

16 to 19 years

Late Middle Career

Instructor Officers

vs

Other

Members of this Branch are much older and much higher educationally qualified than officers in other branches. They report possession of fewer young children than do the others but have significantly more children in the 13 to 18 year bracket.

As far as possible reasons for resignation are concerned, Instructors are more likely to be influenced by pension entitlements than are other officers at this career stage. They also appear to be less likely to be experiencing the problems associated with marriage to another officer.

Branches by Career Stage

Late Middle Career

Stage 3

Years 16 to 19

Executive, Engineering, Supply and Instructor Branches

A Summary

By this career stage the response patterns of the four branches have become more homogeneous still.

Executive Officers

Are still seen to have been significantly less exposed to tertiary levels of education than others. They still seem to be relatively unsure of their job chances in civilian life but continue to be significantly more satisfied with Navy personnel management, including officer career planning, than are those in other branches.

In terms of satisfaction with Naval life they appear to feel that their joining expectations have been met to a significantly lesser degree than is reported by other branches.

Engineer officers

At this stage these officers appear to be higher mean academic achievers than those in other branches (Instructors apart). They continue to feel that their civilian job chances are more certain than do other officers. They appear to be more satisfied with their Navy promotion chances but persist in being significantly more dissatisfied with Naval personnel management including officer career planning. Instructor officers appear to be significantly older and possess a higher educational level than others but there are no corresponding rank or length of service differentials.

Instructors perceive the pension as being a resignation reason of significantly more influence than do others in the same career stage.

Supply branch officers at this career stage presented a completely homogeneous response pattern when compared with response patterns to the same items made by member of other branches.

Early, Early Middle and Late Middle Career Stages

(1 to 12 yrs) (13 to 15 yrs) (16 to 19 yrs)

Review to Date

By the Late Middle career stage it is apparent that the significant mean score differential patterns on all the items and scales of the Retention questionnaire have all but disappeared. With the exception of Instructors, age, length of service and rank differences are no longer in evidence and differences in attitudes to the concept of Mid-career management are no longer seen. No differences in career motivation or resignation propensity were identified.

Some significant mean score differences between branches do persist. Engineers and Instructors continue to report being be more educationally qualified than do members of the other two branches. Executives continue to report lower academic credentials. Engineers persist in being significantly less satisfied with the management of their careers and Executives persist in being significantly more satisfied with the management of their careers.

Instructors are significantly more prone than are others to recognize pension entitlements as having a likely resignation influence upon them whereas Executive branch officers report the opposite.

Engineers persist in being more sanguine about their job chances in civilian life and Executive officers persist in being less certain of these chances.

- 24 -  
Career Stage Four

Late Career

20 to 24 years

Executive Branch Officers

vs

Other

Once again a summary statement would appear to deal with significant mean score differences which appear between these officers and others.

Executive branch officers in this career stage appear to be significantly higher ranking. There are, however, no corresponding differences in age or length of service between branches.

As in the preceding three career stages the Executives are less highly qualified educationally than are others. They are still more satisfied than others with Navy personnel management including officer career planning. Executives still perceive of their civilian job chances as being less rosy than do those in other branches. They are less concerned than other officers with the desire to live in one location as a resignation reason. (As has been shown in studies of data provided by resigning RAN officers and Army officers the desire to live in one location is one of the highest ranking influences in officer resignation).

Finally in terms of resignation influences Executive officers in Late career are significantly more concerned than are others over the financial costs associated with RAN membership (removals etc).

Career Stage Four

Late Career

20 to 24 years

Engineering Branches

vs

Others

The rank of Engineering officers is lower than others in this career stage to a very highly significant degree. However no significant corresponding differences in age or length of service appeared between Engineers and those

in other branches in this career stage. As in other preceding stages, however Engineers are significantly more highly educated (Instructors apart) and they require a comparatively higher income than others from any prospective civilian job.

The effects of posting turbulence on marital harmony and the financial costs of being in the RAN (removals etc) appear to be significantly greater resignation influences on Engineers than upon others in Late career.

Career Stage Four

Late Career

20 to 24

Supply Branch Officers

Nil differences between Supply and other branches at this Stage.

Instructor Branch officers

Numbers were too low (n = 8) to allow for meaningful statistical treatment.

Career Stage Four

Late Career

(20 to 24 Years)

Executive, Engineering and Supply Branches

A Summary

Executive branch officers in Late career are significantly higher ranking than members of other branches although there are no corresponding length of service or age differentials at this point. They continue to report lower academic credentials and lowered civilian job prospects than do others. They persist in being more satisfied with the Navy's management of their careers and are significantly less concerned than are members of other branches with the desire to live in one location as a likely resignation influence.

Engineering branch officers in Late career by contrast to their Executive branch counterparts are significantly less higher ranking than are those in other branches. There are no corresponding length of service or age differentials at this point between the branches.

Engineers are still significantly more highly credentialled academically and are seen to require a significantly higher income from any prospective civilian job than do members of other branches.

Engineers in Late career are significantly more prone than others to view the effects of posting turbulence on marital harmony and the financial costs of being in the RAN (removals etc) as being likely resignation influences upon them. Their negative attitudes towards their career management has disappeared by this career stage.

No data differentials appeared for Supply officers. The subsample of Instructor officers in Late career was too small to enable parametric statistical treatment to be applied.



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Officer Retention Survey

The Effects of Career Stage and Branch Membership  
Upon the Attitudes of RAN Officers

Part 2

Within Branches

Branch and Career Stage

Part 2 - Within Branches

Executive Branch

Early Career vs Early Middle Career

(1 to 12 Years)      (13 to 15 Years)

Background Factors - Section 1 (of RAN Officer Retention Survey questionnaire)\*

Executive branch officers in Early career are significantly younger, lower ranking and have less service time than their counterparts in Early Middle career.

Significantly fewer of those in Early career tend to own their own home but they appear to be more highly educated. They are much more likely to have no children compared with those serving in Early Middle career.

Attitudes - Section 2

Executive branch officers in Early Middle career are much more attracted to the concept of Mid career management education than are their counterparts in Early career.

Resignation Variables - Section 3

The wives of Executive officers in Early career tend to be employed less than those of Executive branch officers in the Early Middle stage. Less Early stage wives are enrolled in study courses.

Officers in Early Middle career report more exposure of their children to ideological school teacher variables and report that they have been victims of "crisis management" especially that of a traumatic nature far more frequently than do Executive branch officers in Early career.

\* Annex A

Satisfaction with Navy Life - Section 4

Nil variations

Possible Resignation Reasons - Section 5

Promotion and pension variables are of more significant concern to Early Middle career stage officers. However the special problems associated with marriage to another officer is significantly more likely to constitute a resignation influence for those in Early career.

Scales\*

Executive branch officers in Early Mid career appear to have a significantly higher mean Career Motivation level than do those in Early career.

The Family Factor is significantly less in Early career. (This Factor refers to the resignation influence exerted by sensitivities surrounding the effect upon the family of posting turbulence. See Annex B.)

\*A description of scales referred to in this study is provided in Annex B.

Early Middle Career vs Late Middle Career

(13 to 15 Years)

(16 to 19 Years)

Executive Branch

Background Factors

Executive officers in Early Middle career are significantly younger, lower ranking and have less time in service than do officers in Late Middle career.

Attitudes - Nil variations

Resignation Variables

Those Executives in Early Middle career are much less actively considering resignation than are those serving in Late Middle career. They also report less job offers from organizations or individuals outside of the Service and less exposure of their children to ideological beliefs held by school teachers.

Satisfaction with Navy life

Executive officers serving in Early Middle career are significantly more satisfied with their promotion chances than are those serving in Late Middle career.

Scales

Executive branch officers in Early Middle career have a significantly lower mean Career Motivation Scale score, (= higher career motivation), are more sanguine about their Career Prospects and score significantly lower on the Resignation Propensity Scale than do those in Late Middle career.

Late Middle Career Stage vs Late Career Stage

(16 to 19 Years)

(20 to 24 Years)

These two samples of Executive branch officers differ only on a handful of variables and these are treated below in summary fashion.

Officers in Late career are older, higher ranking and have more time in service.

Late career stage Executive officers appear to have initiated a significantly greater number of inquiries about employment prospects outside of the Service over the last two years than those in Late Middle career. The former are significantly more satisfied with the fulfillment of their joining expectations than are those in Late Middle career but those in Late career are less career motivated.

Late Middle career stage officers report the financial costs of being in the Service (removals etc) as being likely to be a stronger resignation influence on them than do officers in Late career.

Engineering Branch by Career Stage

Early Career vs Early Middle Career

(1 to 12 Years)      (13 to 15 Years)

Background Factors

There are no statistically significant age or rank differences between the two groups but the mean length of service time for the Early career stage Engineers is significantly less than for those in Early Middle career.

Academic credentials appear to be higher amongst those in Early career. Families of these members also tend more to have no children, to report less home ownership and to be significantly less affected by financial costs due to Service reasons (eg removals) than do those Engineers in the Early Middle career stage.

Attitudes

Nil variations between groups.

Resignation variables

Nil variations

Satisfaction with Navy life

Nil variations

Resignation Reasons

Nil variations

Scales

The Family Factor Scale scores are higher for the Early Middle group than amongst those in Early career.

Early Middle Career Vs Late Middle Career

(13 to 15 years)

(16 to 19 Years)

Apart from a significant mean differential in length of service time no variations were observed between incumbents of these two stages on any of the variables included under the headings of Background Factors, Attitudes, Satisfactions, Resignation Variables, Resignation Reasons and Scales.

Late Middle Career vs Late Career

(16 to 19 Years)

(20 to 24 years)

Although those Engineers in the Late Middle career group are significantly younger and have less mean service time there is no significant differences in rank.

Those in Late Middle career appear to possess a significantly higher mean educational level than those in Late career. The only other item on which scores show a statistically significant mean difference is a Satisfaction scale item. Late Middle career stage Engineer officers feel that they are not doing as well in the Navy as they could in civilian life. No other significant mean score differences were observed.

Supply Branch Career Stage

Early Career Stage vs Early Middle Career Stage

(1 to 12 Years)

(13 to 15 Years)

Background Factors

Supply officers in Early career are younger, lower ranking and have less service time than do officers in Early Middle career. Significantly more officers in Early Middle career report owning their own homes and more report financial losses (on house sales etc) directly due to Service reasons.

Attitudes

Nil variations

Resignation Variables

Those Supply officers in Early career who are actively contemplating resignation tend to be planning for it to occur significantly more in the short term (1 to 12 months) than in the long term.

Satisfaction with Navy Life

Nil variations.

Reasons for Resignation

Supply officers serving in Early career tend to be significantly less concerned with pension variables than do those in Early Middle career. More Early career Supply officers rate income perceived available in civilian life as being a significantly greater likely resignation influence on them than do their counterparts in Early Middle career.



Early Middle Career Stage vs Late Middle Career Stage

(13 to 15 Years)

(16 to 19 Years)

Background Factors

There were no age or rank differences between Supply branch officers in these two stages but those in Early Middle career had much less service time to their credit to a very highly significant degree.

There were no significant variations between mean scores on Attitudes, Resignation, Variables, Satisfaction with Navy Life, Resignation reasons or on the Scales.

Late Middle Career Stage vs Late Career Stage

(16 to 19 Years)

(20 to 24 Years)

Background Factors

Supply branch officers in Late Middle career tend to a significant degree to be younger, lower ranking and to have lesser time in service than their counterparts in Late career.

Apart from these factors no other significant variations between mean scores on other variables or scales were observed between Supply branch officers in these career stages.

#### Instructor Branch by Career Stage

Because of small numbers of Instructor officers overall some of the career stage sub-sample sizes fall below the permissible limit required to obtain reliable results by the application of parametric statistical methods of analysis. This refers mainly to Late Middle and Late career stages. Therefore the results of only one comparison are available for Instructor officers, that between Early and Early Middle career. In the event only three significant differentials were observed, i.e. there are highly significant mean length of service and rank differentials between Instructors in Early and Early Middle career in the expected direction.

In addition those in Early Middle career report encountering much more family trauma due to "crisis management" than do those Instructors in Early career. No other mean score differences occurred.

A Summary of Part 2

Early and Early Middle Career

(1 to 12 Years) (13 to 15 Years)

All Branches

Background Factors - Section 1

Officers in the Executive and the Supply branches who are in their Early career stage are significantly younger, lower ranking and have served less time than those in the next stage, a not unexpected result. All branches tend to have a lower level of home ownership in Early career. Executives and Engineers tend to have a higher mean level of education in Early career compared with their counterparts in Early Middle career and they tend to have no-children families more frequently than Supply or Instructor officers.

Most background factors which differ significantly by branch are seen to be linked with age and length of service. For instance, Engineering and Supply branch officers in Early Middle career report incurring significantly more financial costs due to Service reasons than those in Early career in the other branches.

There are length of service differences but no significant age or rank differences between Engineering officers in these two career groups. There are significant length of service and rank differentials for Instructor officers between Early and Early Middle career group but no significant mean age differences.

Attitudes - Section 2

There are no significant mean attitudinal differences between the Early and Early Middle career groups for either Engineers, Supply or Instructor officers. Executive branch officers in Early Middle career are significantly more attracted to the concept of Mid-career management training than are Executive branch officers in their Early career stages.

### Resignation Variables (Section 3)

No significant mean differences in variables treated under this heading are observed for Engineering branch officers. Wives of Executive branch officers in Early Middle career are significantly more likely to be employed and significantly more of their wives are enrolled in study courses in an officer's Early Middle career than are found among those serving in Early career.

Supply branch officers who are actively pondering resignation tend to be planning the event to occur significantly more in the short term (i.e. within one year) than are their counterparts in Early Middle career. Executive branch officers in this latter career stage additionally report more exposure of their children to ideological school-teacher variables and that they have been significantly more frequently victims of crisis management, especially that of a traumatic kind, than those in Early career in other branches.

Instructors also report significantly more trauma associated with crisis management in Early Middle career.

### Satisfaction with Navy Life - Section 4

There are no variations between Early and Early Middle career stages on variables covered under this heading for any of the four branches studied.

### Possible Resignation Reasons - Section 5

Promotion and pension variables are more likely to be resignation influences amongst Executives officers serving in Early Mid career. Those serving in Early career report that the special problems of being married to another officer are significantly more likely to be a resignation influence for them rather than for those Executive officers in Early Middle career.

Pension variables are seen by significantly more Supply officers in Early Middle career to be a likely resignation influence than they are by Early career stage Supply officers. Higher income perceived available to them in civilian life is a greater potential resignation influence amongst Supply officers in their Early careers than it is amongst those in Early Middle career.

Engineering branch officers show no mean differences between the two career stages on the variables discussed under this heading.

#### Scales

The Family Factor is of significantly greater weight as a resignation influence with both Engineering and Executive branch officers in Early Middle career than it is with their counterparts in Early career.

Executive branch officers in Early Middle career possess significantly more career motivation than do those in their Early career in that branch. There were no scale variations between career stages for Supply branch officers.

#### A Review - Early vs Early Middle Career Stages

In regard to the results which have emerged from the comparisons described and discussed above much of it is capable of explanation by resort to the realities of the age, length of service, employment (and deployment) of RAN Executive and Engineering officers compared with Supply and Instructor officers. The latter as a rule would be likely to experience relatively less posting turbulence than would members of the Executive or Engineering branches. This appears to explain the greater significance of the Family Factor and associated variables as possible resignation influences which emerges in Early Middle career for both Executive and Engineering branch officers compared with Supply officers or Instructors.

Variables of more unique interest which differentiate between Early and Early Middle career stages within the Executive branch are listed below.

#### Executive Branch

More Executive branch wives work and/or enroll in study courses in Early Middle career compared with Early career. These phenomena appear to be confined to this branch. The special problems associated with marriage to another officer appears to be a likely resignation reason of special and unique pertinence to Executive officers in Early career than later.

Executive branch officers in Early Middle career possess an uniquely high level of career motivation compared with those in Early career. This tends to support other observations made on the total sample, (Salas, 1989). One final characteristic difference between career stages is the disposition of Executive officers to be significantly more attracted to the concept of Mid career education than their brethren in Early career.

Most of the differences between these career stages witnessed in the other branches studied here (EN,SU,IT) are not judged to be of compelling interest. They appear to be plausibly explained by differential employment realities.

Table 1  
(from p.10, Salas, 1989)

Results

t values and probability levels for mean scale score and mean item score differences between officers in successive career stages.

	1		2		3	
	Early (1-12 yrs)		Early Mid		Late Mid	
	vs		vs		vs	
	Early Mid (13-15 Yrs)		Late Mid (16-19 yrs)		Late (20+yrs)	
Scales	t	p	t	p	t	p
Family Factor (FF)	-7.16	.000				
Resignation Prop (RP)			-3.54	.000		
Career Motiv. (CM)#	2.89	.004	-4.00	.000	-5.06	.000
Navy Commitment (CS)					-3.15	.002
Satisfaction						
with Navy (SQ)					-2.96	.003
Items						
Pension*	-4.99	.000				
Pension						
uncertainty*	-5.91	.001				
Higher civilian						
income*	3.59	.000				
Frustration						
with DOD	-3.56	.002				
Promotion						
unlikely*	-3.14	.002				
Try civ. life*			-3.42	.000	-3.44	.001
Freq. of job						
inquiries					-3.83	.000
Resignation						
thinking			-5.3	.000	-7.9	.000

# higher CMS score = lower career motivation

\* as a resignation influence

#### Comparison With Past Results of Other Studies

The results in Table 1 above, extracted from a previous study (Salas, 1989) may now be re-interpreted in terms of those produced so far here.

The significant mean differences in the total sample between those in Early career ( $n = 571$ ) and those in Early Middle career ( $n = 162$ ) in scores on the Family Factor Scale and on the Career Motivation Scale (see Table 1 above, column 1) now appear to be possibly due to the influence exerted on the overall responses by the attitudes of Executive and Engineering branch officers, in the case of the Family Factor and of the Executive branch responses in the Career Motivation Scale differential. These effects appear to have their focus in Early Middle career. Interest in pension matters which appeared in Early Mid career in the Table 1 appears from the present results to be likely to be due to the possible influence of the response patterns of Executive and Supply branch officers.

The career stage differential in Column 1 of the Table 1 above on the item concerning the attractions of a higher civilian salaries for the total sample now appears to be possibly influenced by the responses of Supply officers. The other remaining point of difference between Early and Early Mid career stages in the main sample as indicated in Column 1 of Table 1, frustration with the DOD, does not appear in the present within-branch analyses.

Executive officers in Early Middle career are more significantly concerned with likely lack of promotion as a possible resignation variable than are their career stage counterparts in other branches. Thus the significant mean differential on this topic shown in Table 1 to exist between these two career stages for the main sample ( $t = -3.14$ ,  $p = .002$ ) seems likely to be due in some part to the influence of the responses made by Executive branch officers to this survey item.

Table 2 below, represents Column 1, extracted from the Table above for clarity, with annotations reflecting these conclusions



Table 2

(Modified from Salas, (1989, p.10)

t values and probability levels for mean scale score and mean item score differences between officers in successive career stages.

Total Sample

Early Career (1-12yrs)

vs

Early Mid Career (13-15 yrs)

Column 1

Scales	t	p
Family Factor (FF)	-7.16	.000 (EX, EN)
Resignation Propensity (RP)		
Career Motivation (CM)#	2.89	.004 (EX)
Navy Commitment (CS)		
Satisfaction		
with Navy Life(SQ)		
Items		
Pension*	-4.99	.000 (EX, SU)
Pension uncertainty*	-5.91	.001 (EX, SU)
Higher civilian income*	3.59	.000 (SU)
Frustration with DOD*	-3.56	.002
Promotion unlikely*	-3.14	.002 (EX)
Try civilian life*		
Frequency of job inquiries (Section 3, item 9)		
Expectations met (Section 4, item 10)		
Resignation thinking (Section 3, item 2)		

# higher CMS score = lower career motivation

\* as a resignation influence. See Section 5 of Retention Survey questionnaire at Annex A.

Early Middle vs Late Middle Career Stage

(13 to 15 Years)      (16 to 19 years)

n = 162

n = 223

A Review Across Branches

When compared with officers serving in the Late Middle career stage all those in Early Middle career had significantly less time in service.

However there were no significant rank or age differences for Engineers or Supply officers between these two stages. Executive officers in Early Middle career tended additionally to be significantly younger and lower ranking than their counterparts in Late Middle career.

The only other significant mean score differences between these two career stages was confined to officers on the Executive branch. Those serving in Early Middle career were significantly more satisfied with their chances of promotion than were those Executive officers serving in Late Middle career. In addition those *Executive officers in Late Middle career* were actively considering resignation to a more significant degree, had less career motivation and had a significantly higher score on the Resignation Propensity scale (Salas 1988a,b). They also reported significantly more job offers from civilian organizations or individuals than did those Executive officers serving in the Early Middle career stage. Officers in this latter stage were significantly more satisfied with their Career Prospects than were those in Late Middle career. The above data are transferred to the Column 2 of a modified version of Table 1 with the following results.

Table 3

(Modified from Salas 1989, p10)

t values and probability levels for mean scale score and mean item score differences between officers in successive career stages.

Total Sample					
Scales	1			2	
	Early Career (1-12 yrs)			Early Mid Career	
	Vs			Vs	
	Early Mid Career (13-15 yrs)			Late Mid Career (16-19 yrs)	
	t	p		t	p
Family Factor (FF)	-7.16	.000 (EX,EN)			
Resignation Propensity (RP)				-3.54	.000 (EX)
Career Motiv. (CM)#	2.89	.004 (EX)		-4.00	.000 (EX)
Navy Commitment (CS)					
Satisfaction					
with Navy Life (SQ)					
Items					
Pension*	-4.99	.000 (EX,SU)			
Pension					
uncertainty*	-5.91	.001 (EX, SU)			
Higher civilian					
income*	3.59	.000 (SU)			
Frustration					
with DOD*	-3.56	.002			
Promotion					
unlikely*	-3.14	.002 (EX)			
Try civ. life*				-3.42	.000
Freq. of job (Section 3, item 9)					
inquiries					
Expectations met (Section 4, item 10)					
Resignation					
thinking (Section 3, item 2)				-5.3	.000 (EX)

# higher CMS score = lower career motivation

\* as a resignation influence. See Section 5 of Retention Questionnaire at Annex A

### Summary

Late Middle Career	Vs	Late Career
(16 to 19 Years)		(20 to 24 Years)
n = 223		n = 356

#### A Review Across Branches

Officers of all branches in their Late career stage had served significantly longer than their counterparts in Late Middle career and with the exception of Engineers were also higher ranking. Members of all branches in Late career were older. Late career stage Engineers were significantly more highly educated and felt that they were doing significantly better in the Navy than they could in civilian life than did those Engineers in Late Middle career.

Apart from this, no other significant mean item or scale score differences were observed between Engineering branch officers in these two stages. As far as Supply branch officers were concerned, the age, rank and length of service differentials discussed above were the only ones observed between Supply officers in these career stages. There were not sufficient Instructor officers in these two career stages to enable legitimate statistical comparisons.

Executive branch members serving in Late career had actively initiated significantly more job inquiries over the past two years than had those Executives in Late Middle career. Despite being significantly more satisfied with the fulfillment of their joining expectations Executive officers in Late career were significantly less career motivated than were those in Late Middle career. Executive branch officers serving in Late Middle career were more prone than were their fellows in Late career to regard the financial costs of being in the Service (removals etc) as being a likely reason for their resignation.

Table 4 below, shows the extent of the likely influence of branch specific response patterns on career stage differentials found in the total Retention survey sample

Table 4

(Modified from Salas 1989, p.10)

t values and probability levels for mean scale score and mean item score differences between officers in successive career stages.

Scales	Total Sample					
	1		2		3	
	Early (1-12 yrs)		Early		Late Mid	
	Vs		Vs		Vs	
	Early Mid (13-15 yrs)		Late Mid (16-19 yrs)		Late (20+ yrs)	
	t	p	t	p	t	p
Family Factor (FF)	-7.16	.000 (EX, EN)				
Resignation Propensity (RP)			-3.54	.000 (EX)		
Career Motiv. (CM)#	2.89	.004 (EX)	-4.00	.000 (EX)	-5.06	.000(EX)
Navy commitment (CS)					-3.15	.002
Satisfaction						
with Navy Life (SQ)					-2.96	.003
Items						
Pension*	-4.99	.000 (EX)				
Pension						
uncertainty*	-5.91	.001 (EX, SU)				
Higher civilian						
income*	3.59	.000 (SU)				
Frustration						
with DOD*	-3.56	.002				
Promotion						
unlikely*	-3.14	.002 (EX)				
Try civ. life*			3.42	.000	-3.44	.001
Freq. of job						
inquiries (Section 3, item 9)					-3.83	.000(EX)
Expectations met (Section 4, item 10)					-3.48	.000(EX)
Resignation						
thinking (Section 3, item 2)			-5.3	.000(EX)	-7.9	.000(EX)

# higher CMS score = lower career motivation

\* as a resignation influence. See Section 5 of retention Questionnaire at Annex A.

#### Comment

Of the eighteen significant mean differences between career stages for the total Retention survey sample in Table 4 above, eleven referred to a particular subsample, the Executive branch. Nine of these differentials were negative and oriented in the direction of increased length of service, bar one, the Career Motivation score in Early Mid career. The bulk were concerned with topics linked to resignation in one way or another.

The Executive branch is by far the biggest, comprising about 50% of RAN officer strength. This, however, in no way influences the above results which are based on mean, or average, score differentials.

The response patterns of officers in the Engineering and Supply branches would appear not to have exerted such an influence on the size of the total sample mean differentials.

These results appear to represent genuine branch phenomena.

#### Conclusions

When discussing the effects of career stage upon the attitudes of male RAN officers we appear to be talking, in the main, about the Executive branch.

This conclusion is not based on the Table 4 data alone. Career stage by career stage it has been clear that Executive branch members have differed significantly from those in the preceding stage over more and a wider range of variables from demographic, background factors to psychometrically scaled attitudinal constructs, compared with those of other branches.

Reference was made earlier to the contrasting employments and deployment of members of the Executive and Engineering branches when compared to those serving in other branches as being likely to constitute a basis for explaining certain effects. Since the present analysis is based on comparison of successive stages of service along an axis from 1 to 24 years many of the effects observed here must also be construed as being functions of length of service, life experience and age. However, even after explaining some of the differences reported in terms of these variables i.e. employment differentials, age, life experience and length of service, other

unique-seeming phenomena remain which call for interpretation. For example why do Executive branch officers report relatively greater satisfaction with "the quality of the RAN Personnel Management (including Officer Career Planning" (Section 3, item 9) on a consistent basis over most of their careers when attitudes towards these and other functions of the Director of Naval Officer Postings across the total Retention survey sample are mostly negative, especially amongst young officers who are entertaining thoughts of resignation (Salas, 1987).

On the other hand why do Engineers in particular consistently report negative attitudes towards the effectiveness of Navy management and why do Instructor officers in particular regard the Dream Sheet as ineffective? Why do Executive branch officers in Early Middle career show a higher level of career motivation than do their counterparts in Early career? Why do Executive officers in Late Middle career exhibit a higher level of resignation propensity and a lower level of career motivation than their counterparts in Early Middle career? Why do Executive officers in Late Middle career report that their joining expectations had not been met?

Explanations of these results do not fall within the purview of the present analysis. However, it would be interesting to discover if the response patterns of officers from other Services exhibited the same or similar variations across the same four career stages used in the present model. A re-analysis of the Jans (1988) tri-Service data along the above lines could be a convenient point of departure for those seeking answers. Needless to say, a further breakdown of those data by Corps or Branches as is outlined here, might provide further insight.

References

1. Jans, N.A. Careers in Conflict. Canberra. Series in Administrative Studies No 10. Canberra College in Advanced Education 1988, Canberra, Australian Capital Territory.
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STAFF-IN-CONFIDENCE  
(WHEN COMPLETED)

If the question involves giving numbers, letters or dates please write the characters in the boxes above each column then colour the appropriate response position underneath. Some questions ask for written comments and submissions. Please write responses to these questions in the space provided on the last page (Section 6).  
**USE ONLY PENCIL TO MARK THE RESPONSE POSITIONS. RUB OUT ANY ERRORS AND REMARK**

## 1. Service Number :

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

2. Surname :

3. Sex :      Male   ☒                      Female   ☐

4. Date of Birth:

DAY	MONTH	YR
	JAN	19-
	FEB	
0 0	MAR	0 0
1 1	APR	1 1
2 2	MAY	2 2
3 3	JUN	3 3
4	JUL	4 4
5	AUG	5 5
6	SEP	6 5
7	OCT	7 7
8	NOV	8 8
9	DEC	9 9

5. Date joined R.A.N.

DAY	MONTH	YR
	JAN	19
	FEB	
3 3	MAR	2 8
1 1	APR	1 1
2 2	MAY	2 2
3 3	JUN	3 3
4	JUL	4 4
5	AUG	5 5
6	SEP	6 6
7	OCT	7 7
8	NOV	8 8
9	DEC	9

6. Time (yrs) since last promotion.

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

7. Age now (yrs and months)

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

8. Length of continuous service (yrs)

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

9. Length of time in current posting. (months)

0	16	3
12	24	30 +

10. Branch

- Executive..... ☐  
Engineer..... ☐  
Supply..... ☐  
Instructor..... ☐  
Health Services..... ☐  
Other..... ☐

11. List

- GL..... ☐  
SD..... ☐  
SL..... ☐  
SS..... ☐  
RL..... ☐  
Other..... ☐

12. Substantive Rank

- SBLT..... ☐  
LEUT..... ☐  
LCDR..... ☐  
CMDR..... ☐  
CAPT..... ☐

13. On which list were you initially commissioned?

- GL..... ☐  
SL..... ☐  
SD..... ☐  
IT..... ☐  
Other..... ☐

14. Current Job

Sea ☐ Shore ☐

15. Highest Academic Qualification

- Secondary..... ☐  
Tertiary..... ☐

16. Marital Status

- Single..... ☐  
Married..... ☐  
Other..... ☐

17. Number and Age of Children

- No children..... ☐  
Children 0 - 5 yrs..... ☐  
Children 6 - 12 yrs..... ☐  
Children 13 - 18 yrs..... ☐  
Children 19 + yrs..... ☐

18. Do you 'have' your own house?

- Yes..... ☐  
No..... ☐

If you answered 'No' do not complete item 19.

19. Are you now living in your own house?

- Yes..... ☐  
No..... ☐

20. Have you ever lost money on house sales or purchases, house financing/refinancing including mortgage difficulties directly due to Service reasons?

- Often..... ☐  
Sometimes..... ☐  
Never..... ☐  
Not Applicable..... ☐

Posting and Course Preferences.

For the next three questions, indicate your first FIVE preferences by marking the appropriate number next to your choice. For example, if your first location preference is Jervis Bay mark the 1 next to it, but if it is your fifth preference then you would mark the 5 response position.

Please mark only 5 preferences in each question and for Question 21, please also indicate your Present Posting.

21. Location Preference.

Present Posting

- |                      |                       |       |
|----------------------|-----------------------|-------|
| Sydney Area.....     | <input type="radio"/> | 00000 |
| Nowra.....           | <input type="radio"/> | 00000 |
| Jervis Bay.....      | <input type="radio"/> | 00000 |
| Canberra Area.....   | <input type="radio"/> | 00000 |
| Melbourne Area.....  | <input type="radio"/> | 00000 |
| Westport.....        | <input type="radio"/> | 00000 |
| Perth Area.....      | <input type="radio"/> | 00000 |
| North West Cape..... | <input type="radio"/> | 00000 |
| Adelaide Area.....   | <input type="radio"/> | 00000 |

Present Posting

Brisbane.....	<input type="radio"/>	1 2 3 4 5
Cairns.....	<input type="radio"/>	1 2 3 4 5
Darwin Area.....	<input type="radio"/>	1 2 3 4 5
Hobart.....	<input type="radio"/>	1 2 3 4 5
Overseas.....	<input type="radio"/>	1 2 3 4 5

## 22. Posting Preferences

Present posting	1 2 3 4 5	Officers Trng	1 2 3 4 5
Sailors Training	1 2 3 4 5	Exchange	1 2 3 4 5
Sea Going	1 2 3 4 5	Joint Staff	1 2 3 4 5
- Minor Unit	1 2 3 4 5	Trng Devol.	1 2 3 4 5
- Major Unit	1 2 3 4 5	Trng Qual	
Staff - Ops (Gen)	1 2 3 4 5	Control	1 2 3 4 5
Staff - Manpower	1 2 3 4 5	Staff - Ops	
Supply Mgt	1 2 3 4 5	(Intel)	1 2 3 4 5
CDSC/SWSC	1 2 3 4 5	Staff - Project	
ILS	1 2 3 4 5	Mgt	1 2 3 4 5
UW Med	1 2 3 4 5	Flying	1 2 3 4 5
Est Med Staff	1 2 3 4 5	Pers Fin Mgt	1 2 3 4 5
Fire Protection	1 2 3 4 5	Movement/Tpt	1 2 3 4 5
Recruiting	1 2 3 4 5	Hospital	1 2 3 4 5
Test Flying	1 2 3 4 5	Security	1 2 3 4 5
Dockyard	1 2 3 4 5	EDP	1 2 3 4 5
Cash Duties	1 2 3 4 5	Submarine	1 2 3 4 5
Secretarial	1 2 3 4 5	Flying Instructor	1 2 3 4 5
Stores	1 2 3 4 5	Overseeing	1 2 3 4 5

## 23. Courses Desired

Single Service		Joint Service Staff	1 2 3 4 5
Staff	1 2 3 4 5	Ships Diving	1 2 3 4 5
Language	1 2 3 4 5	Hydrography	1 2 3 4 5
MCD	1 2 3 4 5	Meteorology	1 2 3 4 5
Oceanography	1 2 3 4 5	PWO (C)	1 2 3 4 5
PWO (ASW)	1 2 3 4 5	PWO (G)	1 2 3 4 5
PWO (D)	1 2 3 4 5	APWO	1 2 3 4 5
PWO (N)	1 2 3 4 5	Submarine	1 2 3 4 5
AIC	1 2 3 4 5	Observer	1 2 3 4 5
Pilot	1 2 3 4 5	QHI	1 2 3 4 5
QFI	1 2 3 4 5	Post Graduate	1 2 3 4 5
Test Pilot	1 2 3 4 5	F/T Civ School	1 2 3 4 5
ILS	1 2 3 4 5	LEDC/Fit	1 2 3 4 5
Project Mgt	1 2 3 4 5	U W Med	1 2 3 4 5
EDP	1 2 3 4 5	RAF Aero	1 2 3 4 5
Joint Serv NBC	1 2 3 4 5	Systems	1 2 3 4 5
NAVIC	1 2 3 4 5	Trng - Admin	1 2 3 4 5
Trng -		Trng - Qual	
Anal/Design	1 2 3 4 5	Control	1 2 3 4 5

## SECTION 2

1. Officers have expressed the observation that there are comparatively few billets at future rank levels which have much interest in them. This implies posting an officer to positions for which he/she is not a volunteer. How does, or will, this situation apply to you?

Very much ☐ 1 2 3 4 5 ☐ Not at all

Please write in Section 6 any feasible solutions you may have for the above problem.

2. An unofficial suggestion has been made that members be given access to whole or part of their long service money when it becomes due. Some thousands of dollars would be involved. What is your reaction to this idea?

Extremely favourable..... ☐  
 Highly favourable..... ☐  
 Favourable..... ☐  
 Unsure..... ☐  
 Not favourable..... ☐

3. How frequently are you frustrated at the lack of decision making opportunities (including the signing of correspondence, signals and documents) for one of your rank level?

Continually..... ☐  
 Frequently..... ☐  
 Sometimes..... ☐  
 Never..... ☐

4. How are you attracted to the concept of Mid Career Management Education for those officers who not have a previous opportunity for obtaining degree qualifications?

Very strongly..... ☐  
 Strongly..... ☐  
 Mildly..... ☐  
 Uncertain..... ☐  
 Not attracted..... ☐  
 Against it..... ☐

5. What is your estimation of the level of esteem in which the RAN is held by the civilian population at present?

Very high..... ☐  
 High..... ☐  
 Uncertain..... ☐  
 Low..... ☐  
 Very low..... ☐

7. Have you been properly trained for your present job?

Yes, fully ☐ Yes, partially ☐  
 Not really trained ☐ Not applicable ☐

### Reporting

8. How satisfied are you with the current RAN Officer Personal Reporting System?

Very satisfied ①②③④⑤⑥⑦⑧⑨⑩ Most unsatisfied

9. How satisfied are you with the quality of the RAN Personnel Management (including Officer Career Planning)?

Satisfied ①②③④⑤⑥⑦⑧⑨⑩ Most unsatisfied

10. How effective do you think is the dream sheet system?

Very effective ①②③④⑤⑥⑦⑧⑨⑩ Useless

### SECTION 3

### RESIGNATION

1. Have you ever considered resigning?

Yes.....☐  
No.....☐

If you answered 'Yes', please specify in Section 6 when and for what reason you changed your mind on that/those occasion(s).

2. At present, how actively are you considering resignation?

Very actively ①②③④⑤⑥⑦⑧⑨⑩ Not considering it at all.

Note: The next three questions are to be only answered by those who answered 6, 7 or 5 to Question 2. Others please go to Question 6.

3. Please give an estimated time frame in which your contemplated resignation is most likely to be implemented.

0-2 mths ☐ 3-6 mths ☐ 7-12 mths ☐

13-18 mths ☐ 19-30 mths ☐ 30 + mths ☐

4. Is there any chance that your proposed resignation could be averted or deferred?

No chance.....☐  
Could be deferred.....☐  
Could be averted.....☐  
Not sure.....☐

5. What action, within reason, do you consider that the Navy (DNOP) could take, in your case, to either avert or defer your proposed resignation? Please answer in Section 6.

6. Numbers of resigning officers express concern at what they describe as the erosion of benefits and conditions of service. Show the extent of your agreement with this assertion as a possible resignation factor in your case.

Very strongly agree ①②③④⑤⑥⑦⑧⑨⑩ Very strongly disagree.

### Civilian Employment

7. Have you had one or more job offers from organizations or individuals outside the Service over the past 2 years?

No.....☐  
One.....☐  
2 or 3.....☐

8. At present how certain do you feel that you could get satisfactory employment in civilian life without much trouble?

Very certain.....☐  
Fairly certain.....☐  
Uncertain.....☐  
Not Applicable.....☐

9. Have you actively initiated enquiries about one or more employment prospects outside of the Service over the past two years?

No.....☐  
Yes, one.....☐  
Yes, 2 or 3.....☐  
Yes, more than 3.....☐

If you answered Yes above, what triggered these off? (explain briefly in Section 6)

10. How many of these were related directly to your Navy employment?

N/A.....☐  
None.....☐  
One.....☐  
Some.....☐  
Most.....☐  
All.....☐

11. How attractive does the idea of career employment in civilian life appear to you at present?

Very attractive ①②③④⑤⑥⑦⑧⑨⑩ Not sure Very unattractive

12. Would you leave the Service without a job to go to upon resignation?

Yes.....☐  
No.....☐  
Maybe.....☐

13. What kind of civil employment would you prefer on discharge?

- Self employment..... ☐  
Public Service..... ☐  
Private enterprise..... ☐  
Don't know..... ☐

14. Required income from any prospective civil job.

- Not applicable..... ☐  
Less than 50% of current gross salary..... ☐  
50%-90% of current gross salary..... ☐  
90%-110% of current gross salary..... ☐  
More than 110% of current gross salary..... ☐

15. How does your Navy pay (allowances, benefits etc.) compare with the money you think you could expect to receive in civilian life?

Much better ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ Much worse

**Return of Service Obligation (ROSO)**

To be completed by those officers currently serving under a ROSO

16. How long was the period of the ROSO which you incurred?

1yr ☐ 1 to 2 yrs ☐ More than 2 yrs ☐

17. From today, how long will it be before your ROSO terminates?

Less than 1yr ☐ 1 to 2 yrs ☐ More than 2 yrs ☐

18. What are your likely intentions following the termination of your ROSO?

- Resign..... ☐  
Not sure..... ☐  
Make a Navy career..... ☐

19. How committed do you feel to the idea of a Navy career?

- Not committed at all..... ☐  
Some commitment..... ☐  
Very committed..... ☐

**Spouse's Employment/Education**

20. Does your spouse currently, or usually work at paid employment?

- Yes..... ☐  
No..... ☐  
Sometimes..... ☐  
Not applicable..... ☐

If you answered Yes or Sometimes to the item above please answer Questions 21 and 22

21. Would your spouse's employment be

- Full-time..... ☐  
Part-time..... ☐  
Home based..... ☐  
Own business..... ☐  
Other..... ☐

22. Mark any of the following statements which apply as reasons for your spouse being employed:

- to help maintain family living standards..... ☐  
to help improve family living standards..... ☐  
to fund specific activities or projects such as..... ☐  
(mark as many as apply)  
children's education including their cultural and sporting pursuits..... ☐  
spouse's own education/career efforts..... ☐  
home buying activities..... ☐  
car buying..... ☐  
family vacation/leisure projects..... ☐  
to maintain previous skills..... ☐  
post-Service family objectives..... ☐  
other..... ☐  
for something to do..... ☐  
other..... ☐

23. Is your spouse enrolled in any study courses which require her/his attendance at lectures etc?

- Yes..... ☐  
No..... ☐  
Not applicable..... ☐

If so, please answer the following

24. Is the study

- Full-time..... ☐  
Part-time..... ☐

25. Level of study

- Tertiary academic..... ☐  
TAFE certificate..... ☐  
Secondary..... ☐  
Other..... ☐

26. Have you ever been concerned that your children may be exposed, on occasion, to a variety of social/ideological beliefs held by their school teachers?

- Yes, often..... ☐  
Occasionally..... ☐  
Never..... ☐  
Not applicable..... ☐

27. To what extent have you and/or your family been the victims of what is termed "crisis management"?

- Often..... ☐  
Sometimes..... ☐  
Never..... ☐  
Not Applicable..... ☐

28. If so, how traumatic has this been to all concerned?

- Very traumatic..... ☐  
Upsetting..... ☐  
Mildly upsetting..... ☐  
Non traumatic..... ☐  
Not applicable..... ☐

#### SECTION 4

Below is a list of questions on how you feel about the Navy. Read each statement and mark your answer by filling in the response that indicates how you feel one way or the other.

1. How well do you think the Navy is run?

Very well ①②③④⑤⑥⑦ Very badly

2. What sort of chance does the Navy give you to show what you can do?

A very good ①②③④⑤⑥⑦ A very poor chance chance

3. In general, how do you feel about life in the Navy?

Very satisfied ①②③④⑤⑥⑦ Very dissatisfied.

4. How do you feel about making the Navy your career?

Very keen to ①②③④⑤⑥⑦ Don't want to

5. How do you feel about your chances of promotion in the Navy?

Satisfied ①②③④⑤⑥⑦ Dissatisfied.

6. Do you feel in general that you are doing better in the Navy than you could in civilian life?

Very much better ①②③④⑤⑥⑦ Very much worse

7. Do you think you have improved and bettered yourself by being in the Navy?

Very much so ①②③④⑤⑥⑦ Not at all

8. How satisfied are you with your Navy pay?

Very satisfied ①②③④⑤⑥⑦ Very dissatisfied.

9. How do you feel with your current Navy job?

Very satisfied ①②③④⑤⑥⑦ Very dissatisfied.

10. Men and women coming into the Navy expect things from their future Navy life. How well would you say that your expectations have been met?

Much better than ①②③④⑤⑥⑦ Much worse than expected.

11. At present, how committed do you feel to the idea of a Navy career?

Very committed ①②③④⑤⑥⑦ Not committed at all

12. How satisfied are you with your Navy career to date?

Very satisfied ①②③④⑤⑥⑦ Very dissatisfied.

13. How satisfied are you that you chose to join the Navy over other careers available?

Very satisfied ①②③④⑤⑥⑦ Very dissatisfied.

14. I find that my values and Navy values are very similar

Strongly agree ①②③④⑤⑥⑦ Strongly disagree

15. Navy membership has a great deal of personal meaning for me.

Strongly agree ①②③④⑤⑥⑦ Strongly disagree

16. How strong is your sense of obligation to the Navy?

Very strong ①②③④⑤⑥⑦ Non existent

# SECTION 5

## REASONS FOR RESIGNATION

Please examine the statements below and indicate by marking the appropriate response position, how much influence each of these factors might contribute to your decision to resign from the RAN.  
(Note: Single Officers are to ignore items 1, 2, 3, 4 and 5.)

### Key

- A. No influence on decision.
- B. Some influence on decision
- C. Moderate influence on decision
- D. Great influence on decision.
- E. Most influence on decision

	A.	B.	C.	D.	E.
1. Effects of posting turbulence on spouse's education.....	(A)	(B)	(C)	(D)	(E)
2. Effects of posting turbulence on spouse's employment.....	(A)	(B)	(C)	(D)	(E)
3. Effects of posting turbulence on marital harmony.....	(A)	(B)	(C)	(D)	(E)
4. Effects of posting turbulence on children's education.....	(A)	(B)	(C)	(D)	(E)
(if applicable)					
5. Spouse's attitude to your RAN service.....	(A)	(B)	(C)	(D)	(E)
6. Desire to live in one location.....	(A)	(B)	(C)	(D)	(E)
7. Desire to obtain DFRDB benefits.....	(A)	(B)	(C)	(D)	(E)
8. Uncertainty about future policy on DFRDB benefits.....	(A)	(B)	(C)	(D)	(E)
9. Promotion expectations unlikely to be met.....	(A)	(B)	(C)	(D)	(E)
10. Unattractiveness of likely future posting locations or jobs.....	(A)	(B)	(C)	(D)	(E)
11. Non-use or misuse of your professional skills.....	(A)	(B)	(C)	(D)	(E)
12. Desire to try your talents in a civilian environment.....	(A)	(B)	(C)	(D)	(E)
13. Belief that you cannot achieve any further significant contribution to RAN.....	(A)	(B)	(C)	(D)	(E)
14. Frustration with efforts to achieve perceived RAN objectives within current defence organizational system.....	(A)	(B)	(C)	(D)	(E)
15. Attraction of higher income out of RAN.....	(A)	(B)	(C)	(D)	(E)
16. Dissatisfaction with RAN housing scheme.....	(A)	(B)	(C)	(D)	(E)
17. Financial costs of being in RAN (eg. removals).....	(A)	(B)	(C)	(D)	(E)
18. The special problems associated with marriage to another Officer.....	(A)	(B)	(C)	(D)	(E)
<u>Female Officers only.</u>					
19. Pregnancy.....	(A)	(B)	(C)	(D)	(E)
20. Have offspring and can't mix child rearing with a Navy career.....	(A)	(B)	(C)	(D)	(E)
21. Consider amount of maternity leave is inadequate.....	(A)	(B)	(C)	(D)	(E)
22. Posting with spouse/partner is impossible.....	(A)	(B)	(C)	(D)	(E)
23. Restricted career options because of limitations placed on the employment of female personnel.....	(A)	(B)	(C)	(D)	(E)
24. Frustrated with having to cope with traditional male Service attitude towards females.....	(A)	(B)	(C)	(D)	(E)
25. Have married or intend marrying a non-commissioned serviceman and are concerned about the Service's attitude to this.....	(A)	(B)	(C)	(D)	(E)
<u>For All Officers</u>					
26. Any other reason (please specify).....	(A)	(B)	(C)	(D)	(E)
.....					
.....					

SECTION 6

Today's Date.....

Please write down your responses to the following questions relating to matters raised in the previous Sections. This Section will be detached and treated separately. Your name is not required, only your

1. Age ..... 2. Sex ..... and 3. Length of Service.....
4. Do you have any solutions to the problem of posting Officers to billets in which they have no interest?  
(Refer Section 2, Q.1).....  
.....  
.....
5. Which of your particular skills do you feel that the Navy may have under-used or mis-used?  
.....  
.....  
.....
6. At your present career point what would constitute for you, an unattractive posting? .....  
.....  
.....
7. For those not committed, what are the main general factors prohibiting you making the R.A.N. a permanent career?  
.....  
.....  
.....
8. If you have ever considered resigning when and for what reason did you change your mind on that/those occasion(s)?  
(Refer Section 3, Q.1).....  
.....  
.....
9. If you are actively considering resignation, what action do you consider that the Navy (DNOP) could take, in your case, to either avert or defer your proposed resignation?(Refer Section 3, Q.5).....  
.....  
.....
10. If you have made any inquiries about civilian employment prospects within the last year or so what triggered these off? (Refer Section 3, Q.9).....  
.....  
.....
11. Please specify any particular personal or domestic effects caused by "posting turbulence" in your case.  
.....  
.....  
.....
12. Please specify any particular dissatisfaction you may have or have had with financial conditions of Service.  
.....  
.....

Thank you for your Co-operation

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BRIEF DESCRIPTION OF THE SCALES

CAREER MOTIVATION

As noted above, the Career Motivation Scale (CMS) measures the extent of the desire to continue serving.

The scale is comprised of the following items from the Retention Survey Questionnaire. The Section and item numbers follow in parentheses.

1. At present how actively are you considering resignation? (S3Q2)
2. Please give an estimated time-frame in which your contemplated resignation is most likely to be implemented. (S3Q3)
3. At present, how certain do you feel that you could get satisfactory employment in civilian life without much trouble? (S3Q8)
4. Have you actively initiated enquiries about one or more employment prospects outside the Service over the past 2 years? (S3Q9)
5. How many of these enquiries were related to your Navy employment? (S3Q10)

N.B. For this scale, the items were keyed so that a high score indicated a low level of motivation to continue serving and vice-versa. This should be remembered when interpreting Tabled data

The CMS proved to be unifactorial with a reliability coefficient (alpha) of 0.71. This is a satisfactory result and one which could probably be improved upon. All items were generated by the present writer.

# NAVY COMMITMENT SCALE

The following six items were included in the Retention Survey Questionnaire with the aim of measuring officer commitment to a Naval career.

## Commitment Scale items - Retention Survey (Section 4)

	Item
At present, how committed do you feel to the idea of a Navy career?	(11)
How satisfied are you with your Navy career to date?	(12)
How satisfied are you that you chose to join the Navy over the other careers available?	(13)
I find that my values and Navy values are very similar	(14)
Navy membership has a great deal of personal meaning for me	(15)
How strong is your sense of obligation to the Navy?	(16)
This scale is unifactorial with a reliability coefficient (alpha) of .84	

The above instrument was constructed to test the role of organizational commitment amongst RAN officers. A description of the construct is covered in Mowday et al (1982). Broadly speaking, it describes the proclivity possessed by a member of an organization by which he identifies with it to the extent that he views the goals and aims of the organization as HIS goals and aims, its values as HIS values and, figuratively speaking, its existence as HIS existence. Associated with these feelings are a desire to continue to maintain contact with the organization and to repudiate membership of other organizations.

The first three items were generated by the present writer. The "careers available" item was designed to substantiate the choice for a Navy career over alternatives. The "career to date" item establishes a direct link between the satisfaction and the commitment constructs.

The "values" item is modified from the Organizational Commitment Questionnaire (OCL; Mowday et al, 1982). The "personal meaning" item was designed to allow for the expression of broader emotional feelings, (affective commitment) whilst the "obligation" item gives expression to the feeling that one "ought" to remain serving as a duty, out of allegiance or loyalty.

The Affective Commitment (K) Scale comprises the following items from the Retention Questionnaire.

Section & item

1. How do you feel about making the Navy your career? (S4Q4)
2. I find that my values and Navy values are very similar. (S4Q14)
3. Navy membership has a great deal of personal meaning for me. (S4Q15)
4. How strong is your sense of obligation to the Navy? (S4Q16)

The K. Scale which purports to isolate the emotional component of commitment is unifactorial and has a reliability coefficient (alpha) of .81.

COMMITMENT - IDENTIFICATION - SATISFACTION

Organizational commitment is a construct which seems co-dimensional with another, older one, that of identification with the organization. In fact, in Mowday et al. (ibid.) the two terms are sometimes used interchangeably.

In a Defence Force with its characteristic all-embracing responsibility for most significant aspects of a member's life and welfare the concept of individual commitment (or identification) seems especially pertinent when evaluating retention/turnover/attrition and attempts at predicting these. This supposition appears strengthened by contemplating, for one, the longer training and more intense indoctrination period characteristic of military employment conditions compared with those conditions of employment in most civilian organizations.

Identification (commitment) has been shown to be associated with assimilation to the Army (Salas, 1967a) and assimilation status has in turn been significantly linked to retention over a three-year term.\*

In the model used in the study, (ibid) the thesis that a certain prior level of satisfaction with other-rank Army life was a prerequisite of attaining a measure of identification (commitment) with the organization was supported.

In the present study of Navy officer retention, both the satisfaction and commitment (identification) constructs were found to be very highly significantly correlated from a moderate to high degree.

Three SQ items are found in the 9 item Resignation Propensity (RP) scale. The RP Scale, the conceptual reverse of the Career Motivation scale, has been found to be a valid predictor of RAN male, officer resignation activity. (Salas, 1988b).

#### THE SATISFACTION SCALE QUESTIONNAIRE (SQ)

A ten-item adaptation of a 14 item scale of satisfaction with Army life (Salas, 1967b) was included in the Retention survey.

\* unpublished follow-up study of results in Salas (1967a).

The SQ is a well documented scale, the results of which have been shown to be implicated in the separation and the re-engagement decisions of other - rank personnel. (Salas, 1984).

The SQ items used in the Retention Study are listed below:

1. How well do you think the Navy is run?  
Very well 7 6 5 4 3 2 1 Very badly
2. What sort of chance does the Navy give you to show what you can do?  
A very good chance 7 6 5 4 3 2 1 A very poor chance
3. In general, how do you feel about life in the Navy?  
Very satisfied 7 6 5 4 3 2 1 Very dissatisfied
4. How do you feel about making the Navy your career?  
Very keen to 7 6 5 4 3 2 1 Don't want to
5. How do you feel about your chances of promotion in the Navy?  
Satisfied 7 6 5 4 3 2 1 Dissatisfied
6. Do you feel in general that you are doing better in the Navy than you could in civilian life?  
Very much better 7 6 5 4 3 2 1 Very much worse
7. Do you think you have improved and bettered yourself by being in the Navy?  
Very much so 7 6 5 4 3 2 1 Not at all
8. How satisfied are you with your Navy pay?  
Very satisfied 7 6 5 4 3 2 1 Very dissatisfied
9. How do you feel with your current Navy job?  
Very satisfied 7 6 5 4 3 2 1 Very dissatisfied

10. Men and women coming into the Navy expect things from their future Navy life. How well would you say that your expectations have been met?

Much better than expected 7 6 5 4 3 2 1 Much worse than expected

The present version of the SQ does not cover the possible universe of content. Satisfaction with supervision is one important omission. Intention to re-engage, a potent item in reflecting general satisfaction in the other-rank version of the SQ, was excluded as being inappropriate in the officer setting.

Items 1, 2 and 3 of the Resignation propensity Scale are from the SQ (promotion, doing better in Navy, Navy career). These all loaded on the "career" factor of the RP Scale (Salas, 1988).

SQ item 3 ("In general, how do you feel about life in the Service?"), has a history. This item first saw the light of day in Australia as part of the Satisfaction Scale Questionnaire (Salas, 1967a). It originally appeared in "The American Soldier" (Stauffer et al, 1949) as part of a Guttman scale of satisfaction with Army life.

The SQ has 2 factors with a reliability coefficient (alpha) of .82. With item 8 (pay) removed the SQ becomes unifactorial.

#### OTHER SCALES

The most important of these in the present context would be the Resignation Propensity (RP) Scale and the SQ, a measure of satisfaction with Navy life in the Retention Survey.

\* Stouffer, S.A., Suchman, E.A., De Vinney, L.C., Star, S.A. and Williams, R.M. The American Soldier Voll Adjustment during Army Life: Princeton, N.J. Princeton Univer. Press, 1949.

The Resignation Propensity Scale (RP)

This is described at length in Salas (1988a, b). It is a nine item measure, scores on which provide an index of an officer's tendency towards voluntary separation from the Navy.

R. P. Scale

Instruction: You are invited to answer some or all of the questions below, if you wish.

1. How do you feel about your chances of promotion in the Navy?  
Satisfied 7 6 5 4 3 2 1 Dissatisfied
2. Do you feel in general that you are doing better in the Navy than you could in civilian life?  
Very much better 7 6 5 4 3 2 1 Very much worse
3. How do you feel about making the Navy your career?  
Very keen to 7 6 5 4 3 2 1 Don't want to
4. At present, how committed do you feel to the idea of a Navy Career?  
Very committed 7 6 5 4 3 2 1 Not committed at all
5. How attractive does the idea of career employment in civilian life appear to you at present?  
Very attractive 7 6 5 4 3 2 1 Very unattractive
6. Have you had one or more job offers from organizations or individuals outside the Service over the past 2 years?  
No.....1  
Yes, one.....2  
Yes, 2 or 3.....3  
Yes, more than 3....4

8. Have you ever considered resigning?  
 Yes.....1  
 No.....2
9. If you answered Yes to the above item 8, please give an estimated time frame in which your contemplated resigning is most likely to be implemented.
- |                      |                 |                 |
|----------------------|-----------------|-----------------|
| 0-2 mths.....1       | 3-6 mths.....2  | 7-12 mths.....3 |
| 13-18.....4          | 19-30mths.....5 | 30 + mths.....6 |
| Not Applicable.....7 |                 |                 |

Three factors were identified in the RP Scale. It has a reliability coefficient alpha of .72.

#### The Job Satisfaction Scale (JOBSAT)

This measure comprised the following items, all from Section 4 of the Retention Survey Questionnaire.

What sort of chance does the Navy give you to show what you can do? (S4 item 2)

In general, how do you feel about life in the Navy? (S4 item 3; This item also appears in Jans' Career Motivation Scale).

How do you feel about your current Navy Job? (S4 item 9).

At present, how committed do you feel to the idea of a Navy career? (commitment Scale, CS) (S4, item 11)

How satisfied are you with your Navy career to date?

(Commitment Scale, CS) (S4, item 13)

The JOBSAT Scale is unifactorial with a reliability coefficient alpha of 0.79.



The Service Effectiveness (SE) Scale.

This measures attitudes towards the efficiency of the Navy as an employer. It includes opinions about career management,.

SE scale items are as follows: (The origin of each item is given in parentheses.)

How well do you think the Navy is run? (S4 item 1)

What sort of chance does the Navy give you to show what you can do? (S4 item 2)

In general, how satisfied do you feel with Navy life? (S4 item 3)

How satisfied are you with the current RAN Officer Personal Reporting System? (Section 2, item 8)

How satisfied are you with the quality of RAN Personnel management (including officer Career Planning)? (Section 2, item 9)

How effective do you think is the dream sheet system? (Section 2, item 10)

The SE Scale is unifactorial with a reliability coefficient (alpha) of 0.79.

The Remuneration Scale (RS)

This instrument scales attitudes towards service and civilian pay and the financial costs of being a member of the Navy. The RS is made up of the following items. Origins of items are given in parentheses.

How satisfied are you with your Navy pay? (S4 item 8)

How does your Navy pay (+ allowances, benefits etc) compare with the money you think you could expect to receive in civilian life?  
(Section 3, item 15).

Financial costs of being in RAN (e.g. removals) - (as a resignation influence; Section 5, item 17)

The R. Scale is unifactorial and has a reliability coefficient alpha of 0.65.

The Career Prospects Scale (CP)

This device measures officers' attitudes towards their future Naval career. The scale is made up of the following items from the Retention Survey questionnaire.

1. Officers have expressed the observation that there are comparatively few billets at future rank levels which have much interest in them. This implies posting an officer to positions for which he/she is not a volunteer. How does, or will, this situation apply to you?
2. How satisfied are you with the quality of the RAN personnel management (including officer Career Planning?) (Section 2, item 9)
3. How do you feel about your chances of promotion in the Navy?  
(Section 4, item 5)
4. At present how committed do you feel to the idea of a Navy career?  
(Section 4, item 11)
5. Unattractiveness of likely future posting locations or job  
(as a resignation influence) Section 5, item 10)

This scale proved to be bi-factorial with a coefficient alpha of 0.62.

Note

The Career Prospects Scale was excluded from earlier analyses when it was discovered that item 5 from Section 4 of the questionnaire (promotion chances) had been omitted from it.

Promotion prospects are integral to the assessment of future career prospects, at some stages perhaps more than at others. (Three of the nine items used by Jans (1988) in his career prospects scale alluded to "promotion".)